2019 ACEC/MA Engineering Excellence Awards

On March 20, 2019, the American Council of Engineering Companies of Massachusetts (ACEC/MA) announced the recipients of its annual Engineering Excellence Awards at a ceremony at the Royal Sonesta Hotel in Cambridge, MA.

Grand Conceptor
Parsons
Fore River Bridge, Quincy/Weymouth, MA
Client: Massachusetts Department of Transportation

Gold Award Winners
BR+A
MIT.nano, Cambridge, MA
Client: Massachusetts Institute of Technology

GZA Environmental
Upper Roberts Meadow Reservoir Dam Breach and Stream Restoration, Northampton, MA
Client: City of Northampton

TEC, Inc.
MGM Springfield, Springfield, MA
Client: MGM Springfield

Tetra Tech
Liberia Municipal Water Program, Liberia
Client: USAID/Liberia

Silver Award Winners
Green International Affiliates, Inc.
Belle Isle Marsh Marine Ecology Park: Providing Public Access to a Unique Urban Environmental Gem for Educational and Ecotourism Opportunities, Winthrop, MA
Client: Town of Winthrop

Green International Affiliates, Inc.
Yentile Farm Recreational Facility: A Sustainable Transformation of Abandoned and Degraded Land into a Vibrant Community Space, Wilmington, MA
Client: Town of Wilmington

HNTB
Whittier Bridge/I-95 Improvement, Newburyport Amesbury Salisbury, MA
Client: Massachusetts Department of Transportation, District 4

Jacobs
Worcester Regional Airport New Taxiway and CAT III ILS with Appurtenances and Miscellaneous Electrical Improvements, Worcester, MA
Client: Massport

Nitsch Engineering
MIT’s North Corridor, Cambridge, MA
Client: Massachusetts Institute of Technology

Simpson Gumpertz & Heger
Belmont Municipal Light Department Underground Transmission Line, Cambridge and Belmont, MA
Client: The Consulting Engineers Group

President’s Message
Mike Walsh, 2018–2019 ACEC/MA President

My messages for the Fall and Winter editions of Insights were published just after championship wins by the Red Sox and Patriots, and this message follows an exciting playoff run by the Bruins—despite the disappointing end for the Bruins, a great year for Boston sports! It has also been an eventful year for our organization and, as I complete my year as ACEC/MA President, I am even more impressed at the great work performed as an advocate for our industry and promote the interests of the Massachusetts engineering community. The following list includes notable achievements over the past 12 months:

• As of result of partnering with ACEC/MA, MassDOT announced the elimination of the salary rate cap for all architectural and engineering (A&E) contracts and the MWRA announced that price is now less of a factor in procurement of consultant services.
• ACEC/MA partnering groups have worked with MassDOT Highway, MBTA and Massport on a range of issues to help agencies streamline project delivery and administration.
• A series of highly successful programs allowed ACEC/MA members to hear directly from senior managers and leaders representing MWRA, BWSC, MassDOT, MBTA, Massport, DCAMM, UMass Building Authority, and other agencies regarding capital programs, initiatives, and issues of concern.
• Another successful series of leadership development programs, including Genesis,
Engineering Excellence Awards
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STV Inc.
Longfellow Bridge Rehabilitation Design-Build, Boston and Cambridge, MA
Client: Massachusetts Department of Transportation

VHB
Cape Cod Rail Trail Extension and Bass River Bridge, Yarmouth & Dennis, MA
Clients: Town of Yarmouth, Town of Dennis, and Massachusetts Department of Transportation

VHB
 Interstate 91 Viaduct Rehabilitation Project, Springfield, MA
Client: Massachusetts Department of Transportation

VHB
Mount Vernon Street Bridge Improvements, Winchester, MA
Client: Town of Winchester

Bronze Award Winners

AECOM Technical Services, Inc
Silver Line Gateway, Chelsea, MA
Clients: Massachusetts Department of Transportation, Highway Division and Massachusetts Bay Transportation Authority

Arup
Harvard University Smith Campus Center, Cambridge, MA
Client: Harvard University

BETA Group, Inc.
Fuller Brook Park Preservation, Wellesley, MA
Client: Town of Wellesley

Burns & McDonnell Engineering Company, Inc.
Sprague Building Abatement, Demolition and Re-construction, New Bedford, MA
Client: Sprague Massachusetts Properties LLC

CDM Smith Inc.
MFN Regional Wastewater District—Water Pollution Control Facility Upgrade & Expansion, Mansfield, Foxboro, & Norton, MA
Clients: Mansfield, Foxboro, Norton (MFN) Regional Wastewater District

Environmental Partners Group, Inc.
Catastrophic Sewer Force Main Failures in Plymouth, MA
Client: Town of Plymouth, Dept of Public Works

GZA GeoEnvironmental, Inc.
Centennial Dam Rehabilitation, Dedham, MA
Client: Massachusetts Department of Conservation & Recreation

Celebrating the ACEC/MA 2019 Grand Conceptor Award to Parsons: From left: ACEC/MA President Michael Waldo (CDM Smith), Shawn Demeule (Parsons), Jonathan Gulliver (MassDOT), Sajjad Alam (Parsons), Lydia Zabrycki (ACEC Retirement Trust), and Fred Laskey (MWRA)
Small and Large AEC Firms Lead Data Storage in the Cloud

by Michael DeLacey, President and CEO, Microdesk

Microdesk surveyed more than 15,000 AEC firms nationally and internationally to determine trends of cloud usage within the industry. The “Cloud Usage in the AEC industry: Trends by Firm Size” report, conducted in 2018, investigated correlations between the percentage of data in the cloud, firm size, and type of cloud solutions chosen. It found that approximately two-thirds of all AEC firms store data in the cloud, with small and large firms storing between 50 and 55% while mid-sized firms only store an average of 17.6% due to budgetary, technical and storage constraints.

With industry specific cloud-based solutions being developed, I anticipate the overall adoption rate will rise for AEC companies across the board. Traditional data centers are becoming insufficient due to lack of storage available for the massive amounts of data and constantly evolving systems in today’s business environment. In order to keep up with the information challenges of population growth, urbanization, and globalization, the industry must change and adapt to better manage the complex data and systems necessary for the operation and growth of their firms.

The report defined small firms as having 30 employees or fewer; medium-sized firms as having between 31 and 150 employees, and large firms with more than 150 employees.

Small Firms are Early Adapters

According to the results, small-sized firms store an average of 51.5% of their data in the cloud and this is not surprising to me. Smaller firms have an easier time implementing new technologies and usually do so quickly. A common issue is that they choose solutions that are free or cost very little upfront rather than choosing industry-specific solutions that come at a higher price point but with additional advantages.

What small firms need to realize is that non-discipline specific technologies, such as Dropbox, will end up costing them more as a result of being less secure, limited in storage size and less efficient than other cloud-based storage solutions. Industry specific solutions have tailored solutions to increase collaboration, file sharing, versioning between files and more. With these specialized solutions, project teams can gain better workflows and improved collaboration which increases efficiency and help recoup the cost of these paid services.

Medium-sized Firms Slow to Accept

Mid-sized firms reported storing an average of 17.6% of their data in the cloud. This lower usage rate is largely due to the refresh cycles and investments these firms have already made in their infrastructure. In the past, it was normal practice for them to lease servers to store data, but times are changing and this is no longer efficient in terms of process or cost. Mid-sized firms need to adapt to meet the increasing demands of storing more complex data and systems and move toward cloud-based solutions.

An investment in cloud storage may reduce IT costs moving into the future. Again, the key here will be to select the right industry-specific storage solution that provides security and specific application design around their workflows.

Benefits Evident to Large Firms

Large-sized firms have gained the most from cloud-based solutions with 65% utilizing this technology by storing an average of 55% of their data in the cloud. According to the survey data and report, “firms in this bracket utilize other kinds of solutions, including cloud storage gateways, such as Panzura, Infrastructure as a Service (IaaS) solutions, like BIM360 Design.” The need for cost-effective, secure, and substantial storage has been at the forefront for these firms and they have done the analysis and research to realize returns from cloud-based storage.

I see these firms continuing to expand their use of cloud-based storage and leveraging discipline-specific solutions that improve workflows across project teams. It is not surprising that large-sized firms are the most advanced in their pursuit of cloud-based environments that provide increased efficiency because their workflow requires more robust and customizable solutions.

Cloud Storage Vital for Growth

As trends across the AEC industry continue to fuel the growing hunger for storage, I have no doubt that organizations and firms of all sizes will continue to expand their use of cloud storage and cloud-based environments. With technologies such as BIM360 Design, BIM360 Docs, Panzura and others, there is no reason why firms should not take advantage of these industry-tailored solutions as they are proven to reduce IT costs, and increase collaboration and efficiencies across all teams within a project lifecycle.

Michael DeLacey, has more than 25 years of experience in integrating technology into the planning, design, construction, and operations and maintenance process. He can be reached at 800-336-3375 and marketing@microdesk.com.
How One Firm Took Their Values Off the Shelf and Put Them to Work

by Rich Friedman

Growing a firm comes with many challenges, but maintaining a strong company culture can be one of the more difficult. It’s also becoming more important as firms compete for the talent they need to meet their goals. In this article, we go behind-the-scenes with 110-person Nitsch Engineering (Boston, MA), a fast-growing firm that is putting its values-based workplace culture at the center of its growth plans.

In the past 5 years, the firm has grown by 45% in staff size and revenues, moving from a successful one office firm to a larger regional player. Along the way, they’ve prioritized building on the firm’s award-winning progressive culture to attract and retain high-performing employees.

“I wanted a way to measure our culture -- I’m an engineer,” says Chairman and CEO Lisa Brothers, PE. “I wanted to define that culture and keep it intact as we grow.” They’ve done it by implementing a comprehensive system of Core Values Assessments (CVA) based on the Barrett Value System for Cultural Alignment.

“Like many firms, we already had core values,” Brothers says. But working with an organizational consultant, The LEGACY Center, Nitsch spent eight months evaluating, refining and setting up systems to assess how they live up to them. That involved surveying employees, holding working sessions to review values and the mission statement, aligning those things with their CVA results, identifying behaviors that support the values and rolling it all out to employees.

To engage staff, the in-house marketing team developed a fun buzz campaign around icons representing eight core values. They then held employee workshops and unveiled the new framed mission statement in posters and banners for central office areas and issued pocket-size mission statements and 32-card decks listing core values and behaviors.

**Putting Values to Work**
The CVAs are easy to take (the firm takes them every other year) and provide a wealth of actionable information, says Brothers. Participants choose their personal core values, the values they observe in the workplace and the values they desire in the workplace. The assessment then measures the level of values conflict, with a desirable score being under 10%. Firms with a score of less than 10% are value-driven, highly engaged workplaces. On its first assessment, Nitsch’s firm-wide score was 4% and the leadership team scored 1%. Firm-wide scores edged up to 5% when they added a second Massachusetts office, illustrating the challenges of exporting culture to new offices (and allowing the firm to address it).

“What makes this process remarkable is that it’s going beyond identifying core values to identifying the behaviors that demonstrate those values and measuring our progress to align ourselves with them, as a firm, as leaders and employees,” says Brothers.

Leaders are given 360 evaluations, personal coaching and action plans around their CVA results. The coaching is particularly important, she says, to allow leaders to better understand and use their results. For example, a manager who has recently changed behavior may have a higher score than they expected because the perceptions of the 20 people completing the evaluation are still catching up.

The ability to sort results by office and by demographics has also proved valuable. Millennial employees, for example, report a strong desired value of diversity, which led to the creation of a Diversity & Inclusion focused Employee Resource Group. “As a woman-owned firm where 38% of our engineers are women—well over the industry average of 12%—we’ve always been dedicated to advancing diversity and inclusion efforts,” says Brothers.

“However, we learned from the CVA that our younger staff didn’t see that commitment on a daily basis. That drove us to more clearly define what a diverse workforce means for Nitsch, and take more active steps to improve diversity within our company and the industry.”

**Managing for Culture**
One of Nitsch’s core values is work-life balance. Brothers herself worked a flexible 6-4 schedule as COO, with the support of founder Judy Nitsch. Behaviors around that include providing flexible work schedules, supporting outside commitments and encouraging staff to use their paid time off (PTO). But the firm also prioritizes managing workload spikes so that when people take paid time off, someone is there to handle the workload.

“No one here is expected to check in while on PTO,” says Brothers (who disconnected from the server while on her own summer vacation). “Some people can relax more if they check to see things are taken care of, but they know the firm doesn’t expect them to, and that means a lot! I tell everyone that if I felt I had to check in, that tells me I have not created a strong leadership team that can manage without me and that the same is true for everyone in the firm.”

Culture is a big part of the firm’s onboarding process. Core values are visible in each office and discussed in interviews. The card decks are issued to new hires. After 90 days, Brothers checks in with new employees by taking them to breakfast to talk more about their onboarding and the firm’s values.

Managers use the core values to define the goal of meetings, to evaluate employee performance, and to make and explain decisions. They’re also a tool for addressing workplace conflicts or concerns objectively.

“You can point to the behaviors and say, ‘Here is what we all agreed to and what we expect, but I am experiencing you doing something that doesn’t correlate with that,’” says Brothers. “Not everyone is comfortable with having those conversations and these defined behaviors can help.”

For example, missing deadlines for marketing deliverables without alerting those waiting on them does not align with respecting all employees. “In this culture, we’ve agreed that you deliver what you said you would or you let the other person know that you can’t, just as you would do with a client.”

Nitsch defines its value of transparency as sharing financial statements monthly with managers and twice a year with all employees. It means keeping employees in the loop about management decisions, listening generously and having an accessible leadership team.

**Changing the Game**
When hiring senior-level people who have worked in other firms, the culture shock can be real and require 1:1 time to connect the dots between the firm’s values, behaviors and policies, she says. Seasoned employees may have to un-learn how they did things at their last job.

And it’s working. After years of rating as one of the AEC industry’s best places to work, in 2015, the Boston Globe rated Nitsch as its #4 small company Best Place to Work. By 2016, they were considered medium-sized and ranked #1 in that category. While 2017’s large field dropped them down the list, Nitsch welcomes that more companies are taking workplace culture seriously.

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President’s Message
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Emerging Leaders, Odyssey and Everest, provided career development and training to over 100 members of the Massachusetts engineering community.

• Continued offering of the long-standing popular Effective Writing Program and the addition of the new When Words Matter program, an advanced effective writing class focused on risk and liability for all who write proposals, contracts, and scopes of work.

• Record attendance for ACEC/MA’s Engineering Excellence and Awards Gala, with co-emcees Fred Laskey (MWRA) and Jonathan Gulliver (MassDOT) recognizing 32 outstanding engineering projects.

• Another successful Engineers & Land Surveyors Day where ACEC/MA members met directly with state legislators to discuss issues of importance to our industry, and great representation at the ACEC Annual Convention where members met with our congressional delegation to advocate for greater infrastructure investment and discuss our industry.

• Continued leadership of 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.

The list could go on but you get the idea—ACEC/MA is the voice of the Massachusetts engineering community, providing programs that allow our members to stay informed about the ideas and initiatives that influence our industry, to recognize and celebrate the great work being done by our member firms, and to raise the visibility of our profession with legislators and the general public. I want to thank ACEC/MA Executive Director Abbie Goodman and all the ACEC/MA and TECET staff, the ACEC/MA Board, and the dozens of dedicated professionals that Chair and serve on the many committees and partnering groups for all the great work over the past 12 months—your extraordinary commitment, enthusiasm and professionalism has made a real difference to our firms, the clients that we serve, and important work that we do as an industry.

How One Firm Took Their Values Off the Shelf and Put Them to Work
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The firm’s CVA results also show that employee recognition is a highly observed, not just highly desired, value. That’s the result of intentional practices such as sharing client feedback and employee achievements internally; an HR-administered program for giving gift certificates as a thank you to colleagues; and bonuses for milestone anniversaries and PE/PLS certifications, along with lunch with the CEO to celebrate and encourage their career goals.

“For many years, our industry has believed that you work 8–5 with your head down at your desk all the time,” says Brothers. “That is not our culture, and we run a really good business, have always been profitable and have a highly engaged staff.”

“You have a corporate culture, whether you are intentional about it or not. If it’s not measured and intentional, you may get something you don’t want. What I want is a place where people want to come to work every day and be engaged. That could mean working on challenging projects, voicing an idea, or taking initiative—it creates a positive environment that contributes to the bottom line.”

What role is culture playing in your firm? Are you intentional about what you’re building, or letting it happen by default? Tell me more at rich@friedmanpartners.com or 508/277-1101.

UPCOMING ISSUES OF INSIGHTS

Meet incoming ACEC/MA President Jen Howe in our summer issue! Contribute an article to Insights, or submit new topics, by contacting Allison Hopkins at allison.hopkins@tetratech.com or Nicole Sparks at NMSparks@sgh.com.
MASSACHUSETTS AGENCIES

• As result of partnering with ACEC/MA, MassDOT and MBTA announced the elimination of the salary rate cap for all architectural and engineering (A&E) contracts, effective January 18, 2019.

• In addition, as of result of ACEC/MA's public agency partnering work, 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.

• Recent Member Briefings with key public agency leaders include ACEC/MA's Private Sector Committee and Water, Energy and Environmental Committee (WEEC) with the MWRA Director of the Tunnel Redundancy program and with the Chief Engineer of the Boston Water and Sewer Commissioner.

LEGISLATIVE AND REGULATORY

• Under state law, Professional Engineers are now required for certain natural gas projects. We are actively involved with the Department of Public Utilities regulatory process on this emerging issue.

• 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 are co-hosted a briefing for newer legislators on water infrastructure issues at the State House in April.

• 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.

• 2019 brings a new legislative session with new bills that ACEC/MA’s Government Affairs Committee is reviewing to determine which Massachusetts Senate and House bills we should support or oppose.

PROFESSIONAL PRACTICE

• ACEC/MA's popular Genesis Program (Winter edition) for staff with 3–5 years of experience wrapped up a sold-out class of 23 students. We plan to offer Genesis next in Fall 2019.

• In addition to our popular Spring 2019 and Fall 2018 Effective Writing sessions, on June 5, ACEC/MA's Leadership Education Committee launched “When Words Matter” an advanced effective writing class on risk and liability for all who write proposals, contracts, and scopes of work.

• In May, our 2019 Odyssey Leadership Program graduated its full class of 22 students and our 2019 Emerging Leaders Program graduated a full class of 26 students in April. We plan to offer both in FY20. Massachusetts firms with 100 or fewer employees were eligible for Workforce Training Grant funding to assist with tuition for both the Odyssey Program and the Emerging Leaders Program.

• In March, we honored 32 outstanding engineering projects at ACEC/MA's Engineering Excellence and Awards Gala with co-emcees Fred Laskey (MWRA) and Jonathan Gulliver (MassDOT)—Look for our FY20 entry forms over the summer.

• Recent programs include: Social Equity and Infrastructure Program, State Markets Conference and our Utility Markets Conference.
Developing the Next Generation of Engineers is the Greatest Challenge Facing Our Industry

Share ideas, resources, and broadcast a common message. Volunteer at least one person in your Massachusetts office(s) to serve on a new ACEC/MA Task Force to Promote STEM activities and careers. Watch the video Are You Ready? And then Sign Up for our STEM Task Force. As a Massachusetts Engineering Community Leader, your firm needs to be develop the pipeline of future engineers and technical professionals, so please join us!

Engineers & Land Surveyors Day at the State House + Water's Worth It Day

On Tuesday, May 22, 2019, ACEC/MA, BSCES, and MALSCE members gathered at the Massachusetts State House for our Annual Engineers and Land Surveyors Day along with leaders from other engineering, design-related associations and public works professionals. State Senator Brendan Crighton welcomed our citizen advocates to the State House. We arranged for meetings with Massachusetts State Representatives and State Senators based on where our members live and vote. Even if you couldn’t join us on May 22, you can still discuss our key issues with your state legislators, based on where you live and vote.

Here are the links to the Issue Briefing Sheets we used on May 22:

- Summary Sheet of the 2019 Issues
- Dig Safe for Public Safety and Efficiency
- Massachusetts Transportation Infrastructure
- Water Infrastructure Investment Creates Jobs
- Maximizing Private Sector Innovation

Follow these steps to find your legislators and go to talk with them about these issues. They do want to get to know your concerns:

- Find your state legislators: Go to Where Do I Vote MA
- Enter your home address
- Note your State Senator’s & State Representative’s names
- Call their State House offices for their local community office hours.
- Print Issue Briefing Sheets: Go discuss the issues.
- Questions? contact Abbie Goodman, agoodman@engineers.org.

Board of Building Regulations and Standards Votes to Change the Schedule for the Tenth Edition of Massachusetts State Building Code

On June 12, 2019, ACEC/MA received an update from Robert Anderson, Chief of Inspections—Building & Engineering, Office of Public Safety and Inspections at the Division of Professional Licensure. Initially, Board of Building Regulations and Standards (BBRS) members intended to use the 2018 International Codes as the basis for the Tenth Edition, targeting an implementation date of January 2020. For numerous reasons, they have decided to redirect efforts and, instead, plan to develop the Tenth edition code using the 2021 International Codes as a template, with an effective date of January 1, 2021.

This effort does not affect promulgation of new energy code requirements based on the 2018 International Energy Conservation Code (IECC) scheduled to become effective on January 1, 2020. (Massachusetts General Law Chapter 143, Section 94o requires BBRS members to advance energy provisions on a particular cycle.)

New energy code provisions have been approved by the BBRS and are currently going through a final in-house review process. Once completed, the new energy code requirements will be posted to the Office of Public Safety & Inspections (OPS1) website so that code users and enforcers may view provisions in advance of the effective date.

The Office of Public Safety and Inspections will follow-up with a future message to let you know when the new energy code requirements have been posted.

More information is available on the ACEC/MA Website.

Constitutional Convention Passes First Vote on Millionaires Tax for November 2022 Ballot

On June 12, the Legislature voted overwhelmingly in favor of amending the state constitution to raise income taxes on the wealthy, a first step toward a new tax that supporters say could generate as much as $2 billion in new revenue to spend on transportation and education. The House voted 112-43 and the Senate voted 35-6, in favor of an amendment (H 86) that would impose a 4% surtax on annual income greater than $1M, well more than the 101 votes needed to advance the amendment.

The so-called "millionaires tax" will need to be passed again at a Constitutional Convention in the 2021-2022 session to go before voters on the November 2022 ballot. The amendment is required because the state’s constitution currently mandates that a tax on income be applied evenly to all residents. A similar issue was raised in 2 past legislative sessions, but the Massachusetts Supreme Judicial Court ruled that a prior version of the amendment was unconstitutional.

Engineering Influence—ACEC National’s New Podcast Series

ACEC recently launched its new podcast series, Engineering Influence. Hosted by ACEC’s Washington, DC based staff, Engineering Influence features interviews and analysis of current affairs affecting the engineering industry, economic and business trends, plus interviews with thought leaders and newsmakers. You can subscribe to the podcast, which is updated regularly with new episodes. New podcasts are now available! If you know a good guest for Engineering Influence, please contact Jeff Urbanchuk at ACEC National jurbanchuk@acec.org.
UPCOMING EVENTS — SAVE THE DATE

ACEC/MA & ACEC/RI Design Build + P3 Breakfast Program
July 23, 2019, 7:30 – 10:30 am
Four Points by Sheraton Norwood, Norwood, MA 02062
Click for more information

ACEC/MA Annual Celebration
July 25, 2019, 5:30 pm to 8 pm
Location in Boston
More details coming soon

ACEC/MA Education Corporation Golf Tournament 2019
September 16, 2019 11:00 am – 6:00 pm
Marshfield Country Club, 515 Moraine St., Route 3A, Marshfield, MA 02050
Click for more information

ACEC/MA Odyssey Leadership Program 2019-20
Begins September 26, 2019
September 2019 through May 2020
Babson Conference Center, Babson Park, MA
Click for more information

ACEC 2019 Fall Conference
October 13 to 16, 2019
Sheraton Grand Chicago, Chicago, IL
Click for more information

ACEC/MA Effective Writing Course
October 23, 2019, 8 am to 12 pm
GZA GeoEnvironmental, Norwood, MA
Click for more information

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