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Pictured: (left) Buck S. Beltzer, P.E., Esq., Holland & Hart LLP with Velma Lane, Senior Vice President - Professional Liability, vangilder
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Engineers respond to the tragic devastation of Colorado Springs neighborhoods that was caused by summer wildfires.

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BONUS FEATURE

ACEC/CO Membership Directory

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Constant change is the new normal for virtually every industry, commerce and personal experience. Changes usually require us to learn how to operate in a new environment, sustain ourselves, and grow, both personally and professional, and as a successful and relevant industry. For engineers, that translates to how we react to impacts on the public, our clients and to our firms.

Solutions often come with much compromise from all parties. Conflict and resolution may be painful but it should be rewarding to get to the finish line. I continually remind myself that we are all in this together with one goal – to have a successful and sustainable project at its completion. The public, the client, contractors and the design professionals may all have different approaches, but all parties must get to the end together. Insurability and limitation of liability are other issues that are as important to the public and our clients as they are to the design professional. The contract terms need to protect all parties, and we need to have an equitable contract because the Risk/Reward balance is often overlooked.

Problems and conflicts are created by lack of or poor communications. To prevent problems, communicate! Clear and constant communication is essential. If issues do arise, address them head on. The quicker issues are addressed, the better it will be for all parties. As we take the team member differences to resolution, we get closer to success. This applies to the scope and contract negotiating phase of the project as well as the execution of the work.

There will always be new challenges in how we do what we do. How we respond to the challenges is the key. If the rules stayed the same, there is always the potential to lose our ambition to evolve and innovate, which is the founding nature of our industry.

“There will always be new challenges in how we do what we do. How we respond to the challenges is the key.”
Coloradoans have been faced with many life-changing events this summer – the wildfires, the shooting of Denver police officer at the City Park Jazz Festival and the Aurora Theater shooting. We offer our sympathies to all affected by these tragedies and our thanks to all of the emergency responders and the heroic efforts of everyone involved. It is times like these that despite our shock and disgust, we come together to offer support and aid. Partnering with organizations and agencies to offer assistance is an important directive of ACEC/CO and a reoccurring theme of this issue’s articles.

Our Southern Colorado Committee sprang into action to offer expertise and guidance to the communities affected by the Waldo Canyon Fire as you will read on page 7. All those affected by fire-impacted areas are vulnerable to many emotional roller coasters and the technical challenges that follow, such as mudslides, erosion control and stormwater issues with the pending monsoons. ACEC/CO provided our members throughout the state with pertinent information and protocols to them as they began working with the affected communities to provide emergency services. Not only is this information valuable as it applies to natural disasters, but for engaging man-made emergency situations such as peer reviews of faulty structures that an agency might request.

Many large and complex projects are requiring both technical and funding innovation in order to get them built. We will be seeing more Public-Private Partnerships (P3) formed to deliver transportation projects for agencies such as CDOT and RTD and future water infrastructure projects. Buck Beltzer, P.E., Esquire and ACEC/CO’s General Counsel, addresses the challenges consultants face when submitting proposals in this format on page 5.

Although providing sustainable and cost-effective projects for their clients comes naturally to engineers, measurements of sustainability have been instituted, such as through United States Green Building Council’s LEED® program and now by the Institute of Sustainable Infrastructure (ISI). In 2011, the American Council of Engineering Companies (ACEC), in partnership with the American Society of Civil Engineers (ASCE) and the American Public Works Association (APWA), formed the new organization. ISI has designed a new rating tool, Envision™, that is available to public agencies which will help them assess the sustainability features of their infrastructure projects. ACEC/CO, along with the Colorado chapters of ASCE and APWA, have been working with consulting engineering firms and their governmental clients in piloting this new tool. So far the response has been favorable and we will be highlighting case studies in future issues of our Ezine. On page 9, you will read more about offers Envision™ and the trainings offered by ISI.

ACEC/CO is fortunate to work with many strategic partners that help the engineering profession and design and construction industry to provide decision makers with the information they need to make the important decisions necessary to improve our quality of life. This quarterly Ezine provides insight into our strategic partner, Velma Lane, senior vice president for professional liability insurance with Vangilder Insurance Corporation. For many years, Velma has assisted consulting engineering firms and their clients in both the public and private sectors to provide good contract language and general business practices that benefit all parties.

Our annual salary survey questionnaire will be out to the membership in mid-August. This valuable tool is used by agencies such as CDOT in determining fair and reasonable salaries of the consulting engineering firms that they hire. I strongly encourage our membership to complete the questionnaire – the more firms that participate, the stronger the data. The survey will be distributed in October.

By working together, we accomplish what is a win-win for the public, governmental partners, ACEC/CO member firms and the industry as a whole.
RTD and CDOT are leading Colorado to the forefront of states procuring multiple infrastructure projects using Public-Private-Partnership project delivery method. RTD, in order to deliver its Fastracks project on time and within a reasonable budget, asked private companies to come up with creative ways to finance and build various parts of the project. CDOT, through the High Performance Transportation Enterprise (HPtE), has pursued a number of PPP contracts as a means of completing transportation projects.

In addition to being allowed to solicit PPP proposals, Colorado law allows private entities to make unsolicited proposals. Planning, conceiving, and preparing a creative proposal for a PPP project takes significant resources, and any such proposal will obviously include sensitive proprietary information. Private entities are left wondering how this information could be kept private, and what intellectual property rights they have to protect against others profiting from their creative idea?

APPLICABILITY OF COLORADO OPEN RECORDS ACT (CORA)

Generally, under CORA, any document maintained or kept by a state agency is considered to be a "public record." And, barring an exception, all public records are open for inspection by anyone. The Public-Private Initiative Guidelines published by the Transportation Commission of Colorado warns that "[a]ll proposals submitted to CDOT become the property of CDOT and are subject to the Colorado Open Records Act."

And according to the HPtE Guidelines, "[a]ll material submitted by Bidders in response to Solicitation Documents will be the property of the Enterprise." Thus, it will also be subject to CORA. Additionally, when a private entity submits an unsolicited proposal, a likely result is that the state will solicit competitive proposals. And in soliciting competitive proposals, the state must disclose "the general nature and scope of the unsolicited proposal, including the location of the transportation system project, the work to be performed on the project, and the terms of any private contributions offered and public benefits requested concerning the project . . ." So an entity submitting an unsolicited proposal can expect that some information will be shared with competitors, if the project is to go forward.

PROTECTION FOR PROPRIETARY INFORMATION

Despite the presumption in favor of disclosure of public records, CORA does provide some protection against the disclosure of proprietary information. Specifically, the public entity shall deny a request for inspection to the extent the records constitute trade secrets, privileged information, or confidential commercial. But merely designating financial material as "confidential" under HPtE’s protocol does not render it protectable under CORA. Instead, financial material can only qualify for protection if its disclosure would likely either (1) impair the government’s future ability to gain necessary information, or (2) cause substantial harm to the competitive position of the person providing the information.

RTD’s policy on unsolicited proposals protects confidential data against disclosure to any other firm, but only if the proposer notifies RTD that such information is contained in the proposal.

HPtE’s procedures and guidelines contain protocols intended to protect confidential information. Pursuant to the HPtE Guidelines, anyone submitting an unsolicited or solicited proposal may identify appropriate material as proprietary or confidential. HPtE will then consider whether it can, and how to, solicit competitive proposals without disclosing the purported proprietary and confidential information.

Under the Commission Guidelines and a recent Request for Statements of Interest, CDOT states that it will provide notice to the private entity that submitted a proposal if CDOT receives a request under CORA for all or a portion of the proposal. The party who submitted the proposal may then assert, in writing, whether there are
any claimed exemptions under CORA relating to its proposal. And if a lawsuit is brought to compel disclosure, then the party who submitted the proposal must take primary responsibility for defending against the action, including indemnifying CDOT. Otherwise, CDOT warns that it may disclose the information.

PRACTICAL PROTECTION FROM DISCLOSURE

So both CORA and the CDOT/HPTE guidelines and procedures provide opportunities to protect against the disclosure of confidential and proprietary information. But the protection is not automatic, and care must be taken to protect such information from disclosure. To help protect against the disclosure of any confidential or proprietary information, consider taking the following steps:

(1) Designate in a conspicuous way any content deemed proprietary or confidential contained in the proposal;
(2) do not abuse the privilege and over-designate material as confidential, but instead apply it only to material that would cause substantial harm to the competitive position if disclosed; and
(3) promptly respond to any notifications from the state regarding any CORA requests for the material.

COPYRIGHT PROTECTION

Even if the public agency is able to protect a proposal from disclosure during the proposal process, what protections does the proposer have from the public agency giving the proposal’s creative ideas away to the firm who ultimately wins the project?

A copyright is a property right in a work of authorship. The United States Copyright Act protects plans, specifications, models, construction details, and other "authored works" by architects and engineers alike. By default, the designer owns the copyright to the work, by which the designer has (1) the right to reproduce (make copies) of the design and prevent others from doing so, (2) the right to prepare derivative works based on the design and prevent others from copying the elements of the design, and (3) the right to construct the project per the design, preventing others from copying the built features of the project. These rights are automatic; an author need not register the copyright with the U.S. Copyright Office to gain these rights, but doing so is a good practice because it provides advantages in enforcement.

Even though the designer is the default copyright holder, copyright may transfer by written contract to another. The transfer may convey complete ownership rights, or a license (exclusive or non-exclusive), or a combination of both (for instance, conveying ownership rights but holding back a non-exclusive license to use details).

COPYRIGHT APPLICATION TO COLORADO PPP PROJECTS

In the high stakes battle to win PPP projects, creative designs and plans play a central role in a proposal’s success or failure. While CORA may protect these creative designs from disclosure via, and copyright laws may protect them from being used by others, as a practical matter the agency accepting the proposals will determine whether and how that creative design is used in the project. Even unsuccessful proposers should be prepared to give up their creative designs for what could be considered a nominal sum compared to the resources it takes to prepare a good proposal.

A recent Draft RFP stated that CDOT would pay a “mandatory” stipend to each proposer, and in exchange “all unsuccessful Proposals will become the property of CDOT and CDOT may use any ideas or information contained in the Proposals, including materials designated as proprietary and confidential . . .” Thus, CDOT (and the winning firm) may use the best idea presented in any proposal, even if that best idea was somehow not part of the winning proposal.

Likewise, in the Concessionaire Agreement for RTD’s Eagle P3 Project, the Concessionaire transferred to RTD (1) the right to copy paper and electronic versions of the design, and (2) a non-exclusive license of the concessionaire’s work product (which includes the design but not the project’s financial model) for the Eagle Project or any project integrating with the Eagle Project.

So while it may be possible to keep confidential and proprietary information under wraps for a time, it appears that Colorado’s PPP projects leave only one option for firms hoping to forever protect their best ideas from use by others: win the project.

Visit http://www.acec-co.org//update/ACECArticlePPP_Copyright.pdf for the footnoted version of this story.
Wildfires and their destruction is a not a new phenomenon in Colorado. Some occur by nature while others start by man. One fire started by warring Indian tribes in 1853 raced from the Pikes Peak area driven north 70 miles by strong winds over three months until put out by heavy snows. Until this summer, wild fires in Colorado typically affected rural areas and while burning thousands of acres of forest, few homes per acre were destroyed. Both the Four Mile Canyon Fire near Boulder and the High Park Fire near Ft. Collins involved primary and secondary homes in a rural setting while having significant impact on the local communities. The Waldo Canyon fire, west of Colorado Springs, started much like others, in a national forest, but with devastating results. The close proximity of the Waldo Canyon Fire to highly populated areas threatened entire neighborhoods in addition to entire cities from Manitou Springs to Cascade.

Municipalities and counties prepare regularly for fighting emergencies as have Colorado Springs, and El Paso and Teller Counties. Fire fighters from across Colorado made heroic efforts to save several homes in Mountain Shadows, Oak Valley and Peregrine that would have otherwise been lost. What this disaster has taught us is that more needs to be done to plan for the aftermath, including how to rebuild and/or recover the infrastructure affected.

The Waldo Canyon Fire differs from any other in Colorado. It spilled over to an urban environment, taking out entire subdivisions. Ultimately 347 homes were incinerated (not just burned) and many more damaged. The fire reached temperatures near 2000 degrees for several hours. What was the fire’s effect on foundation and infrastructure concrete? The heat melted steel beams and columns. What about pavers and shallow utilities? We learned that governmental agencies cannot direct or advise the hundreds of private citizens as what specifically to do; that is left for the private sector. One significant difference with this fire versus others is that we are not dealing with one entity such as the National Forest Service, but hundreds of individual homeowners who are faced with making tough rebuilding decisions while coping with the emotions of this personal tragedy.

While the primary focus is to get people back into their homes, this will take months if not years. In addition, the city and counties recognizes the imminent risks of flash flooding and debris (mud) flow. However, due to liability and funding issues from the federal government, the municipalities hands are tied for now. The federal government’s process takes months to kick in help and encumbers the local governmental agencies from doing what seems to be reasonable in an immediate response.

The Southern Colorado Committee of ACEC/CO jumped into the recovery effort before the fire was contained by attending numerous meetings with city engineering, development review groups, planners and storm water contractors. There are a range of specific concerns from stormwater runoff, geologic issues, foundation reuse, hazardous debris, utility and infrastructure damage, etc. (notwithstanding the non-engineering aspects) that are spread across a myriad of government agencies, insurance companies, private groups, individuals and all their various jurisdictions. Many of these concerns are being addressed by some agencies, some are only being talked about and others haven’t been considered yet. Although there was no one clear task for ACEC/CO members to take on, ACEC/CO immediately provided city officials with a list of member firms that were willing to help both governmental agencies and to homeowners. A nonprofit—Colorado Springs Together—has been formed to help coordinate the recovery but most entities listed are social service-related with few construction industry companies. ACEC/CO has contacted this organization to assist as a technical resource. Other interested parties can offer assistance by going to www.ColoradoSpringsTogether.org.

As engineers, we want to solve the enormous environmental, geotechnical, structural, civil challenges immediately. Our first response is, “How can we help?” However, we learned quickly that despite our willingness and best intentions to solve the immediate problems, as professional engineers we face professional liability concerns. There is no “good Samaritan” protection for engineers and our only protection is contract vehicles that have very limited scopes. When it comes to construction, attorneys have argued that as professional engineers we have a higher duty of care to the client to help them make the informed decision.
What is Cloud Computing

AND WHY SHOULD YOU CARE?

By Debi and Phil Bush, Owners, CMIT Solutions of Denver

The web and cloud computing is to storing and processing data what the electrical grid and electric company is to plugging in your coffee maker: a more convenient, more reliable and less expensive way to access the “computing power” and resources needed for the tools you use.

Traditional computer networks are undergoing the same technological revolution as the one that altered our use of electric generators in the early 1900s. During the industrial revolution, factories were required to produce their own electric power to operate the machines they used to produce their wares. In 1851, the man leading the pack was Henry Burden, an industrial giant who built the largest and most powerful electricity-generating water wheel in the world. At top speed this 600 foot, 250 ton machine could produce 500 horsepower, generating enough electricity to power the tools in his factory. This invention made Burden a very powerful and wealthy man.

FAST FORWARD 50 YEARS…

However, by the early years of the twentieth century, this once-world class, cutting edge technology was abandoned, left to rust in a field of overgrown grass. Why? Because Thomas Edison and his Pearl Street electricity generating station had realized the concept of providing electricity as a utility. It caught on like wild fire because it eliminated the large cost and complexity of running a factory, and within a very short period of time it became a competitive necessity for factories to tap into the cheaper electrical grid instead of producing their own electricity.

THE SAME TECHNOLOGICAL REVOLUTION IS HAPPENING TODAY WITH CLOUD COMPUTING

If you think about it, there’s a good chance that MOST of the software applications you use every day are SaaS applications, or “Software as a Service.” In other words, you don’t have to install it on your server or PC – you simply access it as a pay-as-you-go model for only the licenses, space and features you use. This can give you - the user - the ability to access highly sophisticated software and functionality at a fraction of the cost and without long-term commitments.

For example, Google is a massive, free cloud application – the power required to search billions of web sites and content in seconds and deliver the relevant results to your screen far exceeds the capacity of your PC. Facebook is another free cloud application that allows you to post pictures, play games, and connect with your friends in real time without having to install those applications on your computer. Of course, there are also the applications such as Salesforce, Microsoft CRM Online, Constant Contact, Zoomerang, etc., that you pay to use.

With the introduction of cloud-based office applications like Office 365, Google Apps and thousands of other SaaS applications, it’s becoming unnecessary for some businesses to purchase and maintain an onsite server. Now we can host one or more of your applications, data, e-mail and other functions “in the cloud.” That simply means it’s stored offsite in a highly secure, high-availability “utility” company that has far more power and resources than you could ever logically have onsite as a small business. And with devices getting cheaper and Internet connectivity exploding, cloud computing is suddenly a very smart, viable option for small business owners. Please understand that a cloud solution for your business can end up costing more than an on-premise solution. Your decision becomes a business decision. We have seen firms go in both directions – keep on-premise and maybe have some cloud (SaaS) in the mix or move more to the cloud despite the higher costs.

WHAT ARE THE BENEFITS?

- Eliminates the need for expensive server upgrades and allows you to use cheaper devices (PCs, etc.) to get the same work done.
- Frees you to access applications from any device, at any location and at any time. All you need is an Internet connection.
- Built-in disaster recovery and business continuity.
- Only pay for what you need and use (utility pricing).

IS CLOUD COMPUTING RIGHT FOR AN ENGINEERING FIRM?

While there are a ton of benefits to cloud computing, it’s NOT right for every company. Some applications don’t play well in the cloud. You need commercial-grade Internet connectivity, and some functions, like working with big AutoCAD or GIS files, are better kept local or the slowness will make you crazy. However, in almost every case, parts of your computer network (functions) can easily be put in the cloud to save you money and give you better service. Hosted Exchange is one of these functions where it will lessen the load on your servers and network.

So, before you donate your server and sign up for a hosted solution for email and more, it’s important that you talk with someone who can honestly assess your unique situation and tell you the pros and cons of making the switch to cloud computing. Our recommendation is to work with your IT staff (internal or outsourced) to complete a Cloud Readiness Assessment so you will have a baseline as to what would be needed should it make sense to move to the cloud completely or partially (a hybrid solution).

CMIT Solutions of Denver supports the technology infrastructure for small and medium-sized businesses.

NEXT ISSUE: Cloud Computing from an Engineer’s and Risk Management Perspective.
by William J. Bertera, Executive Director of ISI

In 2011, the Institute of Sustainable Infrastructure (ISI) – a new, independent non-profit organization - was founded by the American Council of Engineering Companies (ACEC), American Society of Civil Engineers (ASCE) and American Public Works Association (APWA). The purpose of this organization is to develop and administer a sustainability rating system for North American Infrastructure.

ISI’s Envision™ is the product of a strategic alliance and collaboration of these organizations and the Zofnass Program for Sustainable Infrastructure at the Harvard University Graduate School of Design. This new tool will help public agencies of all kinds assess the sustainability of their infrastructure projects and systems. It is web based and in the public domain...so it is free to use. The organization also offers a training and credential course in the use of the tool with special low rates for full-time public sector employees.

Over 400 public sector agencies and jurisdictions, servicing over 53 million people, have accepted complementary membership in ISI. Eight are located in Colorado. Public agency interest ranges from very small communities to mega-regional jurisdictions as well as state and federal agencies.

Envision™:

- Provides public agencies with a way to talk about their infrastructure investments in ways that elected leaders and citizens can understand;
- Will help public entities design, build and maintain projects that speak to the triple bottom line;
- Will assist local and state officials prioritize projects that most meet the needs of their citizens.

It is important to note that Envision™ neither makes nor imposes decisions on communities; it gives decision makers more and better information upon which to make those decisions on behalf of their communities. Envision™ is an empowering tool rather than one which diminishes options.

The Colorado chapters of ACEC, APWA and ASCE have been instrumental in promoting ISI and piloting the Envision™ tool using these organizations’ past award-winning infrastructure projects. For more information about these reviewed projects, please contact Marilen Reimer, ACEC/CO Executive Director at 303-832-2200 or mar@acec-co.org.

More information about ISI, Envision and credentialing programs is available on the ISI website at www.sustainableinfrastructure.org.

ISI Seeking Verifiers for Envision™ Sustainable Rating System

The Institute for Sustainable Infrastructure (ISI) is seeking industry practitioners interested in becoming credentialed as a verifier for the Envision™ Sustainable Infrastructure Rating System.

Envision™ helps designers, builders and owners develop infrastructure projects with increasing levels environmental and economic continuity. ISI Verifiers would provide independent, third-party verification of rating system project submittals. Prospective Verifiers must first undergo Envision™ credentialing training.

The first ISI Verifiers training class will be held August 20-21, 2012 in Washington D.C. Deadline for completed applications for the first Verifier training session is August 3, 2012.

Visit http://sustainableinfrastructure.org/ for more for information on ISI’s Envision™ Credentialing Program.
MEET features a strategic partner of ACEC/CO. In this issue we introduce you to Velma Lane, senior vice president - Professional Liability, vangilder. She shares his perspectives on the issues affecting engineering practices and what firm’s need to watching for in the future.

ACEC/CO: You are a pillar of this industry and well known for your leadership and guidance. How did you get started in the business?

VL: I worked for a small insurance company as an underwriter and it was there where I met Rollo Jacobs, who was an agent for that company. Rollo, a partner in the firm Steel Jacobs and Associates, was selected by an insurance company (Design Professionals Insurance Company) to be their exclusive agent/broker in Colorado. This company was formed and funded by engineers to provide professional liability insurance for engineers – at that time there were only one, or two other companies offering this coverage. In approximately 1977, the company I worked for left Colorado and I went to work for Steel Jacobs and Associates as a part time assistant in their personal lines department. Later, Rollo asked that I transfer to be his direct assistant and work full time. While only a small number of Rollo’s accounts were engineers, he wanted to grow that book and asked that I work with him to do so. January 1, 1978, Steel Jacobs and Associates was purchased by Van Gilder so I went with the sale. In 1981, Rollo asked management of VGIC if I could transfer to sales as he felt I (as he said) was a natural and should be given the opportunity. I loved it from the very beginning because all of my clients were engineers (and later architects).

ACEC/CO: So this is where your passion for our industry began.

VL: Engineers are amazing in that they, as stewards of our environment, are totally dedicated to helping their clients solve problems while preserving our resources, creating beauty and comfort for all of us, and doing so in an honest forthright and professional manner. They are always so gracious and grateful for any and all of the services I have provided over the years. I have always considered myself to be very lucky (or call it blessed) to have had the opportunity to work with them. As part of my career, I had the opportunity to expand my territory to Kansas and Western Missouri. I started an office for VGIC in Kansas City in 1988 and commuted to that office for three days a week for 14 or so years. Again, a wonderful opportunity to meet and work with many more wonderful professionals. VGIC made the decision to close all of their branch offices so we sold that book of business in 2008 – sort of like losing part of my family.

ACEC/CO: What do you find most fascinating about this business?

VL: In addition to loving my clients my career is extremely fascinating as I never stop learning. Just as we are all individuals and every project/job for engineers is different so are the challenges and opportunities to make a difference. Given the uniqueness of projects and personalities there are many opportunities to assist with contracts, claim’s and general business practices to help my clients make business decisions as to projects, contracts and daily business. Opportunities to talk about “what ifs” and “where do we go from here,” discuss contract language with owners attorneys and explain why it is not in the best interest of the owner or the engineers to require onerous contract language. Claims are always very difficult and I always hope to ease the emotional and financial impact as we sort through the details whether it be the claim itself or simply the many personalities and chain of events that unfold. While many situations are similar, each has its own “twist” hence the continued fascination of solving unique issues.

Continued on page 11
ACEC/CO: How have the issues affecting engineers changed during your tenure?

VL: We have definitely seen an increase in claims frequency and severity, especially now given the overall economy. Additionally, we see owner contracts being more one-sided and owners tending to use contract language that they use with their contractors. It is (and many times we don’t succeed) increasingly more difficult to get the owners and their attorneys to modify the contract to be appropriate for engineering. I am amazed at the tenacity of my clients as they work to negotiate better contract language given that the economic times has created a shortage of projects, and there is always the chance that the owner will simply pull the project rather than work through the contract to make it both fair and insurable. We are always excited when owners and attorneys are willing to listen and make some of the changes we are requesting.

ACEC/CO: What have been the major milestones or issues that have affected the industry in your area?

VL: As I mentioned earlier, there were only two insurers (before DPIC was formed) writing professional liability insurance for engineers. Over the years there have been many swings in this area – one time for about six months we only had one due to a decision by the Department of Insurance in Colorado. Right now there are many, many more. Unfortunately, all insurers are not dedicated to providing top level service nor are they committed to continuing to write the professional liability insurance, so it is important that we do our research into each carrier and discuss differences in coverage and services provided by the various insurers. We do not make the ultimate decision, however, we do need to provide information.

ACEC/CO: What advice would you pass along to the industry?

VL: It seems over the past 35 years we see the same issues over and over again. Given what I have said above – owner contracts, increasing claims activity, many new insurers and, in general, a tougher business environment, I would encourage engineers during this “down time” to sharpen their overall risk management/business practices not only to work through the current time but to be ready when they once again are very busy with great projects. This includes reviewing and possibly enhancing business practices and implementing training programs so they have a good foundation moving forward.

ACEC/CO: What will you remember most as you reflect on your career?

VL: My career is extremely rewarding as not only have I had the privilege and opportunity to develop great business relationships with hundreds of engineers, I can also refer to all of them as being personal friends. Those who know me well have often said – don’t mess with Velma’s clients as they are like her children – and you don’t ever want to mess with her children—I am truly blessed.

About Velma:

Velma grew up in Utah on cattle ranch where she lived until graduating from high school. Much to her parents dismay, she married right out of high school and moved to Salt Lake City. A little over a year later had the first of three children. Her eldest son lives in Texas and have one daughter and one granddaughter. Her daughter, husband and two children live in Denver. Her youngest son, wife and two children also live in Texas. She enjoys her clan of five grandchildren and one great grandchild, including two step children, five step-grandchildren and one step great grandchild from previous marriages. She loves being a mom and grandmother and feels very fortunate to have so many loving and wonderful family members.

We now know where those protective “motherly” instincts come from!
Felsburg Holt & Ullevig names Dean P. Bradley as president, Kyle A. Anderson as Executive Vice-President, and Robert W. Felsburg remains the Chairman of the firm.

Jamal Shamas is now the industry sector lead for water, oil, and gas at CH2M HILL.

Ken Esposito has been named mining sector leader for North America at MWH Global.

Merrick & Co. named Neal McCraw as a senior account executive for their nuclear services technology team.

J. Patrick Hellman has been named director of information technology planning, information protection, and governance for its U.S. operations at ARCADIS.

Congratulations to Denver’s URS center for winning the International TOBY Award for “Outstanding Building of the Year.”

David Evans and Associates, Inc. has hired Wendy Wallach as senior associate and Mountain West regional transit and environmental leader.

MKK Consulting Engineers, Inc. has promoted Ken Urbanek and Angie Huber to associate principal and has hired mechanical engineers Clint Bowen and Tim Lillehoff. Christina Jaret has been named corporate marketing coordinator and Amanda Maul is now the project administrator for the firm.

CH2M Hill has named Dwight Pullen Jr. as the director of their aviation market.

Stantec has appointed Ted Rutledge as a transportation managing principle with their Denver Office.

CTL/Thompson announced that John H. Hart, P.E., D.GE, has joined the firm as an associate engineer and Scott Keim, P.E., has been named the new division manager for Southern Colorado.

Michael Broms, P.E., Esq., has recently joined Frachetti Engineering, Inc.

Wilson & Company added James M. Godwin to direct an urban site civil design group.

Mike Dora, P.E. and Steve J. Salazar, P.E. have been transferred from the Wilson & Company, Inc. Rio Rancho, New Mexico office to Denver.

Megan Orloff has been promoted to associate engineer at Olson Associates.

Senior vice president of Merrick & Co., Christopher Sherry announced the company’s acquisition of the water-engineering firm of McLaughlin Water Engineers of Denver and Aspen.

Heidi Tillquist has been hired on as the senior program manager in the environmental service group of Stantec.
68West, Inc.
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www.emkc.com

Engineering Economics, Inc.
Golden, CO
Phone: 303-239-8700
www.eeiengineers.com
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<th>Name</th>
<th>Location</th>
<th>Phone</th>
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<tr>
<td>Engineering Management Support, Inc.</td>
<td>Lakewood, CO</td>
<td>303-940-3426</td>
<td><a href="http://www.EMSiDenver.com">www.EMSiDenver.com</a></td>
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<td>Engineering Service Company</td>
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<td>Eric J Young, LLC</td>
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<td>Jerry Greene, P.E.</td>
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<td>JLB Engineering Consultants, Inc.</td>
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<td>KDG Engineering, LLC</td>
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<th>Company Name</th>
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<tr>
<td>Shannon &amp; Wilson, Inc.</td>
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<td>303-825-3800</td>
<td><a href="http://www.shannonwilson.com">www.shannonwilson.com</a></td>
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<td>Shea Carr Jewell</td>
<td>Westminster, CO</td>
<td>303-482-3182</td>
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<td>Shear Engineering Corporation</td>
<td>Fort Collins, CO</td>
<td>970-226-5334</td>
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<td>Soil Testing &amp; Engineering, Inc.</td>
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<td>Lakewood, CO</td>
<td>303-985-1333</td>
<td><a href="http://www.srk.com">www.srk.com</a></td>
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<td>Stantec Consulting Services, Inc.</td>
<td>Denver, CO</td>
<td>303-758-4058</td>
<td><a href="http://www.stantec.com">www.stantec.com</a></td>
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<td>Stewart &amp; Associates, Inc.</td>
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<td>Stewart Environmental Consultants, LLC</td>
<td>Fort Collins, CO</td>
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<td>Structural Consultants, Inc.</td>
<td>Denver, CO</td>
<td>303-399-5154</td>
<td><a href="http://www.sci-denver.com">www.sci-denver.com</a></td>
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<td>Summit Engineering Group, Inc.</td>
<td>Littleton, CO</td>
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<td>Terracon</td>
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<td>303-423-3300</td>
<td><a href="http://www.terracon.com">www.terracon.com</a></td>
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<td>Tessara Water, LLC</td>
<td>Hudson, CO</td>
<td>303-710-9108</td>
<td><a href="http://www.tessaraawater.com">www.tessaraawater.com</a></td>
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<td>Tetra Tech, Inc.</td>
<td>Longmont, CO</td>
<td>303-772-5282</td>
<td><a href="http://www.tetratech.com">www.tetratech.com</a></td>
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<td>The Leffler Group</td>
<td>Arvada, CO</td>
<td>720-890-4095</td>
<td><a href="http://www.th%C3%ABlefflergroup.com">www.thëlefflergroup.com</a></td>
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<td>The RMH Group, Inc.</td>
<td>Lakewood, CO</td>
<td>303-239-0909</td>
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<td>Triunity Engineering and Management</td>
<td>Denver, CO</td>
<td>303-953-0320</td>
<td><a href="http://www.triunity.com">www.triunity.com</a></td>
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<td>Tsiovaras Simmons Holderness</td>
<td>Greenwood Village, CO</td>
<td>303-771-6200</td>
<td><a href="http://www.tshengineering.com">www.tshengineering.com</a></td>
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<tr>
<td>TST Inc. Consulting Engineers</td>
<td>Fort Collins, CO</td>
<td>970-226-0557</td>
<td><a href="http://www.tstinc.com">www.tstinc.com</a></td>
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<tr>
<td>TST Inc. of Denver</td>
<td>Lone Tree, CO</td>
<td>303-792-0557</td>
<td><a href="http://www.tstdenver.com">www.tstdenver.com</a></td>
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<td>TST Infrastructure, LLC</td>
<td>Englewood, CO</td>
<td>303-799-5197</td>
<td><a href="http://www.tstinfrastructure.com">www.tstinfrastructure.com</a></td>
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<td>TZA Water Engineers, Inc.</td>
<td>Lakewood, CO</td>
<td>303-971-0030</td>
<td><a href="http://www.tza4water.com">www.tza4water.com</a></td>
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<td>URS Corporation</td>
<td>Denver, CO</td>
<td>303-740-3970</td>
<td><a href="http://www.urscorp.com">www.urscorp.com</a></td>
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<td>Vanderpool Pipeline Engineers Inc.</td>
<td>Littleton, CO</td>
<td>303-798-0275</td>
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<td>VH Engineering, LLC</td>
<td>Denver, CO</td>
<td>720-314-5402</td>
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<td>Vision Land Consultants, Inc.</td>
<td>Golden, CO</td>
<td>303-674-7355</td>
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<td>Warren Mesloh Services, LLC</td>
<td>Fort Collins, CO</td>
<td>970-224-9475</td>
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<td>Western States Engineering, Inc.</td>
<td>Greeley, CO</td>
<td>970-346-9929</td>
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<td>WHPacific, Inc.</td>
<td>Lakewood, CO</td>
<td>303-458-5550</td>
<td><a href="http://www.whpacific.com">www.whpacific.com</a></td>
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</table>

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Wilson & Company
Colorado Springs, CO
Phone: 719-520-0108
www.wilsonco.com

WRC Engineering, Inc.
Denver, CO
Phone: 303-757-8573

Wright Water Engineers, Inc.
Denver, CO
Phone: 303-480-1700
www.wrightwater.com

Y
Yeh and Associates
Denver, CO
Phone: 303-781-9590
www.yeh-eng.com

Z
Zancanella & Associates, Inc.
Glenwood Springs, CO
Phone: 970-945-5700

ZAP Engineering
Lakewood, CO
Phone: 720-529-4430
www.zapecs.com

Zeiler-Pennock, Inc.
Denver, CO
Phone: 303-455-3322
www.zeilerpennock.com