

# ACEC Oregon

AMERICAN COUNCIL OF ENGINEERING COMPANIES  
OF OREGON

Representing engineering and land surveying  
companies in Oregon and southwest Washington  
since 1956.

## SPRING 2011

# UPDATE

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Member of the  
American Council of Engineering Companies  
Washington, D.C.

## 2011 ACEC/ODOT Partnering Conference Another Successful Event

A big "Thank You" to all the individuals, firms and ODOT for helping to make the 6th annual ACEC/ODOT Partnering Conference a success! This year the keynote speaker, **Garry Golden**, shared his insight on the "Future of Infrastructure in the 21st Century." And a presentation by **Shirlene Cleveland** of the Maryland State Highway Administration and **Jim Ruddell** of **Parsons Brinckerhoff** featured their shared experience with the "Building of the Woodrow Wilson Bridge in Maryland" project.

The conference committee also would like to extend thanks to the other conference speakers including: **Lynn Peterson**, Sustainable Communities and Transportation Policy Advisor to the Governor; **Jerri Bohard**, ODOT Deputy Director; **Bob Papp**, ODOT Traffic and Roadway Manager; and ACEC Oregon President **Troy Bowers, Murray, Smith & Associates, Inc.** and **Paul Mather**, ODOT Deputy Director, Highway Division.



**Lynn Peterson**, the Governor's Policy Advisor on Sustainable Communities and Transportation, spoke about her new role in the Governor's office.

Conference presentation files are posted here: <http://www.oregon.gov/ODOT/CS/Training/ACEC08.shtml>.

## Save the Dates for Fall Conference in Bend September 15 - 17



### Preliminary Agenda

- **Thursday, September 15**  
Evening - President's reception
- **Friday, September 16**  
Educational program with **Ron Hoffman, P.E.**, "Scenario Planning"  
Exhibitor booths  
Dinner and entertainment
- **Saturday, September 17**  
Morning - Educational program OR tour of Pelton Round Butte  
Selective Water Withdrawal Project (*tentative*)  
Afternoon - Golf at River's Edge Golf Course  
Evening - Dinner at River's Edge Golf Course

### Sponsor and exhibitor opportunities available!

Watch for more details and registration form to come!

# From the President

by Troy Bowers, P.E.



**Troy Bowers, P.E.**  
Murray, Smith &  
Associates, Inc.

Already time for my last column... this year has been chocked full of activities and successes for ACEC Oregon, and I am proud to have worked with such a great team. Together, we do make a difference.

As President of ACEC Oregon during a legislative session, I have had my eyes opened to what it takes to successfully manage interests important to our membership. It starts with a good and well executed plan. My hat is off to our lobbyist, **Marshall Coba**, for drafting a battle plan and advising on strategic timing of the activities over the past year to have us on the verge of success. It also takes a lot of dedicated people willing to put in the time for something of value; thank you to the Legislative and QBS Committees and the core QBS focus group who helped inform and review things as they morphed this past year.

Relationships have been key to making things happen. (Who knew? Okay, we all

did—but to this extent?) The important relationships came in all shape and sizes. Our new Legislative Committee chair, **Sue Lazlo**, has a tremendous connection with her dad (uh huh)...well, her dad has an even more tremendous connection with the Co-Chair of the Oregon House, Business and Labor Committee—BINGO! **Rep. Mike Schaufler** was very gracious to hear our QBS plea and became our champion. Other relationships came in the form of clients (uh huh, of course) and through rapport established through civic activities (school district). A few well-timed and well-placed emails and phone calls this year, and you have a folder full of important supportive letters and really powerful testimonies at hearings.

Through other good relationships, we were able to forge meaningful compromise and amendments with ODOT (ACEC/ODOT Partnering Conferences, etc.—see related story on page 1), Association of Oregon Counties (speaking at AOC trainings), Special Districts Association of Oregon (good rapport through lobbying and business relationships) and others to gain support to achieve our goal with almost unanimous support. The bill passed the House committee 8-0 and the House 57-0. At the time of writing this, we are poised to testify at the Senate committee May 17 and then, hopefully, off

to the Senate and the Governor. It's not a done deal, but it is certainly looking good. Thank you to those who joined us for our Day at the Capitol. Our contributions and investment of time getting ACEC Oregon known at the Capitol is paying off. The relationships we build do make a difference.

This same strategy is working for us in DC. Our ACEC National staff acts as our lobbying body and positions us for visits from our ACEC members when we get back to DC, as we do annually. This year, our visits (five of us—*photo on page 5*) to all seven Oregon legislators and **Rep. Jaime Herrera Beutler** of SW Washington were well-received and our issues were known, articulated and supported in most of the offices. Our visits to these offices helped emphasize items of importance for infrastructure reinvestment and for important *business* issues to our engineering consulting profession. Some of these issues were successfully resolved for us while others still require a constant vigil until success is achieved.

Our contributions to our National (individual contributions—see story on page 5) and State (firm contributions) PACs help gain us access for our issues to be heard. There is no other professional association/organization which will address our important business concerns. Importantly, our active engagement develops the relationships which allow our issues to be heard amongst the din of other requests and priorities on the Hill. Thank you to **Ken Wightman** at DEA for leading the way with many of the relationships in DC and in Salem. Please do your part to make sure our issues are heard, especially our business issues by reaching out and/or by contributing to our PACs.

I thank each of you for your efforts on behalf of all of us. I also thank our staff for staying ahead of us and for helping guide the way and for being the constant as we rotate through our interim positions on committees and the board. Please give your support to ACEC Oregon this next year as **Andy Vessely** takes the gavel July 1st. Andy has been super to work with on the board these past many years, and I look forward to his furthering of our mutual business interests together under the banner of ACEC Oregon.

## BOARD OF DIRECTORS 2010 - 2011 *(Terms of office commence July 1.)*

### PRESIDENT

**Troy Bowers, P.E.**

Murray, Smith & Associates, Inc.

### VICE PRESIDENT

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*(represents ACEC OR at ACEC Nat'l meetings)*

**Gregg Scholz, P.E.**

R & W Engineering, Inc.

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## Among Ourselves...

The ACEC Oregon Board of Directors is pleased to announce the following new member firms. Please welcome...

**CLEARWATER ENGINEERING GROUP, LLC**, 20380 NW Halfway Road, Bend, OR 97701, phone (541) 728-7092. Firm representative is **David Prull**. Clearwater Engineering Group (CEG) provides engineering consulting and design services to municipalities, irrigation districts, special districts, and private interests related to water and wastewater civil works. CEG specializes in raw water intakes, fish screening, fish passage, groundwater wells, reservoirs, water transmission, pump stations, hydropower, and constructed wetlands for wastewater treatment. CEG offers construction administration services to clients for implementation of CEG designs and the design work of other professional engineering firms..

**GEOTECHNICS, INC.**, 7629 SE Harrison Street, Portland, OR 97215, phone (503) 730-2469, [www.geotechnicsnw.com](http://www.geotechnicsnw.com). Firm representative is **André Maré**. Geotechnics LLC provides geotechnical engineering consulting services throughout the Northwest. The firm strives to provide high quality, innovative approaches to solving geotechnical challenges. It is a certified small business.

Affiliate member **ENVIROISSUES**, 1515 SW Fifth Avenue, Suite 1022, Portland, OR 97201, phone (503) 248-9500, [www.enviroissues.com](http://www.enviroissues.com). Firm representative is **Mandy Putney**. Firm activities include public involvement and facilitation.

Affiliate member **GEI CONSULTANTS, INC.**, 311 B Avenue, Suite F, Lake Oswego, OR 97034, phone (503) 697-1478, [www.GEIconsultants.com](http://www.GEIconsultants.com). Firm representative is **Ginger Gillin**. Firm activities include environmental, ecology and water resources.



**3J Consulting, Inc.** has a new address. They are now located at 10445 SW Canyon Road, Suite 245, Beaverton, OR 97005.



**Cornforth Consultants, Inc.**, a Portland-based geotechnical engineering firm, is pleased to announce that **Andy Vessely** has been appointed President and Principal Engineer. Vessely is also ACEC Oregon president-elect and will become president of the ACEC Oregon board of directors July 1. He holds a B.S. degree with honors

in geology from the University of Oregon and a M.S. degree in geotechnical engineering from the University of California at Berkley. Vessely has more than 24 years of experience in the Pacific Northwest. He replaces **Ermel Quevedo**, who now assumes the role of Chief Executive Officer.

The firm is also pleased to announce the appointment of **Mike Meyer** as Vice President. Meyer is chair of the ACEC Oregon Membership Committee. He is also one of the Oregon Trustees of the Pacific Northwest Consulting Engineers Health & Welfare Trust. He holds a B.S. degree in geological engineering and a M.S. degree in geotechnical engineering from Washington

State University. He has more than 20 years experience in the Pacific Northwest.

**David Evans and Associates, Inc. (DEA)** is celebrating its 35th anniversary. Since forming in Portland on April 1, 1976, DEA has established more than 30 offices in ten states, employed more than 4,000 people, generated nearly \$2 billion in revenue, and served more than 7,000 clients. The firm has weathered recessions and enjoyed boom years; and experienced mergers, acquisitions, and spin-offs on its way to becoming ranked among ENR's top 100 design firms in the U.S. DEA is a nationally recognized leader in transportation, land development, energy, and water projects; committed to improving the quality of life while demonstrating stewardship of the built and natural environments. The firm currently has 17 offices in seven states and employs more than 650 people, including professional engineers, surveyors, planners, architects, landscape architects, and natural resources scientists. DEA is an employee-owned corporation. ***Congratulations, DEA!***

**Dhillion Engineers, LLC** has a new address. They are now located at 3601 SW River Parkway, Portland, OR 97239.



**KPFF Consulting Engineers** is proud to welcome Senior Project Manager **Pete Miller** to their Eugene office. Miller's 15 years of experience runs the gamut of site and infrastructure development, from startup through construction. His interest in renewable energy and innovative sustainable design motivated his relocation to Oregon. "There's just a lot more opportunity here in the Pacific Northwest for sustainable design--it's engrained in the culture," he says. Miller is a LEED-Accredited Professional. He also holds a Masters in Business Administration and a M.S. in Engineering Management, both from California Polytechnic State University, San Luis Obispo.

**Otak, Inc.** is excited to announce HanmiGlobal (HG) and Otak's landmark agreement to merge and create a strategic partnership that will expand their ability to serve clients in the United States and internationally. HanmiGlobal has agree to acquire a major share of Otak and make significant capital investments in Otak's growth. HG is one of the most respected construction and project management firms in Korea and is rapidly growing in Asia, the Middle East and North Africa. In turn, Otak has a 30-year history of providing award-winning architecture, urban design, engineering and planning solutions to clients who are building livable, sustainable communities.

**Pacific Geotechnical** has changed from a LLC to an Inc. The firm also has a new web address, [www.PacGeoCorp.com](http://www.PacGeoCorp.com). Employee e-mail addresses also have changed to reflect their new web address.

Pacific Geotechnical also welcomes **Dan Trisler, P.E., G.E.**, as office manager for their new Vancouver, Washington office, 300 West 15th Street, Suite 101, 98660, phone (360) 993-5080.

## Among Ourselves... (continued from page 3)



The Trustees of the **Pacific Northwest Consulting Engineers Health & Welfare Trust** are pleased to announce that **Erik Peterson, Peterson Structural Engineers, Inc.** was elected to complete the Oregon five-year term which began January 1, 2010. He will replace Steven Reidy, whose term expires December 31, 2014.

**Professional Service Industries, Inc. (PSI)** is pleased to announce the promotion of **Steve Bryant** to Senior Vice President. In addition to his current duties, Bryant will also be responsible for the firm's operations in Washington.

**Winzler & Kelly** is celebrating their 60th anniversary. First established in Eureka, CA in 1951 as a father-son partnership, the firm has grown to 300 employees in twelve offices across the West Coast and Pacific Rim. Winzler & Kelly is a multidisciplinary engineering and environmental consulting firm with offices throughout California, Oregon and Micronesia. An Engineering News Record Top 500 Firm, Winzler & Kelly

emphasizes sustainable design, value engineered solutions and innovation.

**ACEC National News** ACEC National Executive Vice Chair and ACEC Oregon past president **Ken Wightman, David Evans and Associates, Inc.** has been elected to Chair the national Transportation Committee. The committee monitors legislation and regulation on transportation infrastructure issues, including highways, railroads, aviation, and mass transit; and develops and recommends Council positions and legislation/regulation for promotion before Congress, the Executive and State agencies.

Wightman also has been appointed to the Government Advocacy Committee and the Planning Cabinet. The Government Advocacy Committee provides advocacy direction and guidance for the development of the governmental affairs programs of the Council; provides oversight of all governmental affairs committees to maximize effective efforts and to ensure consistency of positions. And the purposed of the Planning Cabinet is to advise the Executive Committee and the Board of Directors on strategies and implementation steps for strengthening ACEC's governance and progress.

## ACEC National: President's monthly update, May 1, 2011

by ACEC President Dave Raymond

### GENERAL

- President Obama signed into law the ACEC-backed repeal of the expanded IRS Form 1099 filing mandate, which would have imposed an onerous paperwork burden on member firms.
- The Minuteman Fund provided grants to: ACEC/Georgia to support a new sales tax referendum to fund transportation; ACEC/Nebraska to fight government competition; and ACEC/Nevada for an amicus brief to defend the state's Economic Loss Doctrine.
- ACEC collaboration with the Society of American Military Engineers (SAME) now includes "BooksforEngineers.com."
- ACEC/Hawaii is the second state organization to meet its 2011 ACEC/PAC fundraising goal, joining Wisconsin.

### GOVERNMENT AFFAIRS

- Urged Securities and Exchange Commission officials to maintain the engineering exemption in a proposed new rule on municipal advisor registration.
- Defense Department officials briefed ACEC on their proposed design-build selection process change – to increase consideration of project life-cycle costs – for reaction and comment prior to the plan's public release. (*See April 27, Last Word.*)
- Lobbied to oppose House budget resolution that would limit spending to existing revenue projections, resulting in a 30 percent decrease in annual highway and transit funding from the Highway Trust Fund.
- Urged negotiators on the final FAA reauthorization bill to provide maximum levels of airport infrastructure investment and to retain a House-passed provision supporting QBS on projects funded with Passenger Facility Charges.

- Assembled working group of small, medium and large firms to develop a consensus position on the Small Business Administration's proposal to increase the SBA size standard for the engineering industry from \$4.5 million to \$19 million in gross receipts.
- Hosted an in-district congressional fundraising event for House Energy and Commerce committee member Rep. Lee Terry (NE); and a Meet and Greet for freshman Transportation and Infrastructure committee member Bob Gibbs (OH).



### IMPORTANT UPDATE ON 3 PERCENT WITHHOLDING

On May 6 the IRS issued a one-year delay for implementation of the 3 percent withholding mandate (until January 1, 2013). While this delay is welcome, we are gunning for full repeal. ACEC is leading the lobbying arm of a very large U.S. Chamber of Commerce coalition focused on repeal. The coalition members (more than 100 business associations) have agreed to escalate the pressure on Congress beginning in June. A similar coalition has recently been successful in repealing the expanded 1099 filing mandate. In an e-mail to ACEC, the U.S. Chamber wrote, "We appreciate ACEC's leadership on this effort and look forward to launching this aggressive campaign next month... With the successful repeal of the 1099 mandate, we feel there's an issue void that we can fill with the percent withholding tax... Our intention is to apply as much grassroots pressure to Congress as possible to get them to act decisively." Our grassroots action alert for members will go out in June in coordination with the overall effort.

# ACEC Federal Advocacy Efforts Promote Engineering Firms

by ACEC Oregon's PAC Champion Bob Carson, Mason, Bruce & Girard, Inc.



**Bob Carson**  
Mason, Bruce &  
Girard, Inc.

**A**CEC's Political Action Committee, ACEC/PAC, is your voice and a key force in influencing federal program, policies, and legislation that affect the consulting engineering industry. Your personal support of ACEC/PAC is critical

to ensure that ACEC Oregon meets its fundraising target for 2011. ACEC/PAC has been extremely active with federal lobbying efforts in support of engineering consultants.

For example, this month ACEC is focused on several key lobbying objectives – perhaps most importantly we are engaging U.S. House and Senate members to repeal the 3 percent withholding mandate, as ACEC continues to gain co-sponsors (now 84 in the House and 15 in the Senate).

ACEC is also actively promoting the six-year transportation reauthorization, which the House Transportation and Infrastructure Committee hopes to report out within the next month. In addition, ACEC staff are working to secure passage of the Federal Aviation bill with more funding and ACEC's QBS language in the Passenger Facility Charge program.

Other recent ACEC/PAC lobbying achievements/activities include:

- Attained final passage of an ACEC-backed repeal of the IRS Form 1099 filing mandate, which would have imposed onerous paperwork burdens on member firms.
- Briefed Defense Department officials on a proposed design-build selection process change to increase consideration of project life-cycle costs.
- Actively opposed the House budget resolution that would limit spending to existing revenue projections, and would have resulted in a 30 percent decrease in annual highway and transit funding from the Highway Trust Fund.
- Assembled a working group of small, medium and large firms to develop an ACEC consensus position on the Small Business Administration's proposal to increase the SBA size standard for the engineering industry from \$4.5 million to \$19 million in gross receipts.

Individually, any of these issues could have a significant impact on an engineering firm's bottom line. Collectively, they have the



## ACEC Oregon Lobbies Capitol Hill during Legislative Summit

Pictured during the 2011 ACEC Annual Convention & Legislative Summit are, from left: ACEC Oregon President **Troy Bowers, Murray, Smith & Associates, Inc.**; ACEC Oregon Executive Director **Alison Davis**; ACEC Oregon Past President and ACEC Vice Chair **Ken Wightman, David Evans and Associates, Inc.**; and **Jay Lyman** and **Marcus Reedy, David Evans and Associates, Inc.** The group lobbied Oregon's congressional delegation on infrastructure and other key issues.

potential for catastrophic consequences for ACEC members if our voice is not heard. This is why your support for ACEC political programs is so important.

ACEC Oregon is officially kicking off our 2011 ACEC/PAC fundraising effort this month, which is focused on ACEC Board member outreach to individual members. If you would like more information on ACEC/PAC and how you can participate, please send me an email at [bcarson@masonbruce.com](mailto:bcarson@masonbruce.com).

## Thank you, 2011 ACEC/PAC donors!

A big *Thank You* to the following individuals who have contributed to the national ACEC PAC in 2011. Donations received January 1 through April 30, 2011:

- **Troy Bowers** Murray, Smith & Associates, Inc.
- **Steve Bryant** Professional Service Industries, Inc. (PSI)
- **Bob Carson** Mason, Bruce & Girard, Inc.
- **Larry Fox** OBEC Consulting Engineers
- **Gayle Harley** OBEC Consulting Engineers
- **Jim Ruddell** Parsons Brinckerhoff
- **Kay Van Sickle** Mead & Hunt, Inc.
- **Ken Wightman** David Evans and Associates, Inc.

# Coba's Capitol Comments...

by ACEC Oregon Lobbyist Marshall Coba, CobaCo, LLC



**Marshall Coba**  
CobaCo, LLC

*As of May 15, 2011:* The race to adjournment of the 2011 legislative session began last Thursday with the release of the May revenue forecast. This quarterly report is the last one the legislature will use to base 2011-13 agency budgets and gave them another somber but improving outlook. With this information budget-writing legislators understand the parameters of the expected revenue and can make final decisions on major budget areas like social services, schools and prisons.

The legislature must adjourn by June 30 or they will need to vote to continue the session another 10 days. It is expected that final agreement will be reached on key budgets and the session could end as much as 10-15 days earlier than required.

ACEC sponsored HB 3316 which would expand qualification based selection (QBS) requirements to local governments by removing the thresholds that require 10 percent state government participation in a total project of at least \$900,000 before local governments are required to use QBS. The bill now states that all local government projects will be required to use QBS but allows for direct appointment of engineers, architects, land surveyors and photogrammetrists on projects with an estimated design fee of up to \$100,000.

HB 3316-A passed out of the House Business and Labor Committee with an 8-0 vote and passed the House floor with a 57-0 vote. We have worked closely with ODOT, local governments, AGC, APWA and others to reach this agreement. Also, special thanks to Committee co-chairs **Rep. Mike Schaufler** and **Rep. Bill Kennemer** who have both been very supportive of our efforts.

The QBS bill will now have a hearing in the Senate Business, Transportation and Economic Development Committee on Tuesday, May 17 at 3:00 PM in Hearing Room B in the State Capitol. The 6-member committee is chaired by **Sen. Lee Beyer**, (D) Springfield, and includes, **Sen.**

**Bruce Starr**, (R) Hillsboro, **Sen. Jason Atkinson**, (R) Central Point, **Sen. Fred Girod**, (R) Stayton, **Sen. Ginny Burdick**, (D) Portland and **Sen. Chris Edwards**, (D) Eugene.

If the bill passes out of committee and the Senate floor, it will need to go back to the House for concurrence by co-chairs Schaufler and Kennemer and then another vote on the House floor.

Another ConnectOregon package is moving through the process and is expected to pass for \$40 million of multimodal investment. This bill, HB 2166, is in the Ways and Means Capital Construction sub-Committee chaired by **Sen. Dave Nelson** (R), Pendleton and co-Speakers **Rep. Bruce Hanna** (R) Roseburg, and **Rep. Arnie Roblan**, (D) Coos Bay.

The ACEC Legislative Committee has met regularly this session and is led by **Sue Laszlo** with **HDR**. The committee is tracking more than 100 bills of direct interest to ACEC members.



## PAE Consulting Engineers Wins National Engineering Excellence Award

Pictured above during the 2011 ACEC Annual Convention in Washington, D.C., are, from left: **Brad Wilson**, PAE Consulting Engineers; ACEC Oregon Executive Director **Alison Davis**; and ACEC Oregon President **Troy Bowers**, Murray, Smith & Associates, Inc. PAE Consulting Engineers earned an ACEC National Honor Award for their Port of Portland Headquarters project. ACEC National received 161 Engineering Excellence entries this year. Of those, only 16 projects received Honor Awards, seven received Grand Awards, and one project received the Grand Conceptor Award. Three other ACEC Oregon member firms also entered the competition and earned National Recognition Awards: **Catena Consulting Engineers** (Shriners Hospitals for Children - Portland), **Jacobs Associates** (Balch Consolidation Conduit Shafts & Pipelines), and **KPFF Consulting Engineers** (University of Michigan, Museum of Art).

Focus on risk management...

## A/E Mergers & Acquisitions

by Timothy J. Corbett, BSRM, MSM, LEED GA

The following material is provided for informational purposes only. Before taking any action that could have legal or other important consequences, speak with a qualified professional who can provide guidance that considers your own unique circumstances.

### M&A Drivers & Considerations

There are many reasons and drivers for M&A activity. With slow economic conditions, consolidation in any industry is a usual trend. A common theme currently within the A/E industry is transactions are being driven by a desire for service diversification and merging or acquiring another firm to become a more “full service” provider for clients addressing a full array of project services.

Great care and consideration is needed when merging, selling or acquiring another firm. How a firm appears on paper and how they are in practice can vary greatly. If proper and complete due diligence is not performed, a firm can significantly decrease their ability to perform services in a quality manner that in return dramatically increases risk.

There are many reasons why architect and engineering firms would sell or buy another firm:

#### Why Sell:

- Maintain continuity that preserves client relations
- Growth strategy
- Gain financial return on firm investments
- Induce key people to stay with the firm
- Gain financial security before retirement
- Avoid the difficulty of closing down a multi-client, multi-project practice

#### Why Buy:

- Access to new geographic areas
- Alternative to recruiting
- Access to new clients
- Alternative to cold starting an office
- New or complementary services
- Increased career opportunities; creating a broader platform for managers to expand and excel
- Add management talent

### Well Planned M&A's Mitigates Risk

Mergers and acquisitions (M&A) activity come in waves based on market conditions and economic drivers. Well-planned M&A deals that are executed effectively can be excellent tools for transitions and strategic growth. However, if not done correctly, they can dramatically impact a firm's performance as well as significantly increase risk.



### Key Recommendations:

- **Get Your Broker and Underwriter Involved:** Getting your broker and insurance carrier involved early will help the process by identifying various options regarding the liabilities and insurance coverage's.
- **Conduct a Risk Assessment:** Obtain a better understanding of the firm in key categories of risk and liability as well as practices and operations for managing risk through a risk assessment. A risk assessment should also evaluate past claims and lessons learned incorporated into the firm's operation to help avoid reoccurrence.
- **Understand the Culture:** Take a good look at the culture of the firm, including attitudes, work styles and philosophy. It is essential to observe work patterns up close and personal, and address any yellow flags up front. An incompatible culture is a sign of trouble and should be a deal breaker.
- **Know Your Potential Partner:** Understand the assets, liabilities, claim history, expertise, intellectual capital and customer list that the merger or acquisition partner brings to the table – does the deal make sense financially, strategically and from a risk standpoint.
- **Don't Skip on Due Diligence:** Spend the required time – often 90 days or more – poring over the potential partner's finances, legal and compliance records, HR practices, IT systems and more.
- **Make Sure you Have the Valuation Right:** Examine cash flow, P&L statements, project backlogs, billings and client lists, current and past claims and costs.
- **Frame a Sound Agreement:** It is important to look beyond the basics. An agreement must cover exit strategies for principals, contingencies clauses, severance policies and a host of other issues.
- **Integrate Companies and Systems:** Pay and benefits, job titles and organizational charts, work-flow and IT systems all are key elements of building a successful enterprise.
- **Monitor Performance and Make Necessary Adjustments:** Keep an eye on key metrics and business practices and understand where to make tweaks and changes.

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Excerpted with permission from SmartRisk. This article is provided by Risk Management Committee member **David Shipley, Shipley & Associates, Inc.** Shipley & Associates specializes in insurance and risk management services for the engineer and architect.

This article is intended for general discussion of the subject, and should not be mistaken for legal advice. Readers are cautioned to consult appropriate advisors for advice applicable to their individual circumstances.

For an archive of past risk management articles, go to <http://www.acecoregon.org/riskManagement.php>.



Pictured above during the April 7 breakfast program with Oregon Department of Transportation Director **Matt Garrett** are, from left: ODOT Director Garrett and ACEC Oregon President **Troy Bowers, Murray, Smith & Associates, Inc.**

# Mark your calendar...

## MAY

- **MAY 22 Tuesday**  
**Annual Business Dinner** with committee reports and induction of new board  
 Multnomah Athletic Club, Portland  
*More info: [www.acecoregon.org/calendar/documents/May2011\\_business\\_dinner.pdf](http://www.acecoregon.org/calendar/documents/May2011_business_dinner.pdf)*
  
- **MAY 26 Thursday**  
**CM/GC and Other Alternative Contracting Methods Impact on the Engineering Profession**  
 David Evans and Associates, Inc., Portland  
*More info: [www.acecoregon.org/calendar/documents/CMGC\\_program\\_May2011.pdf](http://www.acecoregon.org/calendar/documents/CMGC_program_May2011.pdf)*

## JUNE

- **JUNE 1 Wednesday**  
**State of the Industry: Update on Professional Liability Insurance**  
 David Evans and Associates, Inc., Portland  
*More info: [http://www.acecoregon.org/calendar/documents/Prof\\_Liability\\_Insurance\\_June2011.pdf](http://www.acecoregon.org/calendar/documents/Prof_Liability_Insurance_June2011.pdf)*
  
- **JUNE 9 Thursday**  
 Board of Directors Meeting  
 OBEC Consulting Engineers, Lake Oswego
  
- **JUNE 22 Wednesday**  
*ACEC Oregon and ASCE YMF present the...*  
**6th Annual Networking Day Benefit Golf Tournament & Dinner**  
 Langdon Farms Golf Club, Aurora  
*More info: [www.acecoregon.org/calendar/documents/NetDay\\_june2010.pdf](http://www.acecoregon.org/calendar/documents/NetDay_june2010.pdf)*

## SEPTEMBER

- **SEPT 15 - 17 Thursday thru Saturday**  
**Fall Conference**  
 The Riverhouse, Bend, Oregon  
*Watch for more info to come!*

# ACEC Oregon

SINCE 1956

5319 SW Westgate Dr., Ste. 224, Portland, OR 97221

phone (503) 292-2348 / [www.acecOregon.org](http://www.acecOregon.org)

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### UPS Savings Program



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ACEC Oregon members can save up to 30% off UPS Express air and international shipments. That's a significant savings over FedEx published rates!\* All this with the peace of mind that comes from using the carrier that delivers outstanding reliability, greater speed, more service, and innovative technology. UPS guarantees delivery of more packages around the world than anyone, and delivers more packages overnight on time in the US than any other carrier, including FedEx. And UPS tools and services make greening your shipping easy!

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