

2021-2022 Annual Report

# SEIZING OPPORTUNITY

The logo for the American Council of Engineering Companies (ACEC) features the acronym "ACEC" in a white, serif font. Above the letters is a thin, white, curved line that arches over the text.

ACEC

AMERICAN COUNCIL OF ENGINEERING COMPANIES

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## DEAR COLLEAGUES:

Our last annual report focused on how ACEC was rallying to support its member firms as the nation emerged from the COVID-19 pandemic. Looking back on one year ago, much has changed. The economy has reopened. The engineering and design industry experienced its best year ever in 2021 with over \$380 billion in revenues. We're busier than ever and now with the Bipartisan Infrastructure Bill in the rearview mirror, we're only going to get busier as states act to spend this historic investment in the built environment.

Opportunities abound across all market segments where our member firms operate, and firm executives are bullish on the future. Seventy-three percent of industry executives surveyed by the ACEC Research Institute report that they expect the new infrastructure bill to create new business opportunities at their firms. This includes firms doing private sector work with high levels of optimism in health care, energy, data centers, and real estate.

It is now ACEC's job to position the engineering and design industry to **seize the opportunities** that surround it.

Our most potent tool to achieve this goal continues to be ACEC's advocacy. Our policy agenda puts an emphasis on several core principles:

- Sustainable, growing investment in the nation's core infrastructure – roadways, bridges, transit systems, airports, water systems, rail networks, ports, and waterways.
- Policies that encourage investment in sustainable, energy-efficient buildings.
- Regulations that emphasize resilient designs that adapt to a changing climate and increasingly severe weather events.
- An "all of the above" energy strategy that engages all of America's energy resources, from traditional oil and gas to cutting-edge renewable sources.
- A workforce agenda that prioritizes STEM education and immigration policies allowing us to keep the best and the brightest.
- Contracting and procurement rules that emphasize project success.
- International development programs that make full use of American engineering talent and innovation.



## "IT IS NOW ACEC'S JOB TO POSITION THE ENGINEERING AND DESIGN INDUSTRY TO SEIZE THE OPPORTUNITIES THAT SURROUND IT."

The question today isn't whether the engineering and design industry has the will to do the work ahead of it. It's a question of capacity. We must ensure that we attract the talent necessary to fill current firm openings and expand the engineering pipeline to meet future demand.

The power of the ACEC Federation is tied directly to a vibrant and engaged membership. Growing our community of member firms and making them active voices in the Council will determine our success. Thankfully, we have our Strategic Plan to guide our efforts. Throughout this year's report, you will read how we are turning that plan into action across ACEC National.

We have a lot to look forward to as an industry. Let's seize the opportunities around us.

Sincerely,

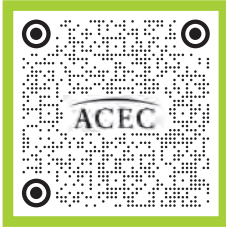



**Linda Bauer Darr**  
President & CEO



**Robin S. Greenleaf**  
2021-2022 ACEC  
Board Chair

# STRATEGIC PLAN UPDATE



 View the entire ACEC Strategic Plan online.

**T**he ACEC Strategic Plan continues to serve as the Council's guiding document as we advocate for the business interests of the engineering industry. A living document, the Plan has evolved to reflect the changing marketplace in which our firms operate.

Last year, we reported on the Council's early implementation steps to put the Plan into action. Since then, ACEC's senior staff has outlined specific metrics to measure against the implementation of the Plan and each department has been tasked with detailed measurement goals tied to Plan objectives. We are now at the stage where we are tracking progress against those goals with information to report out.

We have organized the annual report's structure by Plan objectives

(rather than departments, as in the past) so that you can clearly see our progress.

Several implementation steps required the collection of member data to obtain a global view of our organization.

An impediment to collecting this information rested with ACEC's database, which was not configured to collect demographic information. However, the passage of ACEC's 3-year budget in May 2022 provided the necessary investment to improve the database so that we can begin collecting this information, and those efforts are well underway. With the cooperation of our members in voluntarily providing the data, we can report out on many of those metrics in future annual reports and communications to Council membership.

## LOOKING AHEAD

In the next few months, ACEC will be sending communications to its member firms inviting their employees to take advantage of the new database improvements, such as the ability to update and complete an expanded individual profile.

# 2021-2022 STRATEGIC PLAN ACCOMPLISHMENTS

## LEADING BUSINESS STRATEGY:

- Set a PAC fundraising record of \$1.15 million in 2021, a new record and the sixth straight year of exceeding our \$1 million goal.
- First annual DOT administrators meetings held during convention to discuss IIJA implementation with ACEC members.
- Released new ACEC Research Institute Qualifications-Based Selection study along with an online QBS Resource Portal for ACEC members and MOs to use in educating clients.

## EMBODYING INCLUSION AND DIVERSITY:

- Joined Women of Color in Engineering Collaborative as a founding member.
- ACEC Board voted unanimously to amend the bylaws to remove unconscious bias.
- Launched five new active subcommittees of the ACEC Diversity, Equity, Inclusion & Belonging Committee.

## EXPANDED AND INFLUENTIAL MEMBERSHIP:

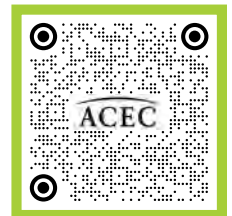
- Hosted three Private Market Symposia on Transportation and Logistics, Commercial and Residential Real Estate, and Health Care, Science+Technology.
- Reached more than 20 million readers with a *Politico* article that featured a member firm CEO.
- Grew affiliate involvement in ACEC surpassing our budgeted Exhibit and Sponsorship revenue for the ACEC Annual Convention by 20 percent with a record 19 sponsoring companies.


## ESSENTIAL VALUE TO SOCIETY:

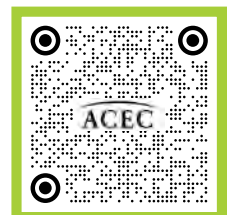
- Launched a strategic partnership with APWA and ASCE to communicate engineering's essential value to policymakers, clients, the media, and the next generation of STEM students.
- Re-energized ACEC's YouTube channel with new content that drove 30,000 video views and more than 600 hours of watch time.
- Increased the ACEC Research Institute's media exposure by a factor of 19 compared to the previous year.

## VIBRANT MEMBER ENGAGEMENT:

- 600 Coalition members actively participated in the ACEC Fall Conference and Annual Convention.
- Coalition members continue to be the most engaged politically, contributing roughly 40 percent of all ACEC/PAC donations.
- Registered a record number of first-time attendees at the 2021 Fall Conference.



 Visit the Women of Color Engineering Collaborative site.



 Watch ACEC National on YouTube.

# LEADING BUSINESS STRATEGY

The first goal of ACEC's Strategic Plan is the Leading Business Strategy in which the Council serves as a critical resource for the development of business strategy for its member firms. This goal's objectives focus on legislative and political engagement, developing engineering talent, and serving as a source for industry data, research, and education.

## VALUE OF MODEL CONTRACTS

ACEC's Business Resources and Education Department continues to promote the importance of model contracts to our membership and the A/E industry, which recognize and value the essential nature of the professional services provided by member firms.

ACEC currently focuses on Engineers Joint Contract Documents Committee (EJCDC) contracts, in collaboration with ASCE/NSPE, which includes six families of EJCDC Contracts totaling 102 Documents. These contracts are written by engineers for engineers with appropriate legal review. During the fiscal year, there were more than 162 downloads from ACEC and more than \$400,000 worth of sales from the EJCDC joint website. Future meetings with NAECE are planned to explore the acceptance of model contracts in their states and the use of favorable contract developments throughout the country.

This year, ACEC established a podcast series highlighting the importance of model contracts as a member benefit. Kevin O'Beirne, chair of ACEC's Contract Documents Committee, was interviewed for the inaugural podcast, which resulted in more than 200 downloads of this episode, and which was also posted to the EJCDC website. The next podcast in this series will feature USDA (RUS) and their commitment to EJCDC.

## ADVOCACY INFLUENCE

### IIJA

On the legislative and regulatory front, ACEC's most significant accomplishment this past year was the Council's work to help secure passage of the \$1.2 trillion Infrastructure Investment and Jobs Act (IIJA). ACEC is now focused on imple-

mentation, from providing timely information and education programs on IIJA to addressing key implementation concerns. To help disseminate information on IIJA, the Advocacy and Communications departments

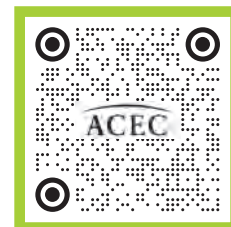
launched a resource website with links to agency pages focused on the bill. To date, that website has been accessed more than 3,400 times. In addition:

- ACEC hosted a meeting with leaders from the American Institute of Architects (AIA), the Associated General Contractors (AGC), the American Road and Transportation Builders Association (ARTBA), and the American Society of Civil Engineers (ASCE) to coordinate IIJA implementation priorities and recommendations for effective implementation.
- A summit was held at the U.S. Department of Transportation with senior agency leaders to discuss progress on IIJA implementation, engineering industry issues including workforce challenges, and areas where ACEC can assist the Department. The Council also conducts education sessions on various elements of the new infrastructure program.

## WORKFORCE ISSUES

The shortage of engineers has been an ongoing challenge for the industry but has grown exponentially with the passage of IIJA. Over the past year, ACEC launched a workforce agenda to address this problem that includes the following key elements:

- ✓ More lump-sum/fixed-fee contracts with State DOTs to give firms greater flexibility to offer salaries that will attract and keep talent
  - ✓ Pass H.R. 4521/S. 1260 (America COMPETES Act/USICA) to expand and enhance STEM education programs
  - ✓ Increase the number of H-1B visas
  - ✓ Recapture unused employment-based green cards
- ACEC is working to enhance its online Job Board to make it a more effective tool to connect recent engineering graduates and other



Scan to go to the IIJA site.



Scan to listen to the EJCDC podcast.



engineering professionals with firms looking for talent. Nearly 500 ACEC member firms are registered as employers with the ACEC Job Board, which includes over 6,500 searchable resumes and more than 450 job listings.

In May, ACEC partnered with Naylor and its engineering partners on a Virtual Career Fair for Engineering Professionals. This event was a great opportunity for both employers and job seekers, with virtual booth space available for organizations hiring. ACEC had 12 booths and the Career Fair had more than 40 booths.

ACEC is involved in a strategic alliance with the Associated Builders and Contractors, CMAA, and others on the Careers Building Communities website, which allows the Council to share and direct information to students on engineering's impact on society and why the profession, and its specializations, are a great choice for students.

### PPP

ACEC has made progress on advancing legislation to allow engineering firms that took PPP loans during the pandemic to keep this critical assistance. The House of Representatives passed the Council's legislation to provide a targeted waiver of the FAR credits clause to fix the problem as part of the National Defense Authorization Act (NDAA) at the end of 2021. Stand-alone legislation has been introduced in the House (H.R. 7838) and the Senate (S. 3711) with growing bipartisan support. ACEC's legislation has also been included in a new COVID relief package focused on certain business sectors still impacted by the pandemic (S. 4008). The Council has also developed implementation guidance for State DOTs to ease compliance for affected firms and is working with FHWA to promote the guidance.

In addition to the Council's new Advocacy Agenda Book, regular reports on advocacy progress are also provided through weekly CEO communications, regular virtual meetings with Member Organization executives, the *Last Word* blog and *Engineering Inc.*, and through social media and other communication platforms.

ACEC worked with industry stakeholders to engage the administration on major initiatives including (1) a new wetlands policy to replace the Waters of the US (WOTUS) policy adopted by the previous administration, (2) a proposed new salary threshold under the Fair Labor Standards Act (FLSA) to define employees eligible for overtime pay, (3) a proposed expansion of Davis-Bacon prevailing wage rules to cover surveyors, and (4) proposed changes to NEPA and new Buy America rules that could delay project delivery under the IIJA.



ACEC's Advocacy and Communications teams produced a new advocacy agenda book for the Annual Convention, which will be used for in-person and virtual lobbying visits with lawmakers.



The PPP advocacy campaign won Best Advocacy & Campaign at the 2021 FIDIC Member Association Awards.

## LEADING SOURCE OF RESEARCH AND ANALYSIS

The ACEC Research Institute delivers industry-wide research and analysis that guides and elevates the engineering industry.

Over the past year, the Institute's updated economic assessment of the engineering and design industry and related research has been cited at least 133 times in the media, including *Engineering News-Record (ENR)*, *Building Design and Construction*, *Informed Infrastructure*, *Infrastructure Intelligence*, and more, through specific media pitches and editorial opportunities.

In addition, background media briefings specific to the Institute's research products resulted in coverage in *ENR*.

# ACEC RESEARCH INSTITUTE

The Institute also released a comprehensive study on Qualifications-Based Selection (QBS), along with a complete set of resources and educational materials to help our state Member Organizations and member firms make a compelling case for QBS directly to state legislators and procurement professionals. The Institute and Communications teams coordinated and executed a plan to promote the QBS report and broaden the audience for Institute research. The QBS study microsite has been viewed 1,500 times and the report has been downloaded 350 times.

The ACEC Research Institute is delivering value through research, and in FY22, the Institute produced the following reports, which provided important thought leadership and analysis for Council members and the A/E industry, as well as educational material for the media and the public:

- **The Future of Technology and Its Role in Engineering:** Includes a



ACEC townhouse fundraising event with Reps. Jason Smith (R-MO), Sam Graves (R-MO), and Mike Bost (R-IL).



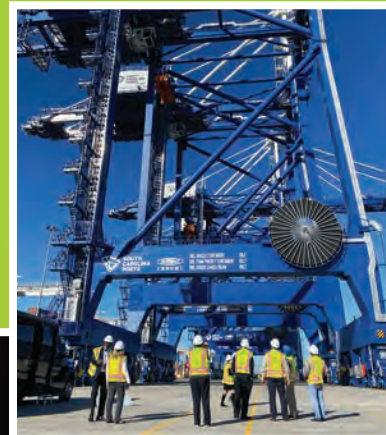
Mitch Landrieu, President Biden's lead IJJA coordinator, addressed convention attendees on IJJA implementation progress.



ACEC of Wyoming leadership meet with Sen. John Barrasso. From left to right: Dave Engels, national director, ACEC of Wyoming; Robert Overfield, chairman, ACEC Business Insurance Trust and a member of ACEC of Wyoming; Jason Meyers, president, ACEC of Wyoming; Sen. Barrasso (R-WY); Gary Grigsby, executive director, ACEC of Wyoming; and Heath Overfield, incoming chairman, ACEC Life/Health Trust and member of ACEC of Wyoming.



Texas Congressional Fundraiser from left to right: Gary Raba, Raba Kistner; Derek Naiser, Ardurra; Cong. Tony Gonzales; Russell Morkovsky, CDS Muery; Dawn Green, KCI; and David Covarrubias, Structural Engineering Associates (SEA).



ACEC's first Private Market Symposium was held in Charleston, S.C., where attendees toured the Port of Charleston's new Hugh K. Leatherman Terminal.



The National League of Cities' CEO Clarence Anthony spoke at the Annual Convention on the challenges the nation's cities are facing in accessing funds under the new IJJA program.



report and two Virtual Roundtables with industry experts.

- **QBS in the Procurement of Engineering Services:** Includes a report, QBS Resource Portal, MO Toolkit, Infographics, media kit, QBS Primer, and templates.
- **2021 Economic Assessment of the Engineering and Design Services Industry:** The report updated a 5-year forecast and economic impact of the industry, held a general session at the Fall Conference, Virtual Roundtable, and an MO Toolkit.
- **Engineering Business Sentiment:** Quarterly survey of firm executives on their outlook for their firm's finances, the industry, and the U.S. economy. Released 2021 Q4, 2022 Q1, and 2022 Q2.

### GROWTH OF PRIVATE MARKETS

ACEC's Business Resources and Education Department continues to release new products, programs, and forecast analysis focusing on urgent and trending issues in the business of engineering.

Our Private Market Resources continue to grow and more than 1,700 people have viewed our monthly economic updates and analysis on the A/E industry on YouTube. ACEC also produces companion podcasts on *Engineering Influence* which have been downloaded more than 700 times.

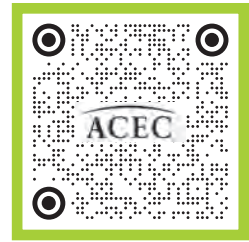
The Private Markets team also launched a series of symposiums on important private markets, including transportation and logistics; commercial and residential real estate; and health care, science + technology; this last one was covered by *ENR* and the *Boston Globe*. These events foster conversation and create new business opportunities for our member firms.

The overall marketing of education products and programs has grown in outreach through several communication vehicles, including the Council's weekly email newsletter, "This Week," which provides timely resources to help our members do business, and through podcasts, social media messaging, and social media advertising. More than 100 emails were sent out in support of ACEC.

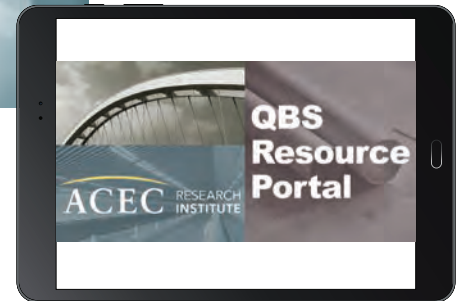
- ACEC held 114 Live Webinars and 200+ On-demand Webinars.
- Three Online Courses (Risk Management - 49 registrants; Project Management - 69 registrants; and Small Projects - 45 registrants) were held by ACEC and the Risk Management and Small Project courses both sold out.



① The ACEC Research Institute released a QBS Study, along with educational materials including a QBS Resource Portal website.



Scan to go to the QBS site.



All of the work done by ACEC's departments to create an environment where engineering firm leaders can act based off owned data and analysis help our industry serve as trusted advisors to their clients. It also helps firms identify new opportunities for them to seize in a competitive marketplace. All of this directly addresses the growing threat of commoditization of engineering services.



① More than 1,700 people viewed the Council's economic updates on YouTube.

# ACEC/PAC SPOTLIGHT

**A**CEC's Political Action Committee (ACEC/PAC) continues to play a vital advocacy role by supporting federal candidates who champion the engineering and design industry in Congress and has significantly expanded its political program over the past year.

During 2021, 2,793 individual donors generously contributed \$1.15 million, which is the sixth straight year the PAC has surpassed the million-dollar mark and a new record for money raised. The 2022 fundraising campaign is pacing ahead of where we were by midyear 2021.

ACEC/PAC is the largest federal PAC in the design industry. The PAC has grown more than 62 percent in 10 years.

ACEC's Capitol Hill townhouse continues to be a valued resource for the PAC, hosting 23 fundraising events in 2022. Since the Council acquired the property in March 2021, ACEC has held 60 events at the townhouse with more than 160 members of Congress. Together, those events have raised more than \$1 million.

ACEC/PAC, which is regulated by the Federal Election Commission and is overseen by a committee of PAC Champions, comprises engineering firm executives from ACEC Member Organizations.

Through the hard work and focus of both PAC Champion and Member Organization leaders, 43 of our 52 state organizations exceeded their PAC goal.

Delaware and Minnesota were two states that were particularly successful in their PAC efforts.

ACEC Delaware made its ACEC/PAC goal for the 15<sup>th</sup> consecutive year in 2021, thanks in large part to its Annual Crab Fest.

In Minnesota, ACEC/MN hit its national goal for the second time in the organization's history and increased the number of individual contributions. This was achieved in part by developing a strong partnership with the leaders of the state campaign fund. Aligning state and federal political giving programs created greater excitement about advocacy programs and led to a significant increase in giving to both the state and federal efforts.

With important legislation like the Paycheck Protection Program (PPP) loan repayment, the Infrastructure Investment and Jobs Act (IIJA), and the Water Resources Development Act (WRDA), it has never been more evident that the engineering industry should be engaged in the political process.



**“ALIGNING OUR STATE AND FEDERAL POLITICAL GIVING PROGRAMS HAS CREATED GREATER EXCITEMENT ABOUT OUR ADVOCACY PROGRAMS AND LED TO A SIGNIFICANT INCREASE IN GIVING TO BOTH OUR STATE AND FEDERAL EFFORTS.”**



**JONATHAN CURRY**  
Executive Director  
ACEC/MN



## LOOKING AHEAD

Three of our largest states - California, New York, and Texas - have entered into a spirited contest to be the first MO to raise \$100,000 for their state PAC goal.

We might see a preview of which state is the front-runner by the 2022 Fall Conference.



⤵ ACEC/Missouri members with Rep. Emanuel Cleaver (D-MO) and Sen. Roy Blunt (R-MO).



⤵ The crowd watches a Pinewood Rally heat intently as a Boy Scout keeps an eye on the action at the 2021 ACEC Fall Conference.



⤵ 2022-2023 ACEC Board Chair Art Barrett with Rep. Grace Napolitano (D-CA).



2022-2023 ACEC Board Chair Art Barrett with Reps. Rick Larsen (D-WA), Julia Brownley (D-CA), and Salud Carbajal (D-CA).



**“OUR PAC SUCCESS IN 2021 WAS PHENOMENAL, AS YOU STEP BACK AND RECOGNIZE THE BROAD LEVEL OF SUPPORT ACROSS THE NATION.”**

PAC Vice Chairman Jason Matson snaps a photo of the Pinewood Rally cars before the race in Marco Island. The PAC fundraising event has become an annual tradition.



**JASON MATSON**  
ACEC/PAC Vice Chair  
California Regional Leader  
Kimley-Horn



⤵ 2021-2022 ACEC Board Chair Robin Greenleaf with Rep. Seth Moulton (D-MA).



⤵ ACEC California members meet with Sen. Alex Padilla (D-CA) during the spring convention at the Democrat Senate Campaign Committee headquarters.

# EMBODYING INCLUSION AND DIVERSITY

**A**CEC is actively working to be recognized as a welcoming organization where all members are included, involved, and can achieve their full potential, and the organization has taken concrete steps both internally and externally to further this strategic vision.

This statement on inclusion and diversity shared prominently on the ACEC website is a public proclamation of the organization's commitment.

The engineering profession has always been grounded in integrity, fairness, and service to community. Engineers build communities. We create space and by extension, we create social experience. We support equality and respect for all humankind. We believe in providing equitable opportunities within our profession to support untapped potential both within our workforce and within the communities we serve. And we have the power to foster progress by breaking down the physical barriers that can inhibit economic and social equity.

Those are the principles that guide our community. Through ACEC we will embrace inclusion and diversity and continue to focus our members on ways to lift people up to become their best selves and to make our companies models of the values we embrace.

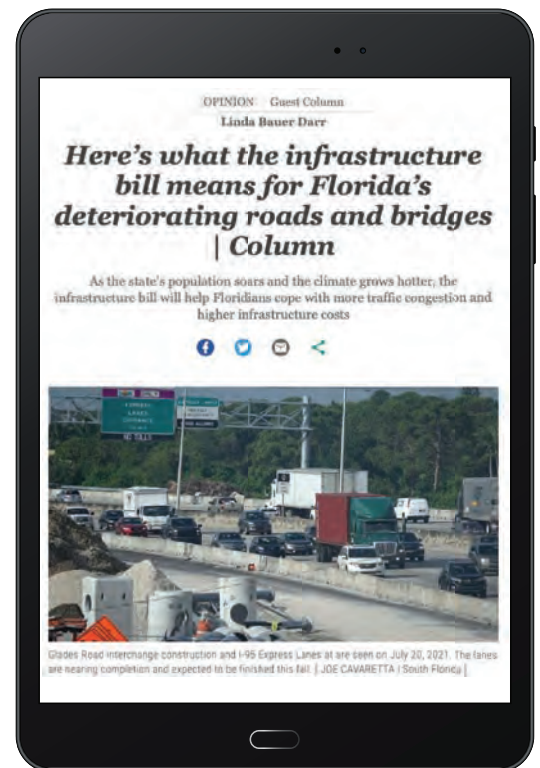
As an industry leader, ACEC became a founding member of the Women of Color in Engineering Collaborative (WCEC), which brought together several engineering organizations to work cooperatively to provide the resources that organizations need to create a supportive, encouraging, and inclusive environment for women of color in engineering.

ACEC has also been strategically sharing the positive message of engineering opportunities with audiences that have not traditionally been represented in the field. In December, a consortium of newspapers in Florida published an opinion piece from ACEC President and CEO Linda Bauer Darr discussing what the Bipartisan Infrastructure Bill would mean for the state and highlighting the vital role engineers would play in its execution. In addition to running in English-language news outlets, the piece was translated into Spanish for *El Nuevo Herald* and was accompanied online by a recording in Spanish.

The organization is using its platform to elevate diverse voices. In 2021, ACEC published a new book, *Climate Change for the Built Environment*, authored exclusively by women. These women were chosen for their expertise and experience developing sustainable, resilient project solutions.

At the Engineering Excellence Awards, ACEC recognized environmental projects that restored local ecosystems vital to Native Americans and Native Hawaiians. In Idaho, Snake River sockeye salmon important to the Shoshone-Bannock Tribe were brought back from the edge of extinction with an innovative new weir design. In Hawaii, engineers carefully demolished a waterfront hotel to restore the ancient Hawaiian ancestral grounds and allow for redevelopment into a Native Hawaiian education center.

The association is also focused on developing a pipeline of diverse leaders. This year, the Council



↑ An op-ed from ACEC's Linda Bauer Darr was published in English and Spanish, and was available for listening online.



produced a resource graphic showing possible paths to leadership at the MO and national levels and established a Leadership Paths subgroup within the Diversity, Equity, Inclusion & Belonging (DEI&B) Committee to help communicate leadership opportunities in the organization and encourage underrepresented engineers to become more involved. The Council is also integrating DEI&B into its communications, including a podcast episode on unconscious bias, as well as a spotlight on Gannett Fleming's DEI&B program.

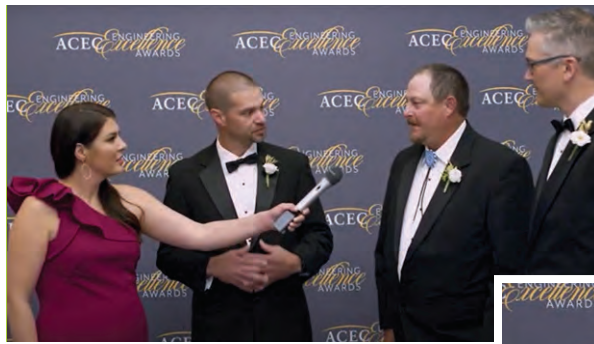
In addition to the Council's work internally, it has taken steps to help Member Organizations join the organization in this endeavor. As part of this effort, ACEC provided resources to MOs to make similar strides, establishing a Resources for Member Organizations subgroup of the DEI&B Committee that will continue to provide resources as states expand their inclusion and diversity efforts.

In its advocacy capacity, ACEC staff met with congressional staff and performed outreach to Department of Transportation (DOT) staff regarding key policies for disadvantaged business enterprises (DBEs). DOT expects to issue a proposed rule in 2022 that will include updates to the personal net worth cap and multi-state certification.



A recent podcast series on ACEC's new book on *Climate Change and the Built Environment*,

authored by 10 women, was downloaded more than 1,000 times. An interview with Gannett Fleming on diversity, equity, inclusion, and belonging was downloaded 285 times.



⌚ Representatives from HDR and the Shoshone-Bannock Tribe discuss their efforts to restore the endangered Snake River sockeye salmon, a project honored at the EEA Gala.

⌚ Representatives from Kamehameha Schools and Bowers + Kubota discuss their award-winning project to restore Native Hawaiian ancestral grounds on the EEA Gala red carpet.



⌚ ACEC/MW's first Board of Directors Meeting of the year.



⌚ ACEC/MW President Hugh "Mac" Cannon, ACEC President and CEO Linda Bauer Darr, ACEC/MW Board Chair Keith Foxx, and ACEC 2021-2022 Board Chair Robin Greenleaf at ACEC/MW's recent Annual Conference.

# EXPANDED AND INFLUENTIAL MEMBERSHIP



⌚ ACEC held its first-ever Business Development and Marketing Forum in March 2022. Participants were afforded the opportunity to learn and share best practices on issues relating to winning business and firm marketing in a post-COVID marketplace.

Diana Alexander, ⌚  
the organizer  
of the Business  
Development and  
Marketing Forum,  
with participants.



⌚ Participants of our most recent Senior Executives Institute meeting. The SEI course is one of the most popular programs for firm executives, and a great way to get involved in volunteer leadership with ACEC.

**T**he Expanded and Influential Membership objective is aimed at maintaining a robust membership base for ACEC with broad representation of firms working across markets, delivering innovative designs to public and private sector clients.

## EVOLVING WITH MEMBERSHIP KEY TO EXPANSION, RETENTION

As expectations of the new post-pandemic workforce evolve to incorporate remote and workplace adaptations, so are member expectations of their respective association affiliations.

Just a few years ago, the Council recognized a gap in its offered services compared to the evolving needs of its members—especially those firms with portfolios largely focused on the private market sector.

In response to this need, ACEC began to develop a robust suite of products and services through the hiring of a dedicated private industry specialist. The result included the creation of regular *Private Industry Briefs* that deliver analysis on four key markets, as well as macroeconomic trends with special supplemental issues, as needed. The markets covered include Commercial & Residential Real Estate; Intermodal & Logistics; Energy & Utilities; Health Care & Science+Technology; and Education. Information from the Private Industry Briefs soon became a mainstay in *Engineering Inc.* magazine as part of its “Private Side” column.

ACEC’s *Private Industry Briefs* were also recognized in September 2021 when they were awarded Best Publication/Website at FIDIC’s Member Association Awards.

A special Commercial and Residential Real Estate publication is scheduled for fall 2022.

# SEIZING OPPORTUNITY



**ONLINE OPPORTUNITIES**

## WEBINARS

**114**  
Live

**200+**  
On Demand

## TOOLS

ACEC/EFCG Joint Benchmarking Tool to provide key business indicators to members

## COURSES

Risk Management

Project Management 101

Small Project Management



**LEADERSHIP COURSES GRADUATED MORE THAN EVER BEFORE**

**55**

Senior Executives Institute Graduates

**24**

Pathways to Executive Leadership Graduates

**100+**

Business of Design Consulting Graduates

## NEW! PRIVATE MARKET RESOURCES



**135+**  
Symposium Attendees

Intermodal & Logistics

Commercial & Residential Real Estate

Health Care & Science + Technology



## ECONOMIC UPDATES

**26**

Live & Virtual Presentations

**9**

Video Briefings Aired

**4**

Private Industry Briefs Published



## FORUMS

**More than 268 Attendees**

Business Development & Marketing

Finance

Human Resources

Information Technology



## COALITIONS

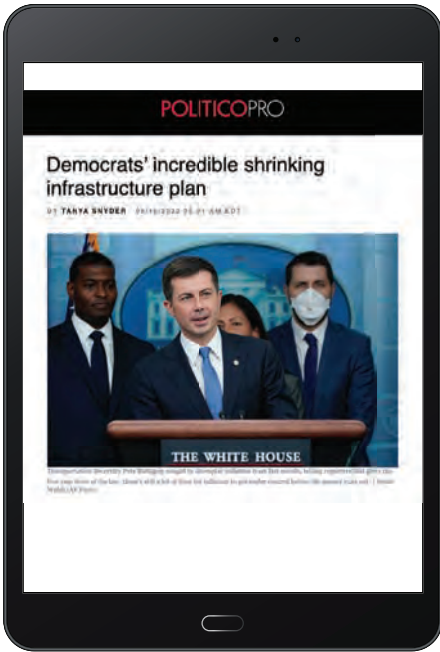
Addressing Business Challenges Based on Practice Area and Firm Size

**100+ attendees**  
at Quarterly Events

**160+**

Business Practice Publications including Tools, Guidelines, Contracts





⤴ Robert Scaer, CEO of ACEC member firm Gannett Fleming, was featured prominently in this Politico story.

## INFLUENTIAL MEMBERSHIP THROUGH THOUGHT LEADERSHIP

The creation of the *Private Industry Briefs* gave industry leaders critical market-specific intelligence to help them seize opportunities for their businesses. This directly meets one of the tactical elements of the Expanded and Influential Membership goal – to demonstrate a clear track record where ACEC has established itself as a thought leader. In late 2021, ACEC expanded its thought leadership by taking the *Briefs* off the written page and into the meeting room through the creation of the Private Market Symposium series.

The symposiums are market-specific events where engineers, clients, and regulators can meet to discuss industry trends, market opportunities, and more.

The Council has conducted three Private Market Symposiums: the Intermodal & Logistics symposium in Charleston, S.C., in December 2021; a virtual Commercial & Residential Real Estate event in March 2022; and a Health Care & Science+Technology symposium in Cambridge, Massachusetts in April 2022.

Combined, the symposiums drew more than 135 participants. The Cambridge

symposium was spotlighted in *ENR* and the *Boston Globe*.

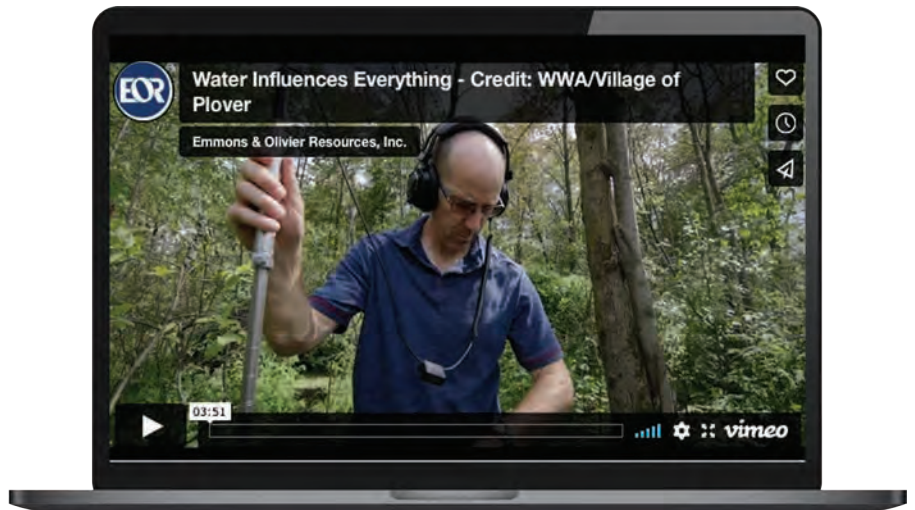
The ACEC *Engineering Influence* podcast held private market broadcasts; nine monthly YouTube economic updates; and 26 additional meetings on economic/market conditions held in person or virtually.

Beyond ACEC's Private Market Resources activities, thought leadership that drives the influence of the Council's membership also involves external media relations and social media promotion. In June 2022, ACEC worked to feature Robert Scaer, the CEO of Gannett Fleming, in a *Politico* article on the impact of inflation on the value of the Infrastructure Investment and Jobs Act. This article had a prospective audience reach of 22 million people.

ACEC members were featured prominently in the *Last Word* blog throughout the year. For Earth Day 2022, the Council took the entire week to spotlight firms that are engaged in environmental projects with posts from Parsons, Emmons & Olivier Resources, Inc., VHB, Ulteig, and Tetra Tech. These posts allow member firms to talk about their projects and present their own unique perspectives on how the engineering industry is meeting today's most pressing challenges.



⤴ The ACEC Private Market Symposium on the Health Care and Science+Technology markets was held in Cambridge, MA, in 2022 and drew coverage from news outlets including the Boston Globe.



⤴ ACEC used member firm projects to promote the engineering industry's work to improve the environment on Earth Day. As an example, we featured EOR's water project across social media.





🕒 CBS News' Margaret Brennan at the 2022 Annual Convention and Legislative Summit.



ACEC returned to in-person programming for its 2021 Fall Conference in Marco Island, Florida, and its 2022 Annual Convention and Legislative Summit in Washington, DC. Both events featured keynote speakers including Margaret Brennan, the moderator of CBS News' *Face the Nation*, Five for Fighting, aka John Ondrasik, and the first female Thunderbird pilot Nicole Malachowski. The Annual Convention was notable for ACEC's return to downtown Washington, DC, with the event returning to the Grand Hyatt. The venue also featured the return of the Engineering Excellence Awards Gala hosted by Ross Shafer. In 2022, EEA recognized 195 projects, with the Grand Conceptor awarded to Severud Associates for their work on the Moynihan Train Hall in New York City.



🕒 Nicole Malachowski, a retired Air Force Colonel and the first female Thunderbird pilot, at the 2022 Annual Convention and Legislative Summit.

## SPONSORS AND EXHIBITS

2021 Fall Conference

**43**

Exhibitors

**11**

Sponsors

2022 Annual Convention and Legislative Summit

**49**

Exhibitors

**19**

Sponsors



**ENGINEERING  
EXCELLENCE  
AWARDS**

2021

**173**

Submissions

2022

**195**

Submissions



🕒 John Ondrasik, aka Five for Fighting, performs at the 2021 Fall Conference.



## ATTENDEES

2021 Fall Conference

**824**

Registrants

2022 Annual Convention and Legislative Summit

**903**

Registrants

2022 EEA GALA

**530**

Attendees



## FIRST-TIME ATTENDEES

2021 Fall Conference

**95**

First-time attendees

2022 Annual Convention and Legislative Summit

**68**

First-time attendees



🕒 The project team for the Moynihan Train Hall from Severud Associates - the winners of the 2022 EEA Grand Conceptor Award.

# ESSENTIAL VALUE TO SOCIETY

**E**ssential Value to Society is the most all-encompassing of the Strategic Plan goals and focuses on the Council's mission to raise engineering's profile among its most important audiences.

By telling our story, we communicate to lawmakers and the general public that engineering matters. By building a value-driven narrative, we help our member firms seize opportunities for new business, reduce resistance to public works projects before it appears, and set the stage for the next surface reauthorization law that will replace the Infrastructure Investment and Jobs Act.

ACEC helps our firms promote their role in enhancing social equities in the built environment. We highlight engineering's role in project design that promotes equal access to infrastructure and mobility, mitigating the effects of extreme weather, and other drivers of positive societal change.

The next generation of engineers now in high school and college see these challenges as calls

to action that will guide them in their careers. Paying attention to these issues today helps build the talent pipeline of tomorrow's engineers.

## THE PROCESS: PUTTING THE PLAN INTO PRACTICE



As ACEC began to implement this goal the Council quickly realized that the best way to measure success was to formalize a process to measure both the quantitative as well as qualitative impact of the media placements it secures and external communications products it produces at all levels.

For qualitative measurement, we use the Meltwater media analysis platform as our integrated media measurement suite. Meltwater allows ACEC to engage with media as well as measure the impact of that outreach in traditional news outlets and social media, giving us a real-time look at who we are reaching with our messages across all communications platforms.

## WHY THE ESSENTIAL VALUE TO SOCIETY GOAL IS SO IMPORTANT FOR ACEC AND THE ENGINEERING INDUSTRY

*Jay Wolverton, PE, ACEC Chair-elect 2022-2023*



Today's engineers are some of the brightest and most creative among us - we need more of them. It's vital for us to communicate the necessity for growing our ranks of engineers and amplify the essential value they contribute to society. Our world, country, and local communities face significant challenges in the years ahead - and engineers will be a very important part of the solutions that enable a prosperous future.

Our industry is tasked with designing infrastructure, systems, and buildings - big and small, remarkable and conventional, cutting-edge and practical. We ask engineers to correct the problems of the past with innovative ideas that will propel us into the future. We ask engineers to keep us safe, comfortable, and connected. Much of our quality of life depends on engineers. We ask them to get us where we need to go, to ensure we have power and water when we need it, and to create an inspirational and sustainable built environment.

Our engineers are up to the tasks that await them, and while much of their work is out of the public spotlight, we will work very hard to bring greater attention to their impressive contributions to society. The time has certainly arrived to acknowledge the essential and consequential work of engineers, celebrate it, and recruit the next generation of great engineers.

## RAISING ENGINEERING'S PROFILE THROUGH RESEARCH

# ACEC RESEARCH INSTITUTE

Over the course of the past year, the ACEC Research Institute produced important economic reports to measure the true impact of the engineering and design industry on the U.S. economy. Additionally, the Institute released surveys on engineering industry sentiment and a new report on Qualifications-Based Selection.

Between the end of June 2021 and June 2022, the ACEC Research Institute research was mentioned 133 times in the media with a potential audience reach of 119 million. In April 2022, the department held a virtual background briefing with reporters on the ACEC Research Institute's studies which resulted in coverage by *Engineering News-Record*.

## MEDIA ENGAGEMENT: PROMOTING ENGINEERING THROUGH NEW MEDIA The Engineering Influence Podcast

The *Engineering Influence* podcast continues to prove its value as a central communications platform to promote engineering's essential value to society. The podcast gives a platform to firm executives, industry experts, and interesting voices to discuss issues important to engineering's role in the economy, and in enhancing social equities and the environment. To date, the podcast has recorded 273 episodes, with more than 70,000 total cumulative downloads.

Over the past year (July 2021 to June 2022), the podcast was downloaded 36,700 times. This is a 70.4 percent increase versus the same period in 2020.



Allison Schneider interviews  
General Session speaker  
Nicole Malachowski at  
the 2022 ACEC Annual  
Convention and Legislative  
Summit in Washington, DC.



Jeff Urbanchuk  
interviews  
Kennedy Jenks  
CEO Keith London  
at the 2021 Fall  
Conference.



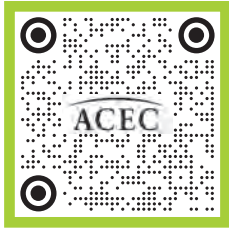
Alan Crockett  
at the podcast  
booth during  
the 2021  
Fall Conference.



The Communications  
and Marketing Team at  
the 2021 ACEC Fall  
Conference in Marco  
Island, FL.







Scan to go to the Careers Building Communities site.



## ENGAGING FUTURE GENERATIONS

Another aspect of the Essential Value to Society objective is explaining to future generations how engineering makes a difference and why engineering is a profession to aim for. The Careers Building Communities website, a strategic partnership between the Associated Builders and Contractors, Inc., ACEC, CMAA, and others, provides ACEC the opportunity to point students to information from the Council on the impact of engineering on society, episodes of the *Engineering Influence* podcast, thought leadership articles, and more. The site includes an interactive map where visitors can learn more about the interplay between different engineering specializations. The website was visited 36,000 times in 2021 and is on track to triple traffic in 2022.

## STRATEGIC PARTNERSHIPS

Our work with Careers Building Communities is one part of a larger strategy to organize strategic partnerships with other groups and associations within the built environment to spotlight the need to expand the engineering workforce.

Early in the development of the Strategic Plan, there was discussion about how the Council could best leverage examples from the Engineering Excellence Awards to communicate the industry's essential value and attract students to engineering.

In spring 2022, ACEC's President and CEO Linda Bauer Darr brought on the American Society of Civil Engineers (ASCE) and the American Public Works Association (APWA) as joint partners to produce a "roadshow" to promote the importance of engineering. The roadshow is currently in development to launch in summer 2022.

### TOP OF THE CHARTS: The top performing episodes from June 2021 to June 2022 by number of downloads

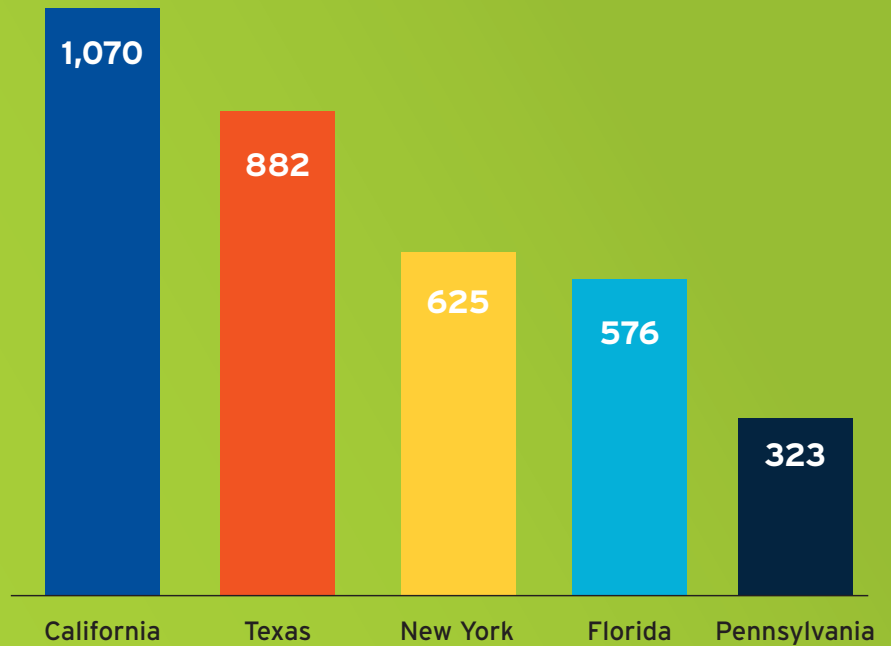
1. A Conversation with Jeff Speck about Road Engineering Standards and a Lot More (748)
2. The Latest PSMJ A/E Market Survey: What's Hot and What's Not (511)
3. The Government Affairs Update for 10-8-21 (508)
4. Podcast Special: Reps. Don Bacon and Brian Fitzpatrick (443)
5. Government Affairs Update for 8-27-21 with Steve Hall (431)
6. Mark Goodale on How to Build Effective Leadership Teams (426)
7. A Conversation with Carey Smith, CEO of Parsons (421)
8. The ACEC Life/Health Trust on Preventing Employee Burnout (419)
9. An Interview with Rep. John Katko (R-NY) (411)
10. M&A Update: Gary Bowman on Taking His Firm Public and Making Acquisitions (410)



## MEDIA ENGAGEMENT

- A global search for “ACEC” and “American Council of Engineering Companies” from June 2021 to June 2022 resulted in **1,100 placements vs 667 placements** from the same time last year.
- These news stories had a **+7 net tonality score**, which measures how positive, negative, or neutral the coverage was.
- Proactive media engagement resulted in **68 media placements**.
- An ACEC placed story in the *Washington Times* on April 13, 2022 had a potential reach of **2.4 million readers**, while an article in *Politico* secured in June 2022, featuring the CEO of Gannett Fleming, had a potential reach of more than **22 million readers** on their website.

## TOP 5 STATES FOR YOUTUBE WATCH TIME



## LINKEDIN

**2,878**  
new followers  
(6,378 total)

**All organic**

**12,457**  
page views  
+1,143%

**5,725**  
unique visitors  
+1,105%



## TWITTER

**5,370**  
followers  
(16% increase)

**594,000**  
total impressions

**17,300**  
video views  
(108% increase)

### Best tweet

**75.3% engagement rate**  
Podcast interview with Jensen Hughes CEO Raj Arora on ESG and the engineering industry



## YOUTUBE

**30,200**  
views

**626.1 hours**  
watch time  
this accounts for 63% of lifetime channel views

**+107**  
subscribers

# VIBRANT MEMBER ENGAGEMENT



**“IT TRULY WAS A COAST-TO-COAST TEAM EFFORT. ALL OF THIS TAKES TIME, ENERGY, CREATIVITY, AND THE COMMITMENT OF OUR MEMBER ORGANIZATIONS’ VOLUNTEERS.”**



**DR. GARY RABA**  
Chair, ACEC/PAC  
Chief Growth Officer  
Raba Kistner, Inc.

The Council relies on our engaged membership to carry its advocacy message to critical audiences in Congress and among the states, build out best practices and valuable education programming, and fund its political program through ACEC/PAC.

Member engagement ranges from attending meetings at the state or national level, speaking on the ACEC *Engineering Influence* podcast, running for volunteer leadership, joining a coalition or committee, to submitting a project to the Engineering Excellence Awards.

This past year, more than 4,300 ACEC member firm employees participated in coalitions, forums, and/or committees. These professionals added their own experience to help their peers grow, learn, and become better leaders in their businesses.

An engaged membership shines when volunteers answer the call to contribute to the Council’s mission. This past year, volunteers donated their time to help ACEC/PAC collect

more than \$1 million in donations for the sixth straight year.

## INVESTING IN FUTURE GENERATIONS

As young professionals take on greater roles, the importance of emerging leaders programming and access to National and MO leadership opportunities will be vital to their development and success. Over the past year, more than 200 young professionals participated in conversations on the new work environment post pandemic and building client relationships.

When young professionals take on volunteer roles, it is equally important to have experienced volunteers willing to nurture the next generation. Past Chairs of ACEC showed their commitment by attending both the Fall Conference and Annual Convention and participating in the First-Time Attendee Luncheon to meet new members, and share their experience and ways to get involved with ACEC.

## EXECUTIVE LEADERSHIP CHANGES AT THE MO LEVEL

DEPARTING EXECUTIVE	MO	SUCCESSOR	TITLE
Marilen Reimer	Colorado	Heidi Gordon	Executive Director
Doreen Brasseaux	Louisiana	Barker Dirmann	President & CEO
Jim Otradovec	Maryland	Chad Faison	Executive Director
Richard Petrie	Greater Pittsburgh	Bryan Metzler	Executive Director

## MEMBERSHIP REMAINS STRONG

The economic landscape was ripe for merger and acquisition activities during the past year. Even with 397 M&A activities, our retention levels remained strong as we introduced new services and programs to ACEC members.

- The ACEC Business Resources & Education Team provided hundreds of hours of programming and leadership development opportunities to help firms seize opportunities.
- A return to in-person events increased networking and participation in volunteer roles.
- A redesigned quarterly membership digest email newsletter keeps members informed.

Alignment between ACEC and the Federation with its 52 Member Organizations continues to strengthen. We worked closely to support them and deliver programs to strengthen our connection:

- Communication between MO Executive Directors, National Directors, ACEC Executive Committee, and senior staff members is vital to maintain consistency and alignment across the Federation. Discussions on legislative priorities, the state of the economy, trends at the federal and state levels, PAC fundraising, member recruitment and retention, communications, and overcoming challenges are on the agenda through weekly calls including Federation leaders at the state and national level.
- Throughout the year, ACEC provides orientation for new executive directors, MO staff training, and leadership orientation for new volunteer MO leaders.
- New materials were developed to drive engagement among ACEC members. Each Member Organization can customize the new *Get Involved* flyer to include relevant information, local committees, events, and volunteer opportunities specific to each MO.



⤴ Young engineers reveal what excites them about their profession at the Fall Conference.



⤴ The new customizable Get Involved flyer highlights opportunities at the National and MO levels.



⤴ Attendees at our Pathways to Executive Leadership course get to work in a group session.



⤴ FIDIC CEO Nelson Ogunshakin (left) talks to past ACEC Chair Sergio A. Pecori at the 2022 Annual Convention in Washington, DC.



⤴ 2022-2023 NAECE President Joe Fiordaliso speaks during the NAECE meeting at the Annual Convention in Washington, DC.



⤴ Participants in the ACEC/PAC Golf tournament during the Fall Conference.



# 2022-2023 EXECUTIVE COMMITTEE MEMBERS



**CHAIR**  
**W. Arthur Barrett II**  
Gannett Fleming  
Baltimore, Maryland



**VICE CHAIR**  
**Gary Hartong**  
The Wooten Company  
Raleigh, North Carolina



**CHAIR-ELECT**  
**Jay Wolverton**  
CHA Consulting, Inc.  
Duluth, Georgia



**VICE CHAIR**  
**Janice Marsters**  
Haley & Aldrich, Inc.  
Makawao, Hawaii



**SENIOR VICE CHAIR**  
**Melvin Williams**  
Terracon  
Charleston, South Carolina



**VICE CHAIR**  
**John Rathke**  
Mead & Hunt  
De Pere, Wisconsin



**TREASURER & VICE CHAIR**  
**Daniel Larson**  
American Engineering  
Testing, Inc.  
Saint Paul, Minnesota



**PRESIDENT AND CEO**  
**Linda Bauer Darr**  
American Council of  
Engineering Companies  
Washington, D.C.



**VICE CHAIR**  
**Thomas Cascino**  
AECOM  
Latham, New York



**CHAIR EMERITUS**  
**Robin S. Greenleaf**  
Architectural Engineers,  
now IMEG  
Boston, Massachusetts



**VICE CHAIR**  
**Ralph Guida**  
Guida Surveying, Inc.  
Irvine, California



**NAECE PRESIDENT**  
**Joe Fiordaliso**  
ACECNJ  
Trenton, New Jersey

# ACEC MEMBER ORGANIZATION EXECUTIVES

ACEC Alabama  
**Renee Casillas**  
Executive Director

ACEC Alaska  
**Erica Jensen**  
Executive Director

ACEC Arizona  
**Justan Rice**  
President

ACEC Arkansas  
**Angie Cooper**  
Executive Director

ACEC California  
**Brad Diede**  
Executive Director

ACEC Colorado  
**Heidi Gordon**  
Executive Director

ACEC-CT  
**Tricia Priebe**  
Executive Director

ACEC/Delaware  
**Kim Willson**  
Executive Director

ACEC-FL  
**Allen Douglas**  
Executive Director

ACEC Georgia  
**Michael Sullivan**  
President & CEO

ACECHawaii  
**Ginny Wright**  
Executive Director

ACEC of Idaho  
**Elizabeth Conner**  
Executive Director

ACEC Illinois  
**Kevin Artl**  
President & CEO

ACEC Indiana  
**Beth Bauer**  
Executive Director

ACEC/Iowa  
**David Scott**  
Executive Director

ACEC Kansas  
**Scott Heidner**  
Executive Director

ACEC-KY  
**Russell Romine**  
Executive Director

ACEC of Louisiana  
**Barker Dirmann**  
President & CEO

ACEC of Maine  
**Tanya Griffeth**  
Executive Director

ACEC/MD  
**Chad Faison**  
Executive Director

ACEC/MA  
**Abbie Goodman**  
Executive Director

ACEC/MW  
**Hugh "Mac" Cannon**  
Executive Director

ACEC/Michigan  
**Ronald Brenke**  
Executive Director

ACEC/MN  
**Jonathan Curry**  
Executive Director

ACEC/MS  
**Craig Carter**  
Executive Director

ACEC/Missouri  
**Morgan Mundell**  
President & CEO

ACEC-Montana  
**Jay Skoog**  
Executive Director

ACEC Nebraska  
**Jeanne McClure**  
Executive Director

ACEC Nevada  
**Dawn Miller**  
Executive Director

ACEC-NH  
**Alex Koutroubas**  
Executive Director

ACECNJ  
**Joseph Fiordaliso**  
President

ACEC New Mexico  
**Dawn Tibbetts**  
Executive Director

ACEC New York  
**John Evers**  
President & CEO

ACEC/NC  
**James Smith**  
Executive Director

ACEC North Dakota  
**Bonnie Staiger**  
Executive Director

ACEC Ohio  
**Beth Easterday**  
President

ACEC OKLAHOMA  
**Michael Thompson**  
President & CEO

ACEC Oregon  
**Alison Davis**  
Executive Director

ACEC/PA  
**Leeann Sherman**  
Executive Director

ACEC/Greater Pittsburgh  
**Richard Petrie**  
Executive Director

ACEC-RI  
**Dorothy Davison**  
Executive Director

ACEC-SC  
**Adam Jones**  
Executive Director

ACEC of South Dakota  
**Nancy Hoines**  
Executive Director

ACEC Tennessee  
**Kasey Anderson**  
Executive Director

ACEC Texas  
**Peyton McKnight**  
President

ACEC Utah  
**Michael Smith**  
Executive Director

ACEC of Vermont  
**Brendan Cosgrove**  
Executive Director

ACEC Virginia  
**Nancy Israel**  
Executive Director

ACEC Washington  
**Van Collins**  
President & CEO

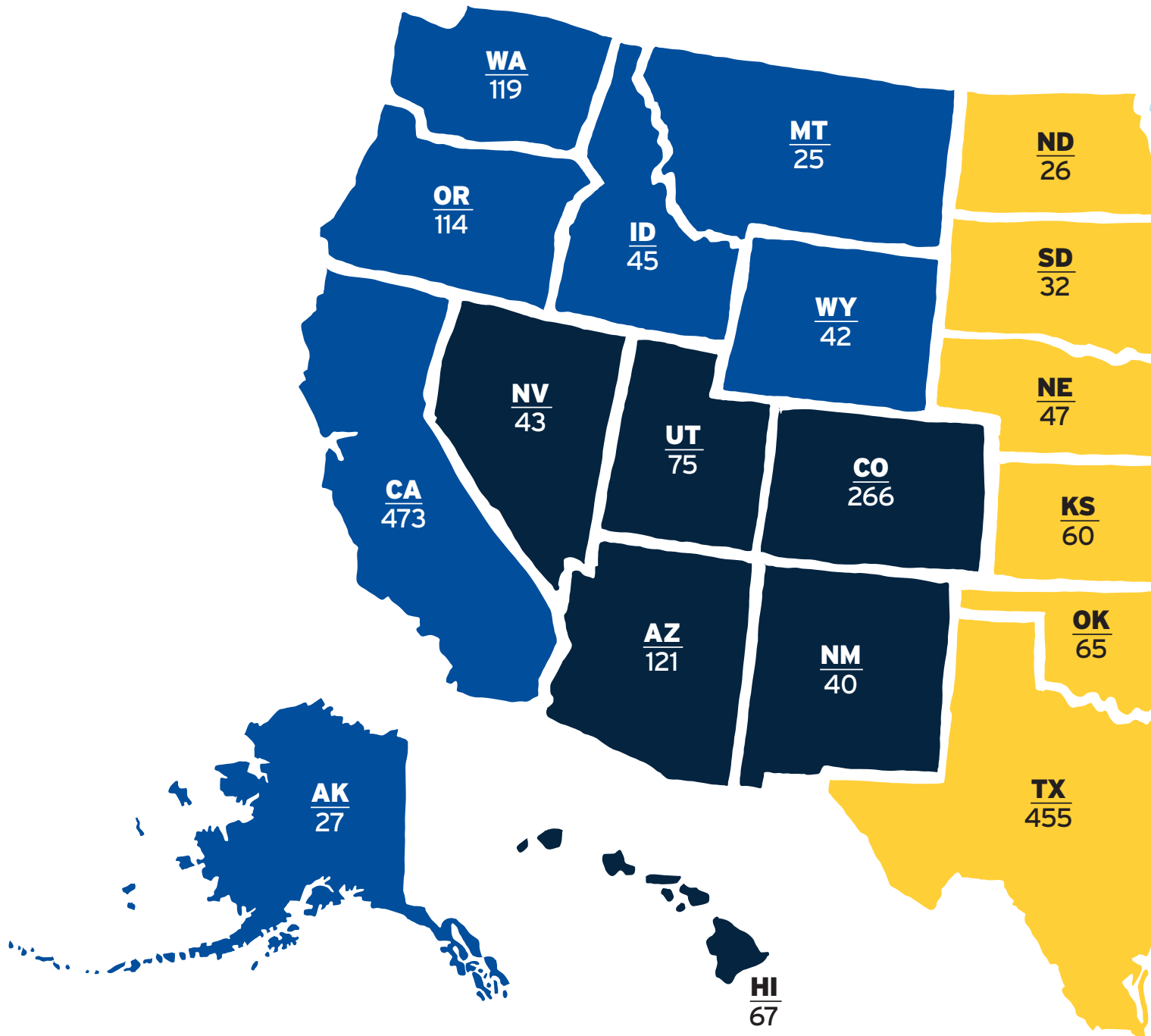
ACECWV  
**Michael Haid**  
Executive Director

ACEC Wisconsin  
**Chris Klein**  
President/Executive Director

ACEC-Wyoming  
**Gary Grigsby**  
Executive Director

# OUR FEDERATION

MEMBER FIRMS BY STATE AS OF JUNE 30, 2022



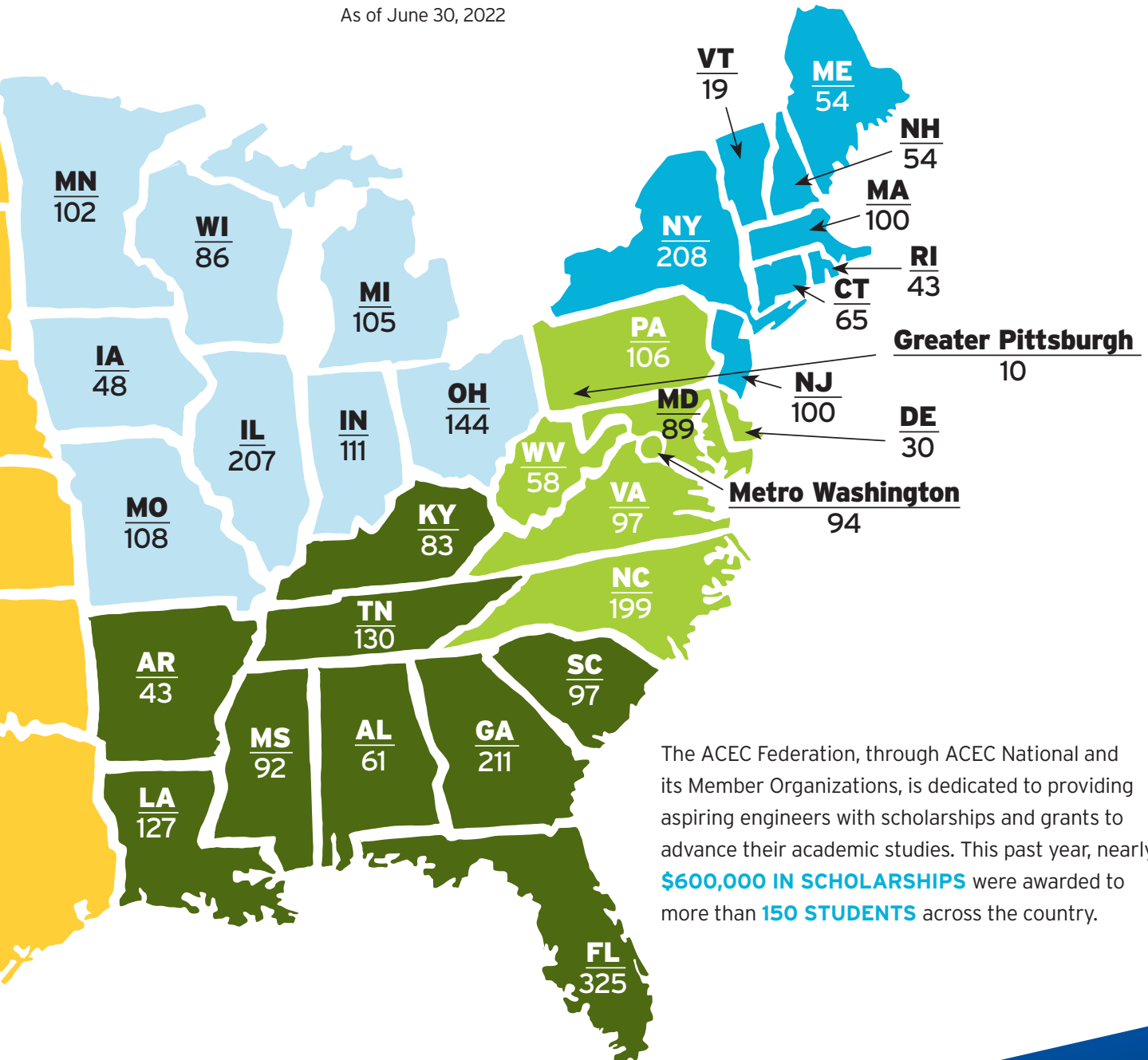


**AFFILIATE MEMBERS**  
**114**  
**AFFILIATE EMPLOYEES**  
**235,520**

As of June 30, 2022

**2022-2023 EXECUTIVE COMMITTEE  
 REGIONAL ASSIGNMENTS**

- Dan Larson
- Melvin Williams
- Janice Marsters
- John Rathke
- Tom Cascino
- Ralph Guida
- Gary Hartong



The ACEC Federation, through ACEC National and its Member Organizations, is dedicated to providing aspiring engineers with scholarships and grants to advance their academic studies. This past year, nearly **\$600,000 IN SCHOLARSHIPS** were awarded to more than **150 STUDENTS** across the country.

# MEMBER ORGANIZATION SPOTLIGHT

ACEC'S 52 STATE MEMBER ORGANIZATIONS (MOS) ADVOCATE FOR THE BUSINESS INTERESTS OF THE ENGINEERING INDUSTRY AMONG THE STATES. FOR THIS YEAR'S ANNUAL REPORT, ACEC ASKED THE MO EXECS TO HIGHLIGHT OPPORTUNITIES AND CHALLENGES IN THEIR STATES, ALONG WITH THEIR MEMBERS' MORALE FOLLOWING THE PANDEMIC. HERE ARE THEIR RESPONSES.



Miranda Patton,  
2021-22 ACEC  
California President,  
and Chief Business  
Development Officer,  
MNS Engineers, Inc.



## ACEC CALIFORNIA

We see growth in many sectors in California, due to the passage of the federal Infrastructure Investment and Jobs Act (IIJA) as well as some state funding mechanisms, such as gas taxes (increases annually since 2017),

two successive years of huge state budget surpluses, and some water bond monies finally coming to fruition. The state has made recent investments in broadband infrastructure, housing, transportation, energy, water conservation, wastewater, climate resiliency, and more.

The most pressing challenges for our state efforts come in a few forms. While the work seems available, there is a shortage of available engineers and land surveyors to implement it. Public employee unions continue to advocate for insourcing, while private sector employee unions continue to advocate for more design professional work to be classified as covered work (prevailing wage) presenting challenges for private sector engineering professionals to navigate. We continue to press for flexibility in contracting out and seek to protect the scope of our professional services. Another challenge is conflict of interest statutes. As written, they are not transparent, causing public agencies to have differing and sometimes conflicting interpretations. We are advocating for better guidance so public agencies will have more firms to choose from to do the work, ensuring Qualifications-Based Selection (QBS) is utilized.

We spent a great deal of time and resources advocating for more investment in infrastructure, and reforming indemnity statutes to be fair. During the pandemic, we advocated to keep our industry listed as "essential workers" and served as a personal protective equipment (PPE) distribution center for the state for our industry. Although challenges exist, the morale of our members in California following the pandemic is optimistic, and design professionals in California are stepping up to the plate.



## ACEC ILLINOIS

Reaching a bipartisan agreement is nearly impossible nowadays. In 2019, a near-miracle happened in Springfield: Bipartisan majorities in both chambers of the Illinois

General Assembly approved the Rebuild Illinois Capital Plan.

Championed by Gov. J.B. Pritzker, Rebuild Illinois was the state's first capital program in nearly a decade, dedicating \$45 billion in investments to repair, improve, and modernize our state's physical infrastructure.

However, early this year, talk swirled in the Capitol about deferring the state's automatic increase of the motor fuel tax this year, which is critical to maintaining the state's Rebuild Illinois Capital Program. One proposal that was considered would have deferred the annual adjustment in the motor fuel tax - costing the state over \$500 million. That's half a billion dollars that would otherwise be spent ensuring our roads and bridges are safe over the next 5 years.

Without this annual adjustment to the motor fuel tax, Illinois would fall behind on its infrastructure needs. For high-priority projects, work will be delayed, and construction will be slowed. For commuters, time spent sitting in traffic and the size of potholes will grow.

To protect this critical infrastructure funding, ACEC Illinois engaged in a public affairs and legislative advocacy program that outlined the true costs of deferring the adjustment. We worked with lawmakers and staff to identify options that could provide some needed tax relief to consumers without impacting the funding or delivery of the Rebuild Illinois Program. The legislature and governor agreed to support a measure backed by ACEC Illinois that suspends the increase for 6 months, but holds the road fund harmless by paying back lost road fund dollars for those 6 months from other state funds.



## ACEC INDIANA

Indiana was well-positioned prior to passage of the IIJA

with a robust state-highway and local road/bridge capital program fully funded for 10 years because of the gas-tax increase passed in 2017. It included "Community Crossings," which is a unique, state-funded capital program for LPAs for repair and maintenance of their road systems. Over the past 5 years, hundreds of communities have invested over \$1 billion so far. Trails are part of the program, and funding from IIJA will enhance this portion of the program. Passage of significant water-related infrastructure funding in 2019 by the Indiana legislature as well as economic development and tax policy has situated our member firms to have great opportunities.

Workforce needs remain a high priority to accomplish not only current projects but long-term to replenish the pipeline of professionals that are retiring. Indiana has been laser-focused to meet this challenge with the creation of a Workforce Development Committee over 4 years ago to attract and retain current professionals, and grow the industry within our education system. Next up is the hiring of a full-time Workforce Development staff member to implement more plans envisioned for ACEC Indiana.

The future in Indiana looks very bright for both the public sector and private sector! Our capital programs are strong in all areas of infrastructure. We cannot control inflation or supply chain issues but at least the fundamentals are in place for our firms to provide design and construction inspection services for years to come.



*Cash Canfield, ACEC Indiana President, and Chief Operating Officer/ Partner, American Structurepoint.*

ing existing roads and bridges. In addition to its investment in transportation, Louisiana, through its Water Sector Program, will contribute nearly a billion dollars in grants to municipalities and parishes across the state to modernize local water and sewer systems. Basic infrastructure such as roads, bridges, and clean water are the foundations of any modernized society. While these new programs and investments present unprecedented opportunities to expand and grow the business of engineering in Louisiana, they more importantly provide the opportunity to shape and design a better future for our state and its people.

Challenges created by an economic downturn and an extremely competitive workforce environment present an interesting juxtaposition to the opportunities already discussed. While other sectors of the economy are pausing expansions and consolidating resources, engineering firms are looking to expand and diversify their services to better position themselves for future needs. As the demand for engineering jobs continues to outpace supply, the cost associated with fielding a serviceable workforce are mirroring price escalations in materials. Due to these unforeseen cost hikes in providing design services, ACEC/L is working with our public owners to advocate for fee adjustments. Additionally, we are partnering with state community and technical colleges to promote the nonengineer career opportunities the engineering sector can offer to those seeking an associate degree.

ACEC/L members are excited for the future and are eager to put the pandemic in the rear-view mirror. Though some challenges still linger, the next 5 years could be the best the Louisiana engineering industry has ever experienced.



## ACEC OF LOUISIANA

Over the last 2 years Louisiana has seen its largest investment in transportation infrastructure in more than 3 decades.

Combining both federal and local funding commitments, Louisiana will have an additional \$7 billion to invest in transportation infrastructure over the next 5 years. These dollars will help fund mega transportation projects that will stimulate economic growth and enhance the quality of life for Louisianans while also preserv-



## ACEC/MA

It has been quite a year for ACEC/Massachusetts and our member firms. ACEC/MA sees

great opportunities in new technology and energy from expanded use of electric vehicles, renewable energy, as well as fusion energy and battery storage. Our May Energy and Utilities market program focused on these areas, while the Massachusetts legislature negotiates a major climate and energy bill. While climate change presents challenges, ACEC/MA members have been working on resiliency plans and projects for more than 10 years to protect people and infrastructure. The IIJA



presents enormous opportunities for modernizing critical transportation, water infrastructure, and reinforcing resiliency.

The state's most pressing challenges include staffing, housing, and inflation. Working through our STEM Task Force, member firm leaders are promoting engineering and land surveying careers from K - college. The state's STEM Starter Academy provides a way to reach community college students who may go immediately into roles with our firms or continue to 4-year degrees. Our Diversity, Equity, and Inclusion Forum continues to provide our members with opportunities to discuss DEI issues and ways for their firms to be more inclusive. The staffing challenges also impact our clients, especially at the municipal level, as we see many vacancies in public works departments and water/wastewater facilities. Housing production has been stymied by outdated local zoning laws, but state leaders recognize the need to provide more housing options and are encouraging more transit-oriented housing developments. Inflation, greatly increasing the cost of materials for needed projects, will continue to be a major challenge over the next few years, meaning that the IJJA funding may not cover all of the long-needed projects, but ACEC/MA members, working with public officials and contractor partners will do what we can.

ACEC/MA leaders are optimistic but realistic, about the future, recognizing that hybrid work will continue to evolve, providing flexibility to staff with employee retention benefits. There is increasing competition for employees, so working together on STEM outreach efforts will be vital. ACEC/MA leaders are most proud of our work on STEM, DEI, and working to identify and build teams with a broader array of DBE firms on public projects that will continue in the years ahead.

All industries are concerned about capacity and workforce availability, especially as it relates to small businesses. We do not have the capacity to tackle the needs associated with existing programs, let alone the expected large ramp up with IJJA. The requisite education, training, and retention of experienced engineers in the design theatre is very important to our industry's success. Supply chain issues continue to remain a concern for both large and small projects. The strain on planning and forecasting and the unknown timeline on lack of availability is of concern.

Our members, clients, and partners are positive following the pandemic and glad to get back to a new normal. There is concern for how the in-office/out-of-office dynamic will help/hurt efforts in implementing the upcoming IJJA and existing agency programming. Firms are apprehensive on how they will compete to win work and then have the proper resources to allocate to that work. The workforce has tightened significantly; as hirings become more competitive and overhead rates increase, we are working with our public agencies to approve appropriate escalation to meet those demands. We have built good relationships with our agency partners and will continue to face challenges together.



### ACEC/MICHIGAN

Michigan is under construction! Engineers and construction companies are executing the \$3.5 billion Rebuilding Michigan plan that was announced in January 2020. Gov.

Gretchen Whitmer, with the approval of the State Transportation Commission, will issue \$3.5 billion in bonds over 4 years to fund 49 transportation projects deemed critical to the state's economy and carry the most traffic. Couple this with the implementation of the IJJA infrastructure bill, it is safe to say that transportation is a hot sector in Michigan. The construction of the Gordie Howe bridge between the United States (Detroit) and Canada is also creating jobs and adding to the strain on available resources.

Removing lead pipes and addressing PFAS continues to be a challenge. The city of Benton Harbor, which has seen elevated levels of lead since 2018, will get 100 percent of its lead service lines removed through state and federal funding. A Michigan PFAS Action Response Team has been put in place to identify PFAS sites and conduct testing as this new threat to clean water is growing.

ACEC/Michigan firms are optimistic, but cautious, as we see the state open after the COVID 19 pandemic. Finding engineers and technicians

### ACEC/MW

ACEC Metropolitan Washington is unique since we support three jurisdictions, Virginia, Maryland, and the District of Columbia. Our region is a highly populated, multi-modal area where pedestrians and bicyclists are paramount, and

the movement of people and goods is always a challenge. We look forward to supporting the important vision zero goals of our transportation partners, the expansion in the energy, utility, and technology sectors, and the continued efforts in addressing climate change through design and innovation.



Graduates of ACEC/MW's 2021-2022 Emerging Leaders Institute.

continues to challenge some firms but many see a cliff in funding in 4 to 5 years when state and federal funding programs end. The push for electric vehicles also presents challenges as the fuel tax will have to be replaced with a new funding mechanism for transportation. However, new battery plants and modifications to existing manufacturing facilities in Michigan are creating opportunities for non-transportation firms. There is also a “buzz” in the energy sector as the state works to implement clean energy sources and keep up with the growing demand.



### **ACEC/MISSOURI**

Missouri is extremely optimistic about the future. The 2022 legislative session resulted in an almost \$3 billion worth of ARPA

funds being dedicated to capital improvement projects ranging from Missouri river port expansion, drinking water and wastewater infrastructure, improvement in state facilities, and the construction of multiple state government buildings and facilities. Combined with the recent increase in state generated road and bridge funding that was adopted in 2021, the industry has a great deal of potential work in front of it.

The most pressing issue for the consulting engineering industry is meeting the demand of all these new projects. With an unprecedented amount of funding going towards projects combined with the current job market, it will be a challenge in terms of staff and time. Most of the projects have a deadline of the money being committed by December 2024 and the monies being spent by December 2026. Missouri firms are hiring as fast as they can, but with IIJA monies already infused into the system, having enough engineers and staff to do all the work is a concern.

ACEC/Missouri members' morale level is quite high coming out of the pandemic. Between ARPA and IIJA funds, there is an incredible amount of funding for projects. ACEC/Missouri also recently adopted a 5-year strategic plan to guide the organization in the coming years and to help achieve certain goals and objectives that were identified by the Long-Range Planning Committee and the Board of Directors.

### **ACEC NEW YORK**



ACEC New York continues to strengthen its connection with state legislators and administrators. From meetings with key transportation staffs in various offices including the governor and DOT to discuss

IIJA, conferences with state and local transportation officials to discuss regional issues, and on-going partnerships with the public, ACEC New York has enabled our member firms to offer their expertise and help in engineering New York State. Our upcoming Bi-State Conference with ACECNJ will focus on large-scale infrastructure improvements such as the Gateway Project, one of the largest engineering projects in the United States. As New York State and the Metropolitan Transportation Authority (MTA) implement new 5-year Capital Plans, ACEC New York will be able to assist in one of the region's largest growth markets in engineering.

Our efforts to educate lawmakers on QBS, Progressive Design-Build and employee stock ownership programs (ESOP) are resulting in progress after years of efforts. Following an extensive 5-year revamp of the New York City Building Codes, ACEC New York has spearheaded a successful multipart educational webinar series to assist New York City officials in educating the engineering and building community. Efforts are also underway to assist the New York City Mayor's Office in revamping the public procurement process under its Capital Process Reform Task Force, on which ACEC New York serves. Key areas include our focus on emerging leaders and increasing the number of engineers entering the workforce. One of our top inward-facing priorities is to increase our engineering ranks in our firms while seeking the diversity that reflects the communities in which we serve.

By offering our assistance to the public sector, we have demonstrated that partnerships with the engineering community can work to better the built environment. We are assisting our firms in addressing the workforce issues they are facing in the 21<sup>st</sup> century: remote work, future leaders, next generation of engineers, and diversity. We have come out of the pandemic stronger and with a renewed vigor to show that ACEC New York and our members are the problem solvers needed to engineer our future.



### **ACEC OHIO**

Ohio has been selected for Intel's new semiconductor campus which brings additional opportunities to Ohio's consulting engineers. Along

with IIJA dollars and a recently passed capital bill, the state is poised for growth in projects involving roads, bridges, water, site development, facilities, and broadband.

To truly represent the business of engineering in Ohio, the past year ACEC Ohio focused on building a representative membership from firms in every discipline and promote a culturally diverse workforce

through programming for member firms. To achieve success, ACEC Ohio created a series of “discipline” forums to explore opportunities in energy, water, and the private sector market, giving our members key insights to client needs, state policy initiatives, partnerships, and grant opportunities. A 4-part training program to build personal and organizational inclusive intelligence was hosted by the ACEC Ohio Diversity, Equity, and Inclusion Committee and attended by over 250-member firm employees.

The challenge continues to be the workforce to serve the opportunities in the state, even limiting member firms’ ability to pursue projects based on qualified staff within their companies. Education is key to building a workforce of the future, ACEC Ohio is committed to helping member firms through a “Rising Leader” management training program graduating the third class in 2022. Regional scholarships to five engineering students were given out this year as well as a new technical scholarship focused on enhancing the ACEC Ohio-supported construction inspection workforce program.

After 2 years of a pandemic, the ACEC Ohio membership is very busy with workload and feeling positive about the outlook of Ohio’s economic future.



### ACEC OREGON

Due to a recent transportation package and the IIJA, there is much opportunity ahead for ACEC Oregon members in Oregon and SW Washington. However, the workforce shortage continues to be an issue.

ACEC Oregon is working to pass Duty to Defend legislation to help assure fairness in contracting and we continue to monitor possible violations of the state QBS law.

Member firms are still trying to figure out how to get back to the office (or not). Hybrid work seems to be the norm as firms continue to deliver as they did during the pandemic.



### ACEC-RI

ACEC-RI continues to work on educating state agencies, cities, and towns on the benefits of QBS and enforcing the Rhode Island municipal QBS statute. In conjunction with the Rhode Island Department of Administration, ACEC-RI participated in webinars for agencies, cities, and towns on how to use QBS and the benefits of QBS using metrics from ACEC. With the new IIJA funding, ACEC-RI sees new opportunity to advance value-based procurement for engineering services. ACEC-RI has also been working with the gover-

nor’s office and Rhode Island’s IIJA coordinator to provide engineering support services for cities and towns applying for IIJA grants. ACEC-RI continues to work with other state agencies including the Rhode Island Department of Transportation to support agency funding for the state match for highway funds and with the Rhode Island Department of Environmental Management to support policies like streamlined permitting and education on new wetland regulations. As this is an election year, ACEC-RI is providing a Zoom format meet and greet for the candidates for state office, as well as an open U.S. Congressional seat to educate candidates on our industry issues and to build future relations.

All Rhode Island industries face workforce issues with staffing shortages caused by retirements, resignations, and an extremely competitive job market. Hardest hit is the Rhode Island tourism industry which relies heavily on the short summer season and hospitality workers. ACEC-RI’s longstanding focus on diversity and its active Diversity Committee has expanded the number of minority and DBE/WBE member firms in ACEC-RI giving Member Organization firms more opportunity and a broader base for employment to augment the workforce.

ACEC-RI members are looking forward to the opportunities presented by the new IIJA funds while remaining agile to navigate the challenges of these interesting times.



### ACEC OF SOUTH DAKOTA

South Dakota’s member firms remain highly optimistic for opportunities and growth across the state for the year ahead, and continue strong relationships with our communities, counties, and state and federal agencies. These partnerships, with agencies like the South Dakota Department of Transportation and South Dakota Department of Agriculture and Natural Resources, are vital as we work together to advance IIJA funding and future projects. Building relationships is a primary focus for ACEC/SD as we continue to grow our presence as an industry leader.

Solid growth continues in our two largest cities, Sioux Falls and Rapid City, as well as other communities across the state. Rapid City, the fastest growing metro area in the Midwest, looks to grow even more as the B-21 Bomber Mission will soon claim Ellsworth Airforce Base as its new home. This growth equates to an abundance of infrastructure projects in both the public and private sectors.

Opportunities also bring the challenge of getting the work done. Our firms, along with contractor and agency partners, continue to search for more team





ⓘ The South Dakota delegation gathers at the ACEC Townhouse for a fundraiser for Sen. John Thune. Pictured from left to right: South Dakota Sen. Mike Rounds; ACEC/SD Executive Director Nancy Hoines; South Dakota Sen. John Thune; and ACEC/SD National Director Chad Hanisch.

members to produce the projects. Workforce, supply chain issues, and cost anxieties, which could jeopardize the effectiveness of the IJJA, are concerns for the entire industry. We also continue to monitor questionable selection processes, indemnification clauses, and other procurement and contract issues which can negatively affect the best practices set forth by our firms.

Our members remain extremely positive. We continue to explore the resulting opportunities of the pandemic, such as the advances in technology, remote work options, and other new practices that may ease some of our workforce challenges. We look forward to seizing the opportunities ahead!



## ACEC UTAH

Utah continues to see growth across most market sectors; the state was ranked again, as the number one state for economic outlook in the country by the ALEC-Laffer State Economic Competitiveness Index. The Utah legislature has shown great confidence in state agency's partnerships with the A/E/C private sector, to deliver a robust infrastructure state program. In 2022, ACEC Utah's advocacy efforts resulted in another banner funding year with the state legislature appropriating \$1.5 billion of new state monies to road, transit, water, and vertical state infrastructure projects. ACEC Utah continues to push back against efforts to erode professional engineering licensure standards as well as efforts by municipalities to circumvent QBS and indemnification statutes.

Workforce issues are the number one concern voiced by ACEC Utah member firms. Like most states, the labor market is extremely competitive; however, member firms have been successful finding and retaining new talent. Member firms grew their employee count, in Utah, more than 6 percent in the last year. Member firm leaders report firm morale as generally good; however, employee mental health and work/life balance issues related to remote and hybrid work environments, remain top concerns for firm leaders. ACEC Utah recently launched an annual leadership summit focusing on

firm management issues and leadership skills. The 2022 summit offered sessions on diversity in the workforce, mental health issues with remote staff, and empowered leadership. ACEC Utah also started a new workforce task force in 2021-2022 to identify areas the association could focus on to improve industry labor concerns.

Utah engineering firms are feeling their way through the new work environment, experimenting with various models of remote, in office, and hybrid models. Firm leaders are optimistic that the firms will find a model that can balance the needs of the employees, the firms, and the clients. Overall, firms are optimistic about the future engineering outlook; it is a good time to be a consulting engineer in Utah.



## ACEC VIRGINIA

The key to opportunity and growth in Virginia is partnerships.

We continue to maintain key partnerships with the VDOT, VA Department of General Services, the VA Association of Governmental Purchasing, and Department of Environmental Quality. We also see value fostering our joint venture with AIA Virginia and AGC of Virginia to bridge the architecture, engineering, and construction professions to collaborate, create, and build for the future. We also act as a resource for firms continuing to develop DEI programs through presentations, speakers, and hands-on educational opportunities. Providing these resources ensure they are fair and equitable and will also see additional growth and opportunities.




Amid the onset of the global pandemic, lockdowns, and the cancellation of significant events, many architecture, engineering, and construction (A/E/C) industries suffered tremendously. Throughout 2020 and 2021, there were severe setbacks with labor shortages, supply chain disruption, and rising costs of construction materials. Despite these issues, our industry remained strong and resilient. While economic uncertainty remains a concern, this year is calculated to be quite strong. While the industry appears to experience growth in the years to come with the help of the IJJA, partnerships in Virginia with these three industries are crucial to continued success.

ACEC Virginia members have transitioned from virtual networking opportunities back to in-person events. We have hosted hard hat tours and golf tournaments along with our recent Emerging Leaders Institute which has had amazing registration numbers. We schedule events accordingly since members are extra busy with work these days. Finding the balance for them to be available for events along with work obligations is essential to keeping morale high.

# FINANCE AND OPERATIONS

**A**CEC continues to operate on a solid financial footing despite the recent economic downturn and the pressures of inflation. The Council is projecting \$11.8 million in dues for FY22, with collection pacing ahead of last year. Non-dues revenue (excluding Minuteman Fund and DPC) is expected to top more than \$5 million.

May was a big month for ACEC. On May 22, the ACEC Board of Directors approved a new 3-year budget that reflects current economic trends while also supporting critical investments that will strengthen ACEC long into the future. Those investments include:

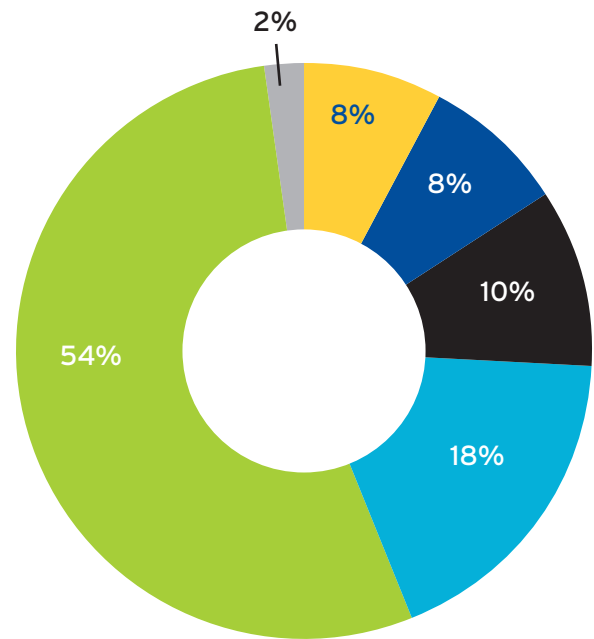
-  A complete redesign of the ACEC website
-  A reimagined membership database, and
-  A comprehensive MO strengthening program

Each of these investments was identified as necessary for the full implementation of the Strategic Plan and each will improve the Council's ability to serve its member firms and grow the stature of the engineering and design industry.

In early May, ACEC opened the doors to its new offices at 1400 L Street, NW, in Washington, DC. The new location, just 5 blocks from the White House and just over 15,000 square feet, is an open, modern, and connected space that better reflects the work our member firms are doing for their clients. The office features collaboration spaces, social hubs, and abundant open space, and was designed to earn WELL Building Certification.



## DUES ALLOCATION FY23 - FY25 BUDGET



-  Advocacy
-  Communications
-  Meetings, Exhibits, & Awards
-  Membership & MO Services
-  Governance & Other
-  Business Resources & Education



## **DEAR FRIENDS AND COLLEAGUES:**

It's truly an honor to serve the ACEC member firms as Board Chair. I have always been amazed by and deeply appreciative of all the active membership and ACEC staff achievements on the national and state stages. With all that this incredible organization offers, I look forward to a productive year building on our past successes and doubling down on the opportunities before us as an organization and industry.

Under the leadership of Linda Bauer Darr and my predecessors Charlie Gozdziwski and Robin Greenleaf, ACEC met adversity through a willingness to adapt and has forged through COVID and established a new norm. Thanks to the dedication of our talented teams in the national office and among our Member Organizations (MOs), the commitment of our firms and volunteer leaders, and steady leadership from the Executive Committee, ACEC drew closer together, communicated more effectively, and focused more intently on our core mission and values.

As ACEC and our firms have evolved through the pandemic, many challenges have been encountered and addressed. Engineers are considered essential employees and have demonstrated why as we continue to provide solutions for public and private projects. With rescue and recovery funding driving the economy, many of our firms have adapted and provide hybrid work environments. We have evolved with the use of technology to facilitate meaningful team collaboration and continue to provide cost effective and quality-driven projects. We used these same digital platforms in advocating for legislative issues and successfully securing passage of the bipartisan Infrastructure Investment and Jobs Act (IIJA).

With IIJA as an opportunity to seize upon, the AEC industry will need a strong talent pool to fully realize this once-in-a-lifetime moment before us. Focusing on environmental, social and governance (ESG) priorities provides a great opportunity to demonstrate to current employees and future generations the unique role our profession plays in shaping America's natural environment and our society. In addition to identifying value-based contributions, the recognition of our engineering professionals should be elevated as a reflection of their essential skills as the designers of the nation's built environment.

Advocacy for our firm's business interests is ACEC's main mission. We can all be thankful and proud that ACEC's advocacy and political program are among the best in the county. ACEC does a great job engaging the leaders of our member firms. As we continue to build an even stronger, more vibrant grassroots effort to communicate and advocate for our industry's interests by reaching into our 5,500 member firms to empower voices of the nearly 600,000 employees that make them great. This constitutes a massive grassroots army we are working to deploy.

ACEC is only as strong as its Federation, so we need to invest in strengthening our MOs as well as diversifying our membership. Our MOs are on the front lines of policy battles fighting problematic legislation. It is essential that they have the tools and resources necessary to fight potentially harmful laws at the state level before they go national.

It is exciting to see the expanding diversity of our membership base. ACEC should always pride itself on being the voice of the engineering and design industry - that should never change. We can strengthen that voice as we push the envelope to expand our membership in the private sector and adopt and engage in project, program, and construction management fields to continue molding the future.

The best is yet to come for ACEC and our industry. Let's seize this opportunity together.

Sincerely,



A handwritten signature in blue ink that reads "W. Arthur Barrett II".

**W. Arthur Barrett II**  
2022-2023 ACEC Board Chair



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