

FALL 2022

ENGINEERING INC.

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AWARD-WINNING BUSINESS MAGAZINE • PUBLISHED BY AMERICAN COUNCIL OF ENGINEERING COMPANIES

Nurturing a New Generation of Leaders

Member Organizations help promising talent navigate ladders to leadership

ACEC's DEI&B Committee

Behind the Scenes of EEA Judging

MO Profile: ACEC/Iowa

HNTB Atlanta Supports Schools

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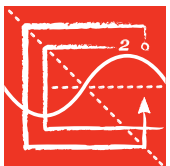


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ACEC Member Organizations are helping their engineering firms develop the next generation of leadership talent.

The ACEC Research Institute provides the engineering industry with cutting edge research, trend data, and economic analysis to help firm owners make decisions and delivers thought leadership that advances engineering's essential value to society.

The ACEC Research Institute wishes to extend its sincere appreciation to its generous contributors.

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Design professional contracts are offered by CASE and EJCDC.

COVER: DNY59/GETTY IMAGES

New Council Office Enhances Collaboration, Workspace Innovation

After two years of near-constant remote work due to the pandemic, ACEC National has successfully moved into its new office on the corner of 14th and L Street in Northwest Washington, D.C. This move was more than symbolic for the Council. It was an opportunity to shape a new space that accurately reflects the spirit of the industry we represent with a state-of-the-art office that emphasizes collaboration, openness, flexibility, and technology to better serve our member firms. The new office features social hubs, abundant natural light, and open space and was designed to earn WELL Building Certification to support the health and wellness of ACEC staff and visitors. A steering committee of ACEC member firms selected the design and developers through a competitive Qualifications-Based Selection process that emphasized design performance, architecture, and WELL Building work.

Member firm HKS Inc. was chosen to lead the project, joined by MAY Construction Group, White and Whitney Consulting, and Officeworks. To date, the new office has already welcomed ACEC members and Member Organization staff for meetings, receptions, and leadership orientations. We want the new space to be a showplace for our member firms, and the door is always open to you.

The office also features a new purpose-built multimedia studio that will become the new home for the award-winning *Engineering Influence* podcast and our video production.

This issue of *Engineering Inc.* highlights how several Member Organizations have created valuable initiatives to develop young talent for future firm and industry leadership (see page 12).

Also presented is a rare behind-the-scenes look at the comprehensive judging process of the 2022 Engineering Excellence Awards, where this year's judging panel ranked 195 project entries for excellence and honors (see page 28).

Remember, if you find yourself in D.C., consider this your invitation to come by ACEC's new office and say hello.


W. Arthur Barrett
ACEC Chair




Linda Bauer Darr
ACEC President & CEO



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Guidance on ESG Initiatives

Historically associated with responsible investing, environmental, social, and governance (ESG) has become an important part of the conversation for engineering firms that want to be good corporate citizens. Our clients, both public and private, are facing increased pressure for full disclosure of their ESG practices throughout the procurement process and supply chain. Engineering firms will be provided opportunities to assist clients in fulfilling their ESG initiatives and will also feel the pressure to demonstrate their own ESG actions to address procurement requirements.



Companies want to learn how to be better stewards of the environment and improve their environmental impact and sustainability practices. Firms also want to demonstrate their commitment to diversity, equity, and inclusion, as well as foster a welcoming workplace and provide responsible governance that benefits employees and all stakeholders.

Earlier this year, the ACEC Research Institute hosted four virtual roundtables, which gathered together a series of experts on various aspects of ESG as it relates to the engineering business.

The panelists agreed that it is important for firms to tackle **environmental** issues at all staff levels of the firm. Firms need to “walk the walk” of environmental responsibility, rather than have an ESG department that is siloed and not integrated throughout all facets of the firm. Firms have the opportunity to become thought leaders in the industry and for their clients and to treat environmental responsibility as central to everything the firm does.

Mitigating environmental impacts and risks is important to a firm’s employees, clients, and the communities they serve. This is a natural evolution of the work in shaping the built environment that the engineering profession has been increasingly addressing.

Strengthening **social** factors inside a firm requires a concerted effort. A firm cannot only profess to be open to diversity, equity, and inclusion; it must practice these. Firms must work to have a diverse pipeline and provide a welcoming environment for all when new diverse hires come on board. Employee resource groups are key to welcoming new hires and making existing employees feel like they can be their authentic selves in the workplace.

Firm leaders highlighted concrete actions they are taking to strengthen their commitment to diversity, equity, and inclusion. For example, some firms have begun recruiting engineering students before their final year of college, and some have begun to seek out engineers at historically black colleges and universities and other schools with smaller engineering programs. Within organizations, firms have introduced employee resource groups for people of color, LGBTQ individuals, and other employee groups with challenges such as working parents. Firms can also create a welcoming atmosphere by paying attention to the “little things.” This may include arranging lunches with employees, offering a stipend to fix up employees’ home offices, or providing paid time off for employees to work at their favorite nonprofit.

Good **governance** is increasingly important for firms and their employees and shareholders. Not only are employees and shareholders looking for accountability, but younger talent is also taking good governance practices into consideration when

ROUNDTABLE PANELISTS

The ACEC Research Institute hosted four virtual roundtables on ESG. Panelists included:

INTRODUCTION TO ESG

- Erin Crotty, senior vice president and government national market director, CHA Consulting, Inc.
- Andreas Georgoulas, director, sustainability and ESG, Environmental Financial Consulting Group
- John Lanza, managing director, Baird

ENVIRONMENTAL

- Raj Arora, CEO, Jensen Hughes
- Lindsay Ex, environmental services director, City of Fort Collins, Colorado
- Dave MacDonald, sustainable solutions development leader, Woodard & Curran

SOCIETAL

- Erica Carter, principal, Kimley-Horn
- Lauren Evans, president and CEO, chairman of the board, Pinyon Environmental
- Jared Green, principal, Langan

GOVERNANCE

- Nathan Beil, chairman of the board and CEO, KCI Technologies
- Gayle Roberts, president, Gayle Roberts Consulting
- Leslie Wong, ESG practice group leader, Langan

choosing employment. Diverse leadership is increasingly being seen as a form of good governance.

Firms are looking to external board members for responsible governance. This not only has the benefit of bringing fresh perspectives to a firm but also reassures employees that the firm is responsible to all stakeholders. External boards are also useful in setting unbiased, fair compensation plans for all staff levels of the firm, including leadership.

None of the three pillars of ESG are new to the corporate world, including the engineering industry. The combination of all three into a series of policies and best practices that improve a business, as well as benefit employees, clients, and the communities that a firm serves, is a relatively new development, and one which engineering firms are increasingly assessing and reacting to. As a few panelists noted, this is a journey that firms need to take at different speeds.

For more information and to view the recorded sessions, visit ACECResearchInstitute.org. ■

ACEC Advances PPP Credits Waiver, DOD Contracting Reforms in Annual Defense Bills



The U.S. House of Representatives passed legislation to waive a clause in the Federal Acquisition Regulation that is forcing A/E firms to provide credits for forgiven Paycheck Protection Program (PPP) loans on contracts with state departments of transportation (DOTs). Enactment of the provision would address a significant challenge facing small firms working on state DOT and local transit projects.

The provision, sponsored by Rep. Anthony Brown, D-MD, and cosponsored by Reps. John Katko, R-NY, Pete Stauber, R-MN, and Brian Fitzpatrick, R-PA, was included as an amendment to the annual National Defense Authorization Act (NDAA). This is the second time the House has approved the ACEC-backed provision.

The Brown amendment states that “no cost reduction or cash refund (including through

a reduced indirect cost rate) shall be due to the Department of Transportation or to a state transportation department, transit agency, or other recipient” of federal funds on the basis of forgiveness of the payroll costs of a covered PPP loan.

ACEC is coordinating with lead sponsors in the Senate, Sens. Mike Braun, R-IN, and Tammy Duckworth, D-IL, and the committees of jurisdiction on securing final passage of the amendment.

Also included in the Senate version of the NDAA is language addressing the Task Order Requirement Notification process. ACEC has long supported reforms to this process that would reduce time and costs that member firms are required to invest in new proposals for task orders, including writing the U.S. Army Corps of Engineers twice and the Department of the Army with survey findings

expressing member firm frustration with this process.

The bill language states that when issuing task or delivery orders for A/E services under a multiple award contract, the Corps shall not routinely request additional information from contractors but may request additional information or conduct discussions with contractors when available information is insufficient. As a result of ongoing backlogs experienced by the Corps, in report language accompanying the bill, the committee calls on the Government Accountability Office to review examples of this practice to better learn of the burden this is causing to firms, along with having the Department of the Army review and identify reforms to this practice.

House and Senate committee leaders will be negotiating a final compromise bill to be considered before the end of the year.

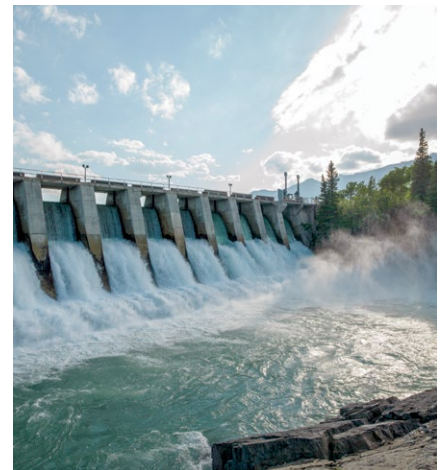
House and Senate Approve Water Resources and Development Bills

In June, the House passed the ACEC-backed H.R. 7776, the Water Resources Development Act of 2022 (WRDA). The Senate cleared its version of the bill (S. 4137) in July with amendments and has moved to a House-Senate conference committee to resolve the differences. The bills authorize navigation, flood control, storm damage, other water infrastructure projects, and feasibility studies for future projects.

The House and Senate 2022 WRDA bills seek to provide more assistance and resources to tribal communities and to

underserved community harbors to complete important water projects.

Consistent with its climate change strategy, ACEC supported provisions in the Senate bill to improve information, data, mapping, and modeling. These provisions provide useful information with stakeholder input, including the engineering community, to help deliver projects that advance climate resilience. ACEC also supports provisions to assess levees and dams to advance public safety and increase resilience to extreme weather events.



The actions in the House and Senate keep Congress on track to enact the biennial legislation before the end of the year.



Proposed Updates to DBE Program Released

The U.S. Department of Transportation (DOT) released a proposed rule to update the disadvantaged business enterprise (DBE) program.

A key provision in the proposed rule would increase the personal net worth cap for DBE owners from \$1.32 million to \$1.6 million and exclude retirement assets from the calculation. Future adjustments would be made more regularly without a formal rulemaking.

The proposal would also expedite interstate certification of DBEs. A firm would no longer have to provide another state a copy of the entire application package it submitted to the home state. Instead, it would only need to request certification in writing, provide evidence of home state certification, and submit a declaration of eligibility. Upon verification, the state would have to certify the firm within 10 business days.

DOT would modify ownership requirements with a less-rigid standard of “reasonable economic sense” for transactions and would clarify control requirements. The proposed rule also adds a DBE performance plan requirement on design-build projects with the proposal to detail the types of work the prime will solicit DBEs to perform and a projected time frame for actual subcontracts.

After soliciting feedback across the organization, ACEC submitted comments in favor of the proposed rule. A final rule is not expected until 2023.

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ISSUES ON THE MOVE	WHAT'S NEXT
PPP relief in DOD bill	Action in the Senate in the fall
WRDA	Final action by year-end
New DOT rules for DBE firms	Final rule in 2023



ACEC Requests More Flexibility for DOD Contracts

ACEC is pressing the Department of Defense’s (DOD’s) office of Defense Pricing and Contracting (DPC) to incorporate Federal Acquisition Regulation (FAR) 52.216-4 into new and existing contracts. The FAR provides a framework for procurement and contracting policies that reflects market conditions and the negotiation of fair and reasonable rates.

In response to earlier guidance issued to contracting officers, ACEC urged the DOD to use every tool provided in the FAR. The department’s guidance recognized that its industry partners are facing significant headwinds in urging its contracting officers to help manage the risk of inflation that is impacting current and future contracts. ACEC noted that inflation has historically been on a 2 to 3 percent annual trajectory, and most escalation clauses for government work in recent years were typically in this range.

The Council emphasized that with the inclusion of FAR 52.216-4, contractors could work with their contracting officers when they experience salary increases and propose and negotiate a price adjustment and contract modification. ACEC emphasized that by fully utilizing the flexibilities that already exist within the FAR that align contract terms with current economic conditions, this would ensure that the DOD and other agencies have access to the qualified and experienced engineering services they need. This is particularly critical now, as the nation’s demand for engineering services will increase significantly with the implementation of the Infrastructure Investment and Jobs Act.

For More News

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



Homebuilders Turn to Single-Family Rental Market in Changing Economy

BY ERIN MCLAUGHLIN

Long considered a niche market, single-family build-for-rent (BFR) communities are experiencing rapid growth, as a changing economy makes them attractive for institutional investors, developers/homebuilders, and tenants. For engineering firms that work in land development, there are growing opportunities to work with established homebuilder clients on this asset type, as well as newly emerging clients that focus solely on the single-family rental (SFR) market. Let's look at the growth, demand, unique features, and developers of this asset type.

GROWTH

According to the National Association of Home Builders (NAHB) there were 13,000 new single-family homes developed to operate as rentals from the start during the first quarter of 2022, up 63 percent from the same quarter in 2021. Homes built for rent currently represent just 5 percent of the homebuilding market, but that is up from a historical average of 2.7 percent, according to NAHB, and that growth has rapidly accelerated over the last few years. The sector saw capital investment surge to \$45 billion in 2021, after being at just \$3 billion in 2020, according to John Burns Real Estate Consulting (JBREC). Liquidity is not expected to be an issue for developers establishing themselves in this market, as demand and rising rental costs are expected to continue.

DEMAND

Demand in the SFR market is not expected to cool anytime soon. Renters

DEVELOPERS/BUILDERS IN THE SFR MARKET:

- American Homes 4 Rent
- D.R. Horton
- FirstKey Homes
- Invitation Homes
- Lennar
- Progress Residential
- Pulte Homes
- Taylor Morrison
- Toll Brothers
- Tricon

are attracted to this property type—both during and coming out of the pandemic—because, unlike multifamily rental properties, the SFR homes generally have more living space, a yard, a garage, additional storage, and no neighbors above and below. With the importance of having private outdoor space increasingly realized during the pandemic, as well as the need for more space for folks who may be teleworking, strong interest continues. In addition, with fast-rising interest rates in 2022 (limiting the pool of buyers who may qualify to purchase single-family homes), and extremely low rates of supply for housing, demand is expected to continue to be strong.

GEOGRAPHY

Like with much residential development over the last several years, the strongest geography for building SFRs is the Sunbelt; this is not surprising since there is also considerably more land available in that region for low-density development than in the Northeastern and West Coast

areas of the United States. Since the beginning of 2019, close to 50 percent of the delivered BFR units in the U.S. have been in the Census-designated South Region (which consists of 16 states from Delaware in the Northeast to Texas in the Southwest), according to real estate services firm NorthMarq. Top markets for rent growth reflect the Sunbelt's popularity, with the following metropolitan areas having the most significant annual rent growth of SFRs in 2021, according to JBREC:

Phoenix: +12 percent

Charlotte, N.C.: +11 percent

Las Vegas: +11 percent

Atlanta: +10 percent

Jacksonville, Fla.: +10 percent

SIGNIFICANT CLIENTS IN THE MARKET

Progress Residential is considered the largest builder in the market. According to a recent article in HousingWire, Progress Residential recently secured a \$632.3 million loan for further development, backed by its existing 2,273 income-producing single-family rental homes. According to a report by Kroll Bond Rating Agency, "As of June 2022, Progress Residential had invested approximately \$19.9 billion in its portfolio of more than 80,000 properties...Progress is the largest private owner and operator dedicated to the acquisition, leasing, and management of SFR properties throughout the U.S."

Additional companies making a big play include those that only do BFR communities, as well as more traditional homebuilders that see the upside in investing in the SFR market.



Will CBDs Ever Be 'Central' to Cities Again?

As many office workers continue to work remotely, increasingly by choice rather than a pandemic-related necessity, the Central Business Districts (CBDs) of large cities are realizing that the low occupancy of offices and decreased foot traffic may not be a temporary problem. Leaders are rethinking how to attract workers and visitors. There are common themes and issues in many large cities, where dense downtown cores made up largely of office space are continuing to lack vibrancy. The Kastle Back to Work Barometer is a sobering data point, as it shows that in the U.S.'s 10 largest metro areas, office occupancy remains at only about 40 percent of pre-pandemic levels. This has resulted in several challenges for cities, including significant shifts in where service-sector workers (such as those at restaurants and dry cleaners) are now employed, as some small businesses in CBDs have shrunk or closed; high vacancy rates with possibly declining asset values; and even public safety concerns.

The result is the advancing of several trends that began before the pandemic, including:

- Developing more mixed-use buildings with considerable apartment and retail space;
- Creating social and cultural districts that focus on theaters, the arts, culture, and educational facilities;
- Courting life science-type companies to occupy buildings, as biotech and other firms with laboratories are not as conducive to work from home staff;
- Rethinking significant investments in public rail that may be used for improvements in bus and other transit services that are not as "fixed," allowing for more flexibility for changing commuter patterns; and
- Evaluating existing vacant office buildings to ascertain whether they could be retrofitted for use as residential property.



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Education

The Private Side column in *Engineering Inc.* focuses on the private-sector markets listed above, and information and insights on economic data relevant to the industry. For more on these topics, subscribe to ACEC's bimonthly *Private Industry Briefs*: <https://programs.acec.org/industrybrief>.

PROVIDING PATHWA



DNY59/GETTY IMAGES

YS TO LEADERSHIP

ACEC MEMBER ORGANIZATIONS ARE HELPING THEIR ENGINEERING FIRMS DEVELOP THE NEXT GENERATION OF LEADERSHIP TALENT

BY SAMUEL GREENGARD

Developing the next generation of leadership talent is always an enormous challenge for any organization or industry. Providing leadership training and development for employees is often a costly and lengthy endeavor. It can also deliver unexpected shocks, especially when top employees leave for other opportunities and firms, taking with them all the time and money spent on their growth and advancement.

Yet over the last few years, the challenges have multiplied. A lingering pandemic and changes in the way people view work have fundamentally altered the equation. Senior leaders at firms are retiring, societal attitudes are changing, and other industries are actively seeking engineers. “It’s a very difficult time, and firms are facing growing leadership challenges,” says John Evers, president and CEO of ACEC New York.

According to LinkedIn’s *2022 Workplace Learning Report: The Transformation of L&D*, which surveyed leadership and development leaders, 72 percent agree that leadership and development has become a more strategic function at their organizations. In addition, companies that excel at internal mobility—giving employees opportunities for learning and job growth—retain employees for an average of 5.4 years. That’s nearly twice as long as companies that struggle to provide such career opportunities, where employees stay for an average of 2.9 years. That has serious implications for A/E/C firms that are struggling to attract and retain talent.

To address the myriad challenges faced by engineering firms, ACEC Member Organizations are adopting more sophisticated resources to prepare young talent for future leadership positions. This includes online instruction, public speaking courses, informal breakfasts and networking events, supervised business simulations, and mentoring programs that take place both virtually and in person.

These Member Organization programs—in conjunction with traditional methods such as conferences and university programs—are making an impact. “The industry has changed, and the way that firms develop and prepare talent must change. Methods that worked in the past aren’t necessarily effective today,” says Michael Sullivan, president and CEO of ACEC Georgia.

TALENT MATTERS

Successful firms have always understood that cultivating leadership talent is a necessity. Formal training, mentoring, and outside learning at a university or a conference have typically been at the center of keeping the talent pipeline flowing.

But today’s environment tosses plenty of trials and tribulations at engineering firms. “It’s increasingly difficult to find talent, and it’s challenging to retain and develop talent,” says Jonathan Curry, executive director of ACEC/MN.

The pandemic has heaped additional layers of complexity onto an already tough situation. As remote work and virtual communication have emerged as the new normal, traditional methods that revolve around face-to-face interaction aren’t as viable—and perhaps even as valuable—as they were only a few years ago.



“It’s a very difficult time, and firms are facing growing leadership challenges.”

**JOHN EVERS
PRESIDENT AND CEO
ACEC NEW YORK**



"The industry has changed, and the way that firms develop and prepare talent must change. Methods that worked in the past aren't necessarily effective today."

**MICHAEL SULLIVAN
PRESIDENT AND CEO
ACEC GEORGIA**

Many workers are seeking flexible work arrangements. They want their employers to trust them to do their job well whether they're working in the office or at home. "Many young professionals don't want to sit in the office every day, and many have entirely different ideas about how to approach and pursue a career," says Alexandra Gore, chair of the emerging leaders committee for ACEC New York.

What's more, finding time to train employees can stretch already thin resources. "It's often difficult to take time away from project work, and it's hard to ask people to take time from their personal lives," says Dana Mansell, associate director of ACEC Colorado.

All of this adds up to a need for different institutional thinking—and a more modern leadership development framework. "It's important to think in a more flexible way," Curry says. "You can't stick with the business model you have used for the last 30 years. It has reached its expiration date."

Today's executives must embrace a more flexible and adaptable model for developing young talent. This might include reassessing career tracks so that it's easier to cross over from a technical job to the business side (or vice versa), identifying ways to accommodate online learning, and adapting instructional material and mentoring methods to fit home-based work and non-traditional shifts.

Diversity, equity, inclusion, and belonging (DEI&B) and sustainability are also critical factors in attracting and retaining talent. "It's important to focus on culture and creating a workplace that is appealing. If you fall down, promising talent may leave for another firm," Curry says.

Moreover, it's wise to cast the talent net beyond the traditional group of candidates. "There are often people who don't think of themselves as leadership material—even though they could make great leaders," Gore says.

PROGRAMMING CHANGE

Today, developing talent requires an internal focus on education, skill development, and mentoring. Yet there's also a need to plug in external resources, including specialized industry programs and content. For example, many ACEC Member Organizations have created resources that help firms identify and cultivate future leaders.

ACEC New York is among those that focus heavily on professional development for individuals who have some work experience and have been identified as future leaders. It offers conferences, workshops, and both online and printed materials that help firms develop leadership talent. There are also resources in areas as diverse as public speaking and strategic decision making. For those who are more advanced in their careers than conventional professionals, the ACEC New York Leadership Institute brings together dozens of professionals who explore ideas and resources that prepare them for upper management leadership roles.



"It's important to think in a more flexible way. You can't stick with the business model you have used for the last 30 years. It has reached its expiration date."

**JONATHAN CURRY
EXECUTIVE DIRECTOR
ACEC/MN**



"It's often difficult to take time away from project work, and it's hard to ask people to take time from their personal lives."

**DANA MANSELL
ASSOCIATE DIRECTOR
ACEC COLORADO**

ACEC/MN also offers leadership programs for emerging professionals, including a Women in Engineering program. It includes peer-to-peer learning and mentoring along with a specific focus on professional competencies. There are also leadership breakfasts, brown bag seminars, virtual town hall meetings, and specialized emerging leaders training, which covers key skills required for leadership success.

To equip engineers with less than five years of experience in the field, ACEC Georgia offers a half-day online Introduction to the Business of Engineering course on critical business skills, including disciplines such as finance, project management, marketing, communications, and product development. "The program is designed to provide very high-level exposure to the business side of engineering," Sullivan says.

A far more extensive nine-month Future Leaders Program dives into the nuts and bolts of finance, accounting, risk management, legal and political issues, business development, communication skills, marketing, and other areas.

A third program offered by ACEC Georgia, Engineering Leadership Academy, serves as a graduate-level leadership program. It offers intensive monthly full-day sessions along with a two-day retreat for 24 participants. It encompasses group projects, homework, and management methods that revolve around best-practice approaches to leadership. One of the highlights of the course is that participants are given leadership roles in a fictional engineering company, where they are tasked with overseeing project acquisition and management, staffing, and day-to-day issues.

The goal is to create a realistic scenario of what it's like to lead an engineering firm. Along the way, instructors toss unexpected problems at students—everything from a critical member of a technical team leaving for another firm in the middle of a project to tossing out a complex engineering problem that could lead to a major delay and cost overruns. At the end of the term, participants deliver a group dissertation in front of a panel of prominent engineering executives.

"The goal is to simulate real-world events and prepare top talent for the next phase of their careers," Sullivan says.

A BRIDGE TO THE FUTURE

Other ACEC Member Organizations are also working to develop the next generation of engineering industry executives. ACEC Colorado, for instance, focuses its efforts on advocacy, develop-

ing professional connections, best practices for firm success, and organizational excellence. These areas, in turn, filter into practical skills such as communication, succession planning, financial stewardship, operational planning, and the use of technology to advance the business.

What's more, ACEC Colorado has also established a formal Leadership Development Program that's designed for three different levels of young talent: pre-supervisors, supervisors, and functional managers. Participants typically attend eight sessions that cover topics such as maximizing interpersonal relationships, employment law, talent management, change management, and leadership habits.

The nature of state Member Organization learning programs has changed over the years, Mansell says. Online tools—what she describes as a hybrid learning model—make it easier for members across Colorado to participate in programs. The Member Organization has also incorporated training on additional soft skills that are often overlooked in leadership development. This includes a focus on DEI&B. The end goal, she says, is to move beyond a check-the-box exercise. "There are rich opportunities for leadership development within the scope of DEI&B," she says.

In the end, organizations must think more broadly about how to attract, develop, and retain talent. Curry says it's wise to focus on both the short term and long term. The former translates into finding ways to make a firm as attractive as possible and seeding knowledge and skills. This increases the odds that talent will stay and develop into management material. The long-term issue involves working with the industry—and ACEC Member Organizations—to promote engineering as a profession and build a pipeline for the future.

It's no simple undertaking. Engineering firms must update their human resources policies, operating models, and talent developing framework, Evers says. Along the way, they must introduce more flexible and dynamic ways to address the needs and desires of young talent. Firms that minimize these factors and stick to conventional business models and talent development methods may find themselves faced with an existential threat, Evers says. "Today's environment requires different thinking and entirely different approaches." ■

Samuel Greengard is a technology writer based in West Linn, Oregon.



"There are often people who don't think of themselves as leadership material—even though they could make great leaders."

**ALEXANDRA GORE
CHAIR, EMERGING LEADERS COMMITTEE
ACEC NEW YORK**

A DIVERS



STYLE PHOTOGRAPHY/GETTY IMAGES



E IMPACT

ACEC'S DIVERSITY, EQUITY, INCLUSION, AND BELONGING COMMITTEE SETS ITS SIGHTS ON MAKING A DIFFERENCE

BY BOB VIOLINO



“The DEI&B Committee was formed to support the current ACEC strategic plan, which states that embodying inclusion and diversity is one of the five pillars of the plan.”

LISA BROTHERS
DEI&B COMMITTEE CHAIR
CEO
NITSCH ENGINEERING

ACEC is making it a priority to emphasize diversity and inclusion throughout its operations and to recognize member firms for their efforts to build and expand such initiatives. That’s the mission of the organization’s committee, Diversity, Equity, Inclusion, and Belonging (DEI&B).

The stated purpose of the DEI&B Committee, which was formed in 2021 in response to the ACEC strategic plan approved by the board in October 2019, is to work to ensure that ACEC is a welcoming organization where all members are included and involved and can realistically pursue key roles in the life and operation of the Council.

“The DEI&B Committee was formed to support the current ACEC strategic plan, which states that embodying inclusion and diversity is one of the five pillars of the plan,” says Lisa Brothers, DEI&B Committee chair and CEO of Nitsch Engineering. It is founded on the idea that a Council with diverse leadership and membership is part of a vibrant profession, she says.

The ACEC Planning Cabinet proposed and the ACEC Executive Committee approved creating the DEI&B Committee to implement this goal across the work of the Council, says Katharine Mottley, DEI&B staff director and vice president of tax and workforce policy at ACEC.

DEI&B is an open committee, which means all are welcome to join. A small steering committee was established to launch the committee. “The steering committee is a diverse group of individuals who are passionate about DEI&B and meet monthly,” Brothers says.

KEY GOALS

The DEI&B Committee, which currently consists of more than 80 members, has a number of goals for this year, Brothers says. Among the key objectives:

- Identify legislative and regulatory policies that advance DEI&B among the member firms consistent with the Council’s long-standing support for Qualifications-Based Selection;
- Collaborate with the ACEC Business Resources and Education Committee to recommend educational programming that helps ACEC members expand DEI&B within member firms;
- Assist in the development of materials and resources to better inform all ACEC members about the various paths to leadership in the National Council;
- Assist the Council in its efforts to provide appropriate communication tools and best practices about DEI&B for the membership.

To help achieve these objectives, the steering committee set up five subgroups that focus on specific topics, Mottley says. The subgroups include Education, to work with ACEC's Business Resources and Education Committee on programs to expand DEI&B within member firms; M.O. Resources, to connect Member Organizations with tools and other resources; Leadership Paths, to increase transparency on how to become an ACEC leader; Forum Development, to develop moderated forums for discussion of DEI&B topics; and Partnerships with Professional Societies, to partner with others committed to DEI&B in the industry.

The subgroups met for the first time during the 2022 ACEC Annual Convention and will continue to meet throughout the year, Mottley says.

The DEI&B Committee is also working with the Membership Committee to develop an industry-wide survey to track trends among ACEC members and the engineering industry; partnerships with engineering societies that represent diverse communities; and opportunities for diverse ACEC members to connect with the Council and one another.

EARLY ACCOMPLISHMENTS

Among the early highlights of the committee's work was going on ACEC's *Engineering Influence* podcast to discuss DEI&B and the importance of "allyship" of majority advocates. The committee also met with the leadership of the 50K Coalition, a collaborative of more than 40 organizations focused on the national goal of producing 50,000 diverse engineering graduates annually by 2025.

The coalition was formed through the collaboration of the American Indian Science and Engineering Society, the National Society of Black Engineers, the Society of Hispanic Professional Engineers, and the Society of Women Engineers, which collectively serve more than 85,000 pre-collegiate, collegiate, and professional members.

The coalition's mission aligns with the A/E/C industry's need to develop a more diverse talent pool, Brothers says.

Due to outreach from ACEC to several organizations for underrepresented engineers, ACEC was invited to be one of the founding members of the Women of Color in Engineering Collaborative (WCEC) in 2021, Mottley says. The vision of WCEC is for women of color to be fully included in the engineering industry and empowered to use their strengths to become leaders in their field.

In addition, ACEC was invited to apply for and was accepted into the current ACCESS+ cohort this year, Mottley says. ACCESS+ focuses on expanding DEI policies, practices, and programs within STEM professional societies.



"The country's changing demographics are transforming our industry. It is critical that we address these changes proactively to best meet the needs of our clients and communities."

ABRAHAM CARRILLO
DEI&B COMMITTEE MEMBER
GLOBAL INCLUSION AND DIVERSITY DIRECTOR
HDR



"Our clients depend on us to bring a broad skill set, not just based on their expertise but their diverse perspectives as well."

BERNIE MCNEILLY
NORTHEAST REGION PRESIDENT
WSP USA

The goals and actions of the committee reflect the overall emphasis on more diversity and inclusion in the A/E/C industry. "The country's changing demographics are transforming our industry," says Abraham Carrillo, global inclusion and diversity director at HDR and a member of the committee. "It is critical that we address these changes proactively to best meet the needs of our clients and communities."

OUTSTANDING EFFORTS

ACEC's Member Organizations recognize member firms for their outstanding DEI&B efforts.

WSP USA, an ACEC member firm with 12,000 U.S. employees, received the 2022 Diversity, Equity, Inclusion & Belonging Award from ACEC New York and the 2022 Diamond Award for Diversity, Equity, and Inclusion from ACEC/PA for its commitment to building an inclusive culture and workplace that supports staff development, belonging, team activities, and mentorship programs.

"We continue to work to improve our efforts, but it was terrific to be selected based on where we are to date, as we continue the journey forward relative to inclusion, diversity, equity, and belonging," says Bernie McNeilly, Northeast Region president of WSP USA. "WSP could not have diversity without first having inclusion, and these awards celebrate our awareness and efforts."

Being committed to building an inclusive culture and workplace is crucial for the success of the business. "Focusing on hiring and retention is key to making our company an employer of choice," McNeilly says. "Our leadership team and employees strive to promote a diverse and inclusive culture in our work environment and on our projects."

The firm has put in place a number of efforts, including a companywide inclusion and diversity council, to deliver significant impact through career development, training, and more intentional talent recruitment—from college internship programs through senior management positions.

"Our clients depend on us to bring a broad skill set, not just based on their expertise but their diverse perspectives as well," McNeilly says. "To create more opportunities for our colleagues, WSP has established leadership development and expanded mentorship programs for all, including underrepresented employees."

The firm has also enhanced training opportunities and improved its succession planning, giving all staff access to projects of varying size and complexity as well as advancements for leadership positions within WSP USA.

McNeilly acknowledges DEI&B initiatives require constant education and evaluation to improve practices across the firm. "This is a perpetual learning process for everyone at our company, from our colleagues who lead DEI&B efforts to other

colleagues who may be unaware of the benefits of a more diverse and inclusive workplace,” McNeilly says.

“We continually evaluate our efforts to ensure they reflect workplace best practices, and we customize those practices to meet the unique needs of WSP USA. Success here depends on collaboration, and we strongly encourage our colleagues across the firm to share their proven successes with the rest of the company.”

EMBRACING OPPORTUNITY

With the ongoing emphasis on diversity and inclusion in the A/E/C industry, the DEI&B Committee is a great resource for firms seeking to establish or expand initiatives of their own.

“My hope is that the committee will be able to create proper awareness among all ACEC members regarding the key drivers and objectives of DEI&B issues and needs,” Carrillo says. “To me, this means that member firms see the value and embrace the opportunity to engage and contribute.” ■

Bob Violino is a business and technology writer based in Massapequa Park, New York.

LISTEN UP

ACEC’s Katharine Mottley and Masai Lawson, senior manager of talent acquisition and inclusion at Gannett Fleming, joined ACEC’s *Engineering Influence* podcast to discuss the importance of corporate DEI&B programs and how firms can build a culture of inclusion.

Listen to the episode at
<https://bit.ly/3SWFKzd>





**2022 PLI SURVEY
OF MEMBER FIRMS**

Most Firms Satisfied and Staying Put

**SURVEY SHOWS FIRMS
ARE LARGELY PLEASED
WITH PLI COVERAGE, ALTHOUGH
SOME CHANGED CARRIERS**

BY BOB VIOLINO

IRINA_STRELNIKOVA/GETTY IMAGES



Engineering firms are quite satisfied with their professional liability insurance (PLI) policies and interactions overall, according to the *2022 PLI Survey of Member Firms* by ACEC.

In the spring of 2022, the ACEC Risk Management Committee surveyed the member firms on their professional liability insurance. This year, 410 member firms responded to the survey.

A large majority of firms (90 percent) said they are either satisfied or very satisfied with their PLI carrier's pre-claims assistance and claims handling, including claims staffs' responsiveness and competency, communications skills, ability to assist with the claim process, and more. Many firms (86 percent) are also either satisfied or very satisfied with their PLI carrier's risk management programs.

Nevertheless, about 1 in 10 of the surveyed firms said they changed PLI carriers over the past fiscal year. The top three reasons cited for doing so were to procure lower premiums, to get better policy terms, or to act on broker advice.

Disappointment in either underwriting service—for example, the ability to get coverage/limits or other contractual needs—or



"Price is always a consideration as well. Capacity—the ability to get limits—seems to be tightening in the market right now, and

there is definitely a trend for owners to want higher limits on projects, which may cause a firm to seek out a new carrier."

JOHNNA WANGENSTEEN
ACCOUNT EXECUTIVE
KRAUS-ANDERSON INSURANCE
PRESIDENT
a/e ProNet

claim services are two of the most common reasons clients seek a change in carrier, says Johnna Wangenstein, account executive at insurer Kraus-Anderson Insurance and president of the a/e ProNet brokerage network.

"Price is always a consideration as well," Wangenstein says. "Capacity—the ability to get limits—seems to be tightening in the market right now, and there is definitely a trend for owners to want higher limits on projects, which may cause a firm to seek out a new carrier."

With the ongoing economic changes and claim frequency and severity expected to increase, many firms want to obtain as broad a level of coverage as possible, Wangenstein says.

"Policy definitions such as 'professional services,' 'circumstance,' 'claim,' and 'insured' are key definitions to review when making coverage determinations," Wangenstein continued.

"Coverage exclusions are an area that should be reviewed prior to changing or binding with a carrier. Clients also want a carrier that has specialized services, such as a specialized claim department, risk management resources, and contract review. Many of the smaller firms want a carrier that provides multiyear terms."

The definitions of "claim" and "pre-claim" are important policy terms that might give a design firm cause to change carriers, says Mike Cosgrove, president of Professional Concepts Insurance Agency, a specialized insurance provider for architects and engineers, and president of the Professional Liability Agents Network (PLAN) brokerage network.

"You want a carrier that will trigger coverage and provide you with defense at the first sign of trouble," Cosgrove says. "Make sure your carrier provides pre-claim services that deliver legal representation before a project upset turns into a formal demand. Not all insurance carriers are the same."

A key to determining if it's time to change insurers is the PLI carrier's willingness and ability to respond to changes in the services provided by engineers, Cosgrove says.

"As your engineering firm evolves and grows, so must your carrier," Cosgrove says. "If you expand your services to include things like Building Information Modeling or the use of drones to provide surveying and other aerial services, you need a carrier that will cover these new exposures. Professional services covered by the policy should be clearly and broadly defined."

While there are plenty of options in terms of carriers, "I tell my clients not to shop their PLI every year, noting the importance in this market of developing a relationship with the carrier," says Jeff Connelly, managing principal at Greyling Insurance Brokerage & Risk Consulting, a division of EPIC, and broker/program manager for the ACEC Business Insurance Trust program.

SELECTION CRITERIA

The main factors when selecting a PLI carrier are broker recommendation (cited by 71 percent of the survey respondents), price (65 percent), claims handling expertise (49 percent), and carrier reputation (49 percent).

"A specialty agent or broker should know the professional liability market well and should know which carriers can provide the coverage, limits, and services a client wants to achieve," Wangenstein says. "They also understand what the market is offering from a rate/premium perspective, so they can negotiate a fair and reasonable premium."

Most specialty brokers have direct access to many of the professional liability carriers, Wangenstein says, so there is no need to go through another broker that acts as a middleman. "Specialized brokers understand not only the market trends and conditions but also have strong risk management skills," she says. "When a claim occurs, a specialty broker is familiar with how the claim process works and can help the client with any concerns they may have."

The premium is certainly a factor in selecting a carrier, says John Rapp, assistant vice president, Professional Liability-Design Professionals, at Travelers, "but there are other considerations when choosing a carrier, such as the experience and reputation of the claim department. Risk management services is an important consideration. A carrier's longevity in the engineering



"You want a carrier that will trigger coverage and provide you with defense at the first sign of trouble. Make

sure your carrier provides pre-claim services that deliver legal representation before a project upset turns into a formal demand. Not all insurance carriers are the same."

MIKE COSGROVE
PRESIDENT
PROFESSIONAL CONCEPTS INSURANCE AGENCY
PRESIDENT
PROFESSIONAL LIABILITY AGENTS NETWORK

market is also important because you want a carrier that is in it for the long haul."

The financial stability of the carrier is crucial, and policy coverage differences should also be considered, Rapp says. "I would suggest that design firms look at an agent's experience with different carriers," he says. "Ask the agent if a carrier being considered is easy to work with when you need to increase a limit of liability for a project or have a contract reviewed for insurability. Design professionals should ask their agent how each carrier typically responds when presented with a claim."

IMPORTANCE OF AN EXPERIENCED BROKER

A large majority of the respondents (93 percent) said they are either very satisfied or satisfied with their PLI broker.

"An independent broker with design firm-specific experience can help firms sort through all the many facets of insurer offerings in premium, coverage, and other services, and can provide important context that will help firms make a knowledgeable decision," Connelly says.



"Choosing the right insurer for firms can make life easier, as well as positively affect the bottom line and affect the overall success of the organization."

JEFF CONNELLY
MANAGING PRINCIPAL
GREYLING INSURANCE BROKERAGE & RISK CONSULTING
PROGRAM MANAGER
ACEC BUSINESS INSURANCE TRUST

More Claims, but Overall Satisfaction

ACEC MEMBER FIRMS WEIGH IN ON PLI CARRIERS



9 out of 10

firms are **very satisfied**
or **satisfied** with their
PLI carrier's pre-
claims assistance and
claims handling



86%

are **very satisfied or satisfied**
with their PLI carrier's risk
management programs

11%

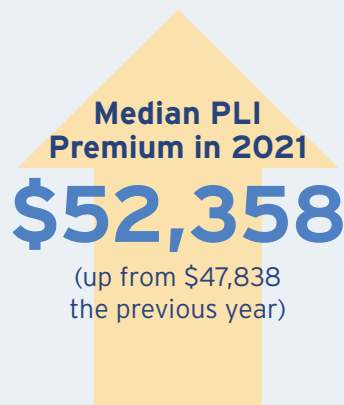
changed PLI carriers over
the past fiscal year

Top 3 Reasons

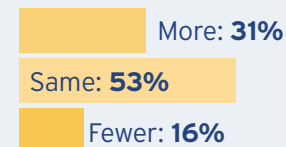
1. Lower premium
2. Better policy terms
3. Broker advice

Main Factors When Selecting a PLI Carrier

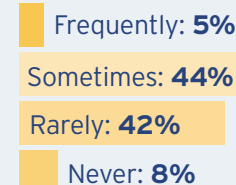
- ✓ Broker recommendation
- ✓ Price
- ✓ Claims handling expertise
- ✓ Carrier reputation



Number of Claims Made Compared to Prior Year



Turning Down Work Due to Risks



Top 3 Reasons for Turning Down Work

1. Contract terms
2. High risk (in terms of safety, project delivery type, technical sufficiency, etc.)
3. Client history

Respondents Who Say the Threat of Claims Stifles Innovation



Source: 2022 ACEC PLI Survey of Member Firms



“The bottom line is that you want to be as proactive as possible and not get too far down the road with a service before realizing

the risk you will be facing. You must also be willing to revise offerings in real time should an unforeseen risk or elevated risk impact come to bear.”

MICHAEL J. YOST
CHIEF LEGAL OFFICER
SENIOR VICE PRESIDENT
TERRACON



Because there is no standard coverage form for A/E PLI the way there is for other lines of coverage, the coverages offered are different from insurer to insurer, Connelly says. “For example, some insurers provide worldwide coverage territory, while others only cover claims arising out of projects in the United States, and some cover pollution incidents caused by a firm’s activities, while others exclude such claims.”

More often than not, policy amendments or endorsements are needed to sufficiently cover a firm’s exposure, which makes having a broker with A/E experience who can negotiate those coverages important, Connelly says.

“Choosing the right insurer for firms can make life easier, as well as positively affect the bottom line and affect the overall success of the organization,” Connelly says. “Firms should not have to make this choice alone. A good broker with design firm experience should lay out all of the options and identify the pros and cons of each. Making the choice is ultimately up to the firm, but having good representation from a broker should make that task far less daunting.”

Brokers and agents who specialize in providing access to professional liability carriers “bring a wealth of benefits to their architect and engineer clients,” Cosgrove says. “They know which carriers have dedicated A/E programs with comprehensive coverage. They know which carriers have years of experience in the field and are dedicated to remaining in the marketplace—as well as which ones might not be there tomorrow.”

HIGHER PREMIUMS AND INCREASED RISK

Not surprisingly, given the overall rate of inflation over the past year, the median PLI premium increased to \$52,358 from \$47,838 the previous year.

“A firm’s billings are a key part of determining the premium for the professional liability policy,” Rapp says. “Even though the last couple of years have been a challenge with COVID, design professional billings have generally remained consistent.”

What is a bit surprising, considering the increasing risk of cybersecurity attacks such as data breaches and ransomware, is that nearly half (48 percent) of the firms have not purchased a stand-alone cyber liability policy.

Nearly one-third of the firms (31 percent) reported that the number of claims made against them increased from the previ-



“A firm’s billings are a key part of determining the premium for the professional liability policy. Even though the last couple of years have been a challenge with COVID, design professional billings have generally remained consistent.”

JOHN RAPP
ASSISTANT VICE PRESIDENT
PROFESSIONAL LIABILITY-DESIGN PROFESSIONALS
TRAVELERS



“In the current market, we are putting more scrutiny on client selection.”

TIMOTHY HAENER
CHAIRMAN AND CORPORATE RISK MANAGER
J-U-B ENGINEERS INC.

ous year, while 53 percent said they remained the same, and 16 percent said there were fewer claims.

The threat of claims can stifle innovation in the engineering profession, according to the survey, with nearly 90 percent saying it can stifle innovation at least to some extent.

For the most part, it's fairly uncommon for firms to turn down work due to risks. While 44 percent of the respondents said they sometimes turn down work because of risk and 5 percent said they do so frequently, half of the firms said they do this rarely or never.

Of those that have turned down or not pursued work, the top three reasons given were contract terms; high risk (in terms of safety, project delivery type, technical sufficiency, etc.); and client history.

“In the current market, we are putting more scrutiny on client selection,” says Timothy Haener, chairman and corporate risk manager at J-U-B Engineers Inc. “J-U-B has a record backlog, and our project pipeline with our existing key clients is looking really strong for the foreseeable future, absent a severe recession. We’ve taken the initiative to let several ‘bad clients’ go and are only taking on new clients that align with our values.”

In addition, the firm is getting more assertive about contract language, fees, and schedule contingencies, and fair sharing of risk that has led it to move away from contractor-led design-build projects—unless the firm has a great track record and relationship with the lead builder, Haener says.

“The idea is to continue to serve and grow with our long-term key clients who treat us fairly financially, love teamwork and collaboration, and make for enjoyable project experiences for our team,” Haener says.

One of the main reasons firms turn down work is that a project is a high risk coupled with a relatively small fee, says Jim Messmore, senior vice president at engineering firm Hanson.

Another reason is that they don't have the capacity or expertise to do the work or meet the schedule constraints. In such a case, it's better to pass on the work than not meet expectations and not be able to do follow-up work, says Messmore. “Most clients appreciate the honest assessment and candor,” he says.

Engineering firm Terracon has policies prohibiting or severely scrutinizing certain types of work as part of its overall risk management approach, with residential projects being the primary example, says Michael J. Yost, chief legal officer and senior vice president at Terracon. “Services on residential projects involve risks that cannot be managed, even if a firm does everything

right,” Yost says. “While many of these policies are born from painful past lessons of our own, we also want to learn from lessons of others and incorporate those into our decisions on services and offerings.”

Participation in peer organizations like ACEC, as well as listening to the guidance of PLI carriers and attorneys

who practice in these areas, is a key aspect, adds Yost. “Finally, it is important to also scrutinize services, particularly newer offerings, based on experience and understanding of the theoretical risks of the practice, even if the risk hasn't formally developed into claims. Sometimes you need to trust your instincts on these issues and steer clear.

“The bottom line is that you want to be as proactive as possible and not get too far down the road with a service before realizing the risk you will be facing. You must also be willing to revise offerings in real time should an unforeseen risk or elevated risk impact come to bear,” Yost says. ■

Bob Violino is a business and technology writer based in Massapequa Park, New York.

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EEA judges diligently score projects from their designated categories.

ENGINEERING EXCELLENCE AWARDS:

JUDGING FOR SIGNATURE AWARDS EVENT

A BEHIND-THE-SCENES LOOK AT THE PANEL OF JUDGES AND THE AWARDS SELECTION PROCESS

BY ALAN D. CROCKETT

For 55 years, ACEC's Engineering Excellence Awards (EEA) has grown in both popularity and prestige in spotlighting the importance and innovation of the nation's engineering industry.

EEA has provided engineering industry practitioners with a prestigious platform for their efforts—and a chance for their innovations to be applauded on the national and even the worldwide stage.

But despite EEA's growth in pageantry and industry status, a rarely mentioned but critical component of the EEA competition has been essential to the program's ascension in assuring the validity and integrity of judging panel results.

Launched as a business-casual luncheon in 1967, the six-month EEA competition now concludes with an elegant, black-tie Gala dinner and awards show in late spring, attended by hundreds in Washington, D.C. The event lives up to its nickname as the "Academy Awards of the engineering industry."

In 2022, the EEA competition attracted 195 entries, tying for second in all-time number of entries, only following 2018 when 205 projects were entered.

For the 2022 competition, that rarely mentioned component is the judging process, which began in early January after the entry deadline, then continued through February when 27 built environment experts from throughout the nation converged just outside Washington, D.C., for a weekend-long final analysis and debate to decide which projects deserved top engineering honors.

Coordinated by the nine-member Engineering Excellence Awards Committee, the judging event took place in a massive hotel ballroom, lined wall-to-wall with giant display panels featuring photos and descriptions of all projects entered. The judging room also included PowerPoint capability to display project views during judge presentations from a podium.

EXPERT JUDGING PANEL

This year's panel included Department of Transportation leaders from Tennessee, Michigan, Washington, and Sacramento; municipal water authorities in San Antonio, Miami, and Dallas; municipal engineering/architecture officials from Colorado and Florida; and engineering academics from Rutgers University and University of Tennessee.

During the last two decades, EEA judging panel members have included three U.S. Army Corps of Engineers administrators, a half-dozen U.S. Port Authority administrators, several college engineering school deans, and the editor-in-chief of *Engineering News-Record*.

"These experienced and very successful professionals volunteer a considerable amount of time evaluating EEA project submissions and challenging fellow judges to select projects for awards that are innovative and cost-effective and that fulfill client's needs," says 15-year EEA Committee member and former EEA Chair Andy Cancia, a senior consultant at Langan. "Over the years, both the number and the quality of project submissions by ACEC member firms continue to increase, and I strongly believe that the growing success and reputation of the EEA program stems largely from the unselfish efforts of our expert judges."

Chief Judge Kerry Averyt, manager of engineering design and construction for the San Antonio River Authority and a three-year panel member, admits he was a little concerned before taking on the chief judge's role about making sure all panel members, including the newcomers, would be actively involved.

"As the chief judge, you want to make sure the entire group is engaged in the shared vision of what we're all trying to accomplish, especially the importance to the firms and the industry overall," Averyt says.

Averyt's job was to moderate the entire judging weekend, while meticulously leading panel members through specific



Andy Cancia



Then ACEC Chair-elect Art Barrett greets the 2022 EEA Judging Panel during the judging weekend in February.

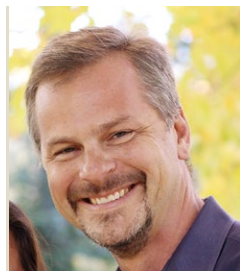
judging criteria and the procedures of determining project rankings—all designed to assure integrity of the judging process.

COMPETITIVE AWARDS SELECTION PROCESS

Project ranking criteria included: uniqueness and/or innovative applications of new or existing techniques; future value to the engineering profession and enhanced public awareness/enthusiasm of the role of engineering; social, economic, and sustainable development considerations; complexity; and successful fulfillment of client/owner needs.

A series of Zoom videoconferences prior to the judging event allowed the panel to narrow the list of competitors from the original 195 to 70 by the time the panel convened in person for the first time on Friday afternoon.

Saturday was the judging weekend's marathon day, featuring



"When competing against other excellent engineering efforts, you want to make sure the panel truly understands the specialness of the project you are representing. In that case, you actually take ownership of the project."

KEVIN HOUCK
THIRD-YEAR JUDGE
CHIEF OF WATERSHED AND FLOOD PROTECTION
COLORADO WATER CONSERVATION BOARD



"As the chief judge, you want to make sure the entire group is engaged in the shared vision of what we're all trying to accomplish, especially the importance to the firms and the industry overall."

KERRY AVERYT
CHIEF JUDGE
MANAGER OF ENGINEERING DESIGN
AND CONSTRUCTION
SAN ANTONIO RIVER AUTHORITY

LONGTIME EEA COMMITTEE MEMBERS HONORED

During the 2022 Engineering Excellence Awards Gala in May, two EEA Committee legends were honored for their decades-long dedication to the committee and the success of EEA.

This year represented the end of committee tenures for both Stu Monical (21 years) and Judy Hricak (19 years).

Monical, CEO of Monical Associates in Highlands Ranch, Colorado, reflected on memories of committee participation over the years. "I've always enjoyed the camaraderie with the other committee members," Monical says. "It has always been a lot of fun, but it's still a hardworking group."

"Years ago, we didn't use many vendors, so we would do everything, including hanging the panel displays and the lighting," he adds.

As an engineer, Monical even designed



Monical

a mechanism that made putting the display system together easier and more efficient, specifically for the judging event.

Hricak, vice president and chief communications officer of Gannett Fleming in Camp Hill, Pennsylvania, says she enjoyed her involvement with the committee and interactions with fellow committee members.

"When I was appointed as a member of the EEA Committee, I felt like I'd finally found my way home," she reflects. "Here



Hricak

was a group of individuals from many different firms and in different positions in those firms, all equally passionate about promoting the achievements of engineers. We had a common bond and an instantaneous connection, and over the years, many of us became close friends."

She also takes pride in the growth in popularity of EEA since she joined the committee 19 years ago.

"Seeing more and more firms participate in the EEA program each year has been incredibly rewarding," she says. "There's something about engineers... they never think that the work that they do is a big deal. But it is! Being at the Gala each year and seeing the engineers soak up all the recognition they deserve always brought me tremendous satisfaction."

day-long project presentations, intense debate, and a plethora of panel votes, all to further pare down the list of potential winners from 70 to 36.

First-year judge Mikita Browning, commissioner of the Atlanta Department of Watershed Management, says she was surprised by the passion of the panel. "At first I was wondering what I had gotten myself into," she says. "You really must advocate for the projects you're in charge of reviewing. I do like the diversity of expertise on the panel, and there is a great col-

laborative spirit that we're all here doing something exciting and important. It gives you a new appreciation of the industry, and it lets you see what some of the other agencies are doing."

Second-year judge Denis Qualls, a senior program manager for the Dallas Water Utilities Department, calls it a challenge to convince a group of people of all the benefits of a project in the three-minute testimonial time limit. "I do feel some pressure to come up with the right words to give the project its best image," Qualls says.

Third-year judge Kevin Houck, chief of watershed and flood



“The process was developed and refined to allow meaningful debate and discussion and ensure the best of the best rises to the top at the end of Sunday.”

JEFF DRUCKMAN
EEA COMMITTEE CHAIRMAN
SENIOR VICE PRESIDENT
BOWMAN CONSULTING GROUP

protection for the Colorado Water Conservation Board, notes that the competition for top honors is stiff, and judges come to take their representation of a project's chances personally.

“When competing against other excellent engineering efforts, you want to make sure the panel truly understands the specialness of the project you are representing,” Houck says. “In that case, you actually take ownership of the project.

“This is a tough competition, and some projects quite frankly are just very hard to beat, but it doesn't stop you from giving it your best,” he adds.

Judge Clarita Lao, retired from the Illinois Tollway, says she was excited as she awaited the debate to begin on final project rankings because she still had two projects in the remaining top 36.

“You do want to take ownership of the projects you represent, but there are so many other awesome projects. This is the beauty of EEA,” she says.

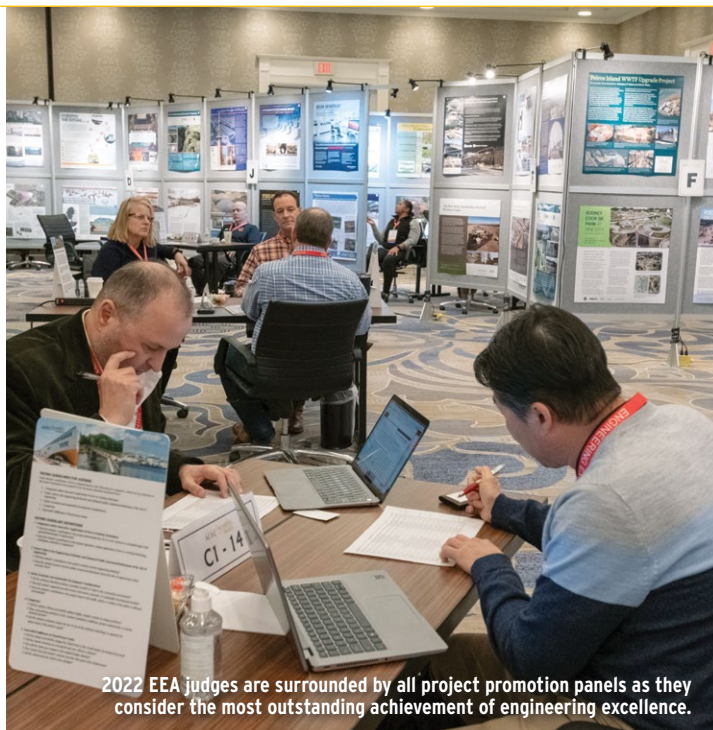
After breakfast on Sunday, the rest of the panel's time was spent reviewing the 36 remaining entries and deciding which deserved to be in the top 16, and which of those would receive a Grand Award. The remaining 20 entries would receive Honor Awards.

The advocacy process can involve lengthy debate between presenters and movement of projects from higher rankings to lower, and vice versa. Challenges are allowed, and immediate group



“I do like the diversity of expertise on the panel, and there is a great collaborative spirit that we're all here doing something exciting and important. It gives you a new appreciation of the industry, and it lets you see what some of the other agencies are doing.”

MIKITA BROWNING
FIRST-YEAR JUDGE
COMMISSIONER
ATLANTA DEPARTMENT OF WATERSHED MANAGEMENT



2022 EEA judges are surrounded by all project promotion panels as they consider the most outstanding achievement of engineering excellence.

panel votes occur for proposing a switch in ranking, with that instant group vote deciding each challenge.

Once completed, the panel continues further debates, comparing levels of engineering excellence of the final 16 Grand Award winners to select one project worthy of the Grand Conceptor Award, signifying the year's most outstanding engineering achievement. The process can often be lengthy, especially when several projects are neck-and-neck in the late rankings.

By majority vote, a clear-cut 2022 Grand Conceptor Award winner was determined—the Moynihan Train Hall Renovation Project in Manhattan, submitted by Severud Associates.

“I love the purity of how this process plays out,” says Houck.

“This is such a noble profession,” says Lao, noting that “EEA remains one of the best ways to achieve [the] recognition a project deserves because getting to the top in this competition is not easy.”

EEA Committee Chairman Jeff Druckman, senior vice president at Bowman Consulting Group, says completing the judging weekend successfully always brings a sigh of relief and a sense of fulfillment.

“Although over the years some surprise projects have risen to the top ranks, the process always works,” he says. “The process was developed and refined to allow meaningful debate and discussion and ensure the best of the best rises to the top at the end of Sunday. Every year that I participate, I am amazed and relieved that the process performed so perfectly.” ■

Alan D. Crockett is ACEC's director of member communications. He can be reached at acrockett@acec.org.



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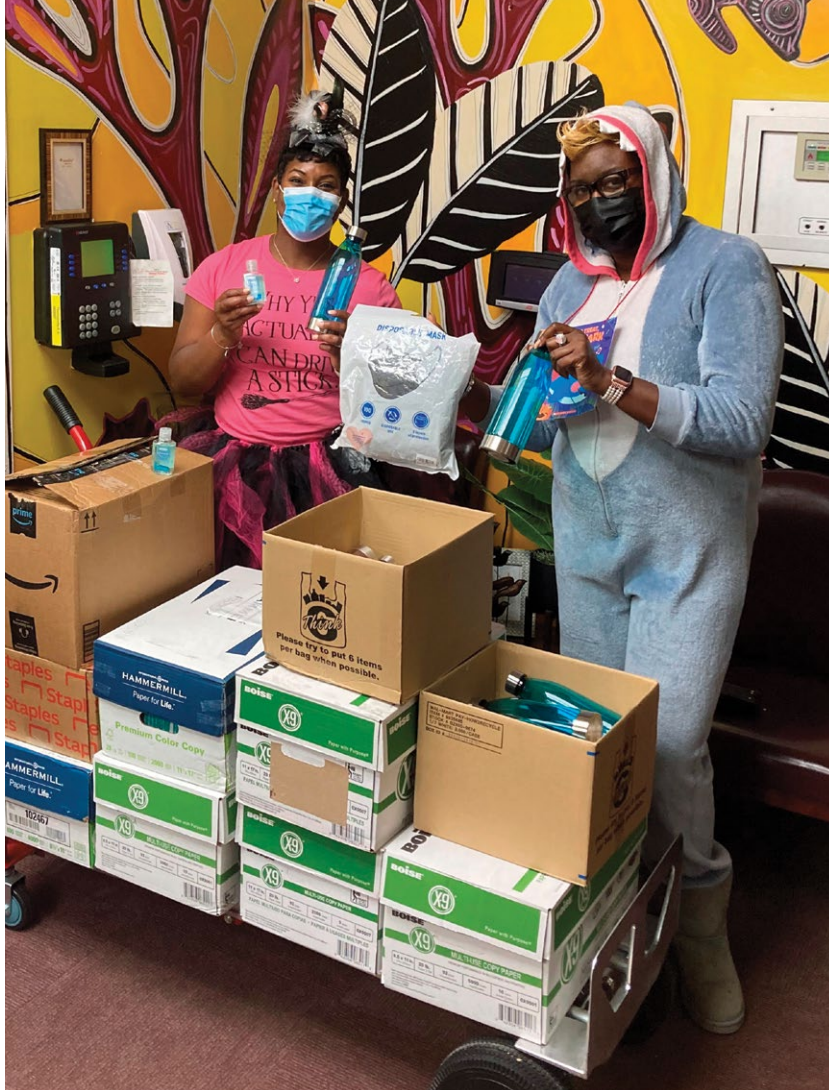
Fast Learners

HNTB Atlanta develops heartfelt connection with local elementary school

BY MICHELE MEYER

HNTB employees Emmanuella Myrthil and LeAndrea Holliday drop off donations of socks, hats, scarves, coats, and gloves to Thomasville Heights Elementary School counselors and administrative staff following HNTB Atlanta's Socks and Scarves donation drive in December 2019.





Even during the height of the COVID-19 pandemic, HNTB Atlanta found ways to support Thomasville Heights Elementary School by donating masks and hand sanitizers for students and teachers.



HNTB Atlanta hosted a coat drive in early 2020 following the successful Socks and Scarves drive to collect more warm weather coats for the students.



HNTB employees Elizabeth Hartzog and Kelsi Jackson paint each other's faces to get in the festive spirit for the 2022 Farewell Party for Thomasville Heights Elementary School students.

Boarded windows and gutted roofs. No running water and sporadic electricity. Kids shivering without coats and parents unable to feed them.

Employees at HNTB Atlanta, an engineering firm specializing in transportation planning and engineering for state departments of transportation and public transit agencies, were struck by the stark poverty in southeast Atlanta's nearby Thomasville Heights.

"The deplorable living conditions were heart-wrenching," says Nykita Hurt, deputy diversity program manager and member of HNTB's social responsibility committee.

So HNTB Atlanta acted, redirecting its charitable efforts to a single cause: helping children in need. The firm's entry point? Schools.

"Schools play many roles, not just educational," says Eric Ganther, a transportation planner who leads the social responsibility committee. "They're the nerve center through which a community functions."

HNTB Atlanta began helping three years ago, when Hurt's supervisor, Emmanuella Myrthil, HNTB Southeast Division's

diversity director, proposed collecting winter wear for students at Thomasville Heights Elementary School.

When volunteers delivered 54 coats, 72 pairs of gloves, 58 hats, 40 scarves, and 319 pairs of socks, they realized they'd only skimmed the surface.

Leaders of the firm, which employs more than 200 professionals, agreed. They decided the plight was so dire that they would take a new approach to philanthropy: "adopting" the school as the sole focus of HNTB's ongoing social responsibility efforts.

Through the school, they'd reach the entire neighborhood, which had a 91.6 percent poverty rate—more than quadruple that of the city.



"The employees are loyal to the company, and the company is loyal to its employees. Whatever is asked, they step up to the challenge."

**NYKITA HURT
DEPUTY DIVERSITY PROGRAM MANAGER
HNTB ATLANTA**

RAISING HOPE IN THE HEIGHTS

"Having dedication to one cause means we treat community service like a work project," says Ganther, whose committee has 24 people of all ages and backgrounds. "It gets attention from leadership on a regular basis. We set goals, tasks, resources, and a schedule. We provide an update to leadership on the progress we're making and the needs we'd like colleagues to help fill."

First on the agenda: Spend time with students and teachers. "Community service starts with listening and learning where we're needed, rather than where we think we're needed," Ganther notes.

When the pandemic closed schools in March 2020, the team quickly collected gift cards for groceries and restaurants within walking distance, to help feed children who were deprived of their heartiest meals.

Over time, HNTB Atlanta also provided clothing, food, and—when classes resumed—books, school supplies, masks, sanitizers, and reusable water bottles.

For the 2021 holidays, all 252 students received age-appropriate educational toys, and instead of the firm's own holiday breakfast, HNTB spent the money to cater a teacher appreciation lunch.

"It has been hard to be a teacher in recent years, and not just due to COVID," Ganther says. "We wanted teachers to know we appreciate their efforts. They're the bedrock of our society."

HNTB's three-year relationship with Thomasville Heights Elementary has sadly ended. The city razed the housing complex where most students lived, and the school was shuttered at the end of the 2021–2022 academic year, leaving many students to be bussed elsewhere.

But first, HNTB held a farewell party for the school, with bounce houses, a photo booth, food, music, games, face painting, a DJ, and gift bags for the kids.

"For adults it was a sad occasion, but for kids it was a party, so we got to have fun with them," Ganther says. "They needed that—and the adults did, too."

GIVING AND GROWING WITH ATLANTA

HNTB Atlanta largely designs, builds, and manages transportation projects involving bridges, aviation, tollways, highways, railways, and construction management for clients in Georgia and Tennessee.

Atlanta's swelling and sprawling population has kept the firm busy with projects to expand highways and airport terminals and run light rail transit and bus rapid transit.

Now, wherever the firm works, it also targets school-linked projects for community service. Indeed, giving is in the DNA of the regional hub and its national parent, based in Kansas City, Missouri.

"Employees recognize we have a social responsibility to others, and they rise to the occasion every time," Ganther says.

He says leadership has been very supportive, providing financial contributions as well as outreach opportunities. With about 85 percent of employees participating in giving efforts, the company is deeply engaged in helping the community, Ganther says.

"The response from employees and management has been overwhelming," Hurt says. "I have some of the best coworkers ever. They're compassionate and selfless. They're willing to donate their time, resources, and knowledge to those who are less fortunate."

Although volunteering takes people's time from work, HNTB leadership understands and sees the value to the community—and the firm. "Such service builds and fosters a work culture," Ganther says. "We're a team that not only does engineering and planning but also is part of a community, of which we are very proud and seek to raise up."

"The employees are loyal to the company, and the company is loyal to its employees," Hurt says. "Whatever is asked, they step up to the challenge."

Helping via schools builds trust with communities, Ganther says. "When we hold community meetings to get approval for our plans to build roads—projects which can cause years-long inconvenience—they know who we are."

HNTB will continue adopting schools located near their new endeavors, including the Campbellton Corridor Transit Project, which won't be finished for nine years.

FROM FAREWELL TO THERRELL

Near that southwest Atlanta transit project is HNTB's next school target: Daniel McLaughlin Therrell High's three-school cluster of magnet disciplines, consisting of health science and

3 Ways to Spark Staff Generosity

1. Narrow the field.

Determine what recipients need most to focus your workers' efforts meaningfully.

2. Build giving into your business plan.

Set goals, schedule activities, and allocate resources. Treat corporate social responsibility efforts as a work project.

3. Hire workers from different backgrounds.

You're more likely to encourage compassion when some employees have experienced the hardships of those you're helping.



Due to the pandemic, many public water fountains were closed. HNTB Atlanta employee Eric Ganther drops off a collection of reusable water bottles so students could stay hydrated throughout the school day.

research; law, government, and public policy; and science, technology, engineering, and math (STEM).

“We’ll do things differently there, since students are older,” Hurt says. “Our support will be more of a mentorship to help guide their career paths. We want to share opportunities with them.”

When HNTB engineers visit schools, students can learn how their interests overlap with the skills used in engineering, traffic planning, and project management—careers they may never have considered.

“It’s not like we’re visible in the popular culture,” Ganther says. “We don’t show up on TV or in hip-hop songs. So, we need to make sparks happen.”

HNTB also wants to foster a richer diversity in the engineering field. That’s already a standard at the firm itself, which has a



“It has been hard to be a teacher in recent years, and not just due to COVID. We wanted teachers to know we appreciate their efforts. They’re the bedrock of our society.”

ERIC GANTHER
TRANSPORTATION PLANNER
HNTB ATLANTA



In January 2022, HNTB Atlanta hosted a catered lunch for teachers and administrative staff at Thomasville Heights Elementary School to express appreciation for all their hard work and dedication to the students.



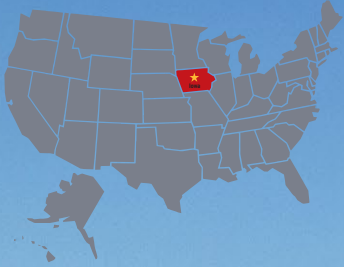
In February 2021 and 2022, HNTB employees came together to create custom Valentine’s Day cards, which included handwritten messages and words of encouragement. They delivered cards to every student.

broad range of people of different nationalities, ages, races, religious beliefs, and gender identities, Hurt says.

Another value of its outreach to schools is the human interaction that comes with service to the community.

“The bright eyes, bright smiles, and eagerness to learn and understand mean so much,” Hurt says. “We choose to help not out of pity, but to show opportunities, encourage students to succeed—and see their faces light up.” ■

Michele Meyer is a management and marketing writer based in Houston. She has written for *Forbes*, *Entrepreneur*, and the *International Association of Business Communicators*.



ACEC/IOWA PARTNERING FOR PROGRESS

ACEC/IOWA AT-A-GLANCE

Founded in 1956, ACEC/Iowa represents more than 55 firms, comprising 2,700 engineering professionals.

The Member Organization is led by Executive Director Dave Scott, the longest-serving executive director of any ACEC MO, along with President Will Sharp, and President-Elect David Dougherty.

THE MEMBER ORGANIZATION STAYS AHEAD OF BUSINESS TRENDS WHILE FOCUSING ON LEGISLATION AND EDUCATION

BY STACEY FREED

Back in 2018, the talk in Iowa was all about a possible gas tax. DJs on a local radio station railed against it. Protestors rallied against it at the statehouse. But the Iowa Motor Truck Association was for it, as was ACEC/Iowa. The taxes would, *by Iowa's Constitution*, go to road improvements, which would mean better ROI for truckers and more projects for engineers.

"When you get four to six miles per gallon, any detours or uneven surfaces can impact mileage," says ACEC/Iowa Executive Director Dave Scott.

The Member Organization worked with the truckers' association to join them at the capital. "We had a steady stream of semis giving free truck rides to legislators. We had an ACEC member at the capital and a truck owner seated behind the legislator, and we'd educate him or her," recalls Scott, who, with 40-plus years under his belt, is the longest-serving executive director of any ACEC Member Organization.

ACEC/Iowa also got a \$25,000 grant from ACEC National's Minuteman Fund, which helped sponsor "hard-hitting TV ads that were instrumental in the passage of a 10-cent-per-gallon increase," Scott says. Legislative challenge accomplished.

That kind of creative activism characterizes ACEC/Iowa's 66-year history of state leadership on legislation, public policy, and business goals. It's also a testament to the organization's emphasis on partnerships.





Council Bluffs Interstate System Dual Divided Highway

THE POWER OF PARTNERSHIPS

From its inception, ACEC/Iowa shared staff with the Iowa Engineering Society. “Other states often were at odds with the professional society, but ACEC/Iowa found it was much easier to work issues out at the organizational level,” Scott says. Now, ACEC/Iowa has approximately 55 member firms representing approximately 2,700 engineering professionals in the state.

The organization’s mission is to influence public policy, unify and benefit member firms, enhance the image of its members and the engineering profession, provide leadership, and administer to the organization itself. Its strategic plan is divided into five areas and is a “living document,” Scott says. “It keeps us focused on our mission and our goals year after year.”

A main organization focus involves the “concept of partnering,” he adds. Begun in 1998 as a Department of Transportation-led effort, Scott sat in on early workshops. He ultimately asked if it would be possible to have the Iowa DOT, ACEC/Iowa, and Federal Highway Administration (FHWA) leaders go through a similar two-day partnering workshop to identify how they could work together to accomplish common goals and identify procedures to address their differences. Now, all these years later, the Partnering Council, comprising DOT and FHWA division heads and four representatives from ACEC/Iowa, continue to meet quarterly.

One recent successful outcome of partnering has been the change in the pre-audit process, says Dave Moeller, president of Snyder & Associates and ACEC/Iowa national director. ACEC’s pre-audit committee worked with the Iowa DOT to “make the



“It provides an opportunity to meet the candidates before they’re elected, and it raises ACEC/Iowa’s visibility.”

DAVE SCOTT
EXECUTIVE DIRECTOR
ACEC/IOWA

pre-audit process smoother by helping clarify expectations during the pre-audit approval.

“We came up with a checklist to help smooth out the process and clarify expectations. We cut weeks of turnaround from submittal to authorization,” he says. The checklist is in the DOT’s office of project management and is included in the new project package. “The pre-audit process is no longer a stress point. It’s more than a checklist. It’s a commitment on both sides to live up to the expectations.”

Another recent partnering success revolved around the push for digital delivery, sometimes called Building Information Modeling for infrastructure. It has been a national movement for the past several years, and ACEC/Iowa has been at the forefront of this method “to leverage digital data across a project’s entire life cycle from design on into construction, fabrication, and into asset management,” says Will Sharp, director of highways at HDR and a member of ACEC/Iowa’s board of directors. Sharp also is one of two national representatives from ACEC working on digital delivery with the American Association of State Highway and Transportation Officials and all the state DOTs.

KEEPING ON TOP OF TRENDS

In addition, there is a national trend toward using digital models as legal documents. “These 3D signed and sealed digital deliverables take precedent, and in some cases replace the traditional 2D PDF plans. Five states, including Iowa, have piloted this approach, and many other states are moving in this direction as well,” says Sharp, who led a partnering committee for the Iowa



“We came up with a checklist to help smooth out the process and clarify expectations. We cut weeks of turnaround from submittal to authorization.”

DAVE MOELLER
NATIONAL DIRECTOR
ACEC/IOWA
PRESIDENT
SNYDER & ASSOCIATES



"It's a paradigm shift. It will change the skill sets we need to design, change the way the DOT reviews projects, and change the way contractors will build these projects."

WILL SHARP
BOARD OF DIRECTORS MEMBER
ACEC/IOWA
DIRECTOR OF HIGHWAYS
HDR

DOT, ACEC/Iowa, and the Associated General Contractors (AGC) of Iowa several years ago. Sharp presented on this topic to ACEC/Iowa members at the Annual Spring Conference earlier this year.

"We've elevated this topic and made sure our members are aware it's coming and that they need to change the way they do design. It's a paradigm shift. It will change the skill sets we need to design, change the way the DOT reviews projects, and change the way contractors will build these projects."

Sharp noted that a one-day forum is planned with ACEC, DOT, and AGC later in 2022, to be focused on the digital delivery of bridges in design, fabrication, and construction. "In the spirit of partnering, our goal is to provide the forum at no cost to ACEC member firms and representatives from AGC or Iowa DOT," he says.

The organization has seen legislative successes in recent years in fighting off design-build initiatives with the recent passage of legislation allowing for the construction management at-risk process (with Qualifications-Based Selection language) as an alternative delivery system. It also has helped stave off numerous efforts to tax engineering services and recently worked to pass a bill to lower the statute of repose to eight years.

BUSINESS-FORWARD THINKING

ACEC/Iowa has always been at the forefront of promoting the business of its member firms. The organization is one of the founding members of Economic Progress for Iowa Citizens (EPIC), a group comprising businesses and trade associations statewide.

Scott has served as EPIC's chair for the past decade. He helped the group develop a questionnaire about business issues of interest to ACEC members, which is distributed to all legislative candidates in open seats. Each election cycle, candidates are invited to address EPIC members about their general business philosophy and position on business issues, Scott says. "It provides an opportunity to meet the candidates before they're elected, and it raises ACEC/Iowa's visibility."

ACEC/Iowa also offers workshops for CEOs, which are based on the national organization's Small Firm/Large Firm program. The agenda is driven by the attendees, Scott says, and "recent discussions have revolved around human resources issues, the role of college interns, and the ACEC Life/Health Trust." He says that initially he wasn't sure if the program would work as well as it does at the national level "since these firms are often direct competitors," but it has been going strong for 15 years.



WRA Eastside Interceptor



Wetland Bridge and Fish Pond Projects in Wanatee Park

Scott recognizes that the economy and inflation are on everyone's mind. "Yes, it's a concern, and according to the DOT, 40 percent of new money is gone due to inflation," he says. "But in Iowa's state budget, unlike most states, we have \$1.23 billion in reserves. The future of engineering in Iowa is looking good." ■

Stacey Freed is a writer based in Pittsford, New York, who has contributed to *This Old House*, *Professional Builder*, and *USA Today*.



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M&A Due Diligence for Engineering Firms

COMMONLY OVERLOOKED INSURANCE CONCERNS

Mergers and acquisition (M&A) activity has accelerated in the architecture, engineering, and construction (A/E/C) space with a strong uptick in activity in 2021, which is expected to continue through the remainder of 2022 and into 2023. The process of merging with or acquiring a new firm is complex and requires heavy due diligence. An important aspect of the process is the consolidation of, or, in some cases, a conscious decision not to consolidate, the buyer's and seller's insurance programs to ensure that there are no uninsured liabilities or gaps in coverage post-closing.

Based on our experience as an insurance brokerage and risk management firm specializing in A/E/C industries, below are the areas of insurance that are often overlooked during the due diligence process:

- Professional Liability
- Technology Errors and Omissions
- Workers' Compensation
- General Liability
- Cyber Liability
- Representations and Warranties Insurance
- When Not to Consolidate Insurance Policies

PROFESSIONAL LIABILITY

The bulk of an A/E/C firm's exposure is covered under the professional liability (PL) policy. The first step to ensuring that the consolidation occurs smoothly and avoids any underinsured or uninsured liabilities is to determine the structure of the deal,

and whether it will be an asset-only or a stock transaction. The elected deal structure impacts which party is responsible for pre-existing liabilities which can be addressed through the procurement of a tail policy, or an extended reporting period (ERP). A tail policy allows for an insured to report claims that are made against them after a policy has expired or been canceled if the wrongful act that gave rise to the claim took place during the expired or canceled policy period.

Recommendations:

- For buyers to require sellers to purchase tail coverage even in asset-only transactions.
- For buyers in stock transactions, purchase the longest available tail option on the seller's professional liability policy (or at a minimum 3 years).

TECHNOLOGY ERRORS AND OMISSIONS

For A/E/C firms merging with or acquiring a firm that provides technology services or products, a careful examination of the seller's technology errors and omissions (Tech E&O) policy and most recently completed application must be conducted by your insurance advisor to understand all services provided by the seller. Some policies exclude technology-based services or software products altogether, while others may provide limited tech coverage but do not have an adequate definition of professional services.

Moreover, other insurers may exclude consulting services (which are covered under professional liability policies) if it

READY TO LEARN MORE?

Please contact Jeff Connelly at Greyling, the broker and program administrator for the ACEC BIT, if you would like to discuss choosing the right insurer for your firm. Email Jeff at jeff.connelly@greyling.com or call 833-223-2248.

pertains to technology-based consulting services. A/E/C PL insurance policies usually do not provide adequate coverage for tech services and relying on this policy alone could be a risky decision.

Recommendations:

- Have your insurance advisor perform an in-depth analysis of all services provided by the seller.
- New policies or significant amendments to current policies will most likely be needed to avoid uninsured liabilities post-closing.

WORKERS' COMPENSATION

The experience modification rate (EMR) issued by the National Council on Compensation Insurance (NCCI) must be used by insurers to calculate premiums for workers' compensation policies in 39 states. When one firm purchases another firm, assuming they both have NCCI EMR's, the acquiring firm is also purchasing the target firm's workers' compensation payroll, classification, and loss history. This, in turn, impacts the buyer's EMR. High EMR's are not solely attributable to one-off, large losses. Claim frequency, even if it results in relatively small claim amounts, can also push a firm's EMR over 1.00.

Recommendations:

Stock acquisitions require a full analysis of the impact of the seller's workers' compensation payrolls, classifications, states of exposure and claims experience on the buyer's EMR.

GENERAL LIABILITY

For contractors merging with or acquiring another firm, an important coverage to consider during the due diligence process is completed operations coverage for discontinued operations—basically a tail policy for general liability. This policy provides coverage for incidents of bodily injury or property damage to a third party arising after a business is no longer operating. It is important for sellers to investigate this coverage if the buyer has included as a condition of sale that they will not assume liability for any injuries caused by work performed prior to the date of sale.

Recommendations:

- Have the buyer's broker become the broker of record to control the placement of the policy and service.
- This coverage can also be advantageous for the buyer to procure on behalf of the seller in some cases.

CYBER LIABILITY

Another line of coverage where tail insurance is often missed during the due diligence process is the cyber liability policy. Potential claim scenarios covered by a cyber tail are not as intuitive as with professional liability and general liability.

Recommendations:

- Consider tail coverage for cyber liability.
- For asset transactions, fold the seller entity into the buyer's cyber liability policy effective on the date of the acquisition with full prior acts coverage.
- For stock transactions, procure tail coverage on the seller's cyber policy.

REPRESENTATIONS AND WARRANTIES INSURANCE

For larger transactions, there is a specific insurance product on the market: representations and warranties insurance, which provides protection against financial losses for certain unintentional and unknown breaches of the seller's representations and warranties made in a merger or acquisition agreement. The product is unique in that limits and retention can be negotiated with the insurer and responsibility for the retention can be split between the buyer and the seller.

Recommendations:

For larger transactions, this product offers additional protection beyond the negotiated indemnity cap and survival limitations in a purchase agreement for the buyer and can reduce the amount of funds held back in escrow for the seller.

WHEN NOT TO CONSOLIDATE

For some transactions, the conscious decision may be made to not consolidate the buyer's and seller's insurance programs. In each of these situations, the seller's insurers must be fully aware of the transaction as many insurance policies include "change-in-control" or similar provisions which restrict or eliminate coverage due to changes in ownership. We strongly advise engaging both the buyer's and seller's insurance brokers when contemplating the idea of maintaining separate insurance programs post-closing to avoid any unintentional gaps or full loss of coverage.

Examples:

- If the seller's services are riskier than the buyer's portfolio and falls outside of the appetite of the buyer's insurers.
- If the target firm provides technology services involving heavy software and technology exposures.
- If it is an international acquisition.
- If the transaction is set up as a partial ownership acquisition.

CONCLUSION

Mergers and acquisitions require a significant amount of due diligence. Insurance plays an important role in the process to assist buyers in evaluating risks. Insurance brokers should be conducting an in-depth review of the target firm's business profile and services to identify and understand the exposures and key risks associated with them. A thorough review and assessment of the seller's insurance program should also be conducted and a summary of key policy provisions including insuring agreements, definitions, exclusions, and conditions along with the claim reporting provisions should be provided to ensure customary coverages relevant to the seller's industry are included. This also assists in identifying underinsured or uninsured risks and how to best manage them.

Managing Risk in the Brave New Workplace

BY KAREN ERGER

In Shakespeare's play *The Tempest*, Miranda has spent most of her life on an island, isolated from society. When a group of shipwreck survivors come ashore, she is excited to meet this influx of humanity and exclaims, "O brave new world, that has such people in't!"

As we return from our remote work "islands," we will be entering the Brave New Workplace in which most employees work away from the office some or all of the time. Hybrid work will require engineering firms to navigate new challenges and manage risks that were not evident in the olden days before the pandemic.



Karen Erger

LACK OF CONNECTION

Pandemic-era working conditions dealt a heavy blow to employees' sense of team membership and belonging. EY's *Belonging Barometer 2.0* study indicated that 80 percent of employees surveyed have felt or feel lonely at work, and 49 percent feel lonelier today than they did before the pandemic. When employees feel disconnected or lonely, they are less committed to their firms and more likely to perform poorly. They are also more likely to leave their current jobs for greener pastures.

For some employees, returning to the office may alleviate feelings of alienation, especially if there is a critical mass of coworkers in attendance and available for connection. But for others, especially those who work remotely some or all of the time, the struggle against loneliness and disconnectedness is real and will continue.

To succeed in the Brave New Workplace, firm leaders will need to take on the role of Chief Connection Officer. One of the most effective ways they can promote employees' sense of belonging is to have one-on-one check-in calls or meetings. The purpose is not only to find out how individual employees



are faring personally and professionally but also to offer help and support. Get-togethers outside the office can be helpful in keeping teams bonded, but consider other strategies as well. These could include having teams work on special projects that are meaningful to them and using existing technology to enable employees to chat about nonwork subjects. Find the solutions that work best for your people, culture, and resources.

MISSED OPPORTUNITIES FOR MENTORING

The Brave New Workplace calls for a structured and committed approach toward mentorship. The rise of remote work has curtailed opportunities for mentoring to occur "organically" or by happenstance. Even when employees go into the office, there will likely be fewer coworkers present, and those who are in attendance may be behind closed doors in Zoom meetings. Emerging engineers will have fewer chances to ask quick questions, seek help and direction, or learn by osmosis. On the other end of the learning curve, leaders and managers may not see when remote employees are flailing or failing and need guidance.

Engineering firms will need to make intentional efforts to initiate and promote meaningful connections that enable emerging engineers to learn and grow. These relationships should



be purposeful; mentor and mentee should agree upfront on goals and the format, frequency, and timing of contact. Providing formal training to would-be mentors, as well as ongoing support, are essential to the success of your program. Ideally, the flow of knowledge between mentor and mentee will be two-way, enabling mentees to share their knowledge and ideas and collaborate with mentors.

CHALLENGES TO EFFECTIVE TRAINING

The hybrid workplace calls for a new approach to educating the workforce. The olden days' strategy of putting presenter, people, and pizza in one room for a training event is of limited application when team members are working remotely or on asynchronous schedules. The Brave New Workplace has embraced training via videoconferences and webinars, which offer relative ease of organization and the ability to record sessions for those who cannot attend the "live" sessions. These media have undeniable drawbacks, however, including the difficulty of generating a truly interactive discussion and the ever-present temptation for participants to multitask during programs. (When was the last time you paid 100 percent attention to a webinar or teleconference training session?)

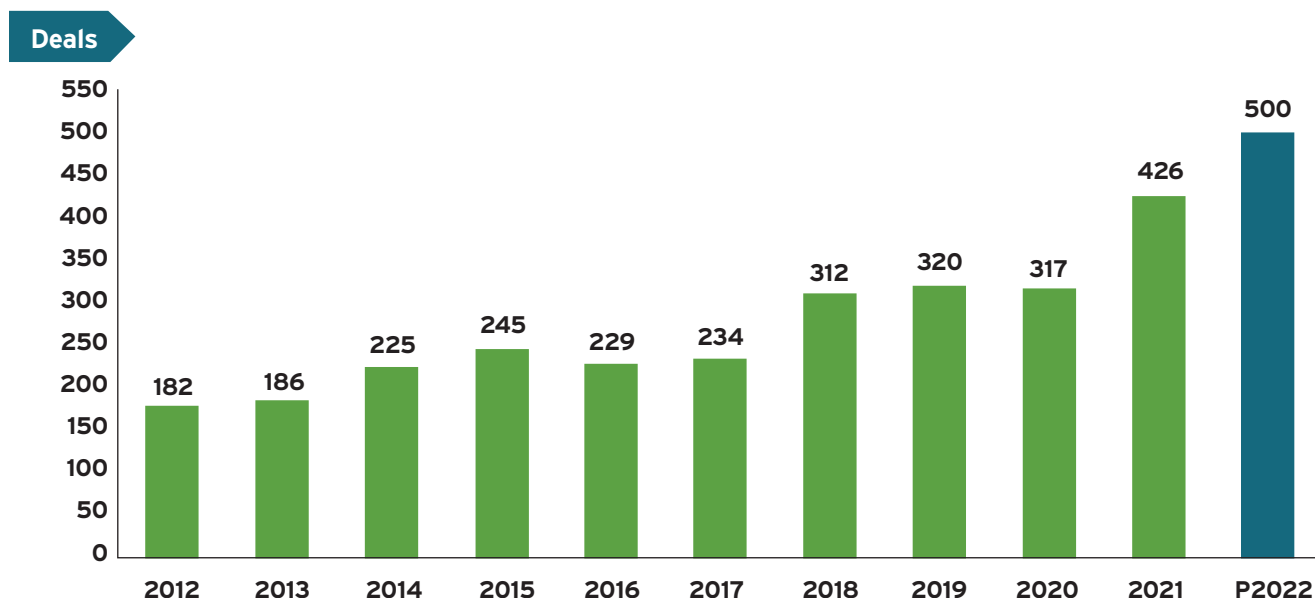
Remote training is here to stay, but much can be done to increase its effectiveness. Shorter, more frequent sessions with practical, easy-to-apply examples help participants maintain focus and increase their retention of the material. A blended learning approach in which participants view a prerecorded session on their own and then join a live session to discuss the material can facilitate better dialogue and provides desirable flexibility.

Investing in employee education pays dividends far beyond creating a highly skilled workforce. It creates a culture of continuous improvement, makes employees feel valued by their organizations, and enhances their sense of belonging—all essential for engineers to thrive in the Brave New Workplace. ■

Karen Erger is senior vice president and director of practice risk management at Lockton Companies. She also is a member of the ACEC Risk Management Committee and can be reached at kerger@lockton.com.

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DEAL ACTIVITY IN THE U.S.



Big Numbers, Big Names, Big Deals

BY NICK BELITZ

Coming off the heels of 2021's record-setting number of transactions, ACEC deal-makers haven't missed a beat in 2022, with momentum high, dollars flowing, and transactions closing. After a record 426 deals with U.S.-based sellers in 2021—in itself a step-function increase over an average 316 transactions per year from 2018 through 2020—the A/E industry is on track to notch a whopping 500 deals in 2022.

But the raw deal count, while thrilling for those of us who not only enjoy but also build our careers around charts that go up and to the right, does not tell the whole story. In the first half of 2022, we saw two big names—both ACEC members in the engineering and environmental services space—transact in a pair of blockbuster deals with private equity firms. First, **Geosyntec Consultants** (Boca Raton, Fla.) announced its deal with Blackstone Energy Partners (New York), and then **GEI Consultants** (Woburn, Mass.) merged with Global Infrastructure Solutions (New York). While notable given the reach and scale of each firm, taken together, the transactions indicate a robust appetite for large investments in businesses in the sector that marry environmental services with core engineering capabilities. Also, earlier in the year, well-known Texas firm and ACEC member

Huckabee (Fort Worth, Texas) struck a deal with Godspeed Capital (Washington, D.C.), which will provide capital for growth across the U.S. Other private equity-backed buyers (and ACEC members) continuing to make waves and deals this year include **DCCM** (Houston) and **TRC Companies** (Windsor, Conn.), as noted below. Now with all this deal activity comes new terminology: We can say engineering industry leaders “recapitalized,” “partnered with,” or perhaps “joined” with these investors. Call it whatever you want, but it all boils down to the same point: More of the industry's largest, top-ranked, and most recognizable firms have chosen the path of private equity (PE), continuing a trend that began more than four years ago and has accelerated since the pandemic year of 2020.

Morrissey Goodale data indicates just how much PE investment has increased. If we go back eight to 10 years, PE and PE-backed firms traditionally made 15 percent to 18 percent of all acquisitions of A/E firms based in the U.S. in a given year. In 2018, we saw an uptick as PE firms accounted for just over one-fifth (21 percent) of all transactions. Then, the past few years have seen a surge of activity from PE buyers, with private equity behind more than one-third (35 percent) of transactions in 2021 and on track in 2022 to drive more than 40 percent of deals. We fully expect private equity's involvement to continue to account

for a larger percentage of transactions as sellers see the value of a capital partner to help address ownership and leadership transition questions while providing fuel for growth.

As a final comment, we sometimes hear that with all the PE activity, the traditional acquirers of engineering firms—those big, reliable publicly traded firms—are being crowded out. To be clear, publicly traded buyers are *not* out. They're not even down. While PE and PE-backed firms are grabbing headlines, the publicly traded firms, long a cornerstone of the M&A market, still maintain a strong deal-making presence. In fact, they still close on roughly the same number of transactions they traditionally have on an annual basis. That said, while publicly traded A/E firms used to account for one-fifth to one-quarter of all acquisitions in the industry, that percentage of transactions has fallen to between 7 percent and 10 percent of all deals annually, given the strong rise in the overall number of deals. In any case, both types of buyers, PE and publicly traded, will continue to push acquisitions to position themselves for long-term dominance in the engineering world.

The following is a list of recent transactions with ACEC members highlighted in **bold**.

JUNE 2022

DCCM (Houston) acquired **Alliance Transportation Group** (Austin, Texas), a full-service engineering and planning consulting firm.

WSP (Montreal, Canada) entered into an agreement to acquire the environment and infrastructure business (E&I) of Wood (Aberdeen, UK).

MAY 2022

RTM Engineering Consultants (Schaumburg, Ill.) acquired **BRIC Partnership** (Belleville, Ill.), a mechanical, electrical, and plumbing (MEP), fire protection, and technology services firm.

Belaire Environmental (Phoenix), a firm that focuses on planning, permitting, and habitat restoration, joined environmental consulting firm **Anchor QEA** (Seattle).

TRC Companies (Windsor, Conn.) acquired **Draper Aden Associates** (Blacksburg, Va.), a consulting and engineering firm.

CivTech (Scottsdale, Ariz.), a specialist in traffic engineering, transportation planning, and traffic design, merged with Mathieu Engineering (Tucson, Ariz.), a traffic engineering services firm.

Parsons Corporation (Centreville, Va.) acquired Xator Corporation (Reston, Va.), a firm that offers critical infrastructure protection, counter-unmanned aircraft systems, biometrics, and intelligence and cyber solutions.

Sercel (Nantes, France) acquired **Geocomp Corporation** (Acton, Mass.), a geotechnical risk management and infrastructure monitoring services firm.

Barton & Loguidice (Liverpool, N.Y.) acquired AJC Professional Services (Harrisburg, Pa.), an MEP services firm.

CDR Maquire (Miami) acquired Evolution Engineering Consultants (Jupiter, Fla.), a construction engineering and inspection services firm.

Global Infrastructure Solutions (New York) merged with engineering and environmental services company **GEI**

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



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, ownership transition, executive coaching, and leadership development services. He can be reached at nbelitz@morrisseygoodale.com.

Consultants (Woburn, Mass.).

Stanley Consultants (Muscatine, Iowa) acquired Resilient Analytics (Boulder, Colo.), a data analytics software and services firm.

Hussey Gay Bell (Savannah, Ga.) acquired Hayes, James & Associates (Duluth, Ga.), a civil engineering, land planning, and surveying services firm.

Blackstone Energy Partners (New York) has agreed to make a majority investment in environmental engineering and design firm **Geosyntec Consultants** (Boca Raton, Fla.).

Houston Engineering (Fargo, N.D.) acquired FYRA Engineering (Omaha, Neb.), a water resources and environmental engineering firm.

Trilon Group (Denver) announced new partnerships with civil engineering and surveying firm **DRMP** (Orlando, Fla.) and engineering and architectural consulting firm **ESI Consultants** (Naperville, Ill.).

Bowman Consulting Group (Reston, Va.) acquired **McMahon Associates** (Fort Washington, Pa.), a transportation planning and engineering firm specializing in roads and bridges, traffic and parking, signals, and intelligent transportation systems.

Stanley Consultants (Muscatine, Iowa) acquired Traffic Engineering Data Solutions (DeBary, Fla.), a firm focused on transportation engineering design, studies, and data collection.

IMEG Corp. (Rock Island, Ill.) acquired **McVeigh & Mangum Engineering** (Jacksonville, Fla.), a mechanical, electrical, plumbing, fire protection, and structural design services firm.

APRIL 2022

Nelson Engineering Co. (Merritt Island, Fla.), a design and facility engineering firm, joined Salas O'Brien (Santa Ana, Calif.).

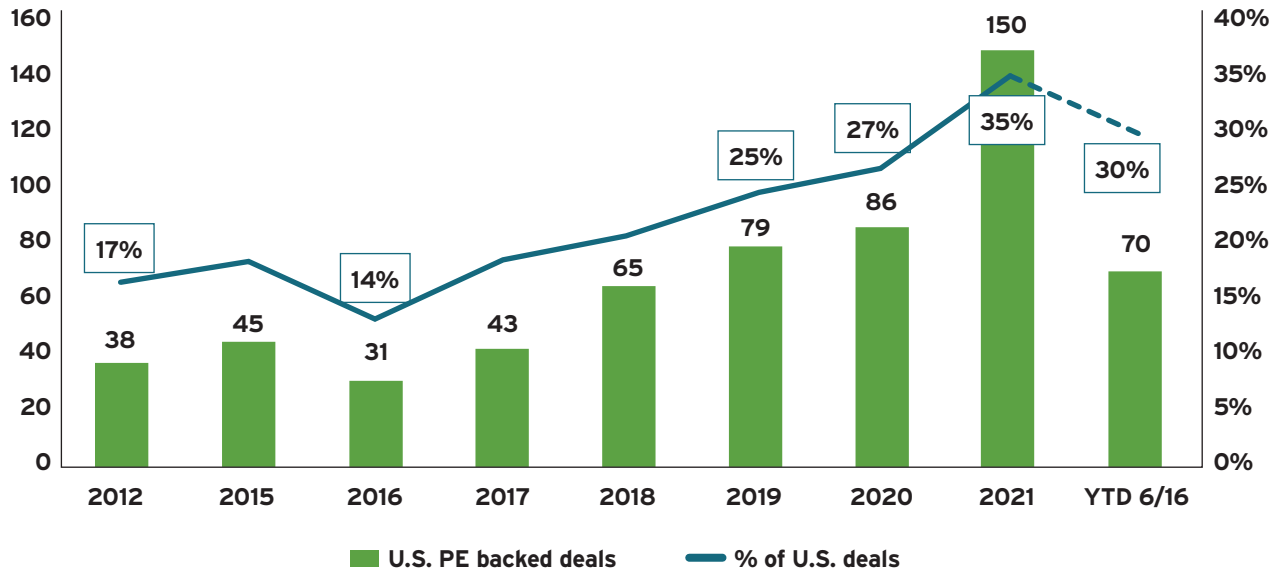
Hardesty & Hanover (New York) acquired P.E. Structural Consultants (Austin, Texas), an engineering firm specializing in structural engineering and architectural design of bridges.

COWI (Lyngby, Denmark) acquired **Finley Engineering Group** (Tallahassee, Fla.), a specialty engineering firm focused on complex bridge projects.

Baseline Corporation (Houston), a sister company of **Binkley & Barfield** (Houston), acquired Tri-County Surveying (Seguin, Texas).

GAI Consultants (Homestead, Pa.) acquired PGH Petroleum

INFLUENCE OF PRIVATE EQUITY



& Environmental Engineers (Austin, Texas), a firm that specializes in petroleum engineering.

Reynold Ash + Associates (Durango, Colo.), an architecture, structural engineering, land planning, and interior design firm, merged with RMBA Architects (Durango, Colo.).

Huckabee (Fort Worth, Texas) received a strategic investment from private equity firm Godspeed Capital (Washington, D.C.). In partnership with Godspeed Capital, **Huckabee** acquired Rachlin Partners (Culver City, Calif.), an architecture, planning, interior design, and project management/construction management firm.

Shive-Hattery (Cedar Rapids, Iowa) acquired WSM Architects (Tucson, Ariz.), a studio that serves the corporate workplace, government, education, and health care markets.

ColeBreit Engineering (Bend, Ore.) acquired and merged with **Axiom Engineers** (Monterey, Calif.).

CPM Associates (San Francisco) joined public infrastructure engineering firm **Murraysmith** (Portland, Ore.).

Surveying Solutions (Youngsville, N.C.) joined infrastructure consulting services firm **Bolton & Menk** (Mankato, Minn.).

PS&S (Warren, N.J.) acquired **B. Thayer Associates** (Plainview, N.Y.), a multidiscipline architecture, engineering, surveying and mapping, and landscape architecture firm.

MARCH 2022

DCCM (Houston) acquired Miller Survey Group (Houston), a land surveying firm.

NTM Engineering (Dillsburg, Pa.) acquired Lotus Environmental Consulting (Wayne, Pa.).

Planning, landscape architecture, and civil engineering firm Bloc Design (Charlotte, N.C.) joined employee-owned,

multidisciplinary firm **V3 Companies** (Woodridge, Ill.).

SEPI (Raleigh, N.C.) acquired Deuel & Associates (Clearwater, Fla.), a civil engineering and site design, land planning, and surveying firm.

CMT Engineering Laboratories (West Valley City, Utah) acquired **Cesare** (Centennial, Colo.), a construction material testing and inspection, geotechnical engineering, and forensic engineering and testimony services firm.

Atlas Technical Consultants (Austin, Texas) acquired **1 Alliance Geomatics** (Bellevue, Wash.), a provider of geospatial services to transportation and water resources markets.

Unintech Consulting Engineers (San Antonio) acquired Ford Engineering (San Antonio), a provider of civil engineering, surveying, and planning services.

LJA Engineering (Houston) acquired **Paragon Consulting Group** (Griffin, Ga.), an engineering consulting firm specializing in transportation and water resources projects.

Atlas Technical Consultants (Austin, Texas) acquired TranSmart Technologies (Chicago), a firm specializing in intelligent transportation systems; civil, structural, electrical, and traffic engineering; transportation planning; and program management and construction inspection services.

GRAEF (Milwaukee) acquired coastal and civil engineering firm Erickson Consulting Engineers (Sarasota, Fla.).

Patel, Greene & Associates (Bartow, Fla.) acquired Protective Coating Solutions (Tampa, Fla.), a firm that provides quality assurance of construction, specializing in corrosion protection of steel and building envelope waterproofing.

Groundwater supply and water resource consultant Summit Water Resources (Portland, Ore.) joined multidisciplinary environmental and engineering firm **Geo-Logic Associates** (Ontario, Calif.). ■

On the Move

Elizabeth Collins Burkhart has been promoted to president of Chicago-based **Collins Engineers, Inc.**, succeeding **Daniel G. Cecchi**, who has served as president for the last six years. Cecchi, who has 40 years of service to Collins, will move into a new role as senior vice president—risk, where he will oversee company-wide risk management issues. Burkhart, who started with the firm in 2007, most recently served as executive vice president of business development and will continue to lead Collins' efforts to develop business relationships and strategic partnerships.

Reston, Va.-based **Bowman Consulting Group Ltd.** announced two senior-level appointments: **Matt Mullenix** has joined the company as executive vice president, chief information officer (CIO), and chief information security officer (CISO). Before joining Bowman, Mullenix served as vice president, CIO, and CISO at VSE Corporation, a public supply chain management and professional services company, and U.S. Department of Defense contractor. **Clay Worley** has been appointed executive vice president and chief human resources officer. He

brings more than 30 years in the HR field including global experience with public companies. Worley will be responsible for the oversight and strategic direction of Bowman's HR and talent acquisition departments and will work closely with the firm's dedicated integration team for company acquisitions. Worley formerly served as senior vice president and chief human resources officer at NCI, Inc. (now Empower AI).

Valerie Carlson has been named the new chief financial officer and treasurer of Houston-based **S&B Engineers and Constructors**. She joins the company from Members Choice Credit Union, where she served as chief financial officer. Carlson has more than 20 years of experience in oil and gas, construction, and financial services.

Walnut Creek, Calif.-based **Brown and Caldwell** promoted **Euan Finlay** to chief operating officer. Finlay, who formerly served as senior vice president, is a senior executive with 25 years of experience, who has held roles in operations, design, and construction businesses focused on developing solutions for environmental,

water, and wastewater infrastructure. He is based in the firm's Denver office.

Robert Walker has been promoted to chief operations officer at Jackson, Miss.-based **Neel-Schaffer**. He assumes the COO role that was held for 13 years by Joey Hudnall, who now serves as president and chief executive officer. Walker most recently served as the manager of the firm's Central Region, which encompasses 17 Mississippi-based offices and a subsidiary firm, Maptech, Inc. Walker is also an executive vice president and serves on the firm's board of directors. In other Neel-Schaffer news, **Steve Gonzales** has joined the firm as vice president and director of business development for Texas. Gonzales will be based in the firm's Houston and San Antonio offices and will also spend time in the firm's other Texas offices including Arlington, Dallas, and Fort Worth. **Matt Stevenson** has joined the company as its new director of safety and health and has 17 years of experience managing safety consulting services for a variety of industries.

Justin Freeman has joined Spokane, Wash.-based **Coffman Engineers** as its vice president of carbon capture



Elizabeth Collins Burkhart



Daniel G. Cecchi



Matt Mullenix



Clay Worley



Valerie Carlson



Euan Finlay



Robert Walker



Steve Gonzales



Matt Stevenson



Justin Freeman

On the Move

utilization & storage and hydrogen, and will spearhead company-wide initiatives and projects across the country. Freeman is based in the firm's Anchorage, Alaska, office.

Will Willson has joined Philadelphia-based **Urban Engineers** as a vice president and practice leader for risk management in the firm's project management oversight department.

New York-based **STV** announced the addition of three new employees in Texas: **Eric Greenman** has joined the firm as vice president and senior client relations leader in the Fort Worth office and brings 24 years of advanced planning, final design, and construction experience; **Eric Ploch** is a new vice president and director of program management in the Austin office and has more than 30 years of experience in transportation design, planning, and program management; and **Charles "Sonny" Smoak Jr.** is a vice president and Houston market municipal leader and has more than 22 years of experience in municipal work.

Former Federal Highway Administration Executive Director **Tom Everett** has joined Jacksonville, Fla.-based **RS&H** as a vice president in the firm's strategic infrastructure team. Everett will be responsible for new service lines related to RS&H's national infrastructure practice.

West Fargo, N.D.-based **KLJ Engineering** announced the promotion of **Luke LaLiberty**, who will serve as associate vice president of the company's municipal practice, and **Quentin Obrigewitsch**, who will serve as associate vice president of the company's survey practice. Both will oversee the strategy and associated service groups and be responsible for the operational and financial performance of the practice and overall client management. LaLiberty serves as a director on the ACEC-Montana board of directors.

Aviation leader **Kash Hadipour** has joined Omaha, Neb.-based **HDR** as the West region aviation lead. Based in Los Angeles, Hadipour will oversee and set the strategy of HDR's aviation practice

in the western United States and work directly with clients to advance their airport facilities.

Scott Martin has been promoted to design-build market leader at Houston-based **Walter P Moore**. In addition, Martin will also fulfill a project director/principal in charge role for mega-projects nationally due to his expertise in integrated project delivery. Martin has also been named president of ACEC-FL. He is based in the firm's Tampa, Fla., office.

Watertown, Mass.-based **VHB** named **Demond Hazley** managing director of VHB Gulf Coast. Hazley will lead the Sarasota and Tampa, Fla., offices. He previously served as interim managing director of VHB's Orlando and Gulf Coast offices. Hazley has more than 17 years of experience with VHB, leading multidisciplinary, integrated project teams that significantly advanced infrastructure projects across the U.S. He is a member of ACEC-FL and ACEC Colorado, previously serving on the Legislation Committees and contributing to the ACEC Colorado Stand as Stewards Initiative.



Will Willson



Eric Greenman



Eric Ploch



Charles Smoak Jr.



Tom Everett



Luke LaLiberty



Quentin Obrigewitsch



Kash Hadipour



Scott Martin



Demond Hazley

Welcome New Member Firms

ACEC Alaska

Cornforth Consultants, Inc.
Landslide Technology
Portland, Ore.

ACEC California

Anchor CM
Lafayette
B&J HBK, Inc. dba Bradow
& Johnston Associates
Los Angeles
CL Surveying and
Mapping, Inc.
Corona
Deems Structural
Engineering
Roseville
FPL and Associates, Inc.
Irvine
Net Positive Consulting
Engineers
Fresno
R&F Engineering, Inc.
Roseville
S2 Engineering
Rancho Cucamonga

ACEC Colorado

ACL Engineering, Inc.
Golden
BGC Engineering
Golden
Colorado River Engineering
Rifle
KEG, Kullman
Engineering Group
Aurora
Water & Earth Technology
Severance

ACEC-FL

AB Plus Engineering &
Restoration, LLC
West Palm Beach
Comprehensive Engineering
Services, Inc.
Orlando
Freese and Nichols, Inc.
Fort Worth, Texas
Barge Design Solutions, Inc.
Nashville, Tenn.
Caltran Engineering
Group, Inc.
Miami
Highway Studio, LLC
Pinecrest
McCormick Taylor
Philadelphia, Pa.

ACEC of Idaho

Landau Associates, Inc.
Seattle, Wash.
Salaber Associates Inc.
Caldwell

ACEC Illinois

Engineering Resource
Associates, Inc.
Warrenville
Henneman Engineering, Inc.
Champaign
Civil Engineering
Professionals, LLC
Madison, Wis.

ACEC Indiana

Schneider Geospatial, LLC
Indianapolis

ACEC Kansas

GeoEngineers, Inc.
Overland Park

ACEC-KY

LJB, Inc.
Louisville

ACEC of Louisiana

Moffatt & Nichol
Baton Rouge

ACEC of Maine

AECOM
Manchester, N.H.

ACEC/MW

J2 Engineers, Inc.
Chantilly, Va.

ACECNJ

MAKS Engineers, PC
Hamilton

ACEC New York

Becker Morgan Group, Inc.
Wilmington, N.C.
Wilson Ihrig
New York
Emtec Consulting Engineers
Ronkonkoma

ACEC of South Dakota

DJ&A, P.C.
Sioux Falls
Mead & Hunt
Rapid City

ACEC Tennessee

GeoEngineers, Inc.
Brentwood
TREKK Design Group, LLC
Cordova
CONSOR
Nashville

ACEC Texas

ENER-i.AI, Inc.
Bee Cave
Project Surveillance, Inc.
Humble
Shrewsbury &
Associates, LLC
Dallas
THC, Inc.
Austin
Yellow Rose
Weatherford
Cascade Civil Services, LLC
Houston
DECON, LLC
Houston
DIG Engineers
Houston
EXP U.S. Services, Inc.
Houston
Farah Engineers
McKinney
Gannett Fleming, Inc.
Austin
ING Garza, PLLC
Houston
Parsons
Richardson
VTG Engineering Consulting,
LLC dba: Valdez
Engineering
San Antonio

ACEC Virginia

DRMP, Inc.
Cary, N.C.
Kennedy Jenks Consultants
Virginia Beach
Civil Surveyors Inc.
Tappahannock
Hazen and Sawyer, P.C.
Virginia Beach

ACEC Wisconsin

Brownfield Environmental
Engineering Resources, LLC
Beloit
R&G Engineering, LLC
dba Reach Grow Exceed
Engineering
Beloit

NOVEMBER 2022

- 8** Networking 101: Learn to Network Like a Rock Star (online class)
- 10** Board Governance 2025: How to Lead the Pack in Performance (online class)
- 15** **Private Market Energy Symposium, Houston, Texas**
- 15** Building an Effective Collaboration and Conflict Management Culture and Leadership (online class)
- 16** Mature ESOP Challenges (online class)
- 17** 5 Steps to RAISE Your Value and Your Fees (online class)

DECEMBER

- 6** Becoming an Empowered Professional and Leader (online class)
- 7** Watch Out for That Project—Project Risk Analysis (online class)
- 8** Creating Client-Focused, Differentiated Messaging (online class)

JANUARY 2023

- 19** Making Sure Your Strategic Plan Won't Languish or Fail (online class)
- 24** Delegated Design: Managing Risk and Fulfilling Contractual Obligations (online class)

APRIL

- 25** Time is Money: Construction Contract Times, Delays, and Schedules (online class)

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

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

Did You Know? Design Professional Contracts Offered by CASE and EJCDC

Engineering firms engage with several types of contracts while doing business. These contracts may be with parties that retain the engineering firms' services or a firm may engage the services of others. Below are the types of contracts available from ACEC through the Coalition of American Structural Engineers (CASE) and the Engineers Joint Contract Documents Committee (EJCDC).



CASE

CASE has developed and maintains a suite of contracts designed for use by structural engineers. CASE solicits feedback on contracts from the other national structural engineering

organizations: the National Council of Structural Engineers Associations and the Structural Engineering Institute of the American Society of Civil Engineers. CASE Contracts include the following:

- CASE #1 – An Agreement for the Provision of Limited Professional Services
- CASE #2 – An Agreement Between Client and Structural Engineer of Record for Professional Services
- CASE #3 – An Agreement Between Owner and Structural Engineer as Prime Design Professional
- CASE #4 – An Agreement Between Client and Structural Engineer for Special Inspection Services
- CASE #5 – An Agreement Between Client and Specialty Structural Engineer for Professional Services
- CASE #6 – An Agreement Between Client and Structural Engineer for a Structural Condition Assessment
- CASE #7 – An Agreement for Structural Peer Review Services
- CASE #8 – An Agreement Between Client and Structural Engineer for Forensic Engineering (Expert) Services
- CASE #9 – An Agreement Between Structural Engineer of Record and Consulting Design Professional for Services
- CASE #10 – An Agreement Between Structural Engineer of Record and Geotechnical Engineer of Record
- CASE #11 – An Agreement Between Structural Engineer of Record and Testing Laboratory
- CASE #12 – An Agreement Between Structural Engineer of

Record (SER) and Contractor for Transfer of Digital Data (Computer Aided Drafting (CAD)) or Building Information Model (BIM)) Files.

EJCDC

Engineers Joint Contract Documents Committee (EJCDC) is a coalition of stakeholders who develop and endorse quality contract documents and encourage their use through



education and promotion. Three national organizations comprise EJCDC: ACEC, the National Society of Professional Engineers, and the American Society of Civil Engineers.

EJCDC documents are developed by subcommittees made up of experienced engineers and attorneys who provide expert advice.

EJCDC publishes six families of documents, including Engineering, Construction, Design-Build, Procurement, Public Private Partnership, and Construction Manager at Risk.

Engineering: (Owner-Engineer and Engineer-Subconsultant) This series includes agreements between owners and consultants in full and short forms and structured as basic terms plus contract-specific exhibits with a detailed scope of services.

Construction: These documents include an integrated series of 25 documents, coordinated with Engineering Agreements, and assume the design engineer is involved during construction.

Design-Build: This family includes 18 documents addressing agreements (lump sum and cost plus), general conditions, performance bond, and payment bond documents.

Procurement: These Buyer-Seller documents are specific for engineer-designed or specified equipment, usually procured with a long lead time.

Construction Manager at Risk: This new series is intended for projects in which the owner's primary representative during construction is the construction manager as advisor.

Both EJCDC and CASE Contracts and Commentary are available for purchase in an editable format from the ACEC Bookstore. Members of ACEC receive a 50 percent discount for EJCDC Documents. CASE Agreements are complimentary for CASE members. www.acec.org/bookstore ■

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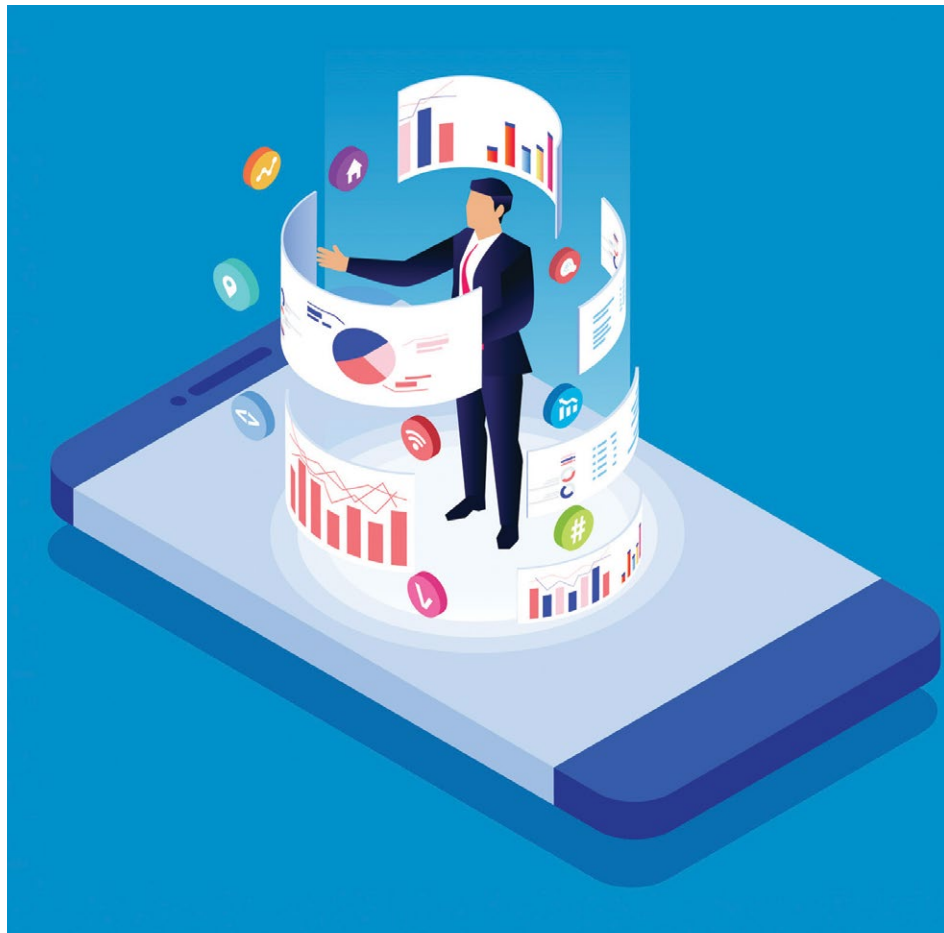
More productivity, more participation

Less financial stress and more control can translate into more productivity at work, as well as higher 401(k) savings rates. This is an employee benefit that benefits employers as well. It's available to all participants through the ACEC Retirement Trust's recordkeeping partner, Empower.

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