

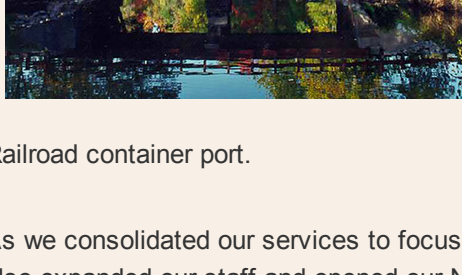
## CELEBRATING 50 YEARS OF CLIENTS, PROJECTS, AND STAFF



As we continue our anniversary celebration, we offer our wishes for your continued good health and well being. This is the third of five emails (one per decade) in celebration of Pare Corporation's golden anniversary. We invite you to join us in remembering the 1990s.

### A few words from President and CEO, Larry Riggs

Like many firms, Pare entered into the 1990s facing a national economic downturn and banking crisis. The company's leadership used the financial strains of this period as an opportunity to lessen our dependence on private development clients and expand our focus on federal, state and municipal projects, as well as large corporate clients. Our efforts resulted in a decade-long project for the US Department of Transportation and Federal Aviation Administration to evaluate and develop new structural support concepts and designs for the worldwide application of ASR-8 Radome Towers in order to upgrade existing long-range air surveillance radar capacities.



We also concentrated on expanding our footprint in eastern and coastal Connecticut municipalities while strengthening our overall presence in southeastern New England. As a result, we advanced our services under the ConnDOT Orphan Bridge program and designed and oversaw the construction of the Putnam, CT Water Treatment Plant. In Rhode Island we completed the design and construction oversight for the South Quay, creating 44 acres of man-made land on the East Providence shoreline for a proposed Providence & Worcester

Railroad container port.

As we consolidated our services to focus on core competencies, we also expanded our staff and opened our Norwood, MA office in 1997 with a single-service focus on geotechnical engineering. Since then the office has expanded its services and staff and relocated to larger office space in Foxboro, MA.



In today's culture technology impacts everything we do, so it's easy to forget that cellphones and computers were once new technology. In the mid-eighties, we had started making investments in emerging technologies to increase capacity and improve efficiency - we had a Wang Computer!

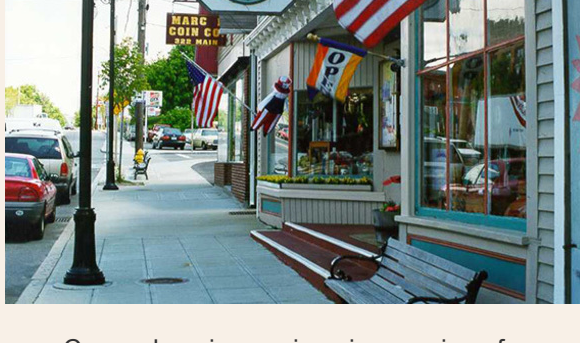


Our intention was forward thinking, but we lacked a crystal ball. With great wisdom, we had purchased a "Prime" computer mainframe in 1987 and sadly saw it quickly become obsolete by the end of the decade—so much for great wisdom! In the nineties we adjusted from these earlier mistakes and invested continuously in developing a PC-based desktop computing platform. Computer-aided design and drafting penetrated our professional practice. CADD was here to stay, and we all adjusted accordingly.

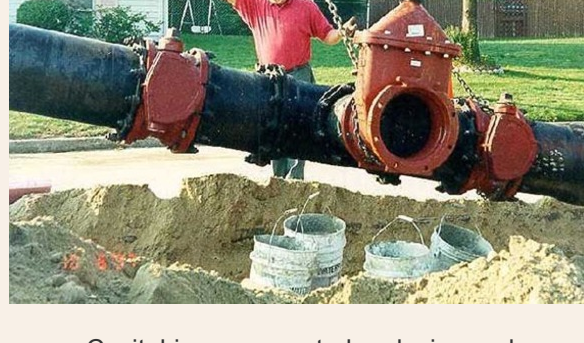
Our older engineers adapted and our emerging professionals were growing. Pagers disappeared and cell phones began to gain dominance. Our first purchased cell phone was heavy and cumbersome and required its own carrying case, which was about the size of a briefcase. It cost between \$5 and \$10 a minute to make a call, so we only used it in emergencies!



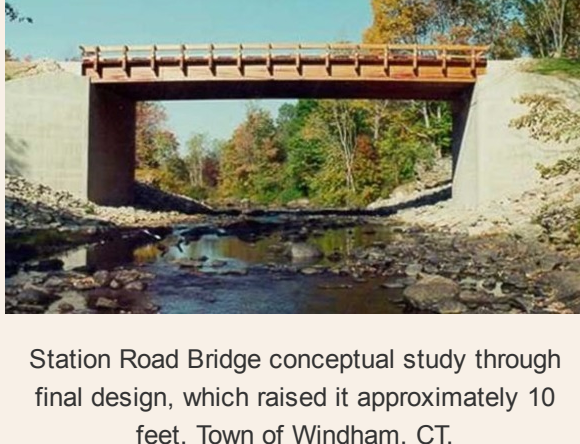
### Below are a few of our favorite projects from the 1990s



Comprehensive engineering services for improvements to Main Street in Wakefield. Rhode Island Department of Transportation, South Kingstown, RI.



Capital improvement plan design and construction coordination of 12,000-LF of 12-16" water transmission mains. Kent County Water Authority, Kent County, RI.



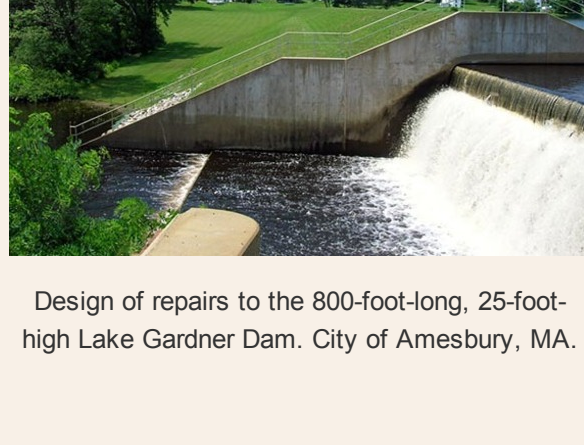
Station Road Bridge conceptual study through final design, which raised it approximately 10 feet. Town of Windham, CT.



Engineering services for renovations and additions to six four-story dormitories of the 'Freshman Village.' University of Rhode Island, Kingston, RI.



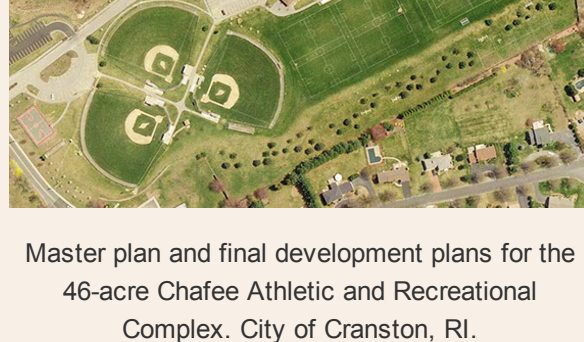
Site plans and construction documents for a 130-acre office park, now the Corporate Campus for Fidelity Investments. Smithfield, RI.



Design of repairs to the 800-foot-long, 25-foot-high Lake Gardner Dam. City of Amesbury, MA.



Geotechnical studies for extensive facility improvements to the Naval Business Center. Kvaerner Philadelphia Shipyard Inc., Philadelphia, PA.



Master plan and final development plans for the 46-acre Chafee Athletic and Recreational Complex. City of Cranston, RI.



Multiple engineering services for a 20-acre, 168-bed skilled nursing, rehab and assisted living facility. Saint Elizabeth Home, East Greenwich, RI.



Environmental assessment and remediation at nine fuel storage installations. U.S. Coast Guard, various locations in NY and NJ.

### About Our Firm's People . . . the 1990s

#### John Shevlin, P.E. Senior Vice President

When John first interviewed with Pare, he was impressed by the young leadership that was intent on creating a multi-disciplinary firm that offered tremendous growth opportunities to its employees. Though still a small firm, Pare offered opportunities to work on a wide variety of significant projects. John's work on two early projects—the East Bay Bike Path and the Wakefield Cutoff Bridge/Diamond Interchange—helped him to understand how attention to detail impacts managing project budgets and building client relationships. Except for a short hiatus working for another firm on Boston's "Big Dig" Central Artery project, John steadily rose through the ranks of Pare's Transportation Division. He has always embraced the adage that "you are responsible for being responsible" in that the firm gives opportunities and leeway, but you have to live up to the responsibility and seek guidance when you need it. He loves that some of his early work, especially the East Bay Bike Path, continues to be appreciated 30 years later.



#### J. Matthew Bellisle, P.E. Senior Vice President

Matt joined Pare in 1997 to help establish a geotechnical engineering office in Norwood, Massachusetts. After a few years, he was promoted to manager of the office. Under Matt's leadership, the office quickly developed a culture that encouraged collaboration, open communication, and a strong sense of curiosity to improve and grow all aspects of their work. This has resulted in a cohesive group of dedicated engineers and support staff who are willing to go beyond their normal duties on behalf of their clients and colleagues. Under Matt's direction of the Geotechnical Division, Pare has become one of the premier dam engineering firms in the northeastern United States. This expertise led to Matt playing a key role in 2005 when the Whittenton Mill Dam in Taunton, MA was on the

verge of collapse which eventually led to the partial evacuation of the City of Taunton. Pare provided 24-7 assessment of the conditions at the dam, provided routine updates to City, State, FEMA and MEMA emergency response personnel, and developed a design to eliminate the hazard at the dam without causing downstream or increasing upstream flooding within the 42-square mile drainage area throughout this six-day event. Matt continues to advocate for the importance of dam safety through various professional organizations, as he leads the geotechnical division and waterfront group to expand its capabilities and project scope.

#### David A. Easterbrooks, FSMPS, CPSM Vice President, Director of Marketing & Business Development

Although Dave says he knows just enough about civil engineering to be dangerous, he actually did work as a designer, draftsman and land surveyor early in his career. His father had an engineering firm in Narragansett, RI, and Dave was either a full- or part-time employee between the ages of 16 and 26. Following a three-year stint as a high school English teacher, he found his true calling in marketing and business development in the A/E/C industry. After working for engineering firms in the Washington/Baltimore region for 15 years, he returned to Rhode Island to join Pare in 1998. He has served as Director of Marketing and Business Development at Pare ever since. He credits his longevity at Pare to a hands-on, caring leadership team that has always put the needs of clients and staff above the other demands of the profession. He also gets excited by the many different types of community-defining projects on which Pare works, pointing them out with pride whenever possible. Dave became a Fellow of the Society for Marketing Professional Services in 2015, serves on several industry and community boards, and spends much of his free time sailing the waters from New England to Bermuda.



#### Craig F. Cooley, CET Resident Construction Observer

An engineer once asked him, "How do you do it all the time?" That question displays the perseverance and dedication that Craig has demonstrated throughout his 23-year career as the Senior Resident Construction Observer at Pare. Regardless of temperature and weather, Craig spends all four seasons on job sites serving as the liaison between Pare's Project Team and the "Field" consisting of contractors, owners, and owner representatives. He developed strong technical skills from his background in construction management, a career which started when he took a job in his father-in-law's construction company. Every day in the field is different, and he thrives on the challenges that they bring. He joined Pare in 1997 to work on a Kent County Water Authority water main project, and has served on many jobs since then. His most rewarding project was the Narragansett Bay Commission Combined Sewer Outfall Abatement Program along Hope Street in Providence, RI. His perseverance and dedication to the job is an inspiration to many!



We look forward to transforming our communities for another 50 years!



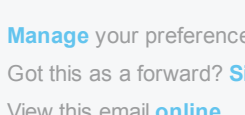
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