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"We have this culture that motivates people to think like an owner because everyone has a vested interest in making the company better."

> Cecelia J. Fraser, president

Diverse Dedication

+ Fraser Engineering offers a variety of contracting services and relies on the expertise and commitment of its employees to set it apart from competitors. *By Kate Burrows*

Fraser Engineering

www.fraserengineering.com

Sales: \$25 million

Headquarters: Newton, Mass.

Employees: 120

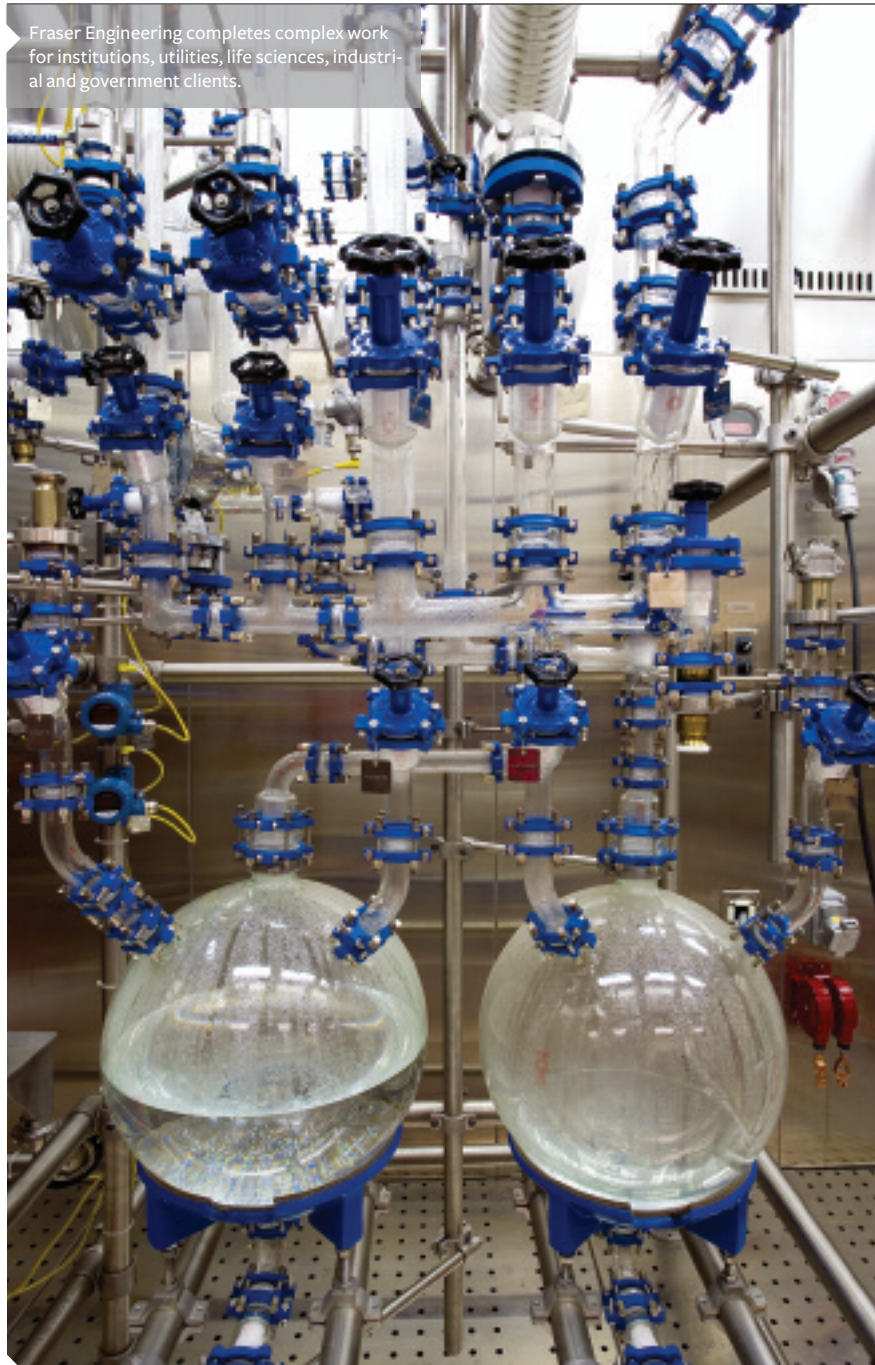
Services: Industrial and commercial general contracting, mechanical and electrical services

On July 18, Newton, Mass.-based

Fraser Engineering will celebrate 60 years of success, commemorating its growth from a small, independent contractor into a diversified firm with a meaningful accumulation of satisfied clients. Although the company remains a family run business, Fraser Engineering developed an ESOP plan in 2003, allowing employees to share in the success of the firm. "Our talented employees' commitment to delivering the highest quality services to our clients is the reason we've stayed successful," President Cecelia J. (C.J.) Fraser says. "We wanted to give back to the employees who have given so much to this company. Now we have this culture that motivates people to think like an owner because everyone has a vested interest in making the company better."

Fraser and her sister Shawna, health safety environmental director, and mother, Nancy, former CFO, remain majority shareholders, and recently received their Women Business Enterprise (WBE) status. "As a WBE, we are exposed to a greater variety of opportunities," Fraser says. "Many commercial and government entities have a quota for working with women and minority-owned businesses each year. We're excited to get into new areas of work through being certified as a WBE and move further into our niche markets, which include institutions, utilities, life sciences, industrial manufacturers and government work."

Fraser Engineering completes complex work for institutions, utilities, life sciences, industrial and government clients.





In addition to engineering services, Fraser Engineering can do general contracting, electrical, mechanical, plumbing and HVAC work.

All in the Family

Fraser's late grandfather started the company in 1950, and her mother and father, Lester, are on the board of directors today. Although C.J. Fraser is immersed in a male-dominated industry, growing up in the family business – and attending an all-boys school the year after it went co-ed – groomed her to one day take the reins of the firm. "I'm fortunate to have grown up with solid role models who encouraged me to develop strong communication and leadership skills," she says.

After graduating college with a degree in architectural studies, Fraser joined the company to perform project management and estimating services. Since then, she has been learning the business and, in 2009, became company president. "It's important to build respect as a leader, regardless of whether you're a man or

woman," she says. "Women have to strive harder to gain that respect, especially in a male-dominated industry."

Standing Apart

Although the economic slowdown has impacted the company, Fraser Engineering has maintained a strong balance sheet. The company has used this time to realign its focus and to expand in areas with potential for growth. "Our diverse experience across various industries positions Fraser to weather downturns," Fraser says.

The company is diversified, offering general contracting, electrical, mechanical, plumbing, HVAC, industrial processing piping, and its sister company performs petroleum work. "We have the capabilities in-house to do just about anything," she says. "We're the single source solution for someone looking for

a turnkey facility project."

To ensure employees are skilled and ready to perform a variety of services, the company offers extensive ongoing training programs. Fraser Engineering hires third-party consultants to perform on-site training and stresses the importance of ongoing safety meetings. "Safety is of paramount importance, especially in construction," Fraser says. "Some of our clients require us to have not only a strong modification rate, but also a track record that is exemplary."

As a result of its commitment to its work

The Driscoll Agency Inc. "The relationship between The Driscoll Agency Inc. and Fraser Engineering Company Inc. goes back more than 20 years. We appreciate being given the opportunity to watch the growth and progress this great company has experienced. We are also a family operated business, and it has been especially satisfying to watch the successful transition among generations at Fraser. Keep up the great work and best of luck for continued success." -Jay Driscoll, president of The Driscoll Agency Inc.

force, many Fraser Engineering employees have significant tenure. “We still have two employee owners who knew my grandfather, who passed away when I was very young,” she says. “We have an incredibly loyal, dedicated staff. This is why we put the ESOP in place.”

Overcoming Challenges

Fraser Engineering recently completed a \$2.5 million kilo lab project for a large biopharmaceutical company located in Waltham, Mass.

This highly technical project required Fraser Engineering to design and construct a kilo lab capable of synthesizing, purifying and isolating active pharmaceutical ingredients under cGMP standards. “What’s unique about this project is that, typically, kilo labs are small in scale,” Fraser says. “This lab area itself is relative-

ly large at 800 square feet. However, all system components needed to fit within a 1,000 square foot area.”

The available project footprint caused a number of challenges in installing large pieces of equipment, but by using building information modeling software, Fraser managed to design a sequence of construction to avoid any major problems. “Using this technology allowed us to ensure each component fit into that single space,” Fraser says. “But, what I liked most about this project is that we were the single-source solution. Fraser Engineering was the design/build general contractor for this lab project. We installed all the necessary process and utility systems, including Borosilicate piping and Teflon-lined pipe systems in addition to mechanical, HVAC, electrical and process control systems.”

The project was completed on time

and to the client’s specifications due to “excellent project management,” she says. “We knew we needed to have a great team with the right qualifications leading this project, and we did. Our project management team has experience leading specialty projects, making sure we were in constant communication with the client throughout the project to ensure customer satisfaction.”

As a result of this successful project, Fraser Engineering has earned another repeat customer. The quality of work and the caliber of employees tend to help the company retain long-term clients. “Our clients see that Fraser employees truly care about their work,” she says. “They make sure their projects are done properly to our clients’ specifications. The talent in the company is amazing, and it’s what makes our company successful.”

FRASER Engineering
Turnkey Facility Solutions

Congratulations on 60 years and a successful relationship.

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