What Health Care Reform Means For Your Firm

AECOM’s Dionisio: Private Sector Needed to Solve Infrastructure Crisis

ACEC ‘Citizen Lobbyists’ Key to IRS 1099 Repeal

DESIGN EXCELLENCE

Hoover Dam Bypass Heads Exceptional Class Of 2011 EEA Winners
Remarkable

THE 2011 GRAND CONCEPTOR

It takes collaboration to cross a canyon like this one. Leading the design support team for the Hoover Dam Bypass was no small feat, but it was a great honor. We thank the Central Federal Lands Highway Division for HDR’s role in this remarkable, landmark project.
Cover Feature

2011 ENGINEERING EXCELLENCE AWARDS
Celebrating the year’s most exemplary engineering achievements.

Features

Rx FOR CHANGE
A guide for Member Firms to navigate the twists and turns of the new health care law.

POSITIVE OUTLOOK
Highlights from the 2011 Annual Convention and Legislative Summit in Washington, D.C.

Departments

FROM ACEC TO YOU
Face-to-face advocacy brings results.

LEGISLATIVE ACTION
ACEC “citizen lobbyists” achieve 1099 repeal; budget deal impacts infrastructure programs; House clears FAA reauthorization bill.

BUSINESS INSIGHTS
Annual Convention “golden” for new ACEC member discount partner; Trans. Research Board, NAVFAC join RCEP; on-demand course provides LEED Green credential fundamentals.

MARKET WATCH
Health care construction surges forward.

MEMBERS IN THE NEWS
Alan J. Krause to succeed Robert B. Uhler as MWH CEO; Pennoni’s Anthony S. Bartolomeo named to Marcellus Shale Advisory Commission.

MERGERS AND ACQUISITIONS
Consolidation of the construction industry: 2011 first-quarter report.
From ACEC to You

ACEC ‘Citizen Lobbyists’ Strike Pay Dirt!

No sooner had hundreds of ACEC’s “citizen lobbyists” swarmed Capitol Hill at our recent Annual Convention—with an agenda focused on infrastructure funding, QBS, and repeal of both the 3 percent withholding and expanded 1099 mandates—than the results started to show. The House of Representatives cleared an airports construction bill. Many new co-sponsors were added to the 3 percent repeal bill. And the Senate killed the 1099 requirement, with President Obama signing the repeal into law April 14.

Member involvement has always paid off for ACEC. That’s why we make it the focus of everything we do. A new “teaming fair” at our Convention lined up small firms to work with larger ones on federal contracts. ACEC’s educational seminars—concentrating on new business challenges—are more popular than ever. And our Convention keynoter, John Dionisio, CEO of AECOM, underscored the need for ACEC members to step up to the plate, not only on public advocacy, but also in the development of alternative private arrangements for funding infrastructure.

Member involvement stories in this issue of Engineering Inc. also include our members’ responses to the sweeping new health care law (see page 6); new opportunities in the burgeoning health care facility market (see page 27); and how our members continue to produce exemplary engineering solutions to meet the needs of our society. (See page 10 for Engineering Excellence Award winners.)

Congratulations to all EEA winners—and special congratulations to the HDR/T.Y. Lin/Jacobs team for its magnificent Hoover Dam Bypass, winner of the Grand Conceptor Award, our highest award for engineering excellence.

The entire ACEC team is focused on maximizing member input and participation in addressing high-priority infrastructure and regulatory challenges. We look forward to working with you in advancing our industry.
EXPERIENCE COUNTS

ACEC BIT TRUSTEES—all experienced engineers—helped design insurance options specifically for ACEC Members.

Does Your Insurance Provider Have What It Takes?

In the complex field of engineering, experience is critical—and insurance is no different. That’s why the ACEC Business Insurance Trust (BIT) team, partnered with Marsh, used our 28 years of experience to create insurance programs tailored specifically to the needs of engineers.

The ACEC BIT team—all fellow engineers—worked with the insurance experts at Marsh to develop an innovative package of insurance policies offered to ACEC Member Firms.

Our unparalleled experience in engineering and insurance means you get the coverage that’s right for your firm—not someone else’s. As an ACEC Member Firm, you qualify for these coverages:

- Workers’ Compensation
- Commercial Auto
- Umbrella Liability
- Business Owners Package
- Professional Liability
- Management Liability
- Personal Auto and Home

Put Our Experience to Work for You.
Make sure you have the right coverage—at the right price. Get a free quote today!

Call the Marsh insurance experts:
800.338.1391
or visit www.acecbit.com

Outstanding Service
Our commitment to quality and service shows in our 92% client retention rate. When firms join our program, they stay!
ACEC ‘Citizen Lobbyists’ Achieve 1099 Repeal

ACEC’s intensive lobbying effort to repeal the new federal requirement on IRS Form 1099 filings scored in April as President Obama signed repeal legislation into law.

ACEC members pressured Congress to act on this issue during the Annual Convention. The week after the Convention, the Senate gave final approval to H.R. 4, which repeals the expanded 1099 provision that was originally put into place in the new health care reform law.

The Council has been very active in opposition to the 1099 mandate, which would have drastically expanded the circumstances under which businesses would have to file the IRS Form 1099.

“This is a critical win that will spare our members from a burdensome and expensive new paperwork requirement,” said ACEC President Dave Raymond.

House Clears FAA Reauthorization Bill

The House has passed legislation to reauthorize and extend federal airport construction and other FAA programs, setting the stage for conference negotiations with the Senate.

The House-passed bill (H.R. 658) authorizes $3 billion annually in Airport Improvement Program (AIP) funding through 2014. The measure also endorses the use of Qualifications-Based Selection for airport projects funded through Passenger Facility Charges.

The Senate has already passed companion legislation, opting for a one-year bill through 2011. The bill (S. 223) provides more funding, allocating $4.1 billion for AIP grants this year.

The FAA is currently operating under short-term extension legislation. House and Senate negotiators hope to complete work on a final bill this spring.

Budget Deal Impacts Infrastructure Programs

The final agreement between the White House and Congress to fund government programs for the remainder of fiscal year 2011 spared certain infrastructure programs but imposed cuts on many others.

The agreement maintains core highway and transit formula funding at current authorized levels from the Highway Trust Fund, but eliminates contributions from the General Fund. The agreement also rescinds $2.5 billion in unused contract authority and $630 million in dead earmarks. Negotiators eliminated all funding for high-speed rail and rescinded $400 million in unspent funding, essentially killing the program.

The deal preserves funding for airport projects and Amtrak. Federal water programs took significant cuts, although the final agreement restored some funds cut in the original House-passed spending bill. Funding for wastewater projects under the Clean Water Act State Revolving Fund (SRF) program was set at $1.525 billion, a $575 million cut from FY 2010. The drinking water SRF program was funded at $965 million, a cut of $435 million from last year.

Military construction accounts were reduced by nearly $10 billion from the 2010 level. The Corps of Engineers and GSA construction programs also were cut.

During budget negotiations, ACEC joined AGC, ARTBA, the U.S. Chamber of Commerce and other groups in distinguishing critical infrastructure investments from general government spending, and urged Congress to protect funding levels. “Without proper investment and attention to infrastructure, the United States’ economic stability, potential for job growth, global competitiveness and quality of life are all at risk,” the coalition told Congress. “Cuts to federal highway and public transportation funding might appear to be penny wise, but could actually be a pound foolish.”

ACEC Calls for Changes To SEC’s ‘Municipal Advisor’ Rule

To protect and broaden the engineering exemption in the Dodd-Frank Wall Street Reform and Consumer Protection Act, ACEC is urging the Securities and Exchange Commission (SEC) to modify a proposed rule that would force many engineering firms to incur the significant cost and legal burdens of registering with the agency as “municipal advisors.”

The SEC has proposed a narrow interpretation of the engineering exemption so that cash-flow modeling and certain feasibility studies would not be exempt. ACEC’s comments show that these activities are integral to engineering work and different from advice on municipal securities and other financial products.
New Bonding Authority for Water Projects

Reps. Geoff Davis (R-Ky.) and Bill Pascrell Jr. (D-N.J.) are poised to introduce ACEC-supported legislation to boost funding for water projects through private activity bonds. The legislation would waive the state volume cap on private activity bonds for water and wastewater projects, significantly expanding the availability of low-cost financing for local communities. This reform is critical, as most states allocate only a small fraction of their private activity bonding capacity to water infrastructure projects. Exceptions from the state cap already exist for airports, ports and landfills.

Wall Street experts and the EPA have projected that changes in the tax code could make available as much as $50 billion annually in private capital for water infrastructure. The cost to the federal government would be significantly less. A Joint Tax Commission recently put the bill’s price tag at only $354 million over the next 10 years. What’s more, the moves could create or support more than 1,425 jobs, according to studies by the Associated General Contractors and other organizations.

Congress Extends Transportation Funding

The House and Senate cleared legislation (H.R. 662) to extend federal surface transportation programs at current levels authorized under SAFETEA-LU through Sept. 30, 2011, the end of the federal fiscal year. The bill was necessary to prevent the cutoff of federal highway and transit funding to the states. It is the seventh extension since the existing law expired in September 2009. ACEC was active in building the support necessary for passage. “ACEC members did a great job in connecting with their representatives, particularly the many new members of Congress, on the need for this bill,” said ACEC President Dave Raymond. “Now comes the hard part—getting a multiyear bill with sufficient funding to address our major transportation needs.”

In related news, outgoing ACEC Chairman Jerry Stump called for increased outsourcing and the elimination of competition from public agencies for engineering services during testimony in late March before the House Subcommittee on Highways and Transit.

“Contracting-out helps departments meet strict deadlines, accommodate specific technical expertise requirements and spur innovative solutions, all of which lower total project life-cycle costs,” Stump said.

Administration Endorses 3-Year, 3% Withholding Delay

The Office of Management and Budget (OMB) is urging lawmakers to delay implementation of the 3 percent withholding mandate, acknowledging problems faced by federal agencies in meeting the current effective date of Jan. 1, 2012.

An agency spokeswoman indicated that a three-year delay would give federal agencies time to overhaul their financial systems and payment processes in order to collect the withholding.

ACEC and coalition allies continue to press Congress and the Obama administration that the withholding mandate is fundamentally flawed and should be repealed.

For More News
For weekly legislative news, visit ACEC’s Last Word online at www.acec.org.
Rx for Change

A guide for navigating the twists and turns of the new health care law

By Samuel Greengard
there is no shortage of opinions about health care reform. But beyond all the talk, vitriol and impending litigation, there remains an inescapable reality: Businesses must take steps to comply with the Patient Protection and Affordable Care Act and the Health Care and Education Reconciliation Act signed into law by President Obama last spring.

Health care reform promises to reshape the way individuals and employers purchase insurance and use the health care system. And it will affect your firm.

“No plan sponsor is untouched by the law,” says Dean Hatfield, senior vice president at Segal Company, a human resources consulting firm. “It’s essential to understand how it impacts your business and how to approach it in the most efficient and cost-effective way.”

In this special feature, ACEC talks with experts and Member Firm executives about what to expect, the challenges associated with change and how to keep employees happy.

ACEC will also present an online seminar, “The New Health Care Law: What Your Firm Needs to Know Now,” May 24. To register for this event, go to www.acec.org/education and click “online seminars.”

5 Key Provisions of Health Care Reform

1 Small Business Tax Credits. Beginning in 2010, businesses with fewer than 25 full-time employees that pay average annual wages of less than $50,000 and pay more than 50 percent of employees’ health premiums are eligible for a tax credit of up to 35 percent of the cost of premiums through the 2013 tax year. The credit will rise to 50 percent in 2014, and businesses can claim it for two consecutive years, though it will be completely phased out for employers that have 25 or more full-time employees.

Analysis: Most engineering firms won’t qualify, because average wages typically average more than $50,000. Maximum tax benefits are available only to firms with 10 or fewer employees and average annual wages of $25,000 or less. Some executives say that if they do qualify for the tax credit, they will have to decide whether expanding beyond 24 employees is worth losing the tax credit.

2 SHOP Exchanges. By 2014, states will establish Small Business Health Options Programs, or SHOP, exchanges. Essentially, these exchanges allow small businesses (defined as firms with no more than 100 employees, though states have the option of limiting exchanges to companies with 50 or fewer employees through 2016) to pool assets in order to buy insurance.

These new state-run exchanges will enable small businesses to shop for coverage. The exchanges are exempt from the mandate that requires larger enterprises to provide health care benefits by 2014 or pay a $2,000-per-employee annual penalty.

Analysis: Exchanges could establish significantly different sets of rules. For companies operating in multistate environments, for example, this could mean different criteria. But because the jury is still out on how to structure these exchanges, the best firms can do today is closely monitor the situation.

3 Expanded Coverage. In 2010, employer-sponsored group health plans began covering dependents until a child turns age 26, regardless of marital status. In 2011, group health plans and insurers are prevented from imposing lifetime or annual limits on the dollar amount of “essential health benefits” for any individual.

Analysis: Although the law is clear about lifetime and annual dollar limits, the details are somewhat controversial, says Nancy K. Campbell, a partner at the law firm Snell & Wilmer LLP. For instance, it’s not clear whether infertility treatments and chiropractic care are covered. “Until regulations are issued, agencies will take into account ‘good faith’ efforts to comply with a reasonable interpretation of ‘essential health benefits,’” she says. The key? “A plan must apply this definition consistently.”

4 Excise Tax. In 2018, businesses that provide so-called “Cadillac” plans costing more than $10,200 a year for individuals or $27,500 for family coverage (not including dental and vision plans) will be subject to a 40 percent tax on the portion of the cost that exceeds the threshold.

Analysis: Segal’s Hatfield says that it’s crucial to reduce costs through better preventative care and wellness programs.

5 Compliance and Fines. Employers could face a variety of fines for noncompliance. Among them: Starting in 2014, employers with more than 50 full-time employees that do not offer health care coverage that meets an affordability test for their employees might be subject to penalties of $2,000 annually per employee (but not assessed on the first 30 employees)—if the firm receives taxpayer subsidies for the purchase of insurance through the exchange.

Analysis: The law creates strong incentives to provide coverage, though some employers might actually save money by paying fines rather than complying with the law. But employees might not like it. “It’s a competitive environment for talent, and benefits matter,” says Denise Howe, vice president of Kleinfelder, Inc.
How Member Firms Plan to Adapt

1 MACTEC
Headquarters: Alpharetta, Ga.
Specialty: Engineering, environmental and construction services.
Size: 2,500 employees with annual gross 2010 revenues of $408 million.
Current Health Plan: Provides employees with two options through Anthem Blue Cross/Blue Shield: an 80/60 preferred provider organization (PPO) plan that has a $1,000 deductible with a $20 office visit copay; and a 90/70 PPO plan that has a $500 deductible with a $15 office visit copay.
Impact of Reforms: Expects that in 2011 reform will cost the company approximately $150,000, primarily due to adult dependent coverage to age 26 and the elimination of lifetime maximums. The company expects additional cost increases in 2013 and beyond. “We project additional costs in the range of 1 percent to 2 percent based on the indirect pass through of fees from health insurers, pharmaceutical manufacturers and medical device manufacturers,” says Jayne Dinan, director of corporate human resources. However, she says, the company will not fall into the “Cadillac” category.
Strategy: MACTEC is focused heavily on wellness. “We view it as not just a cost issue but a way to keep our employees and their family members healthier and living longer,” Dinan says. In 2008, the firm introduced a Wellness Team and established goals that it enhanced in 2009 and 2010. It has achieved as high as 83 percent participation rate in specific programs. Through such initiatives, MACTEC has reduced health care claims by as much as $1.5 million a year. The firm is considering adding a Health Savings Account plan in 2012.

2 Stanley Consultants, Inc.
Headquarters: Muscatine, Iowa
Specialty: Multidisciplinary engineering firm provides engineering, environmental and construction services worldwide.
Size: 880 U.S. employees in 16 offices, with 300 employees and three offices overseas.
Current Health Plan: The firm uses WellMark Blue Cross/Blue Shield as its PPO. The self-funded insurance covers 70 percent to 90 percent of medical costs for employees and families. There’s a $20 copay for in-network services.
Impact of Reforms: For now, the firm has opted to remain “grandfathered.” It doesn’t expect to fall into the “Cadillac” category.
Strategy: Focusing on preventive care and a wellness program in order to trim costs and avoid the 2018 excise tax.

3 Kleinfelder, Inc.
Headquarters: San Diego
Specialty: Construction management and environmental engineering services.
Size: 1,522 employees in 50 U.S. offices, with international offices in Guam and Australia.
Current Health Plan: Offers a variety of plans, including self-insured PPOs through Blue Cross and Kaiser Permanente. The plans typically cover 90...

A Timeline for Health Care Reform

2010
President Obama signs the Patient Protection and Affordable Care Act and the Health Care and Education Reconciliation Act into law
2010
Small Business Tax Credit
2010
Ban on pre-existing condition exclusions for children under age 19 and coverage for children until age 26
2011
Increased penalties on HSA withdrawals
2011
Voluntary long-term care insurance requirement
2012
W-2 reporting of cost for employer-sponsored health coverage
2013
Tax on Medicare retiree drug subsidies
percent of costs in network and 50 percent out of network. Office visits incur $15 to $20 copays. **Impact of Reforms:** Denise Howe, director of human resources, estimates that changes in the law will result in a 2 percent to 3 percent increase over the $15 million Kleinfelder currently spends on employee health plans. But “costs are rising regardless of reform,” she says. **Strategy:** The firm set up education and wellness programs. “We are hoping to manage costs in order to avoid the 2018 excise tax,” she says. But it might not be enough. Projections have the firm falling into the “Cadillac” category due to inflation. **Philosophy:** “We want to keep our options open while remaining competitive,” Howe says.

4 Palmetto Engineering & Consulting
**Headquarters:** Piedmont, S.C.
**Specialty:** Electrical engineering and power distribution.
**Size:** 77 employees across four states, with 65 receiving health care benefits; more than $10 million in annual revenues.

**Current Health Plan:** The company offers 100 percent coverage for employees and 50 percent for families, including dental and vision, with a $20 copay. Annual deductibles are $2,000 for individuals and $6,000 for family, with a bridge plan to offset cost up to $3,000 a year. Palmetto uses Blue Cross/Blue Shield as its PPO.

**Impact of Reforms:** “We’re looking to reduce our insurance costs,” says Gregg Hughes, principal and vice president. The focus is on preventative care and a wellness plan with possible gym memberships. If the new law pushes annual premium increases beyond today’s average 7 percent to 10 percent annual rate, Hughes says Palmetto may opt for a 75/25 plan for employees and a 25/75 benefit for family members.

**Strategy:** Strives to educate employees about changes through a newsletter and the company intranet.

**Philosophy:** “We view a good health care plan as a recruiting tool. It helps us attract top talent,” Hughes says. “The biggest challenge right now is not knowing how various provisions will play out, including where we fit in.”

5 HH Engineering Ltd.
**Headquarters:** Detroit
**Specialty:** Transportation-related consulting and engineering.
**Size:** 10 full-time and three part-time employees; $1.6 million a year in revenues.

**Current Health Plan:** The firm offers 100 percent coverage with $250 to $500 deductibles, along with $20 copay for employees and their families. Blue Cross of Michigan is the PPO.

**Impact of Reforms:** Owner and president Helen Himes says the small-business tax credit won’t apply because her employees average more than $50,000 per year in income. The company currently pays 100 percent of employee health insurance costs, including family coverage. Health care costs account for 7 percent of the firm’s total expenses. “I am concerned about paying for coverage for part-time employees starting in 2014,” Himes says. This could result in a 30 percent cost increase, bringing the firm’s overall health care expenses to 10 percent.

**Strategy:** Himes is promoting wellness and attempting to keep premiums down by raising the prescription copay on the insurance policy, then reimbursing the employee for the difference between the higher prescription copay and $15 copay.

**Philosophy:** “It might be cheaper to pay fines, but I wouldn’t do that because this is a small business and I view employees as my family,” she says.

Sam Greengard is a business and technology writer based in West Linn, Ore.

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**2013**
- Health FSA contributions are capped at $2,500

**2014**
- Small Business Health Option Program (SHOP) exchanges
- Large-employer “pay or play” rules and free choice vouchers
- Individual mandate provision takes effect
- Ban on pre-existing condition exclusions for adults
- Prohibition on all annual caps on benefits
- Wellness rewards offered to employers
- Excise tax on “Cadillac” plans

Source: Snell & Wilmer LLP
The 2011 Engineering Excellence Awards Gala—known as the “Academy Awards” of the engineering industry—celebrated 161 National Recognition Award Winners including 24 top honors, and the winner of the Grand Conceptor Award for the year’s most outstanding achievement.

A panel of 28 judges representing construction, government, media and academia selected award recipients based on uniqueness and originality, technical complexity, social and economic value and public awareness.

Emmy Award–winning comedian Ross Shafer hosted the black-tie Gala, attended by industry leaders from throughout the nation.
Soaring nearly 900 feet above the Colorado River, the Hoover Dam Bypass features a 1,900-foot-long arched concrete bridge—the highest and largest of its type in the Western Hemisphere, featuring the world’s tallest pre-cast concrete columns. More than 40 years in the making, the bypass eliminates wearisome traffic congestion along the dam’s hairpin turns while increasing security for a vital Southwestern source of power and water.

The project team used groundbreaking design to overcome challenges posed by high winds, extremely rugged terrain and severe heat. Two 2,500-foot-long cableways connected to 330-foot-high towers on each side of the Black Canyon transported crews and 50 tons of equipment and materials during bridge construction.

Because of triple-digit temperatures, concrete was poured from midair at night and cooled with liquid-nitrogen-filled tubes. The concrete arch—built in two segments that began 1,060 feet apart on each side of the canyon—was closed three-eighths an inch from perfect.

The Hoover Dam Bypass complements the historic Hoover Dam with a new engineering feat of equal ingenuity.
ACEC 2011 ENGINEERING EXCELLENCE AWARDS

GRAND AWARDS

Target Field, Minneapolis, Minn. 
Walter P Moore—Houston, Texas

It was the perfect “squeeze play” for the new home to Major League Baseball’s Minnesota Twins. Challenged with transforming an 8.5-acre site characterized as “too small and virtually unbuildable,” the project team devised structural components that extended the facility over an adjoining rail line, two commuter lines and a major highway. Design innovations include steel tree columns to support a signature tapered steel-clad canopy that appears to “float” 50 feet above the upper concourse. ESPN Magazine named the new stadium No. 1 among all 122 professional sports venues for fan experience.

Cellulosic Biofuels Plant, Soperton, Ga. 
Merrick & Company—Aurora, Colo.

The nation’s first commercial-scale cellulosic biofuels facility converts biomass, such as wood chips, grasses and other organic material, into low-carbon fuels. The project team custom-designed critical components, including an indirect gasifier, a synthesis gas reformer and a gas phase tubular catalytic reactor. The resulting system employs a two-step thermochemical process to transform biomass into cellulosic ethanol and methanol—ultimately, 10 million gallons of biofuels per year—that can displace gasoline or diesel fuel and generate clean renewable electricity.

U.S. 17 Washington Bypass Project, Washington, N.C. 
AECOM—Raleigh, N.C.

A showpiece 6.8-mile highway bypass confirms that critical infrastructure development can be accomplished in an environmentally sensitive fashion. Construction of the project’s centerpiece—a 2.8-mile-long, four-lane bridge across the Tar River—uses an innovative “top-down” approach to protect 14 acres of fragile surrounding wetlands. Two 750-ton custom-designed erection gantries positioned on completed spans facilitated bridge-building operations, including the world’s first application of pile driving from an overhead structure.

Auburn Bridge-in-a-Backpack, Auburn, Maine
Kleinfelder/S E A Consultants (Joint Venture)—Cambridge, Mass.

Pioneering structural technology allows safe and resilient bridge construction, either manually or with lightweight machinery, and represents a cost-effective alternative to pre-cast or steel bridge designs. The project team incorporated the new technology in a 38-foot span and headwall over the Royal River, featuring lightweight carbon-fiber tubes that literally can be transported to a construction site in a backpack. The tubes are filled with concrete, creating a structurally sound, long-lasting arch bridge built in substantially less time and matching the service life of a conventional bridge.
GRAND AWARDS

Wards Island SHARON Facility, New York, N.Y.
AECOM—New York, N.Y.

The world’s largest application of cutting-edge wastewater treatment technology dramatically reduces nitrogen discharges into the Upper East River and Long Island Sound—New York City’s primary wastewater receiving sources. The innovative SHARON system (single reactor for high-activity ammonium removal over nitrate) uses a two-stage process to remove nitrogen from treated wastewater and substantially improves water quality for New York City residents. The Wards Island facility is now a model for large-scale water treatment.

Research Support Facility, National Renewable Energy Lab, Golden, Colo.
Stantec—San Francisco, Calif.

Resourceful engineering design produced the nation’s largest commercial building to achieve net-zero annual energy use. Occupants of the new 220,000-square-foot research facility consume energy generated only by its renewable power sources. Design advancements include a 1.6-megawatt solar panel array, an underground labyrinth thermal storage system that captures and reintroduces recovered heat and a radiant heating and cooling system that uses water to adjust temperature. The building consumes 50 percent less energy than similar buildings and is a prototype for the future of large-scale, net-zero buildings.

Pelton Round Butte Selective Water Withdrawal, Madras, Ore.
CH2M HILL—Bellevue, Wash.

Superior water quality has been re-established and a safe fish passage created at the 465-megawatt hydraulic dam on the Deschutes River. With license requirements mandating water quality and temperatures, the project team designed a 3,500-ton selective water withdrawal system with a 2,600-ton floating structure that draws surface water; a 250-ton flow conduit; and a 700-ton bottom structure situated 270 feet below the surface to control release of cold water. The facility is the first of its kind that can draw water from various depths, collect and sort migrating steelhead trout and salmon and provide 100 percent fish exclusion from the dam’s powerful intake.
A new state-of-the-art water purification facility eliminates drought-induced shortages while creating a new water supply to meet the demands of a growing Aurora, Colo. population. The 50-million-gallons-per-day facility draws water from a new sustainable source—the South Platte River—and equals the high quality of existing Rocky Mountain water. Traditional and advanced processes were used for softening, ultraviolet oxidation and biological filtration. The results rival those of conventional treatment, but at a lower cost and with a smaller environmental footprint.

Dartmouth Dam Piano Key Weir Model Study, Victoria, Australia
URS Corporation—Denver, Colo.

A groundbreaking Piano Key Weir design will help triple the flood capacity of Australia’s tallest dam. The innovative design was developed after traditional solutions were deemed insufficient for the 600-foot-high Dartmouth Dam. A 92-foot-long, 40-foot-wide and 12-foot-high scale model was constructed using state-of-the-art Computational Fluid Dynamics modeling to confirm the design’s ability to withstand extreme flooding. When completed, the new Dartmouth Dam spillway, at 30 feet, will be the highest of its type in the world.

Port of Portland Headquarters, Portland, Ore.
PAE Consulting Engineers, Inc.—Portland, Ore.

Portland International Airport’s stunning new gateway facility incorporates creative mechanical, electrical and lighting design to become one of the world’s most energy-efficient buildings. Evoking images of an airplane wing or a ship’s hull, the new 10-story facility and seven-story parking garage draws upon renewable energy from 200 geo-exchange wells, each 340 feet deep, to provide heating and cooling. Plants and microorganisms clean all sanitary wastewater, which is then recovered and used for flushing and irrigation. The building is expected to annually achieve 80 percent water savings and 50 percent energy savings.

The Cooper Union, New York, N.Y.
Syska Hennessy Group, Inc.—New York, N.Y.

A showpiece for academic and cultural activity is enhanced by pioneering mechanical and sustainable engineering design. The new 175,000-square-foot research center features radiant heating and cooling panels that modulate building temperature, airside heat recovery in the four-story atrium, an exterior “green roof” and a stormwater collection system to manage runoff. The building’s exterior features a double-wall perforated metal skin with operable panels that controls glare and acts as a barrier to overheating from sunlight.
HONOR AWARDS

Mineta San José International Airport Terminal B and Concourse, San José, Calif.
Magnusson Klemencic Associates—Seattle, Wash.

Imaginative upgrades to Silicon Valley’s primary airport include a unique structural frame designed to withstand severe earthquakes in one of the most geologically active regions in the world. The dazzling new terminal features the first airport-incorporated special truss moment frame with pioneering center segments that resist ground movement and wind forces without the need for interior columns. Resembling an unraveling data cable and stretching more than 2,100 feet, the new terminal and concourse adds 12 new gates and effectively positions the airport as Silicon Valley’s aviation hub for the future.

Songdo Convensia, Incheon, South Korea
Arup—New York, N.Y.

Progressive structural design helped South Korea’s New Songdo Convention Center become a global model for energy efficiency. Reflecting the region’s maritime heritage, the 325,000-square-foot facility is defined by a distinctive roof resembling the upturned hull of a boat. Large bow trusses support the roof and allow for a massive column-free interior that maximizes the facility’s flexibility. The vast exhibit hall also features a transparent facade and internal clerestories, which reduce the need for artificial lighting.

Metro Gold Line Eastside Extension, Los Angeles, Calif.
AECOM—Los Angeles, Calif.

A new state-of-the-art, six-mile, eight-station light rail extension links a long-underserved community to important region-wide transit networks. The project team overcame the challenges presented by a densely developed urban setting to design twin 1.8-mile tunnels, two underground stations and a new bridge across one of the nation’s busiest freeways. Rail lines and support facilities were also designed to withstand the area’s high seismic activity. Construction was completed with minimal disruptions to traffic and daily life in the surrounding neighborhoods.

Yale University Forestry/Environmental Studies Building, New Haven, Conn.
Arup—New York, N.Y.

Creative engineering design achieves carbon neutrality and a model for institutional sustainability at the new home for Yale University’s School of Forestry and Environmental Studies. The cathedral-like Kroon Hall incorporates photovoltaic rooftop panels, four deep geothermal wells for energy-efficient heating and cooling, and solar hot water heaters. The interior courtyard’s landscaped water feature doubles as a natural reed bed filtration system for stormwater, which is then treated and reused for flushing and irrigation.
Ambassador Bridge Gateway Project, Detroit, Mich.
HNTB—Detroit, Mich.

Michigan’s first public-private partnership features cutting-edge advancements to completely transform the congested U.S./Canada border crossing into a safe, efficient highway system. Innovative design provides new connections between existing roadways and the privately owned Ambassador Bridge, taking more than 11 million vehicles a year off neighborhood streets in the process. New segments of I-75 and I-96 were added, in addition to 18 ramps and 25 bridges, including the scenic Bagley Pedestrian Bridge, which reunites East and West Mexicantown neighborhoods after 40 years of separation.

The New Arrowhead Stadium, Kansas City, Mo.
Walter P Moore—Kansas City, Mo.

Innovative structural design helped an aging National Football League landmark recapture its former glory as a sports showpiece. The 38-year-old Arrowhead Stadium, home to the NFL’s Kansas City Chiefs, needed dramatic renovation. The project team incorporated concrete petrography and ground-penetrating radar to pinpoint and address structural deficiencies. Upgrades included the first large-scale North American use of sacrificial anodes to counterbalance new concrete from accelerating corrosion in existing concrete. The renovated facility is 33 percent larger and features doubled concourse space.

Dearborn Subway Track Renewal Project, Chicago, Ill.
Parsons Brinckerhoff—Chicago, Ill.

Major upgrades to Chicago’s Dearborn subway tunnel returned the 60-year-old main line to optimal operating condition. Overhaul of the four-mile-long, 150,000-commuters-a-day transit line involved replacement of 31,000 wooden half-ties and 6,200 feet of stone ballast. The project team also installed 29,000 feet of new running rail and 44,000 feet of new power rail to the chief commuter line between the city’s business district and O’Hare International Airport. All lighting and drainage systems were also renovated, and structural repairs were made to the tunnel walls, ceilings and walkways.

Downtown Streetscape Improvements, Lexington, Ky.
Strand Associates, Inc.—Lexington, Ky.

Imaginative downtown landscape design created an aesthetically enriched, more pedestrian-friendly downtown environment for residents. Adhering to the theme “Grow Up, Not Out,” the creative streetscape enhancements feature intersection realignment, signalization and transit stop reconfigurations, phased-in conversion of inefficient one-way streets into a new two-way system, and new art-filled public spaces and interpretive signage.
HONOR AWARDS

Historic Fourth Ward Park-Phase 1, Atlanta, Ga.
HDR—Charlotte, N.C.

Inventive stormwater management transformed an abandoned community eyesore into a vibrant five-acre urban park and source of community pride. To address the long-term problem of stormwater-induced combined sewer overflows, the project team integrated creative engineering solutions disguised as landscape attractions. A 40-foot stepped channel provides a constant cascade of new water into a central retention pond, while a 10-foot waterfall aerates and recycles pond water. Use of overlooks, platforms and plazas emphasizes the artistic yet functional movement of the stormwater for onlookers.

New Songdo City Central Park and Canal, Incheon, South Korea
Arup—New York, N.Y.

Elegant yet resourceful engineering produced a new 101-acre multifunctional park for South Korea’s New Songdo City international business district. The park was built on a platform of sea-dredged sands and silts hydraulically placed to raise ground level. The park includes South Korea’s first navigable seawater canal—where seawater is pumped into the canal system and flows into a manmade lake, then back into the sea, along with a three-level underground garage and a state-of-the-art water treatment system.

The Reconstruction of New Jersey Route 18, New Brunswick, N.J.
Gannett Fleming—South Plainfield, N.J.

Masterful engineering transformed a congested New Jersey highway into a smooth-flowing community benefit. The design integrated construction or rehabilitation of six bridges, including the project’s centerpiece—the George Street Bridge, one of the largest concrete arch bridges in North America. Multiuse parkways and pedestrian bridges were also incorporated, as well as a new promenade and 300-seat amphitheater at the adjoining Boyd Park. The new two-mile corridor substantially improves access to New Brunswick’s renowned medical sciences facilities.

Pedestrian Bridge at the Yards Waterfront Park, Washington, D.C.
Robert Silman Associates—Washington, D.C.

Cutting-edge structural design created an eye-catching pedestrian bridge for Washington, D.C.’s newly revitalized southeast waterfront along the Anacostia River. Spanning the site of the historic Washington Canal, the 200-foot curved steel-ribbed bridge links the rapidly redeveloping waterfront area with the Nationals Park baseball stadium. The project team incorporated canted tied arches and various-sized steel rings to create a feeling of lightness while providing structural integrity.
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<td>2011 EEA National Recognition Award winner Beekman Tower, New York City,</td>
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2011 EEA National Recognition Award winner Beekman Tower, New York City, designed by WSP Cantor Seinuk, New York, N.Y.
### 2011 EEA Judges

ACEC thanks the 2011 Engineering Excellence Awards Judges and EEA Committee members for their time and dedication to this year’s competition.

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Company</th>
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<tbody>
<tr>
<td>Lewis E. Link</td>
<td>Chief Judge, University of Maryland, Middletown, Md.</td>
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<tr>
<td>Arthur Barsema</td>
<td>Commonwealth Edison Company, Rockford, Ill.</td>
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<tr>
<td>Sharon Black</td>
<td>Harvard Business School, Boston</td>
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<tr>
<td>Linda Bridwell</td>
<td>Kentucky American Water, Lexington, Ky.</td>
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<td>Stephen Burritt</td>
<td>National Guard, Concord, N.H.</td>
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<tr>
<td>Richard Calnan</td>
<td>U.S. Geological Survey, Boston</td>
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<tr>
<td>Lawrence Chiarelli</td>
<td>Polytechnic Institute of NYU, Brooklyn, N.Y.</td>
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<tr>
<td>Rina Cutler</td>
<td>City of Philadelphia</td>
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<tr>
<td>Charles Dull</td>
<td>USDA Forest Service, Washington, D.C.</td>
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<tr>
<td>Sam Easterling</td>
<td>Virginia Tech, Blacksburg, Va.</td>
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<tr>
<td>King W. Gee</td>
<td>Federal Highway Administration, Washington, D.C.</td>
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<tr>
<td>Larry Koshire</td>
<td>Rochester Public Utilities, Rochester, Minn.</td>
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<td>Aedred Kurtenbach</td>
<td>Daktronics, Inc., Brookings, S.D.</td>
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<tr>
<td>Cathy Leslie</td>
<td>Engineers Without Borders—USA, Boulder, Colo.</td>
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<td>Ronnie A. May</td>
<td>DTE Energy, Detroit</td>
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<td>Glen R. Mowery</td>
<td>University of Iowa, Iowa City, Iowa</td>
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<td>Mark C. Nelson</td>
<td>Commonwealth of Massachusetts, Boston</td>
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<tr>
<td>David V. Shuter</td>
<td>Los Angeles World Airport, Los Angeles</td>
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<tr>
<td>Julie Skallman</td>
<td>Minnesota DOT, St. Paul, Minn.</td>
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<tr>
<td>Robert Stubbe</td>
<td>City of Omaha, Omaha, Neb.</td>
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<tr>
<td>Tim J. Ward</td>
<td>Manhattan College, Riverdale, N.Y.</td>
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<tr>
<td>Andrew Wescoat</td>
<td>ExxonMobil Environmental Services, Fairfax, Va.</td>
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<tr>
<td>Michael Zetlin</td>
<td>Zetlin &amp; Dechiara, LLP, New York, N.Y.</td>
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<tr>
<td>Peter Zip</td>
<td>The Port Authority of New York &amp; New Jersey, New York, N.Y.</td>
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### 2011 EEA Committee

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Herbert Berg</td>
<td>Chairman, M &amp; H Design Associates, Chicago</td>
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<tr>
<td>Patricia Mosher</td>
<td>Vice-Chair, HNTB, Kansas City, Mo.</td>
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<tr>
<td>Jon M. Beekman</td>
<td>Wright-Pierce, Topsham, Maine</td>
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<tr>
<td>Fredric S. Berger</td>
<td>The Louis Berger Group, Washington, D.C.</td>
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<td>George Binder</td>
<td>ACEC/Kentucky, Frankfort, Ky.</td>
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<tr>
<td>Andrew J. Ciancia</td>
<td>Langan Engineering &amp; Environmental Services, New York, N.Y.</td>
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<td>Edwin K. Dedeaux</td>
<td>Allen &amp; Hoshall, Ridgeland, Miss.</td>
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<tr>
<td>Jeffrey Druckman</td>
<td>MACTEC Engineering, Chicago</td>
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<tr>
<td>Judy L. Hricak</td>
<td>Gannett Fleming, Camp Hill, Pa.</td>
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<tr>
<td>Dennis M. Kamber</td>
<td>ARCADIS, Washington, D.C.</td>
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More than 1,200 business leaders—a record number—participated in the ACEC Spring Convention in late March in Washington, D.C., providing a strong advocacy presence on Capitol Hill to advance important legislation, and delivering new business opportunities for Member Firms.

More than 400 “citizen lobbyists” took Council issues to face-to-face meetings with Capitol Hill legislators, immediately helping to secure significant legislative wins in such areas as airport construction and greater use of Qualifications-Based Selection, final Senate approval to legislation that kills the IRS 1099 requirement and new co-sponsors to legislation to repeal the 3 percent withholding mandate.

The Convention featured more than a dozen federal agency contracting presentations; compelling business insights from top Member Firm CEOs; cutting-edge business management sessions, including the popular CEO Roundtables; and a new Teaming Fair created to connect large and small firms.

Bruce Jones of Green Stone Engineering in Wilmington, Del., praised the Teaming Fair: “I have been to similar events with other agencies. ACEC’s teaming fair was better organized and large firms appeared to be more interested in comparison to the others.”

“The Convention helped me gain a better appreciation for the valuable work that ACEC does in the political arena,” said Janet Williams, principal, Leonard Rice Engineers, Inc., in Denver. “The political process can be difficult to navigate, and I appreciate the resources and support that ACEC provides.”
Dionisio Calls for Increased Private Investment in Infrastructure

In the keynote address at the ACEC Convention, AECOM Chairman John Dionisio said that the U.S. system for "financing public infrastructure is broken," and challenged the private sector to step to the fore.

Spending on infrastructure in the United States has fallen in the past 50 years, from 4 percent to 2 percent of gross domestic product, Dionisio said, while the need for more and better infrastructure has exploded.

“We are in a unique industry where demand is not the issue,” said Dionisio. “There’s plenty of demand. It’s financing that’s the issue. The Highway Trust Fund, for example, is a dinosaur that needs to be overhauled.”

Dionisio called for the industry to “move beyond the mindset of municipal financing,” saying numerous vehicles exist to expand infrastructure investment, such as public-private partnerships, private activity bonds and an infrastructure bank.

Engineering firms have an increasingly important role to play in project financing, Dionisio said. “We need to be financial advisers to our clients, helping them to find creative ways to fund their projects.”

Large Firms, Small Firms Partner For Federal Contracts at Teaming Fair

Scores of Member Firms participated in ACEC’s inaugural Teaming Fair at the Washington, D.C., Convention, in which large firms sought out small A/E firms for subcontracting opportunities on federal contracts.

“Thanks again for putting on the Teaming Fair,” said Walt Plachta of Blackburn Consulting in Auburn, Calif. “I got some great contacts. I ended up seeing everyone I wanted to see since they all stayed late.”

“I came to the Convention solely for the Teaming Fair,” said Tod Henning, vice president of H2B, Inc., a small firm based in Houston. “I had eight interviews scheduled but ended up talking to 12 firms. This is what ACEC is all about—business!”
Rep. Bill Shuster (R-Pa.), a senior member of the House Transportation and Infrastructure Committee, praised the strong turnout among ACEC members, and said that industry lobbying efforts are critical to demonstrating to Congress the value of federal infrastructure programs.

**Bob Woodward Calls Secret Government America’s Most Pressing Fear**

Investigative journalist Bob Woodward told Convention attendees that the United States faces many challenges today—the federal deficit, a fragile economy and three wars—but cautioned that “what we have to worry about the most is secret government. Democracies always die in the dark.”

Woodward said that he wakes up every morning with the thought, “What are the bastards hiding?” He estimated that less than 70 percent of what happens in the White House and Congress is ever reported. “The problem is, what we don’t know may be the most important part.”

Woodward pointed to recent events in Libya, saying that he once met Muhammar Quadafi. “Then and now, he is nuts—off-the-charts wacko,” he said. “But I’m concerned that we’re going into a potential quagmire. Do we really know what’s going on, and do we know what it means?”

**Neimeyer Takes Reins as ACEC Chairman**

Terry Neimeyer, chairman and CEO of KCI Technologies, succeeded Jerry Stump as ACEC Chairman for 2011–2012 at the Annual Convention meeting of the ACEC Board of Directors.

“My three top issues are more government outsourcing, getting infrastructure funded—especially a six-year transportation bill—and killing off the 3 percent withholding mandate,” Neimeyer told the Board.

New members on the 2011–2012 Executive Committee are: Chairman-elect Ted Williams, EVP of Landmark Engineering; Blake Murillo, chairman and CEO of Psomas; Scott Perkins, vice president of Wilson and Co., Engineers and Architects; and Richard Wells, vice president, corporate development of Kleinfelder. ACEC/Oregon Executive Director Alison Davis is the new NAECE Representative.

The Board also increased the Minuteman Fund war chest from $1 million to $2 million.

ACEC/Wyoming leadership discussed industry issues with their U.S. Senate leaders during the Convention. From left: Sen. John Barrasso; ACEC/Wyoming President Steve Moldt; National Director Gary Steele; Executive Director Joe Lord; ACEC/PAC Champion Travis Conklin; Small Firm Council President Rob Overfield; and Sen. Mike Enzi.

Former Virginia Rep. Tom Davis emphasized the critical role of engineers in promoting innovative infrastructure financing methods.

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ACEC/PAC Has Record 1st Quarter, Raises $200,000 for Industry Advocacy

ACEC/PAC closed out the first three months of 2011 having raised $200,000, the highest first-quarter fundraising total in its history. During the ACEC Convention, ACEC/PAC raised $140,000, with $120,000 coming from the sold-out 2011 Spring Raffle. The Raffle winners were:

- $10,000 — Matt Richards, Strand Associates, Madison, Wis.
- $5,000 — David Young, CDM, Cambridge, Mass.
- $2,000 — Larry Hargrove, Life Cycle Engineering, N. Charleston, S.C.
- $1,000 — John Brand, Butler, Fairman & Seufert, Indianapolis
- $1,000 — Andrew Cummings, Connelly & Wicker, Jacksonville, Fla.
- $1,000 — Jeff Douglas, HDR, Raleigh, N.C.
- $1,000 — Gene Krametbauer, VTN-Nevada, Las Vegas
- $1,000 — Jeffrey Kronser, Strand Associates, Madison, Wis.
Annual Convention ‘Golden’ For New ACEC Member Discount Partner

MedjetAssist, the premier medical evacuation and repatriation program for travelers is a new ACEC Member Discount Program participant. The company introduced its services to ACEC members with an exhibit at the Annual Convention.

“The ACEC Annual Convention was golden for us,” said Regional Sales Executive Larry McGuiness. “ACEC members are a real good fit for MedjetAssist because they travel all over the world, and they understand the importance of what we do.”

As a MedjetAssist member, if you become hospitalized more than 150 miles from home virtually anywhere in the world and require continued hospitalization, MedjetAssist will arrange medical transfer to the hospital of your choice. MedjetAssist also provides its members with 24/7 access to an English-speaking expert for advice and direction should a minor medical need or a major medical emergency arise during their travels.

As a new Discount Program participant, MedjetAssist offers 15 percent savings on all annual and multiyear memberships for ACEC members.

ACEC offers an array of business discounts and opportunities for Member Firms through its Member Discount Program. Discounted annual memberships start at $205 for an individual (a savings of $45) and $325 for a family (a savings of $60).

Visit www.medjet.com/acec to enroll in MedjetAssist at the ACEC discounted rate or call 800-527-7478 and mention ACEC.

On-Demand Course Provides LEED Green Credential Fundamentals

Sustainability concerns are prevalent in today’s world, and more clients and projects require designers and contractors to obtain a LEED credential. ACEC, in partnership with the U.S. Green Building Council, offers a unique online, on-demand course providing essential knowledge of the sustainable building concepts fundamental to all LEED Rating Systems.

Green Buildings and Preparing for the LEED Green Associate is a must for those pursuing the Green Building Certification Institute’s LEED Green Associate professional credential—the third-party certification program and nationally accepted benchmark for the design, construction and operation of high-performance green buildings. The 32-hour course is conducted four times annually. Courses scheduled in 2011 are from June 6 through July 31 and Sept. 6 through Oct. 30.

After successfully completing this course, participants will be able to:

• Apply to take the LEED Green Associate Exam
• Understand the structure of the LEED rating system and certification process
• Explain key green building concepts and goals associated with LEED
• Describe the central role of integrative design
• Identify and explain synergies among LEED credit categories and strategies
• Define “sustainable” as it relates to green buildings

Under special arrangements with USGBC, ACEC members can register for the course at a discount price by visiting www.acec.org/education and clicking “online seminars.”

The ACEC Institute for Business Management provides comprehensive and accessible business management education for engineering company principals and their staffs.

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Visit ACEC’s online educational events calendar at www.acec.org/calendar/index.cfm or bookstore at www.acec.org/publications, or call 202-347-7474, ext. 338, for further information.
BY JOE SALIMANDO

Health Care Construction Surges Forward

As the baby boomer generation continues to exceed the life expectancy of previous generations, the need for health care services and facilities in this country and around the globe has never been greater.

While the larger construction industry has faltered in the face of a rough economy, the demand for health care construction surges forward. Even as medical reforms threaten to revolutionize the nation’s health care system, companies are still pouring money into facilities and upgrades, preparing for an influx of aging patients.

Opportunities for engineering firms abound. Some health care systems are building out new facilities; others are retrofitting existing structures, adding technology aimed at streamlining medical records, working to improve the flow of health-related data and investing in environmentally conscious upgrades.

If your firm has not yet delved into health care facility design, see Table 1 for what experts say is in store.

Dramatic near-future growth: While health care construction has ranged from 7.1 percent of total nonresidential construction to nearly 10 percent over the last several years, construction management and investment firm FMI Corp. projects that health care will make up 14.5 percent of the nonresidential construction market by 2015.

In addition to upgrading or replacing older facilities, advances in hospital technology are prompting major renovations—including regulations that dictate technological upgrades as a condition of state and federal reimbursements. (See graph for recent stats on health care facility modernization.)

VHA, Inc., a national network of nonprofit health care organizations, recently released a survey that projects an increase of up to 40 percent in health care construction projects this year compared with 2009.

Other survey notes:
• 30 percent of respondents anticipate expansions or renovations;
• 67 percent of hospitals are undergoing renovations or additional construction, with three-fourths of those projects focused on patient care; and
• 31 percent of those responding said their organizations considered making their facilities environmentally sustainable a priority.

Another survey by the American Society for Healthcare Engineering claims “renovation or expansion accounted for 73 percent of construction projects at hospitals,” with “a clear shift in priorities…to more emphasis on IT and other infrastructure improvements.”

“Due to the complexity of building and renovating hospitals, there now is a movement toward greater integration and collaboration,” wrote FMI Corp. Vice President John Hughes recently. As a result, there is now “more interest in integrated project delivery,” greater use of technology, greener construction and a focus on reduced construction costs.

Some Trepidation?

Though there is some “hesitancy” in the health care construction market, Health Facilities Management magazine, the publication for The American Hospital Association, reported through RSMeans data that 63 projects, each of $100 million or more, were under construction as of late last year. While “another $20.8 billion of new megaprojects is in the planning process.”

That’s some serious opportunity.

Joe Salimando writes on construction at www.electricalcontractor.com. Reach him at ecdotcom@gmail.com.

Table 1 Construction Spending, Selected Years & Categories
(Unadjusted dollars in billions)

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<tr>
<td>Nonresidential</td>
<td>$200.97</td>
<td>$341.50</td>
<td>$345.77</td>
<td>$563.01</td>
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<td>Commercial</td>
<td>$42.85</td>
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<td>Health Care</td>
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<td>$24.62</td>
<td>$34.43</td>
<td>$39.86</td>
<td>$69.88</td>
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Source: Data: U.S. Census Bureau; projections: FMI Corp.
**Members in the News**

**On The Move**

**Alan J. Krause**, current president and COO of MWH Global, will succeed Robert B. Uhler as CEO in November as part of a planned transition. Uhler, who will be the company’s executive chairman, assumed the role of CEO in 2001 and became chairman in 2009. Krause joined MWH in 1997, when Terramatrix, a firm he started, merged with MWH.

**Pennoni Associates** President and CEO Anthony S. Bartolomeo was named to the Marcellus Shale Advisory Commission, created by Pennsylvania Gov. Tom Corbett to promote cost-effective and community-sensitive development of Marcellus Shale and other natural gas resources.

Bartolomeo, who is chairman of the Pennsylvania Environmental Council, is one of 30 individuals on the commission drawn from the state environmental community, state and local government and the natural gas industry.

**James A. Fox** was appointed CEO of Syracuse, N.Y.-based O’Brien & Gere. Fox previously led the company’s industrial and federal business units.

**David A. Fulton** joined Parsons’ Infrastructure & Technology group as vice president and senior program manager, where he will oversee the firm’s contract portfolio for the United States Agency for International Development and other international development agencies.


**Crawford, Murphy & Tilly, Inc. (CMT)** announced the following appointments: Brian R. Welker, group manager of aviation services for the firm’s upper Midwest region and manager of its Northern Illinois operations, was elected vice president; Director of Land Development Services Steven K. Schroll was elected vice president; and William L. Bailey Jr., CMT’s Indianapolis highways and bridges and water/wastewater group manager and Indianapolis branch office manager, was named vice president.

**HDR** announced the following appointments: William Leo, the former president of HydroQual, joined the firm as senior vice president following HDR’s recent acquisition of the firm. Rex Fisher joined HDR as senior vice president and director of corporate communications.

**Westfield, Mass.-based Tighe & Bond** announced the following promotions: Director of Marketing Mary Beth Morris was promoted to vice president; Senior Project Manager David Murphy was promoted to vice president.
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CTI Associates, Larkspur
Kal Krishnan Consulting Services, Inc., Oakland
Nazca Management, San Francisco
O’Dell Engineering, Modesto
Project Management Services, LLC, Novato
Sanders & Associates Geotechnical Engineering, Inc., Granite Bay
Whitley Burchett & Associates, Inc., Walnut Creek

ACEC/Colorado
Scott Wilson USA, Ltd., Lakewood

ACEC/Connecticut
ERM Group, Inc., East Hartford

ACEC/Florida
Andreyev Engineering, Inc., Sanford
AREHNA Engineering, Inc., Tampa
CLG Consulting, LLC, Wellington
Facility Systems Engineering, Inc., Bushnell
JMJ Group, LLC, Jacksonville
King Engineering Associates, Inc., Tampa

ACEC/Idaho
Feuerborn Associates Engineering, P.A., Pocatello

ACEC/Illinois
Claude H. Hurley Company, Elmhurst

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Richard A. Van Wootten, New Orleans

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ACEC/Ohio
Ribway Engineering Group, Inc., Columbus
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GeoPacific Engineering, Inc., Sherwood
Geotechnics LLC, Portland
ACEC/South Carolina
M. E. Weatherly, P.E.-Consulting Environmental & Civil Engineer, Columbia
ACEC/Texas
DCS Engineering, LLC, Austin
Goodwin and Marshall, Inc., Grapevine
Martin Company, Rosenberg
SP Engineering, Inc., Sugar Land
TC Bailey Eng. Inc., San Antonio
ACEC/Virginia
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Consolidation of the Consulting Engineering Industry: 2011 First-Quarter Report

Industry merger and acquisition (M&A) activity continued to surge through the end of the first quarter of the year. Eighty-five deals were announced globally by March 31, an increase of 25 percent over the 67 reported last year. Assuming this pace keeps up, we anticipate that activity could exceed the record-breaking levels of 2008—albeit at relatively lower transaction valuations on average.

Interestingly, more than two-thirds of domestic deals in the first quarter took place across state lines. This is the highest level of interstate deal-making recorded since 2006. This closely watched statistic is an early indicator that the industry may be returning to growth-focused M&A as opposed to the defensive deal-making seen during the depths of the recession, when interstate activity hovered around 55 percent.

Publicly traded engineering giants continued to be a powerful force in industry consolidation, with these firms involved in almost 40 percent of deals tracked globally, the highest level of M&A activity on behalf of publicly traded firms since 2007.

Also in the first quarter, overseas buyers appeared to pause in their continuing bid to snap up U.S. consulting engineering firms. Just more than 9 percent of all domestic deals through the end of March involved a non-U.S. buyer, compared with some 19 percent in 2010. Indeed, in the first quarter, there were more deals involving U.S. buyers of overseas firms than there were involving non-U.S. firms acquiring into the domestic market—reversing a trend seen since 2007.

ACEC Member Firms continued to play a significant role in the consolidation of the consulting engineering industry in the first quarter of 2011, such as:

• CDM (Cambridge, Mass.) recently finalized its acquisition of Wilbur Smith (Columbia, S.C.). The merger of these two ACEC Member Firms and employee-owned industry brands creates a domestic powerhouse in the environmental and transportation markets, with more than 120 offices in the United States. Equally important in this rapidly globalizing industry, the deal results in a total of 50 overseas offices for the combined firms in several attractive economies.

• In February, ACEC Member Firm Hankins & Anderson Architects & Engineers (H&A; Glen Allen, Va.) announced its merger with Striffler Engineering P.C. (Virginia Beach, Va.). The merger—H&A’s second in two years—helps the firm solidify its position in the Hampton Roads area. In April 2010, H&A merged with CMSS Architects, adding architectural services to serve the commercial market sector.

• In January, ACEC Member Firm Littlejohn Engineering Associates (LEA; Nashville, Tenn.) acquired Land Design Innovations (LDI; Orlando, Fla.). LDI specializes in municipal planning, economic and redevelopment services. The deal, which enables LEA to diversify into Florida, is representative of a greater number of Florida firms selling to out-of-state buyers compared with the 1990s and 2000s, when there were fewer such sales.

2011 Merger and Acquisition Activity Through 04/01/11

To view a live version of the M&A map and see buyers and sellers in each state, go to www.morrisseygoodale.com.
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¹Renewal rate based on average year-over-year ACEC Life/Health Trust persistency metrics.
²Network statistic based on GeoAccess information and UnitedHealthcare standard network access mileage criteria, 2010.