

# ACEC INSIGHTS

AMERICAN COUNCIL OF ENGINEERING COMPANIES OF MASSACHUSETTS

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FALL 2018

## Engineering and Quality

By Michael Keppel, Regional Quality Manager for Jacobs Engineering

### Listening and Understanding

Several years ago, Jacobs Engineering realized a need to expand awareness and knowledge regarding our Culture of Quality. To do this, a “Summer of Quality” campaign was kicked off. The biggest events held as part of the campaign was to invite our clients into our offices to discuss their views on Quality directly to our teams both live and with others throughout the region joining by video. Nothing was scripted, and nothing was off the table to discuss. Generously, clients obliged and were kind enough to take questions from our team at the end of their discussions. Their feedback was honest, direct and on target.

We heard how the slow growth economy has placed our clients in a position where they had to restructure their operations. This has led to a greater reliance on the consultancies working with them. We listened to how their time to manage and review project deliverables was

significantly impacted, and they made one simple request of all their consultants: “Do what you say you’re going to do” regarding Quality functions and processes.

They emphasized that planning, reviewing, checking and auditing plays a vital role to minimize the amount of time and effort of their teams and Project Managers. This has a direct impact on their projects especially with restraints on budgets and accelerated schedules. Decreasing budgets and accelerated schedules are also significant concerns for Consultants. Implementing an effective Quality control process takes time and budget. Owners and Consultants need to discuss how the Quality process is implemented during the design so that adequate time and budget are provided to execute the process during the design phase.

Take away discussions and meetings led to a deeper recognition on our part not only in a

[➔ continued on page 2](#)

## CONTENTS

### FOCUS ON QUALITY

3 Leveraging Bluebeam in the AEC Industry

### TOPICS OF INTEREST

4 Can an Introvert Succeed at Business Development?

5 Three Ballot Questions for Massachusetts on November 6

6 What Are They Thinking?

6 Announcing PWC Boston

### IN EVERY ISSUE

7 What Has ACEC/MA Done For You Lately?

8 News & Notes

10 Events

10 New Members

## President’s Message

Mike Walsh, 2018–2019 ACEC/MA President



As an avid Red Sox fan, reading the sports news over the past few months has been fun as the Sox finished a 108 win season, won the AL pennant and just won the

World Series. But reading the news during the past few months has also been a serious matter for those of us working in the engineering field. Stories about transit problems, bridge failures and the devastating series of gas explosions in the Merrimack Valley highlight the importance of infrastructure and the severe consequences that can result when things go wrong with infrastructure that is outdated or taken for granted. These examples underscore the importance of the work performed by ACEC/MA in advocating for additional infrastructure

funding, communicating to the public about the importance of infrastructure and serving as the voice of the Massachusetts engineering community on a wide range of critical issues.

Over the past couple of months, ACEC/MA has presented a series of programs on topical issues, including an update from the senior managers of our state transportation agencies and a seminar on filed sub-bid issues, and launched another series of highly successful professional development and leadership education programs. Upcoming events include a post-election wrap-up to discuss election impacts on our industry, the annual State Markets Conference in April, and a program on energy, gas and other utility markets. Additionally, ACEC/MA will spotlight the

[➔ continued on page 5](#)

### WRITING TIP: ARE YOU “ACCURATE” OR “PRECISE” IN YOUR WORK?

What is the difference between accuracy (state of being accurate) and precision (state of being precise).

Accuracy describes how far a measurable quantity is from the true measure, or a how far a verifiable statement is from the truth. So, an accurate measurement is a measurement with no error. Precision describes variability. What is precise has little or no variability, e.g., a scale that gives the same weight of an object over and over is precise. The same scale could be inaccurate if the precise weight it measures is far from the true weight.

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## Engineering and Quality

*continued from page 1*

client's concerns but a realization of their perspective of what solid, on-time performance means to their reputation as well as their satisfaction. Quality reviews and controls stand as the best tools and practices to mitigate high rework costs and impacts to schedules. Time and money spent up front for these activities save more than tenfold in return. An effective Quality review process during design will reduce errors and omissions which will mitigate the risk of changes during construction and their impact on the overall Project cost and schedule.

### Creating a Culture of Quality

As the firm has grown, Jacobs has undertaken steps to transform and align our organization by integrating cultural aspects of Quality and Project Performance into our processes. We surveyed our people and asked the simple question "What are you proud of when it comes to your work?" From their detailed responses we found out that pride was an invisible key performance indicator (KPI) with a tremendous effect on the quality of our work and what we produce. Whether it was at the individual level or pride in a team, we realized the importance of establishing a message of taking pride in all that we do. Greater pride in work meant greater attention to detail that translated to better delivery of our products and services.

To create our new Culture of Quality, we aligned the fundamentals of Quality, Engineering and our Professional Services with a massive undertaking to refine our processes and tools. New information and best practices have been merged into our Quality Program and we are in the process of implementing them uniformly across the company.

We revamped and simplified our procedures and work instructions for Quality Control. They have been streamlined for ease of use, understanding and scalability ensuring buy in from employees. They also provide clearer direction on applicability of Quality Reviews and Checks throughout the progression of a project with enough flexibility to match scopes and budgets.

Our Gatekeeping work instructions that provide a last "set of eyes" on our deliverables have evolved to specifically address the concerns of our clients.

The use of modern technology and new software tools such as Virtual Reality (VR) and modelling are on the rise. In response, we adapted our Quality Controls to incorporate these changes by updating quality plans, processes and tools adding new instructions and guidance to our existing steps.

New technology has also sparked a change in how our collaborating and checking is performed. We have updated processes to allow for the use of electronic checking and reviewing and generated work instructions, manuals and training for how to achieve this while maintaining compliance with our core procedures.

As part of just some of the exciting new changes, we've adopted the use of "Solutions and Technology" Experts and Design Leaders that will now provide critical quality inputs and oversight on our projects as part of the new processes.

### Path Forward

With a strong desire to work for and with our clients and help them succeed, we start by getting the fundamentals right. This means making sure that roles & responsibilities for Quality are clearly defined, planned and incorporated up front when taking on a project. It also means mastering new tools and software by increasing knowledge on how to implement them, such as electronic checking. It means following our procedures and training our staff on their use. Every employee has a role and is responsible for Quality.

Updated training and implementation is critical to increasing knowledge and spreading the message of importance of Quality and related processes. Updated modules now include information about our clients and how they are in the public's view and perception, and emphasize how our precise delivery affects that perception.

Taking pride in our work and providing direct and immediate support to our clients, while holding ourselves accountable, results in delivering on our word, minimizing errors and omissions and making our clients experience as effortless as possible. In other words, doing what we say we will do.

# Leveraging Bluebeam in the AEC Industry

by Alex Fagnand, PE and David Loring, PE Tighe & Bond, Inc.



Portable Document Format (PDF) is the most common file format for electronic construction documents. It is an open standard maintained by the International Organization for Standardization (ISO) that preserves the presentation and quality of documents across nearly all operating systems. Adobe Acrobat has long been the industry standard for working with PDF files, owing in part to the fact that Adobe created the PDF format. However, there is another widely available product for handling PDFs, and it was developed specifically for the AEC Industry—Bluebeam.

Bluebeam offers numerous advantages over other PDF software packages for our industry and was developed to handle CAD generated drawing files. The full version contains many of the familiar tools for creating and managing PDFs. However, Bluebeam distinguishes itself with its comprehensive markup and collaboration tools. To facilitate collaboration, Bluebeam features the “Bluebeam Studio” which is a cloud-based service used to create “markup sessions.” This tool is effective when working across multiple office locations within your firm and when external collaboration is needed with other consultants, clients or agencies. A file uploaded to Studio can be shared with multiple users in multiple locations, who can see real-time comments and markups in the file. The software also generates an exportable comment log and tracks responses made during markup sessions.

Through several initiatives, the Federal Highway Administration (FHWA) is actively promoting ‘e-construction’ and ‘digital project delivery’. In response, many state Departments of Transportation (DOTs) are converting their existing paper-intensive systems to an electronic based project delivery. One commonly adopted tool for the design phase of a project is Bluebeam. Several DOTs, including Connecticut, have already converted to an all-electronic project delivery process, and the Massachusetts Department of Transportation (MassDOT) is kicking off their own switchover, anticipated in early 2019.

MassDOT is actively converting their design review process from the all-to-familiar

comment response workbooks, to an electronic comment and markup system executed through Bluebeam. Designers will submit all documents as PDF files to their MassDOT Project Manager (PM) via Bluebeam Studio. Once received, the PM will close the designer’s access to the files and assign access to the MassDOT reviewers to conduct a cloud-based review. The PM will also assign a session duration in accordance with the project schedule to help limit or control review times. After review, the PM will close-out the comment session and re-invite the designer to access the files and make electronic response to comments.

The potential benefits of this system are two-fold. Primarily, electronic delivery will eliminate the reams of paper produced at each design submission and the need to physically deliver the documents to the appropriate MassDOT offices. A secondary benefit is expected improved collaboration between reviewers, who will now all have access to the complete set of markups and comments as they are made. This should allow reviewers to identify conflicting comments during the review phase and not create situations where the designer is responsible for additional comment resolution. Cost (paper, mailings, production) and time (schedule) savings result in a more efficient and environmentally friendly collaboration and design development process.

MassDOT has several pilot projects ongoing in both the highway and bridge groups and has allowed PMs to begin using the software at their discretion. There have been several fully electronic submissions made as part of those pilots. MassDOT has also completed necessary computer upgrades and installed the software on future user’s computers. Based on current rollout status, it’s expected that all new projects will be using Bluebeam in the new year.

In light of increasing DOT use and the apparent advantages of Bluebeam, Tighe & Bond has recently undertaken several initiatives to assess its applications and benefits to our general practice. A small group of users with varied roles and levels of responsibility were asked to participate in a Bluebeam trial. Bluebeam was installed on users’ machines and set as the default program for handling PDF files, with minimal guidance provided. After the trial concluded, users were asked to provide their feedback to the implementation team—pros, cons, and useful features.

Respondents generally indicated that the Bluebeam interface was overwhelming at first, but that the software was intuitive to use and easy to learn. Its basic functions were more robust than similar software packages and it was more stable. It also contains a suite of measurement tools that allow for quick measurements and take offs using PDFs. One respondent, who has been using Bluebeam for a few years, noted the ability to create custom symbols and palettes for markups (similar to CAD) that could be deployed company-wide. Another trial participant used the Studio feature to share documents with their iPad for review and markup.

With minimal guidance or direction, the trial group reported many advantages and were able to leverage additional features into their normal practice to improve their productivity. In a separate effort, an implementation team looking for appropriate software to electronically stamp and seal drawings included Bluebeam in its market survey and noted it’s advantages for that process. The most significant advantage is the ability to “batch” sign and seal a set of contract documents.

Acquiring and implementing Bluebeam may be an important step for firms seeking work with MassDOT or other DOTs. In addition to saving time, reducing printing and delivery costs, and increasing collaboration with comment and response tracking, the program’s benefits include quantity takeoffs, cloud-based sharing of documents, template creation, and batch processing of documents. Bluebeam is available for trial use, as provided below, allowing for a hands-on experience before making a new software investment. Firms may also want to consider using Bluebeam or other cloud-based software products for all clients.

Click the following links for additional Bluebeam resources and information:

[Bluebeam Website](#)

[Bluebeam User Guide](#)

[Department of Transportation Resources](#)

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## Can an Introvert Succeed at Business Development? (Yes, here's how.)

by Rich Friedman, President of Friedman & Partners



If you've heard me speak or have read my previous articles, you know that I'm a strong proponent of building a firmwide culture of business development (BD) by having

everyone contribute in ways that are consistent with their career juncture, functional role, and BD acumen. It's been my experience over my 27 years in the A/E/C and environmental consulting industries that growing your BD skills means growing your career—and your firm.

Yet one of the most common questions that comes up is “That sounds good, but what if you're an introvert?”

The reality is that many professionals in this industry, especially engineers and environmental scientists, are introverts by nature. At a recent class I taught for the ACEC/MA, 66% of the room identified themselves as such. While this group was there to learn BD skills, many introverted professionals feel reluctant or uncomfortable about taking on this role.

Firm leaders can be just as reluctant, focusing their efforts on more extroverted staff. In a USA Today poll, 65% of executives across all industries viewed introversion as a barrier to moving up the ladder. That's a view that can limit their firm's growth, limit the professional growth of their employees and quickly become a self-fulfilling prophecy.

Introverts (and those who manage them), take heart. You really can learn to be more comfortable with—and even enjoy—BD activities. And you can become proficient at BD without the pressure to be someone you're not. Here's how:

### Isn't this a case of “square peg, round hole”?

Actually, no. I have met many introverts over the years who are successful at BD and have spoken to several who are still learning for this article. It's true that we often think of BD in terms of activities like networking, speaking and social media that may not come as easily to introverts as to extroverts. However, BD is about strategy first, then tactics.

Also, introversion and extroversion are often misunderstood. One is not “better” than the other. Introverts need solitude and quiet to energize themselves, whereas extroverts gain energy and stimulation in being around people. It's also a continuum. The majority of us sit somewhere along the spectrum, not on the extreme edges.

Research shows that those who are more introverted can also be:

- More reserved about sharing their ideas and opinions, especially in groups
- Observers and listeners rather than talkers
- Focused and deliberate in their thinking and language
- Subject-matter experts who like to “go deep”
- More internally than externally motivated
- Curious people who enjoy learning
- More comfortable when they feel prepared
- Reluctant to draw attention to themselves

It may seem counterintuitive, but these traits can become BD strengths. For example, listening, curiosity and solid preparation are key skills for identifying and understanding your clients and prospective clients' needs. They're also strong leadership skills.

If networking like an extrovert doesn't work for you, there are other ways to build visibility, confidence and relationships, such as focusing on one-to-one conversations and small groups. Here are more practices that work:

### Business development tips for introverts

- When attending events or conferences, try to obtain the attendance list in advance. This allows you prep time to see who you may want to connect with and reach out to them to set up meetings in advance.
- Do your homework to identify conversation starters or connections. One simple way to do this is to check out your subject's LinkedIn profile and their organization's web site ahead of time. Or use things you have in common such as sports, hobbies or parenting.
- Arrive early—or at least on time—to networking venues. This gives you time to scan the nametags and/or attendee list (if you could not get it ahead of time). It's also easier to join small groups as they form, instead of walking in when everyone is already engaged in conversation.
- Develop your interpersonal comfort level by shifting your focus from what you're going to say to what you're curious about and what you are going to ask.
- Be genuine, especially when entering or exiting conversations at networking events. Using a line such as, “I'm going to get more food” can feel disingenuous. Instead, be direct and sincere: “I enjoyed talking with you. I'm going to meet more people.” (After all, it is a networking event!).
- Practice good self-care (nutrition, exercise and sleep) and schedule in alone time when attending a busy conference, event or high-

stakes client meeting. It's perfectly fine—and necessary—to make time and space to recharge.

- Hone your skills where you are already comfortable, such as peer organizations, community groups or clubs that you're involved in. Here you can practice asking questions and talking about what you do and what your firm does in low-risk circumstances.
- Build your confidence and visibility by challenging yourself to ask more questions or share more of your ideas in meetings.
- Shift the spotlight from you personally to your expertise by focusing your social media use on sharing industry information, presenting an internal “lunch and learn” or educating clients through a presentation, workshop or webinar.
- Make it your practice to check in with current clients and follow up with past clients. This is a great opportunity to practice networking and asking probing questions with people who already know and trust you (assuming they were pleased with your firm's work).
- Join groups such as Toastmasters to develop your speaking skills. Standing up in front of a room full of strangers may sound terrifying, but as one environmental scientist I spoke with discovered, it's a friendly and supportive environment where everyone is learning.
- Remember that business development is a marathon, not a sprint. It's not unheard of to land a new project in one conversation, but that is not the norm. Your goal is to establish rapport, build credibility, and develop the chemistry and trust needed for a good working relationship.
- Be yourself. Identify a few outreach activities that work best for you and build your confidence by seizing the opportunities to practice them.

Are you an introvert? If so, put these tips to work at your next opportunity. It might feel awkward at first, but start where you are as the occasions present themselves. I promise you that if you exercise your BD muscles regularly, they will develop.

Are you a leader who wants to help your introverts become stronger business developers? Share this article with them, offer them training and start a firm-wide dialogue about what it truly takes to develop business using your natural strengths.

*Rich Friedman is Founder and President of Friedman & Partners, a marketing and management consultancy that helps A/E/C and environmental consulting firms craft and implement successful growth strategies. You can reach Rich at [rich@friedmanpartners.com](mailto:rich@friedmanpartners.com) or 508/276-1101.*

## Three Ballot Questions for Massachusetts on November 6

There are three statewide certified ballot questions that will appear on the November 6, 2018 General Election ballot across Massachusetts. Please read the questions and study the issues in advance before voting on November 6, as these questions can be confusing. Below is the order the ballot questions have been assigned on the ballot, along with an overview. Where additional local or non-binding questions appear, they will be listed after these three questions on local ballots. Before you vote on November 6, or by absentee ballot sooner, be sure to check with your municipality's web site or town clerk to see if some local questions will also appear on your ballot, so you have read and studied them ahead of time.

### Question 1: Patient-to-Nurse Limits

Question 1 would place a limit on the number of patients a single nurse can be assigned at a time and impose a \$25,000 fine on hospitals that violate those ratios.

The exact ratios would vary depending on the hospital department and the type of patients for which the nurse is caring. For example, the maximum number of patients a nurse could be assigned in the pediatric department would be

four, while the limit in the emergency services department would range between one and five, depending on the seriousness of the patients' conditions.

Certain nurses' unions are saying that the initiative, if passed, would result in increased safety and better overall outcomes for patients, while other nursing organizations and the Massachusetts Hospital Association and other groups are saying it could result in longer wait times and even the closing of some hospitals.

### Question 2: Commission on Limiting Election Spending and Corporate Rights

Question 2 would create a citizen commission to push a constitutional amendment to overturn the Citizens United v. FEC Supreme Court decision on campaign finance.

Citizens United was a controversial ruling, which held that the government could not restrict political spending by corporations, increased the undue influence of money in politics and is viewed by many as a serious and direct threat to our democracy.

If passed, Massachusetts's top elected officials would appoint members to the 15-person commission, which would go on to research

the current campaign finance system and recommend an amendment to overturn Citizens United.

### Question 3: Transgender Anti-Discrimination

Question 3 proposes to repeal the 2016 state law ([Chapter 134 of the Acts of 2016](#)) that banned discrimination against transgender people in places of public accommodation, such as restaurants, malls, and restrooms. Polls have shown that this could be a close vote on November 6.

The groups backing the initiative say the public accommodations bill is broadly worded and allows individuals to access bathrooms or locker rooms of the opposite sex. Supporters of the 2016 law say there is not one incident of assault or invasion of privacy that has occurred because of this law.

There is confusion due to the required wording of this referendum, A "Yes" vote on Question 3 would actually keep in place the current law prohibiting discrimination on the basis of gender identity in public places; A "No" vote would repeal that part of the law.

[Click here](#) for more detailed information about the questions.

## President's Message

*continued from page 1*

great work performed by our member firms at the Engineering Excellence Awards in March and organize meetings with state legislative leaders as part of Engineers & Land Surveyors Day at the State House. I'm hoping that many representatives of ACEC/MA firms will attend the ACEC Annual Convention in May and, as part of this conference, meet with congressional leaders to discuss issues of importance to our industry. These and many other events ensure

that the engineering community is well represented and informed as issues that impact our industry and our firms are discussed and deliberated.

If you are reading this message, you likely are an ACEC/MA member. But, given the importance of the issues facing our industry and the ongoing public discussion about the state of our infrastructure, I urge you to not

just be a member—be an active member. The programs and services offered by ACEC/MA are more important now than ever and will not only benefit you and your firm, but also our profession as we meet the many challenges of providing reliable, resilient and sustainable infrastructure that address the current and future needs of our communities.



### PROMOTE YOUR JOB OPENINGS AT THE TECET CAREER FAIR!

**Thursday, November 15, 2018 from 3:00 pm-6:00 pm**

[Click here](#) to sign up as an exhibitor or sponsor.

Registration for students is FREE! Refreshments will be provided.

## What Are They Thinking?

By Joanne Linowes, Ed Baumann, Pete Delano of ACEC/IMA Leadership Education Committee



Our firms' leaders and soon-to-be-leaders are actively assessing how to help their organizations prepare for and grow into the future. In August, at CDM Smith in Boston, Odyssey and Emerging Leaders course graduates gathered for a Leadership Education alumni event to discuss and identify key business issues they must address to strengthen and grow their firms. After thoughtful review, two topics surfaced as the most important for firms to address: technology and people.



Consider technology—there were more questions than answers, and these strategic questions can drive decision-making as the future moves us into the technological unknown:

- Is new technology always worth the investment?
- How can we really use new technology to make money?
- How does technology enable us to use time differently?

- Is the technology and its results really appropriate for the end-users? Do clients really want it?
- If we are an early adopter, what effect and true benefit will that have on clients?
- Is it important to ensure that the same technology is implemented across the industry?

As for people, success depends on recruitment and retention. Are we really offering an attractive work/life balance? Our discussions yielded specific suggestions for firms:

- Actively implement mentoring and an effective goal-setting and performance review process to establish and articulate clear and precise career paths for all
- Make an effort to attract and work on rewarding/challenging projects
- Implement flexible and human-focused policies and compensation plans
- Promote and invest in professional development
- Provide multiple career options, with no repercussions for trying alternatives
- Establish and spread a corporate culture of enthusiasm, cooperation, and teamwork

- Conduct young outreach to promote engineering as a future/good career choice
- Emphasize civil engineering, structural, transportation, water, etc. – these may not be the “glamour” engineering fields, but they are the most important for everyday life

The free-flow of ideas and open time to talk about how to bring engineering firms productively into the future proved a valuable opportunity for open discussion. Now we can share this insight with the current leaders of our member firms. Now you have the opportunity to lead change to ensure employee retention and invest wisely to be at the leading edge of technology while avoiding the bleeding edge.

Thank you to our alumni from our two largest courses, Emerging Leaders and Odyssey, for sharing their visions with camaraderie and focus.

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## Announcing PWC Boston

With a mission directly aligned with promoting women in the AEC Industry, Professional Women in Construction (PWC) happily announces its newest chapter: PWC Boston.

PWC is a national nonprofit organization founded in 1980 that seeks to support, advance, and connect women and promote diversity within the architecture, engineering, construction (AEC), and related industries. With the

establishment of the Boston chapter, PWC expands its geographic reach to an energetic and ambitious group of professional women poised to fortify a collective practice during an exciting and challenging time in history.

Membership is obtained through the national organization and is open to professional women, men, private companies, and public agencies in construction and allied industries.

PWC members then affiliate with a Chapter and are welcome to attend other chapter events at the member price.

PWC Boston is actively seeking members to join a committee, attend an event, or refer a colleague. [Please visit the Boston chapter page](#) to learn more about upcoming events, join a committee and meet the Boston board of directors.

### The Aldrich Center—where history and technology meet on Beacon Hill...



Two blocks from the State House and overlooking Boston Common, the newly refurbished Aldrich Center is the perfect venue for your next event. This historic building accommodates private functions, business meetings, and receptions for up to 75.

For information or reservations, contact Rich Keenan, Aldrich Center Manager at 617/305-4110 or [rkeenan@engineers.org](mailto:rkeenan@engineers.org)

**Aldrich Center**  
ONE WALNUT STREET  
Beacon Hill Boston, MA

### ACEC/MA & WTS/BOSTON SEXUAL HARASSMENT PREVENTION SEMINAR

Our organization and Women's Transportation Seminar's Boston Chapter (WTS/Boston) recently held a Sexual Harassment Seminar. If your firm was unable to attend, you can view some of the materials by clicking these links.

- [Sexual Harassment Prevention Webinar](#)
- [Hypotheticals](#)
- [MCAD Model Sexual Harassment Policy](#)
- [Massachusetts Model Sexual Harassment Policy](#)

# What Has ACEC/MA Done For You Lately?

## Fall 2018

*With the support of our member firms, ACEC/MA works hard to protect and promote your business in a variety of ways. In addition to our robust programs, here is an account of our recent actions.*

### MASSACHUSETTS AGENCIES

- Our ACEC/MA DCAMM Partnering Committee continues to meet with the Division of Capital Asset Maintenance and Management (DCAMM) Deputy Commissioner and key staff issues.
- As a result of partnering with ACEC/MA, the MWRA recently announced that price is now less of a factor in procurement of consultant services.
- ACEC/MA's Transportation Agency Liaison Committee (TALC) partnering groups are meeting with MassDOT Highway, MBTA and Massport on a range of issues to help agencies streamline project delivery. TALC hosted key leaders from the agencies over the past few months discussing such issues as cost estimating, project scheduling, developing MBTA project scopes of work, and quality assurance.
- Recent Member Briefings with key public agency leaders include ACEC/MA's Energy and Environmental Affairs Committee (EEAC) with the DEP Deputy Commissioner on regulatory issues and the Building Engineering Committee with the Designer Selection Board Executive Director and Board members.

### LEGISLATIVE AND REGULATORY

- ACEC/MA continues to co-chair the Water Infrastructure Alliance, a broad-based group of business, industry, government and environmental organizations focused on the needs for more funding for water, sewer and stormwater management infrastructure. We successfully advocated for an additional \$10 million in contract assistance funding for the Clean Water Trust.
- ACEC/MA continues to advocate for changes to draft regulations proposed by the Board of Registration of Architects that would adversely impact A&E firms.
- Through TECET, The Engineering Center Education Trust, ACEC/MA participates in meetings of the Board of Registration of Professional Engineers and Professional Land Surveyors.
- ACEC/MA continues to support or oppose Massachusetts Senate and House bills that affect our industry.

### PROFESSIONAL PRACTICE

- ACEC/MA's popular 2018 Genesis Program for staff with 3-5 years of experience is wrapping up with a class of 30 students. Plans are underway to offer Genesis again in late winter 2019.
- Our Leadership Education Committee held a well-received Alumni Reception for Graduates of Emerging Leaders and Odyssey over the summer, sparking discussion about the challenges facing firm leaders.
- Our 2019 Odyssey Leadership Program is now underway with a full class of 23 students. Massachusetts firms with 100 or fewer employees are eligible for Workforce Training Grant funding to assist with tuition for the Odyssey Program and the Emerging Leaders Program, which we plan to offer again in late winter of 2019.
- ACEC/MA held a successful Transportation Update in September, with public transportation agency leaders, and a popular Filed Sub-Bids Coordination and Communication Breakfast in October, that also featured ACEC National's new President & CEO Linda Bauer Darr. In addition, we held a terrific Fall Effective Writing Program.
- At press time, we are planning a November 8 Post-Election Wrap Up and we are partnering with A/E Clarity on an in-depth December 4-5 training Current Developments in A/E Firm Indirect Cost Rates, along with the Everest Senior Leader Roundtable Dinner in November 2018.

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## ACEC/MA NEWS AND NOTES

### ACEC/MA Government Affairs News

The Massachusetts Legislature concluded formal sessions in the early hours of August 1, 2018. The Legislature will continue to meet in informal sessions for the remainder of the year but only “non-controversial” items can be taken up. The next 2-year session will begin in January 2019. We are still trying to move the Dig Safe bill forward from the House Ways & Means Committee during informal session. Here are highlights of the end of the formal session as of July 31, 2018 as part of the informal session, through October 15, 2018:

#### Senate President Spilka

The Massachusetts Senate elected Senator Karen Spilka (D-Ashland) as Senate President on July 26. She does not plan to appoint her own leadership team until the new session begins in January 2019.

#### Environmental Bond Bill

On July 27, 2018, the legislature passed an environmental bond bill which Governor Baker signed on August 21, 2018 and, in July, had sent some vetoes back to the Legislature.

The bill included pieces of a Climate Adaptation Management Plan (CAMP) that many organizations had been advocating for as part of the larger MA Climate Change Adaptation Coalition (MCCA). The final bill included items that were part of our advocacy during Engineers and Land Surveyors Day + Water’s Worth It Day at the State House in May:

- Municipal Vulnerability Preparedness (MVP) and Climate Adaptation Management Plan (Plan) codified;
- Authorizations—MVP \$75M and Plan \$110M and Coastal Buy Back \$30M;
- Consistency and advisory board NOT included (as related to CAMP);
- Definition of nature-based solutions included

#### FY2018 Supplemental Budget

In July 2018, Governor Charlie Baker filed a \$583 million supplemental spending plan to close the 2018 fiscal year. The legislature acted on the bill during informal session, passing it on October 15, 2018. The final bill appropriates a total of \$540.35 million and [can be found here](#); it includes:

- \$40 million for local roads and bridges
- \$10 million for contract assistance to the Clean Water Trust
- \$10 million to aid Merrimack Valley communities affected by the recent gas disaster
- \$7.5 million in surplus funds to the Executive Office of Education to establish “an infra-

structure grant program to assist public schools in enhancing safety and security measures” by upgrading or retrofitting school buildings. The program would pay for, among other things, “classroom door locks, security cameras or active shooter detection systems.”

- \$347 million in deficiency spending to cover shortfalls in various accounts. Funding for deficient accounts includes \$135 million for MassHealth fee for service payments, \$100.5 million to fund collective bargaining agreements, \$32 million for snow and ice removal, \$28.6 million for county sheriffs, \$10.1 million for the Massachusetts Rehabilitation Commission employment assistance program, and \$5 million to support evacuees of last year’s hurricanes Irma and Maria.

The bill also spends down the state’s surplus from fiscal 2018, which ended on July 1. Massachusetts collected an estimated \$1.2 billion more in tax revenue than it had expected last fiscal year, leaving an estimated \$200 million in funds that were not earmarked for any particular purpose after about \$1 billion was put in the state “rainy day” fund.

#### Short Term Rental Legislation: Governor’s Veto Message HB4869

The legislature sent the Governor a compromise short term rental bill. The legislation proposes taxing short-term rentals and accommodations rented through hosting platforms like Airbnb at the same uniform tax rate imposed on stays at hotels/motels/bed & breakfast establishments. The compromised bill proposed the scope of the state’s room occupancy excise (5.7%), the local option excise (6%) and convention center financing fee (2.75%) to include short term rentals and accommodations rented through an intermediary/hosting platform. There is also a 2.75% percent tax specific to Cape Cod and the Islands that would go into a water protection fund.

Governor Baker sent the bill back to the legislature with an amendment. The amendment would exempt homeowners who rent out their units for fewer than 14 days a year from the legislation and would limit the amount of information that will be made available through the new public registry of short-term rental housing units. The amendment would change the definition of a short-term rental so that the definition does not violate the terms used to finance the Boston Convention and Exhibition Center’s construction. Since the legislature finished with formal sessions for the year on July 31, the amendment will have to be dealt with during informal sessions or will need to be refiled for the new legislative session that starts



L to R: Mike Scipione (ACEC/MA), Mike Walsh (ACEC/MA), Joe Coulter (MWWA), Jennifer Pederson (MWWA), EOEAA Secretary Matt Beaton, State Representative Carolyn C. Dykema, Abbie Goodman (TECET & ACEC/MA)

in January 2019. Any legislator can block the bill during an informal session, making this bill unlikely to become law.

#### FY2019 Budget

On July 26, Governor Charlie Baker signed the \$41.7 billion Fiscal Year 2019 budget. The spending bill increases spending by 3%, and makes investments in education, substance abuse treatment and economic development. The signed budget makes a \$368 million deposit into the state’s “rainy day” fund, which will increase the state reserves to their highest level since 2007. The Governor vetoed \$48.9 million dollars, including spending from 48 line-items, a decrease from his first three years as Governor. Additionally, Baker signed 91 of the 110 outside policy sections in the budget and returned 19 sections with proposed amendments. The Legislature will consider all of Baker’s vetoes and amendments and can override the Governor’s spending cuts with a two-thirds vote in each branch.

Below is the funding for items included in the budget that ACEC/MA was monitoring:

- \$127,000,000 for Commonwealth Transportation Fund transfer to the MBTA
- \$358,546,448 for Massachusetts Transportation Trust Fund
- \$63,383,680 for Clean Water Trust Contract Assistance
- \$125,000,000 for Massachusetts Department of Transportation Contract Assistance
- \$9,590,558 for Executive Office of Energy and Environmental Affairs Admin
- \$650,150 for Wetlands Permitting Fee Retained Revenue
- \$1,100,000 for Watershed Management Program
- \$430,131 for Stormwater Management
- \$500,000 for Recycling and Solid Waste Master Plan Operations

## ACEC/MA NEWS AND NOTES *(continued from page 8)*

- \$2,500,000 for Compliance and Permitting
- \$2,500,000 for Compliance and Permitting Fee Retained Revenue
- \$3,168,361 for Toxics Use Retained Revenue
- \$850,000 for Clean Air Act
- \$1,500,000 for Clean Air Act Operating Permit and Compliance Program
- \$2,200,000 for Safe Drinking Water Act
- \$13,000,000 for Hazardous Waste Cleanup Program
- \$1,165,429 for Brownfields Site Audit Program
- \$375,198 for Board of Registration of Hazardous Waste Site Cleanup

The Governor sent vetoes back in the budget to the legislature. With formal sessions over for the year, the vetoes will almost certainly stand because there is a two-thirds roll call vote required to override any vetoes.

### Housing Bond Bill

This is now Chapter 99 of the Acts of 2018 [An Act Financing the Production and Preservation of Housing for Low and Moderate Income Residents](#). The \$1.8B housing bond bill features a variety of tax credit expansions, extensions intended to assist with low-income housing, community development and historic preservation efforts and \$650M to be spent on public housing in the Commonwealth.

The legislation extends the community investment tax credit until the year 2025; the tax credit was set to run out at the end of next year. The bill reauthorizes capital funding for upgrades at early education and care facilities that serve low-income children.

### DCAMM Bond Bill

Over the summer of 2018, the legislature passed a compromised version of a [\\$3.87 billion bond bill](#) for capital facility repairs and improvements for the Commonwealth (also known as a DCAMM bond bill). The bill included earmarks for certain water and infrastructure projects in cities and towns.

**IMPORTANT LEGISLATIVE CHANGE:** Chapter 113 of the Acts of 2018, [An Act Providing for Capital Facility Repairs and Improvements for the Commonwealth](#), in part updated the thresholds for when the designer selection process is to be implemented.

**With these changes, effective immediately, a contract for design services is exempt from the selection procedure required if the design fee under the contract is less than \$30,000 or the estimated construction cost of the project for which the design services are required is less than \$300,000. The changes, which apply to all public agencies, authorities and**



*L to R: Mike Walsh (ACEC/MA), Abbie Goodman (TECET & ACEC/MA), Jennifer Howe (ACEC/MA), Senator Joseph Boncore, Joe Coulter (MWWA), Jennifer Pederson (MWWA), Victoria Sclafani (Massachusetts Municipal Association)*

**municipalities in Massachusetts, were made to reflect the loss of purchasing power since the last time they were raised in 1990.**

### Economic Development Bill

Chapter 228 of the Acts of 2018 signed in part by Governor Baker on August 3, 2018

[For the Governor's message on what he vetoed or sent back to the legislature, see H4889](#)

### Primary Election Results; Remember to Vote on November 6

With thanks to ACEC/MA's public affairs advocates at Rasky Partners, [here's a link](#) to a review of some key September 4 Primary Results.

### Massachusetts Board of Registration of Professional Engineers and Professional Land Surveyors

The ACEC/MA Board of Directors has taken several votes in support of implementing Mandatory Continuing Education for PE and PLS License renewal. For more information on this Board of Registration's recent actions on this issue, [see this link](#).

### New Members on the Board of Registration

**Joyce Hastings, PLS** has been appointed a PLS member of the Board of Registration and attended her first board meeting on 12/21/17, replacing Scott Cameron, PLS, a former MALSCE President. We thank Scott for his years of service on the Board of Registration on behalf of the profession and the public.

**Joanne Linowes** has been appointed the Public member of the Board of Registration and attended her first board meeting as a board member on 10/26/17, replacing Ed Englander. We thank Ed for his service on the Board of Registration on behalf of the public.

**Erin Joyce, PE** has been appointed as the PE-Civil member of the Board of Registration

and attended her first board meeting on 1/25/18, replacing Joel Goodmonson, PE, a former ACEC/MA President and the Senior Vice Chair on the ACEC National Board. We thank Joel for his years of service on the Board of Registration on behalf of the profession and the public.

**Azu Etoniru, PE, PLS** has been appointed a PLS member of the Board of Registration and attended her first board meeting on 2/15/18, replacing Peter Hale, PLS, a former MALSCE President. We thank Peter for his years of service on the Board of Registration on behalf of the profession and the public.

### Opportunities to Serve on Boards and Commissions

Professional Engineers, Professional Land Surveyors, Registered Architects and other Design Professionals living in and licensed in Massachusetts are sought after to serve on certain public boards and commissions created under state law or by regulations. This is an opportunity to participate directly in government, by providing your professional expertise to help shape public policy for the benefit of residents. For more on serving and how to apply, [see this link](#).

### Zoom Into ACEC/MA from Your Office or Desktop

Did you know that many ACEC/MA Committees and Forums meet both in person and by Zoom, enabling members to see and hear other participants? Receive updates on our committees' and forums' activities and news that will help your professional practice and the business issues facing your team. Many of our November and December Forums will use Zoom. Check our events on [www.acecma.org](http://www.acecma.org).

### Join an ACEC/MA Forum or Committee

ACEC/MA Committees recommend legislation in Massachusetts, brief you on public policy issues, provide leadership education and guidance and oversee the performance of ACEC/MA programs. [Sign up here](#) to receive email updates on how to attend in person or by Zoom from your office. (Note: TALC [Transportation Agencies Liaison Committee] does not hold its monthly meetings on Zoom, due to the meeting size.)

### Join an ACEC National Committee

ACEC National committees recommend legislation, provide guidance and oversee the performance of ACEC programs. [Sign up here](#).

## UPCOMING EVENTS – SAVE THE DATE

### ACEC/MA Engineering Excellence Awards 2019

*Project Submissions Due: November 7, 2018, 5:30 PM*

EEA Gala—Wednesday, March 20, 2019, Royal Sonesta Hotel Boston, Cambridge, MA

[Click for more information](#)

### ACEC/MA Post-Election Wrap Up

Thursday, November 8, 2018

7:30 AM Registration & Breakfast, 8 – 10 AM Program

CDM Smith, 75 State Street, Ste 701, Boston, MA 02109 (bring photo ID)

[Click for more information](#)

### ACEC/MA EEAC Committee Meeting with MWRA Leaders

Tuesday November 13, 8 – 10AM

Aldrich Center at The Engineering Center, One Walnut Street, Boston, MA

[Click for more information](#)

### ACEC/MA HR Forum: Diversity and Inclusion in the AEC Industry

Wednesday, November 14, 8 – 10 AM

VHB, 101 Walnut Street, Watertown, MA

[Click for more information](#)

### ACEC/MA Private Sector Committee Meeting

Wednesday, November 14, 8 AM – 10 AM

Aldrich Center at The Engineering Center, One Walnut St, Boston, MA

[Click for more information](#)

### TECET Career Fair

Thursday, November 15, 2018 3:00 PM-6:00 PM

Wyndham Boston Beacon Hill Hotel, 5 Blossom Street, Boston, MA 02114

[Click for more information](#)

### A/E Clarity in cooperation with ACEC/MA:

#### Current Developments in A/E Firm Indirect Cost Rates

Tuesday, December 4 – Wednesday December 5, 2018

GEI Consultants, Woburn, MA

[Click for more information](#)

### ACEC/MA Committee/Forum Meetings on [www.acecma.org](http://www.acecma.org).

Follow us on Twitter at <http://twitter.com/ACECMA>

## NEW MEMBERS

### Full Members:

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The LiRo Group, ranked ENR's #10 CM-for-Fee firm (2018), provides integrated Construction, Design, and Technology solutions. Services include: Program & Construction Management; Resident Engineering & Inspection; Environmental; Civil, Structural, MEP, Telcom Engineering; Architecture & Sustainable Design; Virtual Design, Construction, & Operations; GIS; Survey; and Disaster Response Management.

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