

In this issue:

President's Message	1
Registration Open for 2016 MdQI Conference	4
ACEC/MD Rolls out 2016 Legislative Agenda	5
Fire Ball at the Mansion	6
ACEC/MD Legislative Action Day	7
Deadline to Enter ACEC/MD's 2016 Community Service Award is January 13, 2016	8
ACEC/MD Member Firms Recognized as Baltimore Sun's Top Workplaces	8
Schnabel's Bill Billiet Recognized as a National Young Professional of the Year	9
Get LinkedIn with ACEC/MD	9
Passage of FAST Act Represents Big Victory for Transportation Industry in Maryland & Once Again Demonstrated the Value of ACEC	10
Upcoming Events	11
Member News	12
Seeking Employment	12



PRESIDENT'S MESSAGE *by Art Barrett, P.E.*



Happy holidays already? With this being my third installment in the newsletter, I cannot believe how fast the year is flying by. The Holidays have snuck up on us, and by the time this is issued we will have enjoyed the holiday party with friends and family.

As noted in previous newsletters we were able to have several members attend the ACEC Fall Conference in Boston. We also had members of the Executive Committee attend the ACEC Orientation in DC. Both provided us with appreciation for what ACEC is able to accomplish, and what we can do to make the organization stronger and achieve more for all of us.

As part of a challenge to make ACEC/MD stronger we have again set SMART goals for 2015/2016. I challenge each member firm to participate in meeting the following goals.

Membership Growth

- *During the fiscal year achieve a net gain of*
 - Six Regular Member firms
 - Three Affiliate Member firms

It is important that ACEC/MD is recognized as the voice of the engineering community. By continuing to add to the firms we represent our agenda is heard by our clients and legislators. If firms sit on the sidelines by not joining they make it more difficult to enact positive change for all of us. If there are firms that you know of that are not members, please provide us with a contact, and act as an advocate in pointing out the need for their participation.

Increased Legislative Support

- *Achieve a minimum of 1,000 member firm employees complying with requests to contact elected leaders through "Legislative Alerts".*
With over 95 firms and 6500 employees, we can send a strong grass roots message to our elected officials. To send that message, we need all of our member firms to forward legislative alerts to all of our staff, and encourage them to be advocates for legislation that benefits them in their jobs.

contact:
Jim Otradovec
Executive Director
AMERICAN COUNCIL OF
ENGINEERING COMPANIES,
MARYLAND
312 N. Charles Street, Suite 200
Baltimore, Maryland 21201
Tel: 410-539-1592
FAX: 410-685-5470

PRESIDENT'S MESSAGE *(continued)*

Increased Legislative Support *(continued)*

- *Achieve a minimum of 100 member firm employees attending annual Legislative Luncheon & Visits.*

On January 28, 2016 we will hold our Legislative Action Day in Annapolis. It is the one day a year we ask each of our member firms to provide representation in Annapolis for legislative visits and to attend the legislative luncheon. For the past several years we have had a fantastic turnout at the luncheon by our senators, delegates and their aides, and we must have people from their districts to advance the ACEC/MD sponsored legislation. This year we have three items on our legislative agenda; Liquidated Damages, Duty to Defend, and a reduction in the current lifetime prohibition on an individual submitting a proposal on a project if the individual assisted the state in drafting specs or RFP on that project.

Political Fundraising

- *Provide scorecard for ACEC/PAC, CEPAC, and Minuteman fund raising to Executive Committee and Committee Chairs.*

We have enacted the scorecard to make sure the present leadership in ACEC/MD is participating in the political fundraising effort requested of all member firms.

Although not a SMART goal, this year ACEC/MD and ACEC/PAC sponsored a fundraiser for Congressman Harris as a recognition of his overall support for pro-business legislation. Congressman Harris is a member of the powerful Appropriations Committee, and has been a staunch advocate for our business interests.

- *Continue reporting mechanism in the Executive Committee meeting minutes spotlighting significance of contributions to legislators.*

ACEC/MD gets many political fundraising requests and our CEPAC committee consisting of Chair Vic Siaurusaitis, Shahid Qureshi, Stacy Morin, and Jim Blake, with input from Legislative Committee Director Shawn McCone and Legislative Committee Chair Charles Phillips, review each of the requests evaluating the warrants and make recommendations whether or not to fund the request. To confirm that the CEPAC funds are distributed to legislators who represent our interests, a report is generated on a monthly basis so that the Executive Committee can review contributions.

- *Increase firms that contribute to CEPAC from 18 to 22 and individual CEPAC pledges from 53 to 63.*

To provide the political advocacy that ACEC/MD performs, contributing to legislators provides additional opportunities to meet with them and discuss issues of importance to our industry. Please consider donating as an individual (red Crab on ACEC/MD name tag) or encourage your firm to pledge to CEPAC (yellow Maryland logo on the ACEC/MD name tag).

Another way you can participate in PAC fundraising is to buy a ticket to ACEC/MD's annual ACEC/PAC raffle that supports our national PAC. ACEC/MD member firms have donated to a \$3,600 sweepstakes pool, which is then raffled off with ticket purchases going to the ACEC/PAC. Using this tool is one way ACEC/MD has achieved our part of the national goal to be a Million Dollar PAC. In the future, please participate in the sweepstakes and help ACEC/MD continue to fulfil the fundraising goal on an annual basis.

PRESIDENT'S MESSAGE (CONTINUED)

Program

- *Present programs targeted for firms practicing in the MEP and water/sewer arenas*

It is important to provide programs that benefit all firms represented by ACEC/MD. By targeting new types of programs, it enhances the value of membership and interest of firms practicing in the various engineering fields represented in our organization.

We have an exciting schedule of events coming up including the 2016 Engineering Excellence Awards Competition with results announced at the February 18, 2016 Awards Banquet and culminating this year with our 28th Annual Conference, being held at the Hyatt Regency Newport Hotel & Spa in Newport, Rhode Island June 22-25, 2016.

Dues Billing

- *Achieve 100% dues payment by firms represented in ACEC/MD Leadership (defined as Executive Committee and Committee Chairs) by second quarter of fiscal year (December 31st).*

To demonstrate the commitment of firms represented in ACEC/MD's leadership, we are asking that dues be paid promptly. By having all ACEC/MD firms keep dues payments up to date we can better manage our accounts and proactively respond to our objectives both locally and nationally.

Career Outreach

- *Executive Committee will provide one representative and secure a second representative from another member firm for Career Outreach efforts.*

For the sustainability of our profession, one of the critical objectives of all engineers is to nurture the interests of future engineers. ACEC/MD has been partnering with schools and other organizations to introduce young people to engineering; however it is one of the smallest committees within our organization. To build a strong base for this important committee, we are tasking each member of the Executive Committee with identifying a member from their firm and a member of another firm that is eager to participate with Committee Chair Jeff McCormack, former ACEC/MD President Jeffery P. McBride, former State Highway Administrator Melinda Peters and other valued members on this committee.

- *Initiate career technology scholarship*

Many of the services that member firms provide include services by technicians. To strengthen the opportunities for individuals providing these services, ACEC/MD would like to initiate a scholarship targeting the development and training for the individuals who will fill these positions in the future.

Leadership Program Graduate Involvement in ACEC/MD

- *Offer Leadership graduate program attended by 10% of past program graduates.*

Every other year ACEC/MD offers a unique Leadership Training Program to approximately 25 employees of ACEC/MD firms. It is important for the prior participants to remain active in the engineering community and with ACEC/MD.



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PRESIDENT'S MESSAGE (CONTINUED)

Leadership Program Graduate Involvement in ACEC/MD (continued)

On January 19th, over 300 Leadership Program graduates are invited to a special exclusive training session presented by Shelley Row, PE to be followed by a social hour reunion at the Engineers Club. Shelley did a fantastic job at our October General membership meeting and will provide a two-hour session entitled "Go With Your Gut: Effective Decision Making in an Over-Thinking World".

- *Mechanism to engage program graduates.*

We all have seen the benefit of having our staff develop relationships with others in the engineering community and the learning opportunities provided in the program sessions. Since our member firms have identified the participants as those they feel demonstrate leadership in their firms, we want to identify opportunities for these leaders to expand their relationships with other leaders in the engineering community and remain engaged in ACEC/MD. In addition to the January training session and social hour, we have identified mechanisms to encourage involvement in ACEC/MD. I encourage all graduates to work with your firm's ACEC/MD representative to identify opportunities for committee participation that fulfills your personal interests and your firm's objectives.

- *Assign Leadership graduates one to two tasks associated with Committee or Smart Goals.*

As part of future Leadership Programs, we would like to enhance the relationship with the Executive Committee. This year we will be identifying how we can retain the initiatives and momentum established with the program participants, so that we have future leaders helping to propel this fantastic organization into the future.

Committee participation is not limited to Leadership graduates. All employees of member firms are ACEC/MD members, and we need your passion to strengthen the engineering community. Several of the committees, such as the QBS, Career Outreach and Legislative continue to look for support. Each spring the ACEC/MD Executive Director Jim Otradovec solicits interest in committees for the upcoming year, and I am sure there is place for each of you to help build a strong Engineering profession advocate organization. I can confidently say that when we all participate as a group we get better return on our effort than as an individual. Please get active in ACEC.

REGISTRATION OPEN FOR 2016 MDQI CONFERENCE

The Maryland Quality Initiative Conference is quickly approaching. The 2016 (MdQI) Conference will be held on February 3 and 4, 2016 at the Baltimore Convention Center, 1 W. Pratt St., Baltimore, Maryland, 21201. This two-day conference, attended by local, state and federal agencies, as well as the consultant engineering community, highway contractors and suppliers provides the perfect opportunity for networking and valuable training. Registration for the Conference, Ethics Training & Awards Banquet is available online. Also available online is the exhibitor registration, including the Grand, Gold and Silver Sponsorships. Exhibitor booth choices will be on a first come, first serve basis. You may view the Conference Agenda, Exhibitor "Theme", Sponsorship Information, Pinewood Derby Race and Crane Building competition online, as well.

If you have any questions, please contact Shelly Baquol at 410-760-9505 or shelly@mtbma.org.

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ACEC/MD ROLLS OUT 2016 LEGISLATIVE AGENDA

ACEC/MD's Legislative Committee has finalized the Business Agenda for the upcoming General Assembly Session, and we look forward to your continued support of these initiatives. Based on conversations with Senate Judicial Proceedings Committee Chair Zirkin, where Certificate of Merit legislation would be heard, and due to a favorable court ruling, the legislation will not be pursued this year. Be sure to mark your calendar for January 28th Legislative Action Day, and plan on assisting ACEC/MD in lobbying for the following initiatives:

Liquidated Damages - Unintended Consequences

2013 SB 188 (14-303, b, 5) triggered the Governor's Office of Minority Affairs (GOMA) to author guidelines requiring all state contracts containing certified Minority Business Enterprise (MBE) participation goals to include a liquidated damages provision. This provision applies if the professional service firm fails to comply in good faith with the provision of State MBE laws or the pertinent terms of the procurement contract.

What is the Issue?

Liquidated damages are unprecedented in professional service contracts, but are now being included. The unintended consequence of the prime firms meeting the need to protect themselves from being assessed liquidated damages will hurt the smaller and specialty MBE firms.

Why is it important?

- Constitutes denial of a firm's due process under the law.
- Similar liquidated damage provisions will be passed through to MBE firms in subcontract agreements.
- This provision discourages the use of smaller or specialty MBE firms.
- MBE firms are concerned that they will only be given staff services type work because this provision places an emphasis on meeting the goals rather than providing these firms with the opportunity to perform meaningful assignments.
- A&E industry compliance with the MBE program on state contracts has been excellent and this provision discourages expanded use of MBE firms.
- Guidelines encourage firms to meet minimum participation only and limit MBE participation.

Legislative Action Required

Exempt procurements subject to regulations under the State finance and procurements article division 2 subtitle 3 from liquidated damages.

Indemnity - Duty to Defend

What is the Issue?

Contracts are including clauses that require the "duty to defend" for obligations regardless of the firm's negligence.

Why is it Important?

- These types of clauses are an unfair allocation of risk.
- They are uninsurable.
- This requirement contractually draws engineering firms into litigation where they have no negligence.
- If the firm was negligent, recourse already exists for claimants to recoup attorney's fees.
- Small businesses could be bankrupted from resulting expenses without any fault.
- We could be indemnifying someone for their own negligence.



ACEC/MD 2016 LEGISLATIVE AGENDA (CONTINUED)

Indemnity - Duty to Defend (continued)

Legislative Action Required

Amend the state's current anti-indemnification law to also make the "duty to defend" requirement illegal.

Streamline of Procurement Language

What is the Issue?

The 2015 session included passage of Housebill 738, which modified the Annotated Code of Maryland with respect to jurisdiction over procurement issues. Additional modifications are necessary to address confusion in the procurement process regarding firms participation in the selection process. Recent changes in procurement law bifurcated the protest process for A/E services between the Board of Contract Appeals and the A/E Selection Boards. This bifurcation causes confusion of where to properly file a protest and delays the procurement process.

Why is it Important?

- Create clear direction in procurement process procedures.
- Currently deprives firms the ability to participate in certain procurements if they employ an individual that assisted in the drafting of any specifications for the procurement. Contract specifications are regularly used on other projects that the original drafter had not intended.
- Insure timely disposition of matters as they arise.
- Strengthen and streamline state board of contract appeals language concerning participation in procurement.
- Current laws place unreasonable requirements on a firm to know everything employees worked on from start of career.

Legislative Action Required

Clarify language on participation in procurement process. Establish clear guidelines with prescribed timeframes that outline specific requirements for participation in state procurements. Establish clear process that all protests related to A/E Selection need to follow the requirement for the formation of a procurement contract for architectural and engineering services.

THE FIRE BALL AT THE MANSION

Saturday, February 20, 2016

Sign up today for the 2016 Garrett-Jacobs Mansion Endowment Fund's annual Fire Ball. This winter the winter frost will be driven away with an elegant evening of sampling fine foods and decadent drinks while dancing to live music in the opulent setting of this historic mansion.

Contact Jessica Sounder at 410-579-8100 or email jsounder@leachwallace.com for sponsorship and ticket information.

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*AMERICAN COUNCIL OF ENGINEERING COMPANIES/MARYLAND
LEGISLATIVE ACTION DAY*



ACEC/MD Legislative Action Day schedule:

8:30-11:30AM – Targeted Legislative Visitations

10:00-11:30AM – Executive Committee Mtg.

**11:30AM–1:30PM – Annual CEPAC Luncheon,
Governor Calvert House, 58 State Circle**

Thursday, January 28, 2016

Luncheon 11:30 AM – 1:30 PM

Governor Calvert House
58 State Circle, Annapolis

(You can avoid the parking hassle by parking at the stadium lot on Rowe Blvd. and taking the shuttle into Annapolis.)

The upcoming General Assembly session shapes up to be another challenging one. This is the perfect opportunity to educate your elected officials on important issues that impact your firm, and the need to:

- Amend the law requiring Liquidated Damages provisions for MBE compliance on A/E contracts.
- Amend the state's current Indemnification Law to make a "Duty to Defend" requirement illegal.
- Greatly reduce the prohibition on an individual submitting a proposal on a project if the individual assisted the state in drafting specifications or RFP on that project.
- Defeat attempts to raid money from accounts dedicated for infrastructure funding.

The cost is \$75.00 per person for payments made by check, and paid prior to the event. For payments made after the event, the cost will be \$85.00 per person. Go to <https://acecmd-2016legislativeactionday.eventbrite.com>.

IMPORTANT: With each registration, PLEASE include the registrant's legislative district and the legislative district for the firm, and if you plan to participate in the visitations with the legislators.

Contact the ACEC/MD office for a copy of the flyer, or if you have any questions.

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DEADLINE TO ENTER ACEC/MD'S 2016 COMMUNITY SERVICE AWARD IS JANUARY 13, 2016

ACEC/MD is looking for employees of member firms that have made significant contributions to their communities by volunteering their time and expertise. These individuals have enhanced the quality of life for all of us, and we would like to recognize their efforts.

Please note that only the official ACEC/MD representative of a member firm may submit candidates. However, a representative from one member firm may nominate a representative from another member firm. The deadline for entries in the ACEC/MD competition is January 13, 2016. Complete both the ACEC/MD Nomination Certification and the ACEC Nomination, both can be found on the ACEC/MD website www.acecmd.org. Entry must include the ACEC/MD Nomination Certification and ACEC Nomination Form. To be eligible for the competition you must send your entry to the ACEC/MD office, 312 North Charles Street, Suite 200, Baltimore, MD 21201, by January 13, 2016. The winner in the ACEC/MD competition will be forwarded to ACEC for consideration in their competition later in the year.

Thank you very much for helping ACEC/MD spotlight the valuable contribution that ACEC/MD member firm employees make to our community.

ACEC/MD MEMBER FIRMS RECOGNIZED AS BALTIMORE SUN'S TOP WORKPLACES

RK&K NAMED TOP LARGE EMPLOYER

Demonstrating satisfaction by employees in dynamic workplaces, ACEC/MD member firms scored very high in this year's Baltimore Sun's Top Workplaces competition. To identify organizations that meet the Top Workplaces' standards, employees at 172 companies were surveyed out of the 1,274 companies that entered the competition. Job satisfaction factors included: My Work, My Manager, My Pay & Benefits. Organizational health factors measured whether or not employees are working together toward a common goal, and included Direction, Execution, and Connection. Lastly the survey measured engagement including: Retention, Motivation and Referral.

In addition to Rummel Klepper & Kahl garnering the top award in this year's large employer list representing firms with four hundred employees and over in the Baltimore region, other ACEC/MD member firm award recipients included:

Whitman, Requardt & Associates – Large Employer

Wallace Montgomery & Associates – Midsize Employer (150-399)

Silberstein Insurance Group – Small Employer (35-149)

Gross Mendelsohn & Associates – Small Employer

McCormick Taylor Inc. – Small Employer

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SCHNABEL'S BILL BILLIET RECOGNIZED AS A NATIONAL YOUNG PROFESSIONAL OF THE YEAR

One of the highlights of this year's ACEC Fall Conference was the recognition of Schnabel's William A. Billiet, P.E., as one of the national recipients of the 2015 Young Professional of the Year award. Also the recipient of ACEC/MD's award, Bill was recognized for the unique and interesting work he has performed and the resulting important impact on society.



As a staff engineer in 2008, Bill managed the subsurface investigation program for the Inter-county Connector Contract B Project, a \$560M project. This involved completing over 800 test borings in six months. He finished this fast tracked design build project on time and on budget.

In 2012, Bill travelled to Sub-Saharan Africa to supervise a large subsurface exploration for a future infrastructure facility in a remote jungle. The exploration was performed with a project team of local residents and engineers using only locally available equipment. This multi-million dollar project represented the first time ASTM standards were used in a large-scale civil engineering project in this part of Africa. The project was successfully completed despite the incredible challenges.

On the Dulles Metrorail Project, Bill assumed more responsibility as the Project Geotechnical Engineer for the rail bridges and aerial guide way. He designed, managed and analyzed a \$2M full scale load testing program. His work reduced the size and length of the drilled shafts resulting in significant cost savings and shortened the project schedule.

ACEC and ACEC/MD are proud to recognize the accomplishments of its member firms' young professionals, and very much appreciates their contributions to the profession and society.



GET LINKEDIN WITH ACEC/MD

Check out the ACEC/MD page now on LinkedIn. We'll be posting event details, new member welcomes, awards, and industry and state-related news. Search for American Council of Engineering Companies Maryland or ACEC/MD to follow us, and feel free to send pertinent news to Public Relations Committee Chair Amy Lambert at amy.lambert@kci.com.

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PASSAGE OF FAST ACT REPRESENTS BIG VICTORY FOR TRANSPORTATION INDUSTRY IN MARYLAND & ONCE AGAIN DEMONSTRATES THE VALUE OF ACEC

Passage of the new five-year, \$305-billion transportation bill represents a huge victory for the public and transportation industry in Maryland. It also demonstrates the value of ACEC's presence on Capitol Hill, funded by your contributions to ACEC/PAC.

In addition to lobbying heavily for the first long-term funding plan in a decade, ACEC was able to beat back amendments in committee offered by Maryland Congresswoman Donna Edwards that would have mandated both government insourcing and the repeal of QBS. Then on the floor of the House the public employee unions again attempted unsuccessfully to defeat ACEC's provision encouraging state DOTs to make greater use of the private sector. In addition, ACEC's amendments withstood separate challenges in the final conference committee with the Senate. Defeat on these issues would have had far reaching implications that stretched beyond the transportation arena into water, wastewater and vertical projects.

In Maryland, current funding under the FAST Act will increase by almost \$283-million. The following was presented at the recent SHA Partnering meeting:

Big Changes:

- Establishes new Block Grant approach to Surface Transportation Program
 - Suballocation to Local Government increases incrementally over life of bill
 - Transportation Alternative program and Recreational Trails folded into block grant program
- Establishes new National Freight Program
 - Maps of freight routes prepared for each state
 - New formula funding program established
- TIFIA Program Slashed
 - \$1,435,000,000 over five years

FAST Act Funding:

- National Authorizations and Appropriations, FY 2016-2020
 - Federal-aid Highway Program: \$207,431,523,082
 - NHPP: \$ 116,399,144,775
 - STBGP: \$ 58,268,082,929
 - HSIP: \$ 11,585,393,509
 - Rail-Hwy X: \$ 1,175,000,000
 - CMAQ: \$ 12,022,732,534
 - MTP: \$ 1,717,082,358
 - NFP \$ 6,246,586,977
- Maryland Authorizations and Apportionments 2016-2020
 - Federal-aid Highway Program: \$3,182,761,580
 - NHPP: \$ 1,720,287,778
 - STBGP: \$ 801,532,358
 - HSIP: \$ 176,329,080
 - Rail-Hwy X: \$ 12,252,028
 - CMAQ: \$ 278,496,367
 - MTP: \$ 36,012,403
 - NFP: \$ 95,552,765

PASSAGE OF FAST ACT (CONTINUED)

Discretionary Grant Program Established:

- Nationally Significant Freight and Highway Projects (Sec. 1105)
- Funded at \$4,500,000,000 over five years
- Target: Major freight and highway projects that have national or regional significance that promote national goals
- \$800,000,000 in FFY2016, rising to \$1 billion in 2020

Rules and Regulations:

- Expect interim guidance until final rules can be hammered out
- Levels of review remain the same; even rules relating to streamlining the process go through multiple reviews
- What we know:
 - Performance measures will be used on an annual basis to judge progress on pavement and bridge condition
 - In FY2020 a total of \$7.6 billion in un-obligated contract authority will be permanently rescinded
 - Rescission will be imposed based on a formula based on unobligated balances at the State vs. national levels

In addition, the FAST Act contains the most sweeping changes ever to the Federal environmental review that includes:

- Establishing a permitting timetable, including intermediate and final completion dates for covered projects;
- Designation of a Lead Agency to coordinate responsibilities among multiple agencies involved in project reviews;
- Providing for concurrent reviews by agencies, rather than sequential reviews;
- Allowing some state-level environmental reviews to be used, thereby avoiding duplication of work by federal reviewers;
- Requiring that agencies involve themselves in the process early and comment early;
- Establishing a reasonable process for determining the scope of project alternatives;
- Creating a searchable, online "dashboard" to track the status of projects during the environmental review and permitting process;
- Reducing the statute of limitations to challenge a project review from six years to two years; and
- Requiring courts, when addressing requests for injunctions to stop covered projects, to consider the potential negative impacts on job creation.

UPCOMING EVENTS

March 15, 2016 *(Timonium)* **The Maryland Ready Mix Concrete Association, MD State Highway Administration, American Concrete Pavement Association and the Federal Highway Administration** will hold their annual concrete conference consisting of County and Municipal Engineers, Concrete Contractors and Suppliers, Consultants, Academia and other Transportation Building Partners. For more information contact Mindy Green at 301-694-4899 or mindy@marylandconcrete.com.

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MEMBER NEWS

A.D. MARBLE is pleased to announce they are celebrating their 30th anniversary.

EBA ENGINEERING, INC. has announced the firm has been named one of ENR's Top 500 Design Firms.

PRIME AE GROUP, INC. is pleased to announce that **Alvin Powell, PE, PTOE** has joined the firm as a new Senior Traffic Engineer and Project Manager in the firm's Baltimore office. The firm is also pleased to announce that Ron Ross, PE, CRE, LEED GA has joined the firm as a Senior Electrical Engineer/Project Manager in the firm's Baltimore.

STAMBAUGH NESS CPAs/BUSINESS TECHNOLOGY ADVISORS is pleased to announce the following additions to the firm's leadership as Principals:

- Kelly A. Chambers, CPA**, will focus on the Small Business Practice.
- James A. Gante, CPA**, will oversee an experienced team of professionals providing Outsourced Business Services including accounting, human resources and payroll advisory and CFO services.
- Krista M. Gardner, CPA**, will direct the Governmental and Not-for-Profit Practice.
- Jennifer G. Nelson, CPA**, will lead the Tax Practice of the firm.
- Steve Snyder, CPA, CCIFP**, will provide leadership to the firm's Architectural, Engineering and Construction (AEC) Practice.

SEEKING EMPLOYMENT

The following individual is seeking employment and has a complete resume on file in the ACEC/MD office. Please phone 410-539-1592 if you are interested in obtaining a copy.

Individual with Business Management background, and long and excellent customer and administrative support history, seeking position.



contact:
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ACEC/MD 2015 Engineering
 Excellence Grand Award
 winning entry Intercountry
 Connector (ICC) General
 Engineering Consultants
 (GEC) submitted
 by ICC Corridor Partners
 - a JV of RK&K, PB & URS.

