Meet ACEC’s New President/CEO

Making Your Firm “A Great Place to Work”

Woodard & Curran’s Strong Foundation for Giving

Texas Congressman Kevin Brady
A CHAMPION FOR GROWTH
JOIN THE MOVEMENT!

Our vision is to establish consulting engineering as the healthiest industry in the United States by:

• Offering solutions traditionally reserved for larger firms to small and midsized firms
• Providing rewarding wellness programs to everyone
• Guiding members to the highest-quality providers
• Offering a comprehensive portfolio of product and funding alternatives

When we succeed, we all benefit with:

• Lower health care costs
• Increased productivity

JOIN US!

The Trust was designed by engineers, for engineers—and you belong! For more information, visit acelifehealthtrust.com or call (844) 259-0325.
“Today, we have one of the most business-friendly and competitive tax codes on the planet—and want to keep it that way.”

Congressman Kevin Brady
Featured Speakers

The Soul of America
Jon Meacham
Presidential Historian and Pulitzer Prize-Winning Author

Not Impossible
Mick Ebeling
Technology trailblazer and two-time SXSW Innovation Award Winner

Seizing Opportunity in Disruption
Peter Sheahan
Business Leader named one of the “25 Most Influential Speakers in the World”

CEO Panels

- Gaining an Edge in a Competitive Market
- Creating a Workplace to Attract the Best Talent
FEATURES

14  MEET ACEC’S NEW PRESIDENT/CEO
Linda Bauer Darr offers insight into her vision for ACEC.

18  TRANSIT-ORIENTED DEVELOPMENT ACCELERATING
Compact, walkable, mixed-use communities are an emerging trend in major U.S. cities.

26  IS YOUR FIRM A GREAT PLACE TO WORK?
Your company culture and benefits can create happy employees and a competitive edge.

34  A STRONG GIVING FOUNDATION
Woodard & Curran’s charitable foundation focuses on giving and making an impact on society.

DEPARTMENTS

4  FROM ACEC TO YOU
Improved teamwork improves performance.

6  MARKET WATCH
Growth continues for highways and roads regardless of funding roadblocks.

8  LEGISLATIVE ACTION
Shuster proposes gas tax increase; Senate boosts transportation, water infrastructure programs.

40  GUEST COLUMN
Keys to an effective growth strategy.

42  GUEST COLUMN
Big win by ACEC and the Life/Health Trust for AHPs.

44  MERGERS AND ACQUISITIONS
M&A activity is gold in California.

47  MEMBERS IN THE NEWS
Harris elected chair of Stanley Consultants; Platz named CEO/president of Mead & Hunt; Franz promoted to CEO and Lee named president of AKRF; Packer appointed president of Terracon Consultants; and Green promoted to president of Pond & Co.

52  BUSINESS INSIGHTS
Geoprofessional Coalition to meet at Fall Conference; new Private Industry Brief to focus on energy and utilities.
Improved Teamwork Improves Performance

As a new president/CEO assumes Council leadership, an emphasis on the importance of teamwork is already one of the primary initiatives. Member Organization and Member Firm leaders already know the connection between teamwork and operational and financial success for a business.

Such an emphasis was recently launched at the national level, highlighted by an off-site, all-staff retreat featuring Rick Corcoran, a noted organizational development expert, in addition to leaders from fellow associations.

The discussions centered on how working more effectively together leads to higher performance, in addition to avoiding common obstacles that can stymie that ambition. It was an excellent opportunity for Council staff to gain insight on how enhanced teamwork can improve overall Council performance—from service and programs for members to becoming an even greater force on Capitol Hill.

This issue of Engineering Inc. features a Q&A with new President/CEO Linda Bauer Darr who provides a glimpse of her vision for the Council going forward. (see page 14).

Also included is a report on how engineers are helping the growth of new transit-oriented developments (see page 18); and why several Member Firms consistently achieve top national honors as “great places to work” (see page 26).

A stellar lineup of nationally noted speakers, Member Firm and industry experts, and more than 30 bottom-line focused business management sessions—along with sights and sounds of one of the nation’s most exciting cities—await attendees at the 2018 ACEC Fall Conference Oct. 28–31 in Las Vegas.

We look forward to seeing all of you there.

Manish D. Kothari
ACEC Chairman
Linda Bauer Darr
ACEC President & CEO
NEW PARTNERSHIP = NEW RISK MANAGEMENT EXPERTISE FOR YOU

ENJOY THE SAME MEMBER BENEFITS

DEDUCTIBLE ASSISTANCE PROGRAM
MEMBER FIRM ROYALTY SHARING
COALITION PROGRAM DUES
NATIONAL AND STATE MEMBER ORGANIZATION SUPPORT

Greyling, a division of EPIC is the Broker & Program Administrator for the ACEC Business Insurance Trust

FOR MORE INFORMATION ON THE PROGRAM & NEW PARTNERSHIP

EMAIL: acecbit@greyling.com
PHONE: 833.ACECBIT (833.223.2248)
OR VISIT ACECBIT.ORG
Funding for the nation’s highways and roads may be woefully insufficient, but for the engineering firms operating in the sector, funding has been steady and strong—and may improve.

“Over the past three years, the market has been in growth mode,” says Malcolm Dougherty, senior vice president and national transportation practice lead for Michael Baker International. “Last year, the pace picked up significantly, and we expect the current pace and trajectory to continue.”

**STATES FILLING THE VOID**

According to FMI Corporation, noted industry management consultants, the highways and roads sector will grow at an average annual rate of about 2.2 percent over the next five years. The bulk of that growth will be in 2018 and 2019, with annual rates of 3 percent, before tailing off to just 1 percent by 2022.

Historically, growth in highways and roads has been due to the federal Highway Trust Fund. Using revenue from the federal fuel tax, the Highway Trust Fund finances most federal government spending for highways and mass transit through grants to state and local governments.

Although the federal government accounts for only about one-quarter of all public spending on roads and highways—with the remaining three-quarters financed by state and local governments—these funds have acted as the accelerator for the system.

In recent years, due to the long-term failure to raise the gas tax, the Highway Trust Fund has been unable to bring in enough revenue to meet its obligations and has required frequent cash infusions from the federal government’s General Fund.

The Trump administration has proposed a new infrastructure financing program that would operate parallel to the Highway Trust Fund, using $200 billion in federal funds to stimulate $800 billion in private investment. Initially highly touted, the program has receded into the background and is not expected to resurface in 2018.

For engineering firms in the field, the infrastructure funding shortfall is noteworthy and demands a long-term sustainable solution, but the sector has adapted to the funding realities.

“We hear a lot of discussion from D.C. about the Trust Fund being insolvent, but much of that is overstated,” says Rich Markwith, market sector leader for the states and municipalities sector of TranSystems Corp. “The truth of the matter is that federal funding is stable through 2020. A lot of states and localities have taken steps over the past few years to address their own funding needs.”

More than half of states have increased their investment in highways and roads over the past few years. For example in 2017, California, Indiana, Montana, Oregon, South Carolina, Tennessee and West Virginia raised their gas taxes, and Utah adjusted its gas tax formula to raise more money. Additionally, Maine has a pending transportation bond measure, and West Virginia has approved a transportation bonding measure. Furthermore, Colorado, Idaho, New Hampshire and Wyoming have taken various steps to increase revenues for transportation.
In 2018, more than a dozen states are expected to consider measures to increase transportation funding. Furthermore, numerous cities and counties have taken it upon themselves to raise funds to build or repair local transportation and transit systems.

There has also been a limited influx of private money into the market. “In Silicon Valley, for example, two private companies have committed to spend up to $50 million to fund infrastructure improvements,” says Dougherty. “It is not going to be a significant part, but it is a part.”

**MARKET OPPORTUNITIES**

Inside the transportation sector, firms are concentrating on the markets that offer the most potential. At TranSystems, that means tracking which states, counties and cities have been the most aggressive in raising transportation funds.

“Virginia, Georgia and Texas have been good strong markets,” says Markwith. “Just last year, California passed Senate Bill 1, providing another $5 billion a year for transportation. Florida has done a fantastic job of having multiple streams of revenue for transportation.”

John Barton, DOT market sector leader and senior vice president for HNTB Corp., says alternative delivery systems have expanded the market for engineering firms.

“Design-build and construction-manager-at-risk contracts are creative solutions that we can offer to public clients that have constrained resources, both in funding and people,” says Barton. “Public-private partnerships are a bit of an opportunity, but not as much as the others.”

HNTB has also increased its focus on specific segments of the transportation sector, such as transit, passenger rail and toll roads. “Tolling has had a bit of an uptick recently, getting some federal support, both for traditional toll roads and price-managed lanes,” says Barton.

**SOLVING THE FUNDING PROBLEM**

In the next few years, firm leaders expect to see continued investment by the states but also a solution to the flat-lining of federal funding.

“There is recognition of how much of our infrastructure is coming of age and needs to be repaired and refreshed,” Dougherty says. “We expect the federal government to be a robust partner.”

Barton agrees. “We are going to see a renaissance for these programs,” he says. “We will not see this devolving to the funding coming only from the state level. There will be a strong federal component.”

Where the federal funds will come from is less certain. The federal gas tax has not been increased since 1993, and Congress appears to have no resolve to take on this issue.

“It is surprising there is such resistance at the federal level to raising the gas tax because we see it all over the place at the state level, and there appears to be little backlash,” says Markwith. “We have tried to identify people who have lost seats by voting for the gas tax, and it appears to be 5 percent or less of them.”

“Going forward,” Markwith adds, “the only method that has anything behind it is some sort of mileage-based system.”

**INTELLIGENT TRANSPORTATION**

One of the most promising trends in the transportation sector is the advent of intelligent transportation systems. HNTB, Michael Baker International and TranSystems are investing money and staff in the field.

“We have a very strong internal practice, with several dozen experts in the field,” says Barton. “It is a growing practice within the industry and HNTB.”

It is also a multifaceted practice, with a wide range of potential clients, from helping the auto manufacturers deliver the communications components to working with public entities on the infrastructure.

“States and cities are looking for expertise on what they should expect,” says Dougherty. “Many states are leading the charge—California and Michigan are two examples.”

Some of the technology is already reaching the market. Several luxury car brands offer adaptive or dynamic cruise control that changes a vehicle’s speed based on the cars around it. The more complicated concepts—connected or even autonomous cars—are farther off.

“It is going to be a little slower than we read about,” says Markwith. “The technologies are not the issue. They are easier than the institutional and individual behavioral challenges, such as getting people to accept riding in a driverless car.”

Gerry Donohue is ACEC’s senior communications writer. He can be reached at gdonohue@acec.org.
Outgoing House Transportation and Infrastructure Committee Chairman Bill Shuster, R-Pa., unveiled an outline of infrastructure legislation that increases the federal gas tax by 15 cents a gallon over three years and indexes it for inflation. The proposal would also increase diesel taxes by 20 cents a gallon and create a nationwide pilot program to study a mileage-based fee structure to replace the gas tax. ACEC has strongly supported both policies to ensure long-term funding sustainability.

Shuster, who is retiring from Congress this year, also proposes Council-backed increases to water infrastructure funding, including Drinking Water State Revolving Loan Funds, Water Infrastructure Finance and Innovation Act (WIFIA) financing and Harbor Maintenance Trust Fund spending. The bill would codify the “One Federal Decision” approach and two-year timeline for project permitting.

According to ACEC President/CEO Linda Bauer Darr, “We need a sustainable fix to the Highway Trust Fund in advance of the reauthorization of the FAST Act in 2020, and Shuster’s proposal is a good start.”

The U.S. Senate passed an appropriations package that increases funding for several transportation and water infrastructure programs for 2019. The bill provides $49.3 billion for federal highway programs, a $3.3 billion supplement above FAST Act levels. Transit programs receive a total of $13.5 billion, including $2.6 billion for capital investment grants. BUILD (formerly TIGER) multimodal grants are funded at $1 billion, and rail programs total nearly $3 billion.

For aviation, the bill preserves Airport Improvement Program funding at $3.35 billion, adds $750 million in competitive grants for airport infrastructure and allocates $3 billion for FAA facilities and equipment. The bill also provides $3.3 billion for the Community Development Block Grant program, the same as the fiscal year 2018 level.

The Clean Water and Drinking Water State Revolving Funds receive more than $2.86 billion, a slight increase over fiscal year 2018. The WIFIA program is funded at $63 million, which could leverage more than $6 billion in loans for water infrastructure projects.

The bill also provides $1.1 billion for the Superfund program, maintaining the 2018 funding level.

ACEC’s Life/Health Trust will be protected under the Department of Labor’s final rule on the regulation of association health plans (AHPs).

In March, ACEC and the ACEC Life/Health Trust submitted comments on the proposed AHP rule, raising concerns that the proposal would impose new mandates that would undercut the Trust’s competitiveness in serving firms with more than 50 employees. The final rule responded to those concerns, permitting existing AHPs like the Trust to continue operating as they did previously.

The rule also opens the way for organizations that currently lack an AHP to create one by allowing groups to qualify based on geographic ties, as well as business associations. Another change allows sole proprietors and their dependents to purchase health insurance through newly established AHPs.

Plans operating under the new rule will have to comply with mandates on insurance pricing for firms with more than 50 employees.
ACEC Endorses Flood Mapping Legislation; Flood Insurance Program Extended

ACEC has endorsed the Flood Mapping Modernization and Homeowner Empowerment Pilot Program Act of 2018, which will create a demonstration grant program to deploy innovative mapping technologies to more accurately assess flood risks, especially in urban areas located outside of the traditional regulatory floodplains.

The bill was introduced in the Senate by Sens. Richard Durbin, D-Ill., Marco Rubio, R-Fla., and Tammy Duckworth, D-Ill., and in the House by Reps. Mike Quigley, D-Ill., John Culberson, R-Texas, and C.A. Dutch Ruppersberger, D-Md.

The new program would augment the recent policy shift in disaster recovery toward future risk mitigation.

In related news, the National Flood Insurance Program was extended for four months, giving Congress additional time to approve a longer reauthorization of the program.

Passage of the bill was delayed because several conservative senators balked at giving “rubber-stamp” approval to a program that is $30 billion in debt.

Sen. John Kennedy, R-La., countered that it would be “down-to-the-marrow stupid” to let the program expire. “We need to reform this program, but we also need to keep it alive through the end of hurricane season,” says Kennedy. “...A reauthorization gives us time to make meaningful changes without scaring five million Americans half to death.”

ACEC Promotes Licensure for Engineers

ACEC joined with the National Society of Professional Engineers in submitting testimony for a congressional hearing on occupational licensing and barriers to economic mobility.

The statement supported strong professional licensing standards for design professionals due to the essential role they play in protecting public health and safety.

The House Education and Workforce Committee hearing was part of an ongoing debate over the costs and benefits of state licensure for various occupations and professions and focused on how to achieve the right balance between public safety and economic opportunities. In addition, there was discussion of portability of licenses across state lines, particularly to accommodate military spouses who move frequently.

ACEC is also working with a coalition of professional organizations on legislation in response to the 2015 U.S. Supreme Court decision in FTC v. North Carolina Board of Dental Examiners. Licensing boards have generally assumed they have the same antitrust immunity as state governments, but the Supreme Court’s decision stated that boards only have antitrust immunity if they are actively supervised by the state.

This decision has created uncertainty and has led to over 30 complaints filed against various licensing boards, potentially exposing boards and their individual members to treble damages. Congressman Mike Conaway, R-Texas, has introduced H.R. 6515, which would limit private antitrust damages against boards and their members if the occupation is licensed in at least 40 states, the board members are appointed by the governor or another elected officer of the state, and the board has at least one public member.

Although Congress is unlikely to consider licensing boards legislation this year, ACEC will continue working for a balanced solution to this problem.
CONGRESSMAN KEVIN BRADY, R-Texas, is chairman of the House Ways and Means Committee—considered by many to be the most powerful committee in Congress—with jurisdiction over taxes, health care, Social Security, Medicare, international trade and welfare.

In an exclusive interview with Engineering Inc., Brady describes the impact of the recent Tax Cuts and Jobs Act, the administration’s trade agenda and plans for additional economic growth legislation.
Champion
ACEC: Passage of the Tax Cuts and Jobs Act (TCJA) was a huge achievement. From a big picture perspective, what were the goals you were looking to achieve through tax reform at the start of the process?

CHAIRMAN KEVIN BRADY: The TCJA was about changing the trajectory of the U.S. economy for the better. This included providing American families and small businesses relief from our unfair and broken tax code, and leapfrogging America back into the lead pack as one of the most competitive countries in the world to do business. In short, we wanted to create a booming economy with more jobs, higher paychecks and make sure our businesses could compete and win anywhere in the world. It is succeeding, and Americans are better off.

ACEC: ACEC was pleased to work with you and your staff to ensure that engineering firms qualify for the new Section 199A 20 percent tax deduction for passthroughs, so that engineering firms of all business structures can benefit from the new law. Most of America’s engineering firms are passthroughs, so achieving this balance was critical. From your perspective, how important is it to economic growth to ensure that both C corporations and passthrough firms can benefit from lower taxes?

BRADY: Economic growth was, and continues to be, one of our top priorities. We worked with all business sizes and structures to achieve a pro-growth tax code built for the long term. But our work is not done. There is always room to refine and make it better, and that is what we intend to do. Today, we have one of the most business-friendly and competitive tax codes on the planet—and want to keep it that way.

ACEC: Engineering firms are putting the new tax law to work. For example, Jones & Carter in The Woodlands, Texas, has reported a significant uptick in business, which they attribute in part to the new tax law. Are you hearing from employers in Texas and across the country about how they are investing in their people and businesses because of the new law?

BRADY: Yes, every day we are hearing from businesses about new investments in their employees, equipment, facilities and long-term growth and opportunities. In fact, over 660 businesses have announced pay raises, bonuses, 401(k) match increases, expansions and utility rate reductions due to the TCJA. And this is just the beginning. Because of the new tax code, we will witness a huge sucking sound back to the U.S. from overseas as businesses decide to invest here at home in new workers and facilities, which means more jobs and bigger paychecks.

ACEC: You are already talking about plans for Tax Reform 2.0. What are your near-term and long-term priorities for building on the TCJA?

BRADY: Near term, the House of Representatives and Ways and Means Committee plan to begin consideration of Tax Reform 2.0 in September. The focus of our legislative effort will be on locking in the individual and small business tax cuts, which will provide certainty to our middle-class families, workers and Main Street businesses while unleashing even more economic growth in the long term. We also plan to promote family savings, so our families can start saving earlier and more throughout their lives, and spur new business innovation by
helping entrepreneurs write off more of their initial startup costs and remove barriers to growth.

Long term, we plan to continue updating and improving what we started last year. While the TCJA was about changing the trajectory of the U.S. economy for the better, 2.0 is about locking in those reforms and changing the culture in Washington, D.C., so that America never again falls behind its global competitors. Never again will we wait 30 years to modernize our tax code and in the interim, allow it to get junked up with special interest provisions and loopholes.

ACEC: As you know the Trump administration is pursuing a trade agenda that includes tariffs on critical infrastructure inputs, such as steel, which is resulting in increased costs for infrastructure projects. How are you working with the administration to accomplish its trade goals without inadvertently harming U.S. employers?

BRADY: I completely understand the concern and frustration voiced by many of our local farmers, ranchers and manufacturers who have been negatively impacted by the tariffs and retaliatory measures placed on U.S. goods and services by our trading partners around the world.

Recently, I joined President Trump as he announced a new deal with the European Union to negotiate zero tariffs, zero subsidies and zero barriers, as well as to strengthen the World Trade Organization to address the distortions created by China's unfair and dishonest trading practices. This is a good start and relieves some pressure, but more needs to be done. As we all know, China—and its unfair trading practices—is the problem, and I have encouraged President Trump to meet with President Xi Jinping to craft an historic new solution that levels the playing field for American farmers, workers and businesses.

I am also working with the administration to finalize a stronger, more modern NAFTA agreement with Canada and Mexico and address the ongoing frustration with the Section 232 steel and aluminum product exclusion process.

ACEC: Transportation-related revenues in the Highway Trust Fund are not keeping pace with spending levels or funding needs. ACEC has repeatedly called for a long-term, sustainable solution before the expiration of the FAST Act in 2020. With Congress expected to consider infrastructure legislation next year, what are the prospects for reaching consensus on this issue?

BRADY: For too many years, we have ignored our country's aging infrastructure, and now we must find cost-effective ways to update our roads, bridges and ports. Transportation and Infrastructure Committee Chairman Bill Shuster and ranking member Peter DeFazio are currently working on a bipartisan framework that aims to reform the Highway Trust Fund, strengthen investment through innovative financing and accelerate completion deadlines. Something that members from both sides of the aisle agree on is that our nation's infrastructure is not up to par, and I look forward to working with my colleagues to find a solution that works for all Americans.

Tax Reform Benefits
ACEC Member Firms

For KCI Technologies, employee stock ownership plan valuation. “With a lesser tax rate being applied, there are more profits and cash flow and thus a higher value of KCI’s stock. We estimate that KCI received a 17 percent increase in stock value due to the Tax Cuts and Jobs Act,” says Neimeyer.

John Olsson, executive vice president of Olsson Associates, expects a measurable increase in the firm’s book value and a reduced tax liability because of the new law. He says that the anticipated tax savings will enable the firm to “use this windfall to support continued investment in the firm’s growth through initiatives and to employees via development programs and performance awards.” Olsson also says the new tax law has allowed them to be a bit more aggressive in growing the firm.

Gary Raba, chairman and CEO of Raba Kistner, reports that his firm used the tax savings “to accelerate growth and investment in service lines and geographic locations.”

The Treasury Department released multiple sets of proposed rules over the summer to implement the new law, and ACEC is working with the agency to ensure the passthrough deduction and other provisions function as intended by Congress.
Linda Bauer Darr assumed the reins as president/CEO of ACEC in August, succeeding Dave Raymond.

In an exclusive interview with Engineering Inc., Darr reflects on her extensive association experience and provides insights into her vision as ACEC’s new leader.

**ACEC**: What prompted you to seek the CEO position at ACEC?

**LINDA BAUER DARR**: The president/CEO position of ACEC is an opportunity that inspired me. Dave Raymond and all the ACEC stakeholders have built a very strong foundation. From that stable foundation, we have an opportunity to further grow the association and build out some new dimensions.

With so many changes underway in our society and economy today, the engineering industry can be more prominent as a thought leader on public policy. In the past, ACEC’s mission focused on building quality of life for others. Engineering accomplishes that, and more. That is what I want to focus on. This industry helps stimulate people’s minds to achieve their loftiest goals. We do that by connecting vision with ability. By translating big and small ideas into practical engineering processes, we bridge a gap. Our ideas and solutions can make possible what previously was not.

This inspires me, and I want to share that inspiration with ACEC stakeholders to showcase our industry’s value and to put us in a position of even greater strength.
DARR: The federation structure is a huge benefit for any industry association. The grassroots work is being done every day by the Member Organizations while ACEC national is minding the store in Washington, D.C. It should be a very symbiotic relationship.

As the Member Organizations grow in size and strength, so grows all of ACEC and vice versa. Members of Congress go home most every weekend, and that is often where the industry can have the most impactful audience with these decision-makers through our Member Organizations.

The Member Organizations are the eyes and ears for ACEC at the local level where precedent-setting policy can be made affecting the entire industry. With the Member Organizations, we can work to stop bad policy in its tracks before it gets to the national level, or, conversely, once it has risen to a national level, we can band together as an industry to either fight bad policy or support good policy when it migrates to Washington, D.C.

The key is to coordinate, collaborate and have mutual respect for our individual roles and needs. I want to be a part of that conversation from the start of my time at ACEC.

ACEC: What has been your most satisfying professional achievement so far and why?

DARR: There is not a single one. I know that is not what you wanted to hear. Growth and being part of a winning team is probably the most satisfying experience for me in my professional career.

When I was young, I was focused primarily on my career growth and doing whatever I could to gain the insights and experience that would allow me to keep climbing the ladder. As I moved on in my career, it was the satisfaction of being part of a winning team that was inspiring.

But at this stage in my career, I get the most satisfaction out of watching others grow in their jobs and watching the team grow. It is an enormous reward to witness team success, coach them through failures and foster the camaraderie that is the reward of a strong team effort. At the end of the day, we are not always going to win or go home happy, but we need to know that we gave it our all and that we were supported in our efforts.

ACEC: What intrigues you the most about ACEC’s structure as a federation with 52 independent Member Organizations?

DARR: The federation structure is a huge benefit for any industry association. The grassroots work is being done every day by the Member Organizations while ACEC national is minding the store in Washington, D.C. It should be a very symbiotic relationship.

As the Member Organizations grow in size and strength, so grows all of ACEC and vice versa. Members of Congress go home most every weekend, and that is often where the industry can have the most impactful audience with these decision-makers through our Member Organizations.

The Member Organizations are the eyes and ears for ACEC at the local level where precedent-setting policy can be made affecting the entire industry. With the Member Organizations, we can work to stop bad policy in its tracks before it gets to the national level, or, conversely, once it has risen to a national level, we can band together as an industry to either fight bad policy or support good policy when it migrates to Washington, D.C.

The key is to coordinate, collaborate and have mutual respect for our individual roles and needs. I want to be a part of that conversation from the start of my time at ACEC.

ACEC: What special interests, activities or hobbies do you enjoy when you are away from work?

DARR: I really wish I had something more interesting to say here, but I am afraid I have a pretty typical response. I like to exercise, travel and do some subpar gardening. But I do have some exciting travel stories. I have zip lined in Costa Rica, sipped vodka in an ice hotel and run with the bulls in Pamplona.
ACEC: What is your all-time favorite book, movie and song and why?

DARR: Book? too many to name…Movie? Breakfast at Tiffany’s, Song? “Sweet Caroline”…Why? no reason. Does there need to be a reason? Oh yes, you are engineers. I guess I will have to get used to that. Let me think on it!
A recent example of transit-oriented development is the Denver Union Station Transit Center, which transformed 42 acres of former rail yards in downtown Denver into a major transportation hub. The transit center has helped generate an additional $1.5 billion in new commercial, retail and residential development nearby.
Transit-oriented development (TOD) is a fast-growing trend in creating vibrant, livable, sustainable communities. It involves the creation of compact, pedestrian-oriented, mixed-use communities centered around high-quality transit systems.

TOD represents a successful marriage of effective public planning combined with effective private development, and engineering firms are playing a key role in bringing the concept to life in several urban areas around the United States.

“TOD is taking off like a rocket, and how fast this is accelerating should be exciting news to the engineering world,” says Andy Kunz, president and CEO of the Transit Oriented Development Institute, which conducts conferences, provides educational resources and advocates for TOD best practices.

Metropolitan centers, such as Washington, D.C., and Denver, are much further along than others when it comes to TOD activity, according to Kunz. “Cities where the economy is struggling might not be seeing any signs of this yet, but this is the new model for real estate development,” Kunz says.

The concept of TOD has been around in various forms since the 1990s, and it reflects even earlier development cycles, Kunz says. “This is actually a revival of how we used to build cities prior to the age of car domination,” he says. “Now we have gone back to relearn how to make great urbanism, and we are still learning how to make great stations that are really walkable and integrated into the urbanism.”

GAINING MOMENTUM

In recent years TOD has begun to pick up momentum, and a number of key factors have converged to help drive the growth of these developments across the country.
There has been a significant trend toward TOD in the last six years around the major metropolitan areas of the U.S.,” says Sean McLean, co-CEO of Renaissance Downtowns, a firm that works with local governments, community members and business leaders to reposition and revitalize neighborhoods with unmet demand for mixed-use, walkable developments.

“This trend definitely looks like it will continue as the country continues to urbanize,” says McLean. "We have been concentrating on large suburbs with direct transit access to New York City and Chicago.”

The market for sustainable mixed-use urbanized suburbs is helping to drive the growth, according to McLean. “The transit access is only an amenity, a way to be connected to others,” he says. “Typically, it is only looked at as rail, but increasingly bus and car services like Via, Uber and Lyft are making it easier to connect.”

Another factor driving growth is that many young people want to live in cities and are not interested in owning cars or sitting for hours a day stuck in traffic. “They want to ride trains or walk to work and not have to worry about having a car,” Kunz says. “That has had a huge effect on accelerating this trend.”

After years of potential drawbacks such as high real estate and rental costs, rising crime, poor schools and other factors, many cities have become desirable destinations again.

“There is a new urbanism movement,” says Kunz. “In the 1950s many people were leaving the cities and moving to the suburbs, and now we are seeing a shift back.”

At the same time, many suburban commuters have become weary of the constant traffic. While suburbia offers several possible benefits such as living space, lower crime and relative quiet, the quality of life can be reduced when residents must spend so much time getting to and from work in their vehicles.

A desire for greater community is another factor. “I believe that now and, in the future, as young people continue to be reliant on technology as a social platform, their human nature to want to be in a community will continue to drive them to denser mixed-use environments,” says McLean. “The transit access to a network of other dense, mixed-use environments ensures access to many different opportunities for social life and careers.”

In addition, many people have become more aware of the environmental impact of so much driving. High-occupancy vehicle lanes have been installed to try to reduce the number of vehicles on the roads, but traffic in major cities is still a major problem.

TOD is a possible way to address the serious and growing problems of climate change and global energy security by creating dense, walkable communities that greatly reduce the need for driving and energy consumption.

Given all these factors, it is no surprise that the TOD trend is gaining steam.

“In places like Washington, D.C., there are cranes everywhere and lots of mixed-use buildings,” says Kunz says. “Cities that have the most extensive rail systems are where TOD is growing fastest.”

during the period from 2009 to the present. That compares with 34 percent in the period from 2001 to 2008 and 24 percent from 1992 to 2000.

Between 2010 and 2015, nearly 500 companies moved to or expanded in walkable downtown neighborhoods, according to Smart Growth America, an organization that promotes development that encourages a mix of building types and uses, diverse housing and transportation options, development within existing neighborhoods and community engagement.

THE ROLE OF ENGINEERS
Engineers are playing a vital role in this development trend.

“TOD projects are being built in areas which were not designed for the capacity of the future, and the infrastructure that they do have is aging rapidly,” says McLean.

Engineers need to be increasingly creative in their approaches to marrying rapid growth to aging and often failing infrastructure issues. “It is important for the experts to educate governments on better ways to operate their municipalities,” McLean says. “Using big data and sustainable science must become the norm.”

In addition, engineers must continue to innovate with building technology that will help create cheaper, smart buildings. “They must help educate governments on new technology for sewer treatment, traffic analysis, and building products such as cross-laminate timber,” says McLean.

Bringing together major rail infrastructure and large stations with urbanism, buildings, utilities, etc. is an enormous engineering challenge.

“This is actually more challenging than building in the suburban sprawl model where everything is separated, spaced out,” says Kunz. “Basically, it is all the same engineering as anywhere else, except in TOD it is more like a city where everything is compact and tight together. That means all the engineering is more complicated.”

The projects involve building within tight spaces and relying on multiuse facilities.

“You are stacking residences on top of railways,” says Kunz. “The standard engineering is still the same, but the context is new, and the integration of everything is new.” TOD projects require rail engineers, building engineers, civil engineers and structural engineers—all working together to make the project a success.

One of the nation’s most ambitious TOD projects to date is Transit Oriented Denver, which was launched in 2006. Denver is taking a “systemwide approach to implement not just TOD but also transit communities for all of Denver’s residents,” according to the city’s website.

The TOD strategic plan provides a foundation to guide public and private investment at rail stations by creating an implementation action plan through research and analysis of the existing state of TOD: providing citywide, high-level...
policy recommendations and station-level action items with the intent to foster implementation of TOD at rail stations; and establishing a system to track and monitor Denver’s success so the city can continue to refine and improve its strategic moves in the future.

Since the launch of the program, the city has created long-range plans for 21 station areas; implemented a TOD typology through new “context-sensitive” zoning; established a TOD Fund to create and preserve affordable housing at station areas; and spent millions of dollars on infrastructure in TOD areas.

AECOM led the planning and design of the Denver Union Station Transit Center, which generated an additional $1.5 billion in new commercial, retail and residential development nearby.

The project transformed 42 acres of former rail yards into a centerpiece for downtown Denver, anchoring and facilitating connections between the region’s transit systems, according to Richard Romig, vice president, transportation at AECOM.

“Riders can now transition easily between bus and rail by way of an iconic, eight-track commuter rail train hall, a new light-rail station and a 22-bay underground bus concourse,” says Romig. Additional improvements, including street realignments and public plazas, set the stage for a mixed-use transformation.

As of its opening in 2014, the effort was considered the largest multimodal project in the U.S. and the largest multimodal project ever to earn Leadership in Energy and Environmental Design (LEED) Gold certification from the U.S. Green Building Council.

The original master plan placed all transportation modes underground, but the AECOM-led design team reimagined that plan by moving all rail functions up to street level, making the layout more

“Engineers are essential to the transportation project concept and planning, environmental permit clearance, design and construction of the transportation element of the development.”

RICHARD ROMIG
AECOM
conducive to private development. The move is estimated to have saved more than $100 million in underground construction costs.

“Once the concept was refined and permits were completed, our engineers worked quickly and diligently to develop phased design packages for construction,” says Romig. “A very high level of communication is required to facilitate complete designs that are fully coordinated and/or integrated.”

Another TOD project underway is the Manhattan West Platform in New York City. The platform is located over transit tracks and is the gateway to the increasingly popular Hudson Yards neighborhood. Mueser Rutledge Consulting Engineers (MRCE) is working on the project with real estate operating company Brookfield Properties.

“The platform set the stage for the development of Manhattan West complex,” says Henry Caso, senior vice president, Manhattan West Construction U.S. Office Division, at Brookfield Properties.

“The concept for utilizing post tensioned pre-cast concrete for the platform was developed by the engineers brainstorming on how Brookfield could unlock the site’s potential for high-rise construction,” says Caso. “Engineers were crucial to the design and construction of all facets of the platform.”

That includes protection of existing structures, safeguarding adjacent railroad right of way, safety for the environment created below the platform, design of custom-made equipment for construction of the platform, design of the platform to accommodate future development and flexibility to develop various schemes, monitoring the construction and developing the sequence of construction and designing the buildings to avoid disruption to the transit system below.

“TOD projects have special demands that may not be initially evident to project developers or architects. The key role for engineers is to elucidate those demands or restrictions early in the planning phase of the project.”

DAVID GOOD
MRCE
Brookfield continues to look for opportunities to develop over or near transit facilities and has hosted many other developers interested in the methods employed at Manhattan West to coexist with an existing transit system.

“I believe engineers will continue to create innovative techniques to fill in the areas of the urban landscape previously disregarded as potential development sites,” says Caso.

With respect to the transit aspect of Manhattan West, the engineering goal was simple: protect the transit and design foundations in a manner that accommodates both transit and high-rise building demands, according to David Good, partner at MRCE.

“When working in the most heavily trafficked rail yard in the country, every bit of foundation and support of excavation design required engineers to account for limited access, active train loads, potential train impacts and dynamic geometric constraints,” says Good.

On top of that—literally—is the deck over the rail yard that has a 220-foot open span below, leaving the tracks untouched.

“The massive pre-cast deck must be able to move laterally a small amount due to temperature changes, but up to several inches in a seismic event,” says Good. “That requirement presented its own challenges, not only for the deck foundations, but for the building foundations that must pass through the deck or abut it.”

MRCE is currently working on numerous TOD projects. “These projects are more common as developers have become interested in over-builds or sites immediately adjacent to transit lines,” says Good.

Specific to TOD, “engineers can play a vital role in actually planning the project, rather than just executing a completed design,” says Good. “TOD projects have special demands that in TOD development. “There is a spider web of analysis which must be done to ensure the successful long-term health of the ecosystem of a dense, mixed-use development in an already developed area,” says McLean.

Chances are that if there is transit, then development happened before and after the transit was built. “Engineers must use all available tools to solve current and future traffic needs, sewer and water needs, ground and surface water protection, storm water management and coastal resiliency,” says McLean. “Choosing our engineering firm is one of the most important choices we make when starting a new project. The firms that demonstrate the most creativity and flexibility are the ones we go with.”

Firms will likely see an increase in TOD activity in the years ahead.

“You cannot have TOD without engineers,” says Romig. “Engineers are essential to the transportation project concept and planning, environmental permit clearance, design and construction of the transportation element of the development.”

TOD efforts must also be coordinated with the municipality and developer interests from inception to completion. “Once the construction of the transportation backbone is underway, you will see the adjacent development start to rise,” Romig says. “Engineers also engage in site and building design with the development team. It was and still is truly breathtaking to see at least 20 buildings rise in and around the Denver Union Station Transit Center in the last six years. It seems like there is a new building opening every month.”

Bob Violino is a business and technology writer based in Massapequa Park, New York.
“When I’m meeting my girlfriend for dinner, roadway construction means missing our reservation. It’s frustrating, but only an inconvenience. When I’m on the job, a delay can be the difference between life and death. With asphalt, construction typically happens at times when fewer cars are on the road, and the delays are counted in minutes. That matters.”

–Lee Look | Fireman | Boyfriend

**SPEED OF CONSTRUCTION**
It’s just one of the ways asphalt delivers drivability.
In a list of things that are important in life, a great place to work can rank high. The ability to make a difference and feel good about a job are often at the center of happiness and self-worth. What is more, when people and companies do great things, the impact on society can be remarkable. In the engineering industry, happy and satisfied workers often lead to improved productivity, greater innovation, higher-quality projects and better bottom line results.

What Makes A Workplace GREAT?

Great places to work can outperform competitors, but achieving success is not easy.

By Samuel Greengard
Yet, becoming a best place to work is no simple task. “There are numerous factors that contribute to a company becoming a great employer,” says Deb Phillips, president of WFD Consulting, a firm that specializes in helping companies align their values with business and human resources practices. “Culture, benefits and the programs an organization has in place all contribute to the framework and outlook of the people who work there. They determine whether people are truly satisfied and happy.”

What does it take to be a best employer? What are the challenges and the benefits? And what does it really mean for a firm to be recognized as a special place to work?

Although the recipe is different for every organization, it is clear that great employers share certain essential qualities and provide programs and benefits that distinguish them from the rest of the pack. The result, says Melissa Wood, chief administrative officer for Burns & McDonnell, is an “atmosphere that produces benefits and gains for everyone.”

COMPETITIVE GAINS

The idea of creating a great place to work is appealing on several levels. For one thing, it is reasonable to assume that happy employees perform better than unhappy employees. When people feel appreciated and are fully engaged, they are more likely to deliver maximum effort. Additionally, firms that stand out as best employers often gain an advantage in recruiting and retaining talent. Finally, there is the idea that it contributes to a more positive and fun place to work.

“When people care about each other and they pull together for each other, you breed a culture of success,” says Dan Williams, president and CEO of Garver, which ranked No. 1 in Zweig Group’s “2018 Best Firms to Work For” list.

In fact, studies support the notion that best employers outperform competitors. The study “Are the Great Places to Work Also Great Performers?”, conducted by Eric C. Romero, a business professor at the University of Texas, found the additional cost of supporting programs and initiatives to create a great place to work provided “a unique and sustainable competitive advantage for companies.” What is more, after sifting through data from Fortune’s “100 Best Companies to Work for in America,” Romero found that stocks and overall financial returns of best employers significantly outperformed others. “The time and money spent to create and support positive employee relations are a worthwhile investment,” he concluded.

“There are both financial benefits and intangible benefits that do not necessarily show up on a profit and loss statement,” says Wood, whose firm, Burns & McDonnell, ranked No. 8 in Fortune’s 2017 Consulting and Professional Services category

7 Essential Habits of a Great Employer

1. **A CULTURE OF RESPECT.** The organization treats employees like adults, it allows them to make important decisions, women and minorities are valued and there is an emphasis on communication and collaboration—particularly across generations.

2. **A COMMON SENSE OF PURPOSE.** Employees feel they are collectively and individually doing important work and making a difference in the world.

3. **A SENSE OF CAMARADERIE.** People enjoy working together. They support one another and cover each other’s backs.

4. **WORKERS FEEL APPRECIATED.** Employees feel recognized and rewarded adequately for their efforts. This may take the form of recognition dinners, social events, awards and a culture where “thank you” is often said.

5. **STAFF FEEL SUPPORTED.** Innovation is encouraged. Mistakes are allowed. Employees feel they can take a vacation without worry about their job or the work they manage.

6. **ALLEVIATING STRESS.** Excellent benefits—health insurance, retirement benefits, education reimbursement, professional development opportunities—allow employees to eliminate stress and focus on doing great work.

7. **WORK IS FUN.** It is really simple: When an organization meets all of the above criteria and people engage in work they like with people they like, they have fun. The result is a net gain for everyone involved.

“When people care about each other and they pull together for each other, you breed a culture of success.” — Dan Williams Garver
Are your employees thinking and acting like owners?

Join June Jewell, CPA Tues, Oct 30th at 10:30am, where she will reveal the five shifts to getting your employees to be accountable for financial results & firm success!

Ask us how to increase your firm’s profitability.

Visit AECBusiness.com/Money to download “9 Areas Where A&E Firms Lose Money”

AECBusiness.com
(877) 356-9420
info@AECBusiness.com
and No. 50 in the publication’s “Top 100 Best Companies to Work For” list. “Spending money on benefits such as wellness and health care and focusing on a culture that performs well pays dividends many times over.”

“You attract the best talent, and they become ambassadors for your company and help make the firm more appealing to clients,” adds Williams.

**DOLLARS AND SENSE**

Top-tier employers differentiate themselves in a number of ways. One of the most important is through benefits and programs. These may take the form of health care benefits, wellness, retirement plans, leave policies and personal time off (PTO), flextime, educational opportunities and a variety of special programs and perks. “An organization does not have to be a 10 in every category to stand out as a best employer, but they do need to differentiate the organization in some way and appeal to the things employees desire,” says Phillips.

At Garver, which has about 500 employees spread across 25 offices in 11 states, an employee support program is built around work, health and overall employee wellness. The firm has on-site exercise facilities and flexible work arrangements. It also focuses on issues such as stress management, conflict and dispute resolution, addiction, grief support, suicide prevention, premarital counseling, marriage support, bereavement support and more. Williams says the framework is built on a belief that Garver is at its best when employees are equipped with the essential resources to thrive. “We consistently hear from employees that they greatly appreciate these benefits and view them extremely favorably,” he says.

Traffic Planning and Design, Inc. (TPD), also offers a wide range of benefits. These include 401(k) matching, education reimbursements and rewards based on company success. What is more, a flextime program allows employees to set their own schedules. “If people want to attend their child’s soccer game or they have a dentist appointment or parent they need to tend to, there are no questions asked. The focus is on accountability...
and keeping everyone informed,” says Elyse Conti, marketing manager for TPD. Salaried employees can also bank comp time for time worked over 40 hours each week, which can be used for vacations and PTO. The company employee focuses on disconnecting and recharging while away from the office. “We encourage people to avoid contacting someone on vacation unless it is an emergency. This helps our staff to be present with their families while away versus focusing on what is going on at the office in their absence.”

A focus on work-life balance is also at the center of thinking at Burns & McDonnell, which has around 6,000 employees across 50 office locations. For example, an employee who exhausts PTO can receive an advance of up to 40 hours, the company offers liberal family and medical leave, and it provides generous health and medical benefits, including a wellness program that offers financial rewards when employees meet certain criteria. The firm also has on-site exercise facilities, child care, a coffee bar and a pharmacy at its headquarters. Finally, as an employee-owned company, Burns & McDonnell contributes to the employee stock ownership plan, which is then disbursed to eligible employee owners. “There are no shortcuts to becoming a best place to work. Everything is connected,” says Wood.

“Stellar benefits translate directly into content and productive employees,” says Jill Capelli, a vice president at Kimley-Horn, ranked No. 1 by Fortune in 2018 under the Consulting and Professional Services category, and No. 10 in 2018 in the overall “Top 100 Best Companies to Work For” list. The employee-owned firm, with more than 3,000 people at 80 U.S. offices, serves up a dizzying array of perks and programs, including zero premium health care for single employees, flextime work, tuition reimbursement, 200 percent matching on the first 4 percent of employee 401(k) contributions and additional profit sharing that equates to about 18 percent of salary. It also offers extensive in-house training, professional development and a program that supports women. Overall, 97 percent of the company’s employees think their workplace is great, and 99 percent take pride in their work.

One advantage for best employers is the ability to create an environment where employees feel supported and comfortable sharing their ideas, concerns and questions.

“Creating an inclusive environment, where everyone’s voice matters and is valued leads to more diverse viewpoints, leads
surrounding grounds so employees can get extra steps in during the day.

Finally, in order to ratchet up engagement, “We partner with our employees to create individual career paths that meet their goals and interests as well as VHB’s business objectives,” says Kocur.

CULTURE COUNTS

Great places to work also fashion a culture where people are happy and engaged. Phillips says this can take many forms at WFD Consulting, from a work environment that is more diverse and inclusive to one that celebrates wins large and small—with a focus on people. Best workplaces also find ways to address generational friction, such as communication styles and technology preferences. “When people feel appreciated and respected—when they feel as though they work in an inclusive environment—everyone wins,” says Phillips.

One way Burns & McDonnell strives to build a stronger culture is by holding town hall style events for all employees and encouraging offices outside the world headquarters to have their own meetings, celebrations and charitable projects. This can range from a barbecue or ice cream social to volunteering at a food pantry together as a team. “It sounds like a cliché, but our philosophy is to work hard and play hard,” says Wood.

Supporting employees emotionally and practically is at the center of developing a strong culture, according to Williams. As a result, Garver gives engineers and other professionals autonomy to make decisions, the management team takes all input and suggestions seriously, it encourages professionals to experiment and make some mistakes and the firm has created a framework that minimizes egos and office politics. Team leaders also are responsible for building their own teams, developing business plans and directing investments. “There is a sense of purpose and empowerment,” says Williams.

In fact, best employers often build support mechanisms into their cultural framework. At Kimley-Horn, employees can generate $50 on-the-spot bonuses if they believe someone has done something exceptional that revolves around teamwork. “Anyone in the company can give the award to anyone else. It is a great motivator and a great empowerment tool,” says Capelli. Likewise, people can use a “lunch coupon” to meet up with other professionals and discuss everything from projects to career paths. The company also encourages engineers to pursue areas of passion and focus on the types of projects—and even specific clients—they are most interested in. “There is a huge amount of flexibility,” says Capelli.

To be sure, the benefits of becoming a best employer are clear: These firms typically outperform industry benchmarks for recruiting, retention and profits. They create workplaces where people feel appreciated and where clients feel more connected—and see tangible differences in projects.

“If you roll back what it takes to be a great place to work, the common denominator is a place where people feel they are doing something meaningful, a place where they feel appreciated and a place where they can advance their careers,” says Phillips.

Samuel Greengard is a technology writer based in West Linn, Oregon.
100+ CLIENTS
IN THE AE SECTOR

“For nearly 20 years, the team at Chartwell has not only done a great job of conducting our annual valuation, they have been our strategic partner as we grew our ESOP from inception in 1995 to the mature 100% ESOP ownership structure we enjoy today. Chartwell has consistently provided us with timely and valuable counsel regarding our options as our ESOP evolved, and helped us educate our employee owners along the way.”

Jon Carlson
CEO, Braun Intertec Corporation

Chartwell is proud to be the Anchor Sponsor of the ACEC CFO Council’s Finance Track!
For more information, contact: Chris Staloch, Managing Director & AE Practice Leader, chris.staloch@chartwellla.com

www.chartwellla.com

Chartwell services clients across the country through our offices in Minneapolis, Chicago, Portland, Orange County, Raleigh, and New York City.

Seasoned Legal Advice to the Nation’s Top AE Firms

- Business Structure
- Corporate Governance
- Environmental
- Equity Based Compensation
- ESOPs
- Insurance Coverage
- Intellectual Property
- Litigation
- Mergers & Acquisitions
- Succession Planning

LATHROP GAGE

Proud Sponsor of the 2018 ACEC Fall Conference

For more information, contact:
Bob Grossman at 816.460.5831 or rgrossman@lathropgage.com
Wally Brockhoff at 816.460.5825 or wbrockhoff@lathropgage.com

*The choice of a lawyer is an important decision and should not be based solely upon advertisement. Lathrop Gage LLP, 2341 Grand Boulevard, Suite 2200, Kansas City, MO 64108
EMPLOYEES AT WOODARD & CURRAN CREATED A 501(C)3 NONPROFIT FOUNDATION TO FOCUS THEIR GIVING AND MAGNIFY THEIR IMPACT

BY CALVIN HENNICK
Since its founding in 1979, Woodard & Curran has emphasized environmental stewardship and giving back to the communities—both through its engineering work and dedicated corporate giving initiatives. But in 2010, employees decided to formalize and focus their giving efforts, creating a foundation that in less than a decade has grown from giving one or two small grants each year to awarding $100,000 Impact Grants to projects aimed at solving environmental problems.

“We said it would be great if we could take employees’ commitment to giving and to the environment, and really take that to another level,” says Barry Sheff, a senior principal at the firm’s Portland, Maine, headquarters and president of the Woodard & Curran Foundation. Since 2011, the foundation has made grants to environmental nonprofits totaling $225,000 with an additional $100,000 in commitments pledged through 2020.

Celeste LaBadie, an executive assistant who has volunteered and serves as secretary with the foundation since she was hired in 2010, says the creation and growth of the foundation follows the natural path blazed by the firm’s founders nearly four decades ago to contribute to a more sustainable future. While Woodard & Curran and its employees continue to give time and money to causes ranging from toy and food drives to trail clean-ups and municipal fireworks funds, the foundation also helps the firm fulfill its mission statement to “hold protection of the environment in a regard superior to that of all other interests.”

“The foundation was built to make a larger impact, and it is based on the values of the company,” says LaBadie. “It is turning passion into progress.”

GROWTH AND ADOPTION
It took six years for the foundation to step up from the largest grant of $5,000 to giving out $100,000 awards. The $100,000 grants, disbursed over three years, are called Impact Grants. The foundation also recently began distributing Giving While Living Grants, which are small awards between $500 and $2,000 given to organizations working in one of 11 regions where Woodard & Curran has an office.

Doug McKeown, CEO and chairman of Woodard & Curran, says the foundation has resonated with staffers because it supports the types of causes that drew many employees to the firm. “It is a good way to show what your values are,” he says. “Our employees like the fact that we’re making a difference in environmental health and education in a way that isn’t just a one-time donation.”

Widespread Difference-Making
In addition to two three-year, $100,000 Impact Grants, the Woodard & Curran Foundation has awarded 19 grants ranging between $2,500 and $15,000 since 2011. These include:

- **2011**
  - **$5,000** to the University of Maine Student Chapter of Engineers Without Borders for a project to improve sewage treatment and disposal in Honduras.

- **2012**
  - **$2,500** to Mill City Grows, a Lowell, Massachusetts, organization to create opportunities for low-income residents to grow fresh produce in neighborhood gardens.

- **2013**
  - **$4,400** to New Hampshire Audubon to establish an environmental education outreach program in Manchester, New Hampshire, elementary schools.
that is not seeking a business return by supporting a client project. The foundation has a mission that is aligned with the company but not directed by the company to achieve any sort of business objective."

Employees can contribute to the foundation through payroll deductions. Woodard & Curran began by providing a 35 percent match for employee contributions but has since tied the match to the percentage of employees who contribute to encourage more participation. Last year, that number grew to 43 percent.

The foundation also raises money through fundraisers such as golf tournaments and auctions. Additionally, when McKewen is asked to deliver a speech, he requests that groups give to the foundation in lieu of a stipend for him.

“At first, the foundation was a labor of love of a few people,” says Jennifer Andrews, the firm’s director of marketing and a member of the foundation’s Giving Committee. “It took a few years for the rest of the employees to see the impact.”

LaBadie says the impact is clearer “now that we have some positive and powerful community projects underway.”

**SCALABLE SOLUTIONS**

In 2016, the Woodard & Curran Foundation made its first $100,000 Impact Grant to the University of Rhode Island Foundation, to fund a project called Community Climate Change Strategy. The program is working to improve access to clean water in a village in the Dominican Republic while also studying strategies for building out sustainable water systems that will be resilient in the face of climate change.

“What was most significant was their goal to establish a matrix of solutions,” says Sheff. “In any given location around the world, there are different challenges contributing to a lack of access to clean water. There may be drought or flood conditions, a lack of power or a lack of expertise to treat water. It is really compelling for our foundation’s Giving Committee to look at that grant application and say, ‘This is not just solving one problem, it has the potential to create a rippling impact around the globe.’”

Kayla Kurtz, a doctoral student at the University of Rhode Island and program manager of the project, says the grant has helped workers to collect data more quickly while searching for solutions. “It has helped to empower the community by increasing their capacity to provide clean drinking water,” Kurtz says. “Part of this grant is funding the startup of a community-driven drinking water quality lab and ensuring they have the proper training to monitor local water quality.”

“That is why we do what we do, to see these projects make progress and help in some way to solve these issues,” says LaBadie. “They would likely not have the opportunity if we did not provide this grant.”

The foundation awarded its second Impact Grant in 2017 to Literacy for Environmental Justice, a San Francisco nonprofit focused on health, environmental stewardship and community development. The grant is funding a water harvesting, storage and distribution system that includes a native plant garden, interpretive signage and educational programming at Candlestick Point State Recreation Area.

“It is really huge,” says Patrick Marley Rump, executive director of Literacy for Environmental Justice. Rump notes the funds are awarded upfront rather than given as a reimbursement for incurred expenses, and the money comes with fewer restrictions than most government grants—providing flexibility that will
“We said, it would be great if we could take employees’ commitment to giving and to the environment, and really take that to another level.”

BARRY SHEFF  
WOODARD & CURRAN

help keep the project on track. “This type of upfront funding is the holy grail of nonprofit funding,” he says.

CREATING CONNECTIONS
Sheff and LaBadie say they are looking into ways for Woodard & Curran employees to volunteer and lend expertise to grant recipients, and Kurtz says she has asked the firm to recommend field equipment, talked about getting employees involved and conducting fieldwork at the project site.

But Woodard & Curran employees in the Bay Area were already involved with Literacy for Environmental Justice before the group received the foundation’s Impact Grant. Firm employees have been helping the nonprofit in a variety of capacities for nearly a decade, Rump says. Although the existing partnership was not one of the primary reasons the organization applied for the grant, the grant is creating and enhancing opportunities for the firm to become more closely connected with the group’s work. For instance, Rump says, Woodard & Curran employees had already agreed to do pro bono work on the Candlestick Point project, separately from the grant process.

“It was serendipitous,” Rump says. “What is nice about that is they have already shown a commitment. Regardless of what the foundation is doing, the company itself has shown a commitment to our work for some time.”

Rump adds that Woodard & Curran employees now plan to perform hands-on volunteer work at the site, planting vegetation and removing invasive plant species.

“It is the best of both worlds,” Rump says. “It is unusual for us to have a funder that is this engaged in a hands-on and technical way. We have the hands doing the work, we have the heart from the foundation and the mind from the technical world. We do not often see that.”

Calvin Hennick is a business, technology and travel writer based in Milton, Massachusetts.
BST GLOBAL AND NEWFORMA
A NEW STRATEGIC ALLIANCE

PUT PROJECT AND INFORMATION MANAGEMENT AT THE CENTER OF YOUR BUSINESS.

Introducing the BST Newforma Connector. Now, you can power your portfolio performance and create workflow efficiencies with real-time, synchronized access to all business, file, and email information for your projects.

By uniting two best-in-class solutions – BST’s robust ERP and Work Management solutions and Newforma Project Center, a comprehensive PIM solution – you can ensure that project information is available when and wherever your firm needs it.

LEARN MORE AT
BSTGLOBAL.COM/NEWFORMA    NEWFORMA.COM/BST
If you are managing an engineering firm, chances are you have been working in the industry for a long time and have seen a lot of change. Projects are different, clients are different and even the firms you manage—as well as your competitors—are different.

What does today’s business environment look like, and what do firms need to do to thrive? The most important thing to understand is that it is imperative for firms to continue to grow all the time. That does not mean that each firm must constantly be getting bigger, but it does mean that evolution should be ongoing.

If a firm is having difficulty reaching financial goals, adapting to innovation and new delivery methods, expanding into new services or markets, rolling out initiatives that gain traction or retaining quality employees, those are all warning signs it is time for change. Smart firms pursue strategies that produce growth with certainty, not chance.

GROWTH IS CRITICAL

Does every firm leader want to see their business grow? Actually, many do not.

There are several reasons firm leaders fear growth. Some are afraid of losing company culture. Others feel their firms have hit their sweet spot and do not want to interfere with success.

But contentment is often the kiss of death when it comes to firm management as it can lull executives into a dangerous state of complacency. “Good enough” is never adequate. Too often, firm leaders get comfortable with doing good enough—even though they are not growing revenue or profit, developing their employees, improving their reputation or diversifying services. The rest of the business world is moving forward, so when you are not moving forward, you are losing ground. In this case, your employees and the outside world take notice. It is a recipe for disaster that will lead to key employee and client departures, and declining performance.

There are many day-to-day implications of not growing. For example, if you are not growing, chances are you are not increasing profitability, which creates financial shortfalls and leads to diminished commitment among staff to stick with the firm. It also leads to hesitancy among key staff to assume the mantle of leadership. This is a common and serious problem because you always want to inject new blood into the firm’s leadership. If this becomes a long-term issue, the necessary management talent will not be available to manage the firm when the current leaders are ready to retire. Firms with poor track records of growth have trouble implementing succession plans, and they are not attractive to potential buyers.

Companies with anemic growth, particularly revenue growth, also tend to experience high turnover because they do not provide adequate advancement opportunities. Your best employees want to advance through the organization. If your company is not growing, advancement opportunities only will arise when employees leave or retire.

Perhaps you think that is reasonable—that you can rotate new people into the firm as employees leave. The problem is that engineering is as much a people business as it is a design business. Your clients become attached to your people, and when your people leave, you are likely to see an exodus of your clients as well.

Firm success requires continuous learning and staff improvement. This is how you measure staff growth. When employees do not have an opportunity to keep up with new technologies, participate in training, pitch ideas or generally improve themselves or their value to the firm, they are not experiencing growth, and they are not contributing to the company’s value. In this scenario, both the employees and the company are losing out.

When new technologies come along, the employees of such firms often do not become familiar with them quickly enough. Clients expect you to stay current and may turn to your competitors if they sense you are not.

Keys to an Effective Growth Strategy

UNDERSTANDING AND IMPLEMENTING THE MOST UNDERESTIMATED ELEMENT OF SUCCESS

BY DOUG REED

According to Doug Reed, president of FosterGrowth, the successful implementation of a growth strategy begins with understanding and committing to supporting the strategy over the long term.

“The rest of the business world is moving forward, so when you are not moving forward, you are losing ground.”
movement” by empowering your leaders to passionately mobilize followers in pursuit of a shared vision.

Strategic initiatives thrive when they synchronize the interests of all stakeholders. If corporate objectives align with individual goals, everyone succeeds. This strategic approach encourages a healthy, open corporate culture, propels employees into leadership roles and leverages the talent and drive of the workforce to teach them new skills.

Do not think that classroom learning is sufficient for the course to achieve the desired outcome. Adults need experiential learning to tie the classroom content to real life. Thus, there are multiple steps to changing behaviors. First, relate course material to daily activities while the material is learned. Then, provide long-term support until behavior has become ingrained.

Having an experienced business consultant who understands how to create and implement a growth strategy is also essential. Imagine if a client decided to implement the construction of one of your designs without any of your input? What is the likelihood the client would succeed? It can be a recipe for disaster. This goes for implementing growth strategies as well.

Successful implementation of a growth strategy begins with understanding and committing to supporting the strategy over the long term, well after it has been defined. Strategy execution necessitates coaching, learning, team engagement, recruiting volunteers, information exchange, progress reports, external instructors, mentoring and troubleshooting in order to work through barriers. You need to be willing to commit to this in advance of any kind of strategy development.

IMPLEMENTING STRATEGY
When implementing a strategy, it is essential to choose internal planning team members based on their influence qualities. The people you will rely upon to develop and implement the strategy must have the respect of their peers. This may mean leaving out some senior executives. If they do not have followers or have a track record of failed execution, they may be a barrier. At the same time, you may include junior staff members because their peers value their opinion. With people of influence on board and an inclusive strategy development process, you will have a force of champions who will own—and enthusiastically advance—the strategy.

It is important to remember that the outcome of the team’s work will be based on the common knowledge of the group. Having one really smart person does not cut it; the entire committee must be up to the task. It is not uncommon for strategic planning teams to choose a completely wrong direction because various members are not experts on the subject being addressed.

The solution to securing an effective strategy team is to expose the entire team to a business learning program. This can be accomplished through a one-day pre-strategic planning workshop. It is even better to commit to long-term learning programs, but if you have not, a focused workshop can suffice. This is not business learning such as P&L and balance sheets. It is about the elements of business growth and team motivation. With an advanced and consistent understanding of these elements, the team will have the acumen to take the firm to higher levels.

However, for the team’s work to fully take hold, the process requires complete buy-in from the CEO, board of directors and stockholders. Ownership buy-in is essential because the team will need to know their activities are important and appreciated. Anything less will breed dissention.

SUCCESSFUL EXECUTION
Immediately after strategic goals are finalized and an action plan is drafted, a regular schedule of meetings should be established to work on the goal tactics. Goal teams will transition through the “forming, norming and storming” phases of group dynamics during which they achieve clarity on the goals and challenges. They then begin the incremental steps that advance toward the goal’s desired tactics.

It is important for each strategic goal and each tactic that advances that goal to be led by a volunteer. If you draft someone to lead the process, he or she is not likely to have the enthusiasm and commitment needed to see it through. If you do not have a volunteer, set it aside and work on goals and tactics that do.

It is also essential to incorporate tactics into the firm’s annual business plan and make sure the individuals responsible for developing an annual business plan are familiar with each strategic goal. Formal quarterly reviews should be conducted to examine metrics, validate progress and resolve barriers. Individual contributors should be recognized for their commitment and contribution.

Finally, do not let naysayers in the organization undermine the process. Change can be scary, and many people find it easier to stand still rather than move forward. It is absolutely essential to maintain buy-in and enthusiasm for the project throughout the organization.

Anticipate revisiting your strategy or strategic plan every three to five years. The business world is constantly changing, and firms need to keep up to survive. Remember, when it comes to firm management, if you are not growing, you are dying.

Doug Reed, P.E., president of FosterGrowth, and author of “Lead a Movement,” is a business consultant and corporate advisor specializing in the management of A/E and environmental firms. He can be reached at dreed@fostergrowth.biz and www.fostergrowth.biz.
Big Win for AHPs

HOW ACEC AND THE ACEC LIFE/HEALTH TRUST ACHIEVED A MAJOR REGULATORY VICTORY REGARDING ASSOCIATION HEALTH PLANS

BY BRIAN BERGLUND

The ACEC Life/Health Trust was formed in 1965 to provide benefits through a group health plan to engineering firms that are ACEC members. Today, benefits offered through the Trust are fully insured through group insurance contracts issued by United-Healthcare Insurance Co. As is the case with any fully insured arrangement, premiums vary among Member Firms based on various risk factors and a member’s claims experience.

Historically, the group health plan offered through the Trust has been operated as a bona fide association health plan under guidance issued by the Department of Labor (DOL) and the courts. This has allowed the Trust to be treated as a single large plan as opposed to an amalgamation of hundreds of small plans and affords the Trust the flexibility to vary premiums based on risk factors and Member Firms’ experience.

DOL’S ASSOCIATION HEALTH PLAN RULE

On Oct. 12, 2017, President Trump signed an executive order, which included as one of its stated goals the expansion of association health plans (AHPs). The executive order directed the DOL to propose new rules to achieve this goal. The DOL issued a proposed rule on Jan. 5 that loosened some AHP requirements and added one new requirement. In a significant departure from current law, the proposed rule, in essence, prohibited AHPs from varying premiums across groups of employers.

This proposed prohibition on varying premiums posed a potential threat to the Trust. As an AHP under the proposed rule, the Trust would have been forced to basically quote the same rates for all member employers while commercial carriers—Trust competitors—would have been allowed to quote unhealthy employer groups at higher rates and healthier groups at lower rates.

This dynamic would result in the Trust enrolling unhealthy groups at rates that would be insufficient to cover the group’s claims costs. In addition, commercial carriers would have a competitive price advantage with healthier-than-average groups. As a result, the Trust would have been required to increase premiums across the board, thereby diminishing the ability to attract and retain even moderately healthy groups.

THE COUNCIL AND THE TRUST RESPOND

ACEC’s legislative experts worked closely with the Trust to head off this adverse development. They arranged for the Trust’s actuary to testify before a Senate Subcommittee on Primary Health and Retirement Security regarding the proposed rule. ACEC and the Trust worked jointly on a comment letter with internal and external experts to expose negative implications for AHPs, including the Trust, which would be in conflict with the executive order to expand AHPs.

The comment letter—which underscored the adverse impact of the proposed rule on the Trust and other AHPs—was submitted March 6 to the DOL.

THE FINAL RULE—A SIGNIFICANT WIN

The DOL issued its final association health plan rule on June 19. In response to the concerns expressed by ACEC and the Trust, the DOL conceded that qualified AHPs existing prior to the final rule need not meet the final rule AHP requirements. Basically, the Trust has been “grandfathered” to operate exactly as it does today. This means business as usual for the Trust.

The final rule represents a resounding affirmation of the Trust’s mission: to provide comprehensive health care benefit solutions and services to support the business objectives of Member Firms and the health and well-being of their employees and families. The shared vision of ACEC and the Trust is to establish consulting engineering as the healthiest industry in the United States. To achieve this, the Trust partners with top leaders in the health insurance and health benefits industry to deliver unmatched value to Member Firms.

Because of the final rule, the Trust’s competitive position has never been stronger, and the Trust’s commitment to Member Firms has been renewed. The Trust will continue to work toward delivering comprehensive and competitive health care solutions to employees of Member Firms and their families.

Brian Berglund is a partner with Bryan Cave Leighton Paisner LLP. He has served as the leader of the firm’s Employee Benefits Group as well as the firm’s Tax Group and was a member of the firm’s Executive Committee for six years. He currently leads the firm’s association health plan practice. Berglund is a fellow in the American College of Employee Benefits Counsel and serves as counsel to the ACEC Life/Health Trust.
Advancing infrastructure is now a world priority. We need high performance infrastructure that can meet the demands of a global population while preserving a vital and healthy environment for generations to come.

Bentley’s mission is to provide innovative software and services for the enterprises and professionals who design, build and operate the world’s infrastructure — advancing the global economy and environment, for improved quality of life.

Find out more at: www.bentley.com
M&A Activity Is Gold in California

BY NICK BELITZ

For many years, the Golden State has drawn people and businesses from other parts of the country and the world with the lure of more opportunities, wealth and fun.

From Hollywood and the entertainment industry to Silicon Valley and the tech sector, California means high valuations and expectations. The engineering industry is no different and, given the seemingly endless demand for infrastructure and general building in the state, some firms have built successful multigenerational businesses simply by setting up shop and riding the demand for consulting and design services like surfers on a perfectly slotted wave.

Given the above-average economic activity and growth in the state relative to other parts of the United States, California has generally been a reliable market for engineering services and an attractive place for deal-makers on the hunt for the next acquisition. But 2018 seems to be pushing historical trends even higher.

Relative to the last year, mergers and acquisitions of firms based in and serving clients around California have risen sharply. Morrissey Goodale’s data of A/E industry deals show 26 firm sales in California in 2017, making it the most popular state for buyers last year.

But in 2018 California appears even more golden, with the number of transactions just between January through July totaling 28. With four months left to go, California is on pace to shatter last year’s tally.

Also of note is the deal volume of California firms relative to the U.S. overall. From January through July of 2017, California sellers comprised 14 percent of all transactions. Over the same period in 2018, California sellers comprised 17 percent of all deals in the U.S., an indication of more robust demand.

Judging by the activity of ACEC members in 2018, industry deal-makers happily joined the gold rush, with announcements of acquisitions of California firms making headlines. ACEC Member Firm TRC Cos., Inc. (Lowell, Mass.), made a splash by acquiring fellow ACEC Member Firm and renowned construction management firm Vali Cooper & Associates, Inc. (Concord, Calif.). Los Angeles-based Psomas expanded its footprint in Northern California by joining forces with Covello Group (Walnut Creek, Calif.). Other deals around the state targeted firms specializing in process engineering (ADVENT Engineering Services, Inc., of San Ramon, Calif.) and transportation program management (S&C Engineering of Oakland, Calif.).

Anecdotally, we can also say optimism abounded at Morrissey Goodale’s Western States M&A Symposium, held this past June in San Francisco. Almost 100 attendees gathered to network and socialize the opportunities across sectors in the engineering industry in the state and throughout the West. Conversations touched on not only business opportunities but also on potential cultural differences for out-of-state buyers and the importance of thorough due diligence and integration processes to a successful deal.

While California is not without its challenges such as housing affordability, living costs and a byzantine set of employment and business regulations chief among them, it is not hard to see why California continues to hold such perennial promise for the engineering industry. Consider the following:

1. Size matters. The Los Angeles Times reported in May that California’s economy surpassed that of the United Kingdom to become the world’s fifth largest. California’s gross domestic product (GDP) exceeded $2.7 trillion in 2017 and economic output now trails only that of the total GDP of the U.S., China, Japan and Germany. The state’s share of the national economy also grew to 14.2 percent in 2017. All this economic activity translates into robust employment gains; from 2012 to 2017, California, which has 12 percent of the U.S. population, contributed 16 percent of U.S. job growth. More jobs mean more consumer spending and tax revenue to support more building projects across all markets.

2. Population growth. If demographics are destiny, California will need a lot of engineering and design services for decades to come. California’s Department of Finance projects the state will reach a population of 40 million by the end of 2018, 45 million by 2035 and 50 million by 2055. Between 2016 and 2060, the state is projected to grow by 30 percent, to more than 51 million people. To do so, it will add more than 11 million people, which is greater than the 2016 population of Ohio. If there is a single factor driving demand for engineering services, it is population growth.

3. Public funding. The latest state budget from the California governor’s office provides a total of $22.5 billion for transportation departments and programs in 2018 and 2019. This is an increase of $4.2 billion, or 23 percent, over estimated expenditures for the prior budget year. Simply put, there are few places to be found with that many dollars spent on public infrastructure.
Residents of the state, known for its higher-than-average taxes and living costs, may say it costs a lot to live in California, but a little-known fact about the Golden State helps mitigate the situation: People tend to make more money in California. The California Department of Finance reports that in the last eight years, personal income in the state has grown by 5 percent per year on average, while personal income in the U.S. overall has grown 3.9 percent a year on average. Greater income growth coupled with greater population growth will yield additional infrastructure and general building needs, all of which should translate to a golden long-term opportunity. This year, ACEC deal-makers certainly seem to agree.

**ACEC DEAL-MAKERS**

**JULY 2018**

ACEC member WSP Global, Inc., (Montreal) agreed to buy Berger Group Holdings, Inc., parent to a group of companies operating under Louis Berger (Morristown, N.J.), an ACEC member, for $400 million. The purchase would add about 5,000 employees to WSP’s 43,000 global staff.

Trinity Consultants (Dallas) acquired ACEC member ADVENT Engineering Services, Inc. (San Ramon, Calif.). Advent is a consulting firm focused on process development, process engineering, automation engineering and project management for life sciences companies.

ACEC member Civil & Environmental Consultants, Inc., (CEC) (Pittsburgh) acquired civil and solid waste engineering firm Shepherd Engineering Design Co., Inc. (Oklahoma City). The deal marks CEC’s second acquisition in Oklahoma City this year following the purchase of KBGE in March.

ACEC member Poepping, Stone, Bach & Associates (PBSA) (Quincy, Ill.) was sold to a private investor. PBSA is a full-service architecture and engineering firm specializing in new building design, building rehabilitation and renovation, and historic site restoration and preservation.

ACEC member HGA (Minneapolis) acquired Sustainable Engineering Group, LLC. (SEG) (Middleton, Wis.), an engineering firm focused on energy optimization and sustainable design. SEG’s 12-person team joined HGA effective July 1.

Bluemotif Architecture (San Diego) merged with ACEC member PGAL (Houston), an international architecture, engineering and planning firm. Bluemotif will operate as PGAL and will continue to serve clients in Southern California.

**JUNE 2018**

Civil & Environmental Consultants, Inc., (CEC) (Pittsburgh) acquired the source testing group of Burns & McDonnell (Kansas City, Mo.) including 11 staff and all of the firm’s source testing equipment. The acquisition continues CEC’s expansion in the Midwest, adding a new office in Kansas City. Both firms involved in the deal are ACEC members.

ACEC member Psomas (Los Angeles) acquired construction management firm Covello Group (Walnut Creek, Calif.). Covello Group’s 35 employees specialize in water resource projects throughout Northern California, with offices located in Walnut Creek, San Rafael and Santa Cruz.

TRC Cos., Inc. (Lowell, Mass.), a provider of engineering, environmental consulting and construction management services, acquired Vali Cooper & Associates, Inc. (Concord, Calif.). The acquisition of Vali Cooper’s 200 employees brings TRC’s staff to nearly 600 in California. Both firms involved in the deal are ACEC members.

Engineering, architecture and surveying firm MRB Group (Rochester, N.Y.), an ACEC member, merged with Chatfield Engineers (Rochester, N.Y.). Chatfield offers civil and municipal engineering services to municipalities and government agencies. The entire Chatfield team will relocate to the MRB Group’s office.

ACEC member Thornton Tomasetti (New York) acquired fellow ACEC member MMI Engineering (Warrington, U.K.), a technical consulting specialist focusing on risk management in the oil and gas, nuclear, utilities and infrastructure sectors. MMI employs 60 professionals across its U.K., Australia and Texas offices.

**MAY 2018**

ACEC member MNS Engineers, Inc., (Santa Barbara, Calif.) acquired S&C Engineering, Inc. (Oakland, Calif.), a provider of program management and construction management services for transportation construction projects.

ACEC member RS&H, Inc., (Jacksonville, Fla.) acquired Tsiovaras Simmons Holderness (Greenwood Village, Colo.), a provider of bridge, highway, traffic and hydraulic design as well as construction management services.

ACEC member Parsons Corp. (Pasadena, Calif.) acquired Polaris Alpha (Colorado Springs, Colo.) from private equity firm Arlington Capital Partners (Chevy Chase, Md.). Polaris Alpha is a technology-focused provider of mission solutions for defense, intelligence and security clients as well as other U.S. federal government customers. The acquisition adds more than 1,300 employees to Parsons’ federal business unit.

ACEC member IBI Group (Toronto), a design and technology firm, acquired the assets of GreenOwl Mobile (Markham, Ontario, Canada), a leader in mobile technologies for smart cities. The acquisition includes GreenOwl technical staff as well as all intellectual property.

Nick Belitz is a principal with Morrissey Goodale LLC, a management consulting firm that specializes in the A/E industry and provides strategic business planning, merger and acquisition, valuation, executive coaching, leadership development, and executive search services. He can be reached at nbelitz@morrisseygoodale.com.
This bridge has a story.

When told and marketed just right, its story will deliver all the right business results—and help you land your next big client project.

Contact us today to learn how our content marketing experts can convert your admirers into leads, your leads into qualified prospects, and your prospects into clients.

Let's get started.

imagination.

Specializing in content marketing for engineering and construction thought leaders

Chicago • Washington, D.C.

imaginepub.com

Contact Erin Slater at eslater@imaginepub.com
On the Move

Kate Harris has been elected chair of Muscatine, Iowa-based Stanley Consultants, succeeding Gayle Roberts, who recently retired from the company. Harris has over 25 years of international experience in the construction, engineering and consulting industry, and joined the company as president and CEO in 2017.

Andy Platz was appointed CEO and president of Middleton, Wisconsin-based Mead & Hunt. Platz will continue as president, and former CEO Raj Sheth will continue as chairman. Platz joined the company in 1985 as a project engineer. Ed Balchon joined the company as vice president and market leader of its water practice. He formerly served as executive vice president for Arcadis and is based in the firm’s Tampa office.

New York City-based AKRF, Inc., announced the following appointments: Karen Franz was promoted to CEO and Mike Lee was named president. Franz and Lee are 20- and 30-year veterans of the company, respectively. Lee is chairman and formerly served as president and CEO. Both are based at the headquarters office.

M. Gayle Packer has been appointed president of Olathe, Kansas-based Terracon Consultants, Inc. Packer joined the company in 2004 and previously served as executive vice president and chief administrative officer. She succeeds David Gaboury, who served as president and CEO for more than 20 years. Gaboury and Packer’s CEO transition becomes effective in 2019. Gaboury will continue as Terracon’s chairman through 2021.

Lorraine Green was promoted to president of Atlanta-based Pond & Co., Inc. Green joined the company in 2008 and recently served as executive vice president. She is based at the headquarters office.

New York City-based Thornton Tomasetti announced the following appointments: Managing principals Gary F. Panariello and Peter DiMaggio have been named managing directors. Principal Robert K. Otani was named the firm’s first chief technology officer, and principal Carol A. Post has been promoted to chief quality assurance officer. Panariello is based in the San Francisco office; DiMaggio is based in the firm’s New York, Wall Street office; Otani is based in New York City; and Post is based in the firm’s Chicago office.

John B. McCaffrey joined Syosset, New York-based The LiRo Group as chief information officer. McCaffrey previously served as chief information officer for Westchester County and as commissioner of information technology for Orange County, both in New York.

Glen Frank, Michael Quinn and Brent Scott joined Glen Allen, Virginia-based Schnabel Engineering as senior vice presidents. Frank specializes in underground construction and is based in the
Seattle office. Quinn specializes in dam and levee engineering and construction. He is based in the Clifton Park, New York, office. Scott fills the newly created position of environmental services group leader and is based in the West Columbia, South Carolina, office.

Pittsburgh-based SAI Consulting Engineers, Inc., announced the following promotions: Glenn Stickel to president; Kevin Lettrich to vice president, construction; and Ahmad Ahmadi to vice president, engineering. Stickel will oversee the company’s technical and business operations. Lettrich will oversee all construction management/inspection services. Ahmadi will lead the engineering and technical direction of the firm’s structure and highway design projects as well as overall design quality. They are based in the headquarters office.

San Antonio, Texas-based Pape-Dawson Engineers, Inc., announced the following the vice president promotions: Jim Welch, Todd Blackmon, Rebecca Carroll, Taylor Dawson, Caleb Chance and Dustin Goss. All are based at the headquarters office except for Goss, who is based in the company’s Austin, Texas, office.

Meredith Clark was promoted to vice president at Philadelphia-based Urban Engineers. She also serves as the firm’s director of human resources. Clark, who joined the company in 2008, is based in the headquarters office.

Edmonton, Alberta-based Stantec announced the following appointments: Brian Yates joined the company as vice president and regional leader for its British Columbia team. He formerly served as vice president, environment and geosciences at SNC-Lavalin. Yates will be based in Vancouver, British Columbia. Jon Cardello was promoted to vice president, U.S. commercial sector leader, and most recently served as senior principal. He is based in Stantec’s Miami office.

Thomas Ionta has joined Kansas City, Missouri-based TranSystems as vice president and senior project manager. He formerly served as vice president at CH2M Hill. Ionta is based in the company’s Santa Ana, California, office.

Dr. Rida Hamza joined Pasadena, California-based Parsons as vice president for business development, critical infrastructure protection. Hamza will lead international growth and large-scale physical and cybersecurity project delivery, with a focus in the Middle East Africa region, and other high-growth areas. Hamza is based in Dubai, United Arab Emirates.

Mehmet A. Boz was promoted to vice president at Sparks, Maryland-based KCI Technologies, Inc. Boz, who joined the company in 2015, will also assume leadership of the firm’s environmental discipline. Boz is a member of ACEC/Texas’ San Antonio Chapter and serves on its Water Committee and the Subcommittee on Spatial Water Data.

Thomas Ionta

Meredith Clark
FMI Capital Advisors, a subsidiary of FMI Corporation, is the leading investment banking firm exclusively serving Engineering and Construction, Infrastructure, and the Built Environment. With over 600 transactions and an aggregate transaction value over $16 billion, no firm is more experienced or dedicated to the industry than FMI.
Welcome New Member Firms

ACCEC/California
C2G/Civil Consultants Group
Scots Valley
Rosell Surveying and Mapping, Inc.
Costa Mesa
Salaber Associates, Inc.
Dixon
Shimaji & Lascola, Inc.
Lake Forest
TRC Parkitects, LLC
Irvine

ACCEC/Florida
Abtech Engineering, Inc.
Fort Lauderdale
Al-Farooq Corp.
Miami
Armstrong Forensic Engineers, LLC
Lutz
Baker Barrios Architects, Inc.
Orlando
C Solutions
Fort Lauderdale
Cribb Philibeck Weaver Group, Inc.
Tampa
McNeal Engineering, Inc.
Lutz
NorthStar Contracting Group, Inc.
Riverview

ACCEC/Georgia
Ball Maritime Group, LLC
Savannah
Edwards-Pitman Environmental, Inc.
Smyrna
Shear Structural
Chamblee

ACCEC/Hawaii
Wesley R. Seqawa and Associates, Inc.
Hilo

ACCEC/Illinois
Thompson Civil, LLC
East St. Louis

ACCEC/Indiana
Milhouse Engineering & Construction, Inc.
Merrillville
Resolution Group, Inc.
Indianapolis

ACCEC/Iowa
Fluid Quip Process Technologies, LLC
Cedar Rapids

ACCEC/New Mexico
Dyer Engineering Consultants, LLC
Magdalena

ACCEC/New York
Sullivan Engineering, LLC
Towowa, New Jersey

ACCEC/North Carolina
NXL Construction Services, Inc.
Richmond, Virginia

ACCEC/Ohio
Pinnacle Engineering, Inc.
Cincinnati

ACCEC/Oregon
MEGI Engineering, Inc.
Lake Oswego
Reynolds Engineering, LLC
Portland
Waypoint Engineering, Inc.
Vancouver, Washington

ACCEC/Pennsylvania
Armstrong Engineering Associates, Inc.
Coatesville
Response Electric, Inc.
Green Lane

ACCEC/South Carolina
Bunnen-Lammons Engineering, Inc.
Greenville

ACCEC/Tennessee
Civic Engineering & IT, Inc.
Nashville
Powers Hill Design, LLC
Memphis
W&A Engineering
Nashville

ACCEC/Texas
Arion Blue, LLC
Houston
Charles R. Dahl, P.E.
Houston
DHI Engineering, LLC
Sugar Land
Hicks and Co.
Austin
L H & Associates, Inc.
Dallas
Marshall Engineering Co.
Humble
Olson Engineering, Inc.
Bridge City
Quartet Engineers, PLLC
Houston
Texas Reality Capture & Surveying, LLC
Wäxahachie
Touchstone Engineering and Construction Services, LLC
Aledo
Verisol, LLC
Houston

ACCEC/Utah
Envision Engineering
Salt Lake City
Monument Engineers, LLC
Highland
WCEC Engineers
Sandy

Additional information on all ACEC activities is available at www.acec.org.
Geoprofessional Coalition to Meet at Fall Conference; Private Industry Brief to Focus on Energy and Utilities

GEOPROFESSIONAL COALITION
Responding to considerable member interest, ACEC formed the Geoprofessional Coalition focusing on geoprofessional issues. The first meeting was held last spring in Washington, D.C.

The Geoprofessional Coalition will kick off its risk management program at the ACEC Fall Conference Oct. 28–31 in Las Vegas with a panel session focusing on contract terms and conditions that flow down from prime design firms. Stephanie Burton, of Gibbes Burton, LLC, will be the panel moderator.

The vision of the Geoprofessional Coalition is to be a highly focused and effective organization of leading companies providing geoprofessional services, and to embrace a philosophy of timely and effective actions to protect industry interests. The activities and initiatives of the Geoprofessional Coalition are designed to:

• Advocate for and help provide a broader appreciation of the geoprofessional service industry through collaboration with other ACEC Member Firms;
• Provide a forum for sharing and promoting leading-edge business practices and risk management; and
• Educate, empower and mobilize members to influence legal, legislative and regulatory outcomes affecting the industry.

The new coalition joins ACEC’s six other coalitions: Council of American Mechanical and Electrical Engineers; Council of American Structural Engineers; Council of Professional Surveyors; Design Professionals Coalition; Land Development Coalition; and Small Firm Council. The coalitions provide a range of practical day-to-day resources to enhance the operation of a firm.

For more information about the coalitions, contact Heather Talbert, ACEC’s director, coalitions, at htalbert@acec.org.

ENERGY AND UTILITIES FOCUS OF UPCOMING ACEC PRIVATE INDUSTRY BRIEF
ACEC’s third issue of its new bimonthly, Private Industry Brief (October | November 2018), will focus on energy and utilities. The brief informs readers about the top clients in that market sector, the five most significant market trends and how current legislation and policy are influencing the market.

The upcoming issue will feature the recent and transformative market trend of how the United States is becoming the world’s largest energy exporter—mainly due to natural gas—and what kinds of infrastructure will be required as a result.

ACEC’s Erin McLaughlin attended a Brookings Institution briefing by International Energy Agency (IEA) Executive Director Fatih Birol, a renowned energy expert and chair of the World Economic Forum’s (Davos) Energy Advisory Board. Birol referred to the United States’ “seven-year silent revolution in shale gas” as one of the four “upheavals” reshaping the global energy industry.

IEA predicts that within five years the U.S. will account for close to three-quarters of all liquid natural gas export growth, and its market share will jump to 20 percent in 2023 from 4 percent today.

To ensure you receive the full energy and utilities Private Industry Brief, as well as briefs focusing on health care and science and technology (December 2018 | January 2019), please sign up for your free subscription at: https://programs.acec.org/industrybrief/.

FOR MORE BUSINESS INSIGHTS
Better Business Planning
Factoring Executive Compensation
Cyberattacks and Data Security
High-Impact Proposal Writing

Go to: www.acec.org/education/webinars/

ACEC’s Business Resources and Education Department provides comprehensive and online-accessible business management education.

Visit ACEC’s online educational events calendar at www.acec.org/calendar/index.cfm or bookstore at www.acec.org/bookstore, or call 202-347-7474, ext. 324, for further information.
<table>
<thead>
<tr>
<th>ACEC RT members by state</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALABAMA</td>
</tr>
<tr>
<td>Penyon Environmental, Inc.</td>
</tr>
<tr>
<td>SHM Engineering &amp; Consulting Studio</td>
</tr>
<tr>
<td>Studio 8:18 Engineering</td>
</tr>
<tr>
<td>TAMARACK Consulting, LLC</td>
</tr>
<tr>
<td>VIE Engineering, LLC</td>
</tr>
<tr>
<td>VP Engineering, Inc.</td>
</tr>
<tr>
<td>White Sands Water Engineers, Inc.</td>
</tr>
<tr>
<td>Connecticut</td>
</tr>
<tr>
<td>Alheman Kirby, LLC</td>
</tr>
<tr>
<td>GridDesign</td>
</tr>
<tr>
<td>DELAWARE</td>
</tr>
<tr>
<td>Duffield Associates, Inc.</td>
</tr>
<tr>
<td>DISTRICT OF COLUMBIA</td>
</tr>
<tr>
<td>ACEC of District of Columbia Institute for Sustainable Infrastructure Reel Designers, Inc.</td>
</tr>
<tr>
<td>FLORIDA</td>
</tr>
<tr>
<td>FaRao Corporation</td>
</tr>
<tr>
<td>American Engineering</td>
</tr>
<tr>
<td>Building Solutions, LLC</td>
</tr>
<tr>
<td>Clearview Land Design, FL</td>
</tr>
<tr>
<td>Florida Engineering Society, Inc.</td>
</tr>
<tr>
<td>George F. Young of Florida, PA</td>
</tr>
<tr>
<td>Hufsey-Nicolas de Garcia-Suarez Associates</td>
</tr>
<tr>
<td>Hyatt Survey Services</td>
</tr>
<tr>
<td>Jones Edmunds &amp; Associates, Inc.</td>
</tr>
<tr>
<td>VIA Consulting Services, Inc.</td>
</tr>
<tr>
<td>GEORGIA</td>
</tr>
<tr>
<td>AKR Engineering, Inc.</td>
</tr>
<tr>
<td>ACEC of Georgia</td>
</tr>
<tr>
<td>Andrews, Hammond &amp; Powell, Inc.</td>
</tr>
<tr>
<td>Barnes Consulting Engineers, Inc.</td>
</tr>
<tr>
<td>EPX, LTD</td>
</tr>
<tr>
<td>Engineering Strategies, Inc.</td>
</tr>
<tr>
<td>Gen2 Group</td>
</tr>
<tr>
<td>Georgia Water and Environmental Services Peoples &amp; Quigley, Inc.</td>
</tr>
<tr>
<td>Spurnick &amp; Associates, Inc.</td>
</tr>
<tr>
<td>Switzer Engineering, Inc.</td>
</tr>
<tr>
<td>Willmar Engineering, Inc.</td>
</tr>
<tr>
<td>W.R. Tools Engineers, Inc.</td>
</tr>
<tr>
<td>HONG</td>
</tr>
<tr>
<td>Gray, Hong, Nisioja &amp; Associates, Inc.</td>
</tr>
<tr>
<td>KIM Hawaii, Inc.</td>
</tr>
<tr>
<td>IHADO</td>
</tr>
<tr>
<td>American Geotechnics, Inc.</td>
</tr>
<tr>
<td>J4 Engineering Group</td>
</tr>
<tr>
<td>Rankin-Hager &amp; Associates</td>
</tr>
<tr>
<td>T.O. Engineers, Inc.</td>
</tr>
<tr>
<td>Welch Comer &amp; Associates, Inc.</td>
</tr>
<tr>
<td>ILLINOIS</td>
</tr>
<tr>
<td>ACEC of Illinois</td>
</tr>
<tr>
<td>Bollinger, Lach &amp; Associates, Inc.</td>
</tr>
<tr>
<td>Godfrey Engineering Group</td>
</tr>
<tr>
<td>Collins Engineers, Inc.</td>
</tr>
<tr>
<td>Jorgensen &amp; Associates, Inc.</td>
</tr>
<tr>
<td>Klingman &amp; Associates, Inc.</td>
</tr>
<tr>
<td>Lin Engineering, Ltd.</td>
</tr>
<tr>
<td>INDIANA</td>
</tr>
<tr>
<td>Longman-Fisher Associates</td>
</tr>
<tr>
<td>Wesler Engineering, Inc.</td>
</tr>
<tr>
<td>IOWA</td>
</tr>
<tr>
<td>Edman Engineering, PC</td>
</tr>
<tr>
<td>Fox Engineering Associates, Inc.</td>
</tr>
<tr>
<td>KANSAS</td>
</tr>
<tr>
<td>Gaches Braden &amp; Associates</td>
</tr>
<tr>
<td>Pomer Youngquist, PA</td>
</tr>
<tr>
<td>KENTUCKY</td>
</tr>
<tr>
<td>American Engineers, Inc.</td>
</tr>
<tr>
<td>LOUISIANA</td>
</tr>
<tr>
<td>Associated Design Group, Inc.</td>
</tr>
<tr>
<td>Brooke Jackson &amp; Little, Inc.</td>
</tr>
<tr>
<td>Digital Engineering &amp; Imaging, Inc.</td>
</tr>
<tr>
<td>ECI, Inc.</td>
</tr>
<tr>
<td>Launby &amp; Associates, Inc.</td>
</tr>
<tr>
<td>Linfield, Hunter &amp; Junior, Inc.</td>
</tr>
<tr>
<td>Meyer, Meyer, LaCroix &amp; Husson, LLC</td>
</tr>
<tr>
<td>Mole &amp; Associates, Inc.</td>
</tr>
<tr>
<td>N.Y. Associates, Inc.</td>
</tr>
<tr>
<td>Quality Engineering &amp; Surveying SBP Group, LLC</td>
</tr>
<tr>
<td>Submeter One, LLC</td>
</tr>
<tr>
<td>MAINE</td>
</tr>
<tr>
<td>Create Associates, LLC</td>
</tr>
<tr>
<td>MARYLAND</td>
</tr>
<tr>
<td>A. Morrison Thomas &amp; Associates, Inc.</td>
</tr>
<tr>
<td>EBL Engineers, LLC</td>
</tr>
<tr>
<td>Fauant Associates, Inc.</td>
</tr>
<tr>
<td>J.B. White &amp; Associates, PA</td>
</tr>
<tr>
<td>KCI Technologies, Inc.</td>
</tr>
<tr>
<td>Sidhu Associates, Inc.</td>
</tr>
<tr>
<td>Smilow, Kofman &amp; Associates, PA</td>
</tr>
<tr>
<td>MASSACHUSETTS</td>
</tr>
<tr>
<td>ACEC of Massachusetts</td>
</tr>
<tr>
<td>Automation Engineering, Inc.</td>
</tr>
<tr>
<td>Environmental Partners Group</td>
</tr>
<tr>
<td>The Engineering Center Education Trust MICHIGAN</td>
</tr>
<tr>
<td>Abstammle Consultants, Inc.</td>
</tr>
<tr>
<td>AEW, Inc.</td>
</tr>
<tr>
<td>BBKE</td>
</tr>
<tr>
<td>Byar &amp; Associates, Inc.</td>
</tr>
<tr>
<td>Dixon Engineering, Inc.</td>
</tr>
<tr>
<td>FK Engineering Associates</td>
</tr>
<tr>
<td>Hubbell Roth &amp; Clark, Inc.</td>
</tr>
<tr>
<td>Neyer, Tooe &amp; Hindo, LTD</td>
</tr>
<tr>
<td>Spalding DeDecker Associates, Inc.</td>
</tr>
<tr>
<td>Survitas, Inc.</td>
</tr>
<tr>
<td>Wadsworth Engineering Company, Inc.</td>
</tr>
<tr>
<td>Wightman &amp; Associates, Inc.</td>
</tr>
<tr>
<td>MONTANA</td>
</tr>
<tr>
<td>ACEC of Minnesota</td>
</tr>
<tr>
<td>David E. Odey, Inc.</td>
</tr>
<tr>
<td>Gunman &amp; Moos Associates, Inc.</td>
</tr>
<tr>
<td>Palamans &amp; Associates, Inc.</td>
</tr>
<tr>
<td>Rani Engineering, Inc.</td>
</tr>
<tr>
<td>MISSISSIPPI</td>
</tr>
<tr>
<td>Gibson Engineering, Inc.</td>
</tr>
<tr>
<td>Kauai Engineering Services, Inc.</td>
</tr>
<tr>
<td>Sterling Consultants, Inc.</td>
</tr>
<tr>
<td>WKG, Inc.</td>
</tr>
<tr>
<td>MISSOURI</td>
</tr>
<tr>
<td>ACEC of Missouri Engineering Design Source, Inc.</td>
</tr>
<tr>
<td>Geotechnology, Inc.</td>
</tr>
<tr>
<td>GER, Inc.</td>
</tr>
<tr>
<td>Gonzalez Companies, LLC</td>
</tr>
<tr>
<td>William Tao &amp; Associates, Inc.</td>
</tr>
<tr>
<td>MOBILE</td>
</tr>
<tr>
<td>DJSKA</td>
</tr>
<tr>
<td>Great West Engineering, Inc.</td>
</tr>
<tr>
<td>Jackely Engineering &amp; Architecture Nokian Monos</td>
</tr>
<tr>
<td>NWG Group, Inc.</td>
</tr>
<tr>
<td>NEBRASKA</td>
</tr>
<tr>
<td>ACEC of Nebraska</td>
</tr>
<tr>
<td>KPE Consulting Engineers, Inc.</td>
</tr>
<tr>
<td>R.B. Engineering &amp; Surveying, Inc.</td>
</tr>
<tr>
<td>WLA Consulting, Inc.</td>
</tr>
<tr>
<td>NEW HAMPSHIRE</td>
</tr>
<tr>
<td>Nabi Engineering</td>
</tr>
<tr>
<td>NEW JERSEY</td>
</tr>
<tr>
<td>ADP</td>
</tr>
<tr>
<td>K5 Engineers, PC</td>
</tr>
<tr>
<td>Page-Mueller Engineering Consultants, Inc.</td>
</tr>
<tr>
<td>NEW MEXICO</td>
</tr>
<tr>
<td>D. Mark Goodwin &amp; Associates, PA</td>
</tr>
<tr>
<td>Stubbs Engineering, Inc.</td>
</tr>
<tr>
<td>NEVADA</td>
</tr>
<tr>
<td>Harris Consulting Engineers, LLC</td>
</tr>
<tr>
<td>NEW YORK</td>
</tr>
<tr>
<td>ACEC of New York</td>
</tr>
<tr>
<td>Blackdyke Engineering, PC</td>
</tr>
<tr>
<td>C.T. Male Associates, PC</td>
</tr>
<tr>
<td>Cameron Engineering &amp; Associates, Inc.</td>
</tr>
<tr>
<td>Edelman, Anthony Holding Company, Inc.</td>
</tr>
<tr>
<td>Giansa Murray Steilick, LLP</td>
</tr>
<tr>
<td>H2M Architects &amp; Engineers JSDA</td>
</tr>
<tr>
<td>Likker Associates</td>
</tr>
<tr>
<td>OLA Consulting Engineers, PC</td>
</tr>
<tr>
<td>F&amp;W Grower Consulting, Inc.</td>
</tr>
<tr>
<td>Sam Schwartz Engineering, DPC NORTHERN CAROLINA</td>
</tr>
<tr>
<td>ACEC of North Carolina</td>
</tr>
<tr>
<td>Rense, Nolan, &amp; McKiflin, Inc.</td>
</tr>
<tr>
<td>SKME, Inc.</td>
</tr>
<tr>
<td>Weidholl Engineering, Inc.</td>
</tr>
<tr>
<td>Willis Engineers, Inc.</td>
</tr>
<tr>
<td>Wild Engineering, PC</td>
</tr>
<tr>
<td>OHIO</td>
</tr>
<tr>
<td>ACEC of Ohio Engineering Associates, Inc.</td>
</tr>
<tr>
<td>Jones-Steuckley, Ltd. Inc.</td>
</tr>
<tr>
<td>Moure &amp; Sylvia, Inc.</td>
</tr>
<tr>
<td>Schafer Bascom Engineering OAHOKA</td>
</tr>
<tr>
<td>Holloway, Upland, and Bellin, Inc.</td>
</tr>
<tr>
<td>White Engineering Associates, Inc.</td>
</tr>
<tr>
<td>White Hawk Engineering &amp; Design, LLC</td>
</tr>
<tr>
<td>WSA Consulting Engineers</td>
</tr>
<tr>
<td>OREGON</td>
</tr>
<tr>
<td>ACEC of Oregon</td>
</tr>
<tr>
<td>Cascadia Associates, LLC</td>
</tr>
<tr>
<td>Hood River Engineers</td>
</tr>
<tr>
<td>Murray, Smith &amp; Associates, Inc.</td>
</tr>
<tr>
<td>Nokian Dean &amp; R&amp;B Engineering, Inc.</td>
</tr>
<tr>
<td>The Wallace Group</td>
</tr>
<tr>
<td>PENNSYLVANIA</td>
</tr>
<tr>
<td>ACEC of Pennsylvania</td>
</tr>
<tr>
<td>BGE, Inc.</td>
</tr>
<tr>
<td>Barrett-Lawson Engineering, Inc.</td>
</tr>
<tr>
<td>Hornick Engineering, Inc.</td>
</tr>
<tr>
<td>The EADS Group, Inc.</td>
</tr>
<tr>
<td>SOUTH CAROLINA</td>
</tr>
<tr>
<td>ACEC of South Carolina</td>
</tr>
<tr>
<td>West Plains Engineering, Inc.</td>
</tr>
<tr>
<td>TENNESSEE</td>
</tr>
<tr>
<td>ACEC of Tennessee</td>
</tr>
</tbody>
</table>

Join the growing list of firms who choose to take advantage of all the benefits, services, education and cost savings possible through ACEC membership. Talk to us. Together, we’ll assemble a well-structured retirement program for your firm. Visit www.accecrt.com

ACEC RT Retirement Trust

A retirement plan for engineers... by engineers.

For more information, contact Bruce McFarland, Executive Director ACEC RT at bruce.mcfarland@acecrt.com

AD-001-01-2018

Consolidated Technologies, Inc.
Professional Engineers, Inc.

TEXAS
ACEC Administrative Trust
ACEC of Texas
ACEC Texas Retirement Savings
AC Group, LLC
Arendalda, Zepeda & Bruna, LLC
ARS Engineers, Inc.
ASC
Band & Giley
Bokhoff, Hendricks & Carter, LLP
Civil Consulting Group, PLLC
Cannon Patricia, Inc.
DCE Engineering, LLC
Excelsis, Inc.
H2B
Hildenbrand Consultants, Inc.
LandDev Consulting, LLC
IKKRED Consulting, LLC
LNV, Inc.
Lumsford Associates, LLC
Maslon Enterprises, Inc.
Midtown Engineers, LLC
MV&A, Inc.
Protection Engineering Consultants
Raba Kimes, Inc.
Relief Engineers
Ronald A. Roberts Associates, Inc.
Solary Engineering
Texas Design Interests, LLC
The Tarbell Group, LLC
UTAH
Jones & Demille Engineering
VERMONT
Peters Construction Consultants, Inc.
Virginia
ACEC of Virginia
Brandy Engineering, Inc.
DJK, Inc.
Environmental Engineering & Technology
Kline Engineering & Consulting, LLC
Nene, Roomo & Workman, PC
Poteac Marem Group, Inc.
Society of American Military Engineers
TAM Consultants
Thompson & Lincon
Tack Mapping Solutions, Inc.
WASHINGTON
ACEC of Washington
Kramer Gelman & Associates, Inc.
Northwest Hydraulic Consultants
Pickens Engineering, LLC
RH2 Engineering, Inc.
Standridge Design, Inc.
Watershed Science & Engineering, Inc.
WISCONSIN
Donahoe & Associates, Inc.
EMCS, Inc.
GESTRA Engineering, Inc.
Mead & Hunt, Inc.
MBA Professional Services, Inc.
WYOMING
609 Consulting, LLC
Jorgenbach Associates
Y2 Consultants, Inc.
An alliance engineered to save you money on health insurance.

Our exclusive alliance with ACEC can help engineering firms reduce their health insurance costs.

By joining the ACEC, your firm can enroll in an ACEC Life/Health Trust plan, insured and serviced by UnitedHealthcare. These plans, which include medical, dental, vision, life and disability coverage, have many features designed to help engineering firms like yours stay competitive — including dedicated customer service teams held to key performance metrics and the purchasing power that comes from having 90,000 members.

Working together to help you save.
Call 1-877-279-6544 or visit uhc.com/acec24 today.

You don’t have to be an ACEC member to get a quote.