

ACEC

AMERICAN COUNCIL OF ENGINEERING COMPANIES
of Colorado

THE VOICE

OF COLORADO'S ENGINEERING INDUSTRY

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President's Report



ACEC/CO President
Eric Young

While growing up in ACEC-CO, for the longest time as just an occasional participant, I became accustomed to just picking a la carte from the wide range of available items from the ACEC-CO menu that suited my immediate needs at the time. But somewhere along the way, as I became more engaged and focused on the ACEC organization through committee involvement, serving on the Board, and most recently as an Officer of this great organization, I began to see much more depth and relevance of services than I'd ever imagined. This organization is packed with available advice, help with issues, business tools, and useful information both locally and nationally. How do we now move forward and make ACEC-CO even more relevant? [Read More..](#)

ACEC/CO's 55th Annual Meeting:

ACEC/CO leaders and guests gathered to celebrate the Council's long history, past accomplishments and promising future at the 55th Annual Meeting on Friday, April 22. After a cocktail social hour and formal dinner accompanied with piano music by Larry Meeks, the group turned its attention to 2010-11 President Bill Hoffmann, who then led the ceremony of transferring leadership and presentation of awards. [View award winners and photos here](#)



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**NEW 2011 Wake-up Call
Breakfast Series podcasts
available**

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In the News

EAA Program on Horizon - Showcase your Innovations to the World

The start of the 2012 Engineering Excellence Awards program is fast approaching. This means that the EEA Workshop is even closer. ACEC-CO will hold its annual Awards Workshop on Friday, June 17 at 7:30 a.m. at Merrick & Company in Aurora. This workshop is essential to gaining all of the information that a firm needs to enter the awards competition, and provides insiders' perspectives on how to successfully package your entry submittal, what the judges are looking for, and the short- and long-term benefits of entering the competition.

So what are the benefits to entering the EEA competition? Huge exposure within the industry for one, including: [Read More..](#)

Wake-up Call Breakfast Podcasts Available

Did you miss a recent "Wake-up Call" program that interested you? Now you can catch up on all of the 2010 and 2011 Wake-up Call Breakfast presentations, including our most recent presentation on Document Retention by Buck Beltzer, Holland and Hart (recorded May 4). [Read More..](#)

Membership Notices and Engineers in the News

[Membership Notices](#) for new and prospective members and other membership changes.

[Engineers in the News](#) from our members and member firms.

News from National

ACEC Retirement Trust

The ACEC Retirement Trust oversees a program that provides retirement plans for participating ACEC member firms. View the top 10 reasons why now is the time to belong to the ACEC Retirement Trust [here..](#)

President's Report

From ACEC's President Dave Raymond on the latest developments of ACEC's government affairs on your behalf. [Read more..](#)

Giving Back: The Future of Engineering

Colorado Construction Career Days CDA Silent Auction

The Constructors and Designers Alliance is a statewide coalition of 23 trade associations, including ACEC/CO, and professional organizations representing many facets of the construction industry.

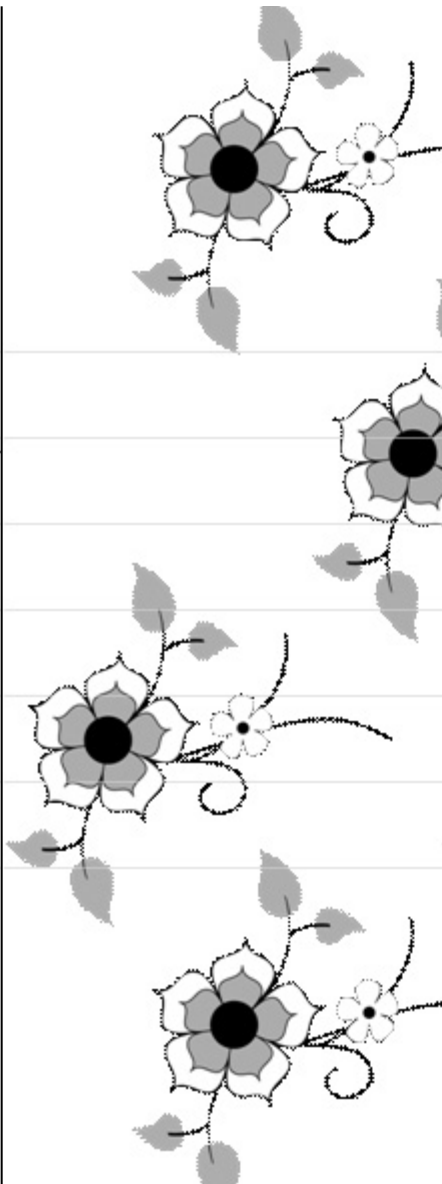
The CDA Silent Auction is the premier fundraising event to support Colorado Construction Career Days, an annual industry-wide event that provides high school students with an opportunity to experience the various areas of construction, including design and engineering.

The event will be held Thursday, June 23, 2011, 5:30 p.m. at the University of Denver Ritchie Ctr. [Read More..](#)

ACEC/CO Events Calendar

Register [online](#), by calling 303-832-2200, or by [e-mail](#) for ACEC/CO programs.

- May General Meeting
Tuesday, May 24, 11:30 a.m. Topic: "DIA Master Plan Update," by Frederick Bush, Director of Planning, DIA. [Read More..](#)
- AEC Collaboration Conference/Expo: "Emerging Technology and Processes for the AEC Industry"
Wednesday, May 25, 7:00 a.m. - 4:00 p.m. From LEED to LEAN to IPD to BIM to VDC, what piece are you missing? Join your industry colleagues in the Rocky Mountain region for the first annual AEC Collaboration Conference/Expo. [Read More..](#)
- Last Wake-up Call Breakfast of the Series
This will be our last Wake-Up Call until fall. Join us Wednesday, June 8, 7:30 a.m. at the Sunrise Sunset Restaurant in Lakewood. Larry Friedberg, State Architect will present. [Read More..](#)
- EEA Workshop
Friday, June 17, 7:30 a.m. at Merrick & Company in Aurora. This workshop is essential for gaining all of the information your firm needs to enter the Engineering Excellence Awards [Read More..](#)
- ACEC/CO Annual Golf Tournament
The ACEC/CO Scholarship Benefit Golf Tournament is coming up, August 8, 2011 at the Golf Club at Bear Dance in Larkspur, Colorado. Sign up for a hole sponsor by June 1 and get \$25 off an individual registration or \$100 off a foursome. Find out how [you can sponsor here](#).



- SAVE THE DATE - QBS Colorado 2011 Forum
Tuesday, October 4, 2011 at PPA Event Center
"Using QBS for Design-Build Projects." This forum will show how the principles of QBS have been recently used on some of the most notable projects in Colorado.

ACEC/CO Career Training Center

- Rainmaker Training Series
ACEC/CO offers this NEW training series. Get your employees on board to become rainmakers and to learn new business development skills. Three sessions: May 19, June 16 and July 21, 2011. [Read More..](#)
- Future Leader Management Courses
You can sign up for the last course on June 7, 2011 on "Employment Law." Each Workshop is worth four professional development hours. [Read More..](#)



President's Report



ACEC/CO President
Eric Young

While growing up in ACEC-CO, for the longest time as just an occasional participant, I became accustomed to just picking a la carte from the wide range of available items from the ACEC-CO menu that suited my immediate needs at the time. But somewhere along the way, as I became more engaged and focused on the ACEC organization through committee involvement, serving on the Board, and most recently as an Officer of this great organization, I began to see much more depth and relevance of services than I'd ever imagined. This organization is packed with available advice, help with issues, business tools, and useful information both locally and nationally.

I realized that this is an extremely relevant organization to all of us as business owners, managers, and employees of ACEC-CO member companies. ACEC is nationally a well-recognized, premier business organization created for the purpose of serving consulting engineering companies in the design and construction industry. This is why I have chosen to emphasize the concept of relevance during my term as your president. All programs, activities, and services provided by ACEC-CO must be absolutely relevant and important to you, as individual members and industry partners, so that the value you receive far exceeds the cost and time commitment of participation in the organization.

This is what makes ACEC a must to join, to belong to, and to participate in, because ACEC is the "go to" resource for any and all specific challenges we consulting engineers commonly face with our individual businesses.

How do we now move forward and make ACEC-CO even more relevant? By focusing on your needs and concerns; re-examining our strategic goals and their relevance to you and your business; searching for relevant topics and additional programs and activities for your benefit and interest; and by aligning the work of our committees, programs, training, tools and services to make sure they accomplish this degree of relevance for you, our members.

Some of the most visible actions we will take this year are now being planned with your benefit in mind, such as: overhauling the method and manner of communication with you to be as effective and efficient as possible; adding call-in teleconferences and a blog incorporated into the website to gain perspectives, business advice and to voice opinions and observations affecting your business to other ACEC-CO members on a more personal basis; emphasizing advocacy, promoting our collective voice through the legislative process; providing more strategic, relevant educational opportunities; offering programs and monthly meeting opportunities with interesting topics and timely information necessary for you to run your business competitively and profitably; creating more visibility of committee activities and accomplishments; and expanding the depth of committees, such as the Business Practices Committee. This committee, for example, will be expanded to address a broader range of issues and relevant topics that concern you right now, such as small and disadvantaged business participation goals and requirements, risk management, HR law, ethics, management best practices, quality, licensure, ownership transition, requirements of the FAR for federal contracting, and adopted requirements by State agencies, to name a few.

Whatever issue or activity you, as a valued member, identify going forward that needs a solution or that will enhance the value of ACEC-CO will be carefully addressed by the organization. Let us know your thoughts. Whatever additional programs and activities that make business sense for us to provide, we're ready and willing to pursue. This organization can affect the success of your business, so as ACEC/CO president, I ask you to help us with your active involvement and encourage others within your company to participate in ACEC-CO!

The entire staff, our committees, and Board are very much looking forward with great anticipation to serving you this next year with relevance and leadership!

- Eric Young, 2011-12 ACEC/CO President

ACEC/CO's 55th Annual Meeting

ACEC/CO leaders and guests gathered to celebrate the Council's long history, past accomplishments and future at the 55th Annual Meeting on Friday, April 22. After a cocktail social hour and formal dinner accompanied with piano music by Larry Meeks, the group turned its attention to 2010-11 President Bill Hoffmann, who then led the ceremony of transferring leadership and presentation of awards

Orley O. Phillips Award

Stan Neujahr received the 2011 Orley O. Phillips award. This award is given to an ACEC/CO member who has made significant contributions to the profession, the Council, and its programs. It was established to honor one of our founding members. Gordon Meurer and other past presidents presented the award to Stan, commemorating him while also poking a little fun at each other.

Stan is a co-founder of Neujahr and Gorman, Inc., Consulting Structural Engineers and has over 35 years experience in the field of consulting structural engineering and small business management and is involved in a variety of professional associations. Stan received a Bachelor of Science Degree in Architectural Engineering from The University of Texas in 1975. He is currently licensed as a Professional Engineer in nine states. He was President of the Structural Engineers



2010-2011 ACEC/CO President Bill Hoffmann (left) presents Stan Neujahr with the Orley O. Phillips award at the ACEC/CO Annual Meeting, April 22, 2011.

Association of Colorado in 2007 and is a Director and the Treasurer of the SEAC Scholarship Fund. Stan was President of the American Council of Engineering Companies of Colorado in 1995-96, was National Director in 1997 and has served on state and national ACEC committees and other task forces.

George Washington Award



Joe Tamburini accepts the 2011 ACEC/CO George Washington award at the Annual Meeting, April 22, 2011.

The ACEC/CO George Washington Award is given to an ACEC/CO member for outstanding service to the community, the progress of Colorado, and the advancement of the public image of consulting engineering as a profession. The award is presented to someone who has exhibited leadership, had an impact on public policy-making and general societal issues.

This year the Board of Directors and the Awards Committee voted to present the ACEC/CO George Washington Award to Joe Tamburini for his major contributions to the public sector and the engineering industry, and for his unselfish giving back to the community.

Joe is Executive Vice President and a Principal of Tetra Tech RTW. With over 35 years of experience in water and wastewater system engineering, he has directed and participated in projects for master planning, evaluation and design of wastewater collection and treatment facilities.

His expertise also includes water systems, groundwater and surface water development, and preparation of statewide water and wastewater system design standards. Joe has provided consultation to special districts and municipalities on operation and maintenance, capital improvement programs, budgeting, and system evaluation and rate analyses. He has extensive experience in leading the public information / involvement process.

Joe was chairman of the Certified Consulting Engineers of Colorado, president of the Rocky Mountain Water Environment Federation, and Director of the Water Environment Federation, and he served as president of the Blue Mountain Water District for 20 years. Joe is the first certificant of ACEC/CO's Expert Witness Certification program; and was appointed to a special Task Force on Forensic Engineering reform by the Colorado Board of Architects, Professional Engineers and Professional Land Surveyors.



The ACEC/CO Staff received the 2011 President's Award at the Annual Meeting, April 22, 2011. (L-R): Della Rosell, accountant; Julie Ann Dill, administrative assistant; Robyn Curtis, communications coordinator; Jennifer Baldwin, programs coordinator; Marilen Reimer, executive director; with ACEC/CO 2010-11 President Bill Hoffmann

President's Award

The President's Award goes to an individual who is consistently going the extra mile in surpassing any expectations for the particular role they are assigned in the organization. There is no specific award category for this, but each president is able to recognize an individual when they deem it appropriate. ACEC/CO President Bill Hoffmann chose not one, but a team of individuals who have made a significant contribution to the Council.

The 2011 President's Award was presented to the ACEC/CO staff for their exemplary service and support of the engineering profession and the Council: Marilen Reimer, Executive Director; Jennifer Baldwin, Program Coordinator; Robyn Curtis, Communications Coordinator; Julie Ann Dill, Administrative Assistant, and Della Rosell, Accountant.

Committee Chairs of the Year

For the past twenty years, the Council has recognized outstanding performance by a committee chair. The caliber and performance of our ACEC/CO Committees has become so outstanding over the years that it becomes increasingly more difficult to single out one committee for recognition. This year the Board singled out Mel Dahlberg for his work on the Membership Committee, Paul Duncan for his work on the Program & Professional Development Committee, and Mary Beth Sepper for her work on the Awards Committee.



2010-11 ACEC/CO President Bill Hoffmann presented the "Committee Chair of the Year" award to three committee chairs (L-R): Paul Duncan, programs committee; Mary Beth Sepper, awards committee and Mel Dahlber, membership committee.

Mel Dahlberg has led the Membership committee in a very challenging task for retaining members and finding new members this past year. ACEC/CO maintained its membership well this past year and even showed a slight increase. This year, the committee recommended contacting all of the member firms personally to thank them for their membership and ask if they had any recommendations on how the Council could be better. Between the committee and Board all 230+ firms are being contacted. The Council thanks Mel for all of his hard work.

The Program/Professional Development Committee plans all of the programs and seminars for the year. Again, another challenging task to find the program topics and speakers that will interest members and provide value for their businesses. The committee has not only tackled the usual programs that the Council has had for many years, but has increased the number of trainings and programs available to membership. There has also been an increase in attendance to these programs that have also brought out members who have never participated before in the Council's activities. The Council thanks Paul Duncan for his leadership on this committee.

This year, the Awards Committee increased the number of entries, and had an increase in the number of attendees at the Annual Engineering Excellence Awards Luncheon by 50 percent. This year, more clients attended including many of the Council's strategic partners, and they increased the number of sponsorships for the event. The committee is already working on a strategy to bring more first-time and small-to-mid-size firms into this year's program. This committee also oversees our other awards that were given out at our February General Meeting: New Faces in Engineering, and our Outstanding Woman in Engineering. Congratulations Mary Beth and thank you for your hard work leading this committee.

Recognition of 2010-11 Officers and Directors

The success of the Council is possible through the dedication and support of its members and in particular those who are called to serve as officers and directors. We would like to recognize those completing their terms: President Bill Hoffmann; Vice President, Eric Young; Secretary-Treasurer, Mike Ellsberry; Metro Director, Janet Williams; Metro Director Greg Sekera; West Director, Peter Monroe; Immediate Past President, Rob Refvem and South Director, Roger Barker.



2010-11 ACEC/CO President Bill Hoffmann passes of the President's gavel to 2011-12 President Eric Young

2011-12 Board of Directors & Officers

The 2011-2012 Officers are:

Immediate Past President: Bill Hoffmann, Jr., CTL Thompson, Inc.
President: Eric Young, Eaton's E M C Engineers, Inc.
Vice President: Mike Ellsberry
Secretary-Treasurer: Greg Roush, Leonard Rice Engineers



ACEC/CO President Eric Young gives his inaugural speech at the Annual Meeting.

The 2011-2012 Board of Directors members are:

Directors Metro Region: Tom Moore, The RMH Group; Duane Jansen, Martin/Martin; Elizabeth Stolfus, Stolfus and Associates; and Jane Boand, David Evans & Associates
Director North Region: Brian Zick, TEC
Director South Region: John Radcliffe, Nolte/V5
Director West Region: John Sikora, URS
National Director: Lauren Evans, Pinyon Environmental



ACEC/CO Past Presidents at the 2011 Annual Meeting (L-R): Mark Hamouz, Stu Monical, Bob Felsburg, Bill Hoffmann, Gregg Ten Eyck, Lauren Evans, Dave Stewart, Tom Moore, Gordon Meurer, Narendar Kumar, Brien Gidlow, and Stan Neujahr

In The News

EEA Program on Horizon - Showcase your Innovations to the World

The 2012 Engineering Excellence Awards program is fast approaching. This means that the EEA Workshop is even closer. ACEC-CO will hold its annual Awards Workshop on Friday, June 17 at 7:30AM at Merrick & Company in Aurora. This workshop is essential to gaining all of the information that a firm needs to enter the awards competition, and provides insiders' perspectives on how to successfully package your entry submittal, what the judges are looking for, and the short- and long-term benefits of entering the competition.

So what are the benefits to entering the EEA competition? Huge exposure within the industry for one, including:

- EEA winners are featured on *Colorado Engineers*, an annual television program aired by Comcast and municipal access channels
- Entry boards are displayed at the State Capitol Building during Engineers Week
- Press releases are distributed announcing winners to all Colorado media
- Recognition is given to your firm for its accomplishments and shared with your clients
- National exposure is given for "Excellence" category winners

ACEC-CO is offering a new incentive this year for first-time entrants --- first time entrants will receive 50% off of the entry fee!

The EEA program offers an annual opportunity for its members to share their innovations in engineering. Firms of any size may participate by submitting projects of any size or scope. These projects are evaluated by an unbiased panel of judges within and outside of the A-E industry. Every firm has something to gain from participating in this program.

Now is the time, more than ever, to get your firm's name out there. Now is the time to sign up for the awards workshop on June 17. Now is the time to evaluate your projects for entry into the competition.

Now is the time to showcase your innovations to the world.

To sign up for the EEA workshop, please contact Jennifer at jennifer@acec-co.org or 303-832-2200.

CDOT to Hold Public Hearing on ESB Program Rules

The proposed changes to the Emerging Small Business Program Rules have been submitted to the Secretary of State and a public hearing has been scheduled for May 24, 2011 at CDOT Headquarters Auditorium at 1:00pm.

CDOT initiated this process because research conducted over the past two years has shown that the established ESB program is not creating the opportunities envisioned by the creators and needed by the small business community. In accordance with 24-4-103 (3) C.R.S, the Transportation Commission passed Resolution # TC-1964 dated March 17, 2011 which directed the CDOT Division of Human Resources and Administration (DOHRA) to begin the formal rulemaking process. A draft of the rules that have been published with the state can be found [here](#) under the ESB Program Changes tab.

ACEC/CO is requesting comments to submit at the hearing. Please forward yours to mar@acec-co.org.

News From National

President's Report

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.



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 the House budget resolution that would limit spending to existing revenue projections, resulting in a 30% 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.
- Polish government officials briefed ACEC members on infrastructure and energy development opportunities stemming from their new \$100 billion program.
- 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.

Institute for Business Management

- The [Institute for Sustainable Infrastructure](#) released its Envision rating tool for internal review by ACEC, ASCE and APWA; and plans to release it for public comment in July.

By Dave Raymond, ACEC President

Membership Notices

Prospective Individual Members:

Ryan Arni, Caveo Consulting Engineers
Tom Poeling, EMC Engineers, Inc., a wholly owned subsidiary of Eaton Corp.

Prospective Affiliate Members:

Erik Jeannette, EMC Engineers, Inc., a wholly owned subsidiary of Eaton Corp.
Celeste Cizik, EMC Engineers, Inc., a wholly owned subsidiary of Eaton Corp.
Ron Hardin, EMC Engineers, Inc., a wholly owned subsidiary of Eaton Corp.
Ray Anderson, EMC Engineers, Inc., a wholly owned subsidiary of Eaton Corp.

Welcome Individual Members:

Daria Giron, Leonard Rice Engineers, Inc. 2000 Clay Street, Suite 300, Denver CO 80211. 303-455-9589
daria.giron@lrewater.com Daria is a graduate of University of Florida with a B.S. degree in Environmental Engineering. Recommendations came from Greg TenEyck, Greg Roush, and Janet Williams.

Welcome Sustaining Members:

Christian Ravsten, Foxstone Financial, 4582 S. Ulster St. Pkwy., Suite 650, Denver CO 80237-2562, 303-988-5443
christian@foxstonefinancial.com Foxstone Financial provides financial planning, and investment advising.



Engineers in the News

Robert A. Berglund has been named Vice President, International Markets, for Merrick & Company.

Congratulations to Richard Weingardt, ACEC/CO Past President and ACEC National Chairman, for receiving his Honorary Doctor of Science Degree at the University of Colorado.

Allison Wainwright, PE, of Lonco, Inc. recently passed the professional engineering exam for the state of Colorado.

MWH has named Rick Adcock the planning and sales officer for its strategic consulting unit.

JVA Inc. named Danielle Douvas a design engineer in its civil department.



Bob Berglund

ACEC/CO Events

Register [online](#), by calling 303-832-2200, or by [e-mail](#) for any ACEC/CO program or event.



[May General Meeting: DIA Update](#)

The May General Meeting will be held Tuesday, May 24, 11:30 a.m. at the Hilton Garden Inn Cherry Creek, 600 S. Colorado Blvd., Denver. Frederick Bush, Director of Planning at DIA will provide the latest information on current development activities at Denver International Airport and take a look ahead at what lies ahead for the airport. Register by emailing jennifer@acec-co.org or by calling 303-832-2200.

[AEC Collaboration Conference/Expo](#)

"Emerging Technology and Processes for the AEC Industry"

From LEED to LEAN to IPD to BIM to VDC, what piece are you missing? This conference is designed for you to meet industry leaders without having to travel to a costly national conference. Instead, this one is coming to you! The event is co-hosted by ACEC/CO and will have 15+ education sessions, exhibitors, and key note speakers. The conference is Wednesday, May 25, 7:00 a.m. - 4:00 p.m. at the Marriott Denver South at Park Meadows. Use the link above for more information and registration.

Wake-up Call Breakfast Series

This Wake-up Call Breakfast will be the last of this series. We will not have another one until fall. So please join us on Wednesday, June 8, at 7:30 a.m. to hear Larry Friedberg, State Architect, speak about Capital Construction program and his role with Department of Personnel and Administration to oversee Qualifications Based Selection (QBS) of professional services in the state agencies.

Wake-up Calls are at the Sunrise Sunset Restaurant in Lakewood and cost is \$25 for members (\$35/non-members) and includes breakfast. To register contact Julie Ann at julieann@acec-co.org or 303-832-2200.

ACEC/CO Career Training Center

[Rainmaker Training Series](#)

ACEC/CO is introducing a NEW training program! The Rainmaking Seminar, by Sally Corey of Outsourcing Marketing, Inc., will provide your engineers with formulas, models and step-by-step instructions on how to bring in business to your company - to become rainmakers! Those who have previous rainmaking skills will fine-tune those skills with new techniques, sharing experiences and learning modern tricks-of-the trade.

The program will be offered in three, four-hour sessions from 8:00 a.m. to 12:00 noon on May 19, June 16, and July 21, 2011. Use the link above for more information and registration.

Breakfast Series Podcasts For Sale

Missed a Wake-up Call Breakfast Series? Not to worry! Now you can catch up by purchasing our breakfast series presentations podcasts. Available to members for \$20 each or three for \$45. To purchase, contact jennifer@acec-co.org or call 303-832-2200. The following 2010 and 2011 programs are now available:



- May 4, 2011: "Hoarding or Careful? Document Retention Tips for Engineers" by Buck Beltzer of Holland & Hart.
- April 6, 2011: "Update on Fastracks" By Bill James, Regional Transportation District (RTD) Board of Directors
- March 2, 2011: "LEED Updates that Impact Engineers" By Deb Kleinman, US Green Building Council
- January 12, 2011: "Current Issues in the Natural Gas Industry" by Chris Briggs, Anadarko Petroleum Corporation
- December 1, 2010: "Tax Credits & Deductions - How They Apply to Engineers" By Dennis Buelow of Clifton Gunderson.
- November 3, 2010: "Integrated Project Delivery - What is it? How Does it Affect Engineers?" By Brant Lahnert of KL&A, Inc.
- October 6, 2010: "Smart Grid: Fact, Fiction and the Future" By Mark Gabriel of Halcrow, Inc.
- September 1, 2010: Bob Arentz of Ball Aerospace and Technologies Corp. discusses near-earth objects.
- June 2, 2010: "Climate Change - How Real is it, and Will CO2 Reduction Work" By Steven E. Sondergard.

800 Grant St Suite 100
Denver CO 80203
303-832-2200; Fax 303-832-0400
www.acec-co.org
acec@acec-co.org