



## **Board of Directors - Meeting Agenda (Part 2)**

**May 18, 2022  
3:45 p.m.**

Call to Order	R. Bougher
2022 Board Roles & Responsibilities	R. Bougher
President's Report	R. Bougher
Strategic Plan Update:	
▪ Strategic Plan Committee of the Board	
▪ Red Team	
▪ Status of the Document	
▪ Standing Agenda Item	
Standing committees:	
▪ Final Leadership (Chairs and Vice chairs)	
▪ Scheduled Meetings with Chairs	
▪ Participation of Chairs at Board Meetings	
Committees of the Board:	
▪ Governance	
▪ Finance	
▪ Strategic Plan	
Open Discussion	R. Bougher
Adjourn	R. Bougher

## **2022-2023 BOARD OF DIRECTORS ROLES & RESPONSIBILITIES**

### **PRESIDENT**

1. Executive Committee Member
2. Alternate National Director after Executive Director
3. Nominating Committee
4. ACEC PAC Committee
5. CEPA PAC Committee
6. PennDOT Task Force Committee Member
7. Annual Review of Executive Director
8. Strategic Planning Committee
9. Government Affairs outreach

### **PRESIDENT-ELECT**

1. Executive Committee Member
2. Nominating Committee
3. Chair of Bylaws Committee
4. ACEC PAC Committee
5. CEPA PAC Committee
6. PennDOT Task Force Committee Member
7. Annual Review of Executive Director
8. Strategic Planning Committee
9. Government Affairs outreach

### **VICE PRESIDENT**

1. Executive Committee Member
2. Membership Board Liaison
3. ACEC PAC Committee
4. CEPA PAC Committee
5. Strategic Planning Committee
6. Government Affairs outreach

### **TREASURER**

1. Executive Committee Member
2. Chair of Finance Committee
3. ACEC PAC Committee
4. CEPA PAC Committee
5. Strategic Planning Committee Red Team
6. Government Affairs outreach

## **SECRETARY**

1. Executive Committee Member
2. Finance Committee
3. ACEC PAC Committee
4. CEPA PAC Committee
5. Strategic Planning Committee Red Team
6. Government Affairs outreach

## **IMMEDIATE PAST PRESIDENT**

1. Executive Committee Member
2. National Director
3. Chair of Nominating Committee
4. ACEC PAC Committee
5. CEPA PAC Committee
6. Annual Review of Executive Director
7. Strategic Planning Committee Red Team
8. Government Affairs outreach

## **CHAPTER PRESIDENT**

1. Establish Chapter's meeting speakers in collaboration with Chapter VP and ED
2. Promote member participation in ACEC PAC and CEPA PAC
3. Projects assigned by President/ED
4. Government Affairs outreach

## **CHAPTER VICE PRESIDENT**

1. In the absence of the Chapter President, assumes the duties of the Chapter President
2. Projects assigned by President/ED
3. Government Affairs outreach

## **AT-LARGE DIRECTORS**

1. Government Affairs fund raising with GA leadership and ED
2. Government Affairs outreach with GA leadership and ED
3. Projects assigned by President/ED

## **GOVERNMENT AFFAIRS CHAIR (See GA Charter)**

1. Ex-Officio Board of Directors for ACEC/PA GA related items
2. ACEC PAC Committee
3. CEPA PAC Committee
4. Legislative Outreach Committee



ACEC/PA  
AMERICAN COUNCIL OF ENGINEERING COMPANIES  
of Pennsylvania

## Standing Committee Leadership

Committee/Task Forces	Chair	Vice Chair	Term
<b>Administration</b>	Glenn Stickel		2022-2023
Contract		Jack Mitchell	2022-2023
Business/Finance		Jeremiah Fritz	2022-2023
Marketing		Lynn Resta	2022-2023
Construction Services	Derek Rogers	TBD (E) Pat Kelly (C) Justin Gibbons (W)	2021-2023
DRPA/DRJTBC	Catherine Chia-Calabria	Jeff Roken	2021-2023
Innovative Delivery	Doug George	TBD	2022-2024
<b>Joint DE&amp;I and Diverse Partnerships</b>	Namita Sinha		2022-2023
Diversity, Equity & Inclusion		Herman Lloyd	2022-2023
Diverse Partnerships		Jamie North	2022-2023
Legislative Outreach Group	Ed Reese	Larry Bankert (C) TBD (E)	2022-2024
<b>Multimodal</b>	Michael Cuddy		2022-2023
Aviation		Richard Horstmann	2022-2023
Multimodal		Chris Jandoli	2022-2023
SEPTA		Scott Sibley	
Municipal Services	TBD	TBD	2022-2024
PA Turnpike	Matt Macey	David DiGioia	2021-2023
Quality	Scott Zeevaart	James Foringer	2021-2023
Scholarship	Jim Brady	TBD	2022-2024
<b>WEE (Water, Environmental, Energy)</b>	Mike Kenawell		
Energy		Will Carpenter	2022-2023
Environmental		TBD	2022-2023
Water		Mallory Griffin	2022-2023
<b>*DCNR Task Force</b>			
<b>*PennDOT Task Force</b>	Scott Schaeffer	Jeff Guzy	2021-2023
<b>*Safety Task Force</b>	Joan Roof	TBD	2022-2024
<b>*Stakeholder Environmental Permit</b>	Colleen Meiswich	Michael Kenawell	2020-2023
<b>*Technology Task Force</b>	Joseph McFadden	TBD	2022-2024

*\*Denotes a special task force*

*Committee leadership is appointed by the ACEC/PA Board President based on individual interest and review of qualifications.*

05.18.2022

## ACEC/PA Strategic Plan 2022-20 25

### Executive Summary

The story of ACEC/PA members begins with their deeply held belief in the power of engineering to deliver infrastructure that drives quality of life and economic growth. Indeed, engineers bring infrastructure to life. ACEC/PA further believes that engineering fulfills the promise of infrastructure only if consulting firms are well positioned and prepared to serve.

That's why ACEC/PA's mission is to *foster and advocate for member firms' business interests*. ACEC/PA aligns all its energy, resources, and activities to support this mission through advocacy, partnering and networking. ACEC/PA is the only association that provides advocacy specifically for consulting engineers. Consequently, *ACEC/PA's vision is to be the go-to association for advocacy specifically for engineering consulting firms and their partner organizations*. While open to many forms of engineering consulting firms, ACEC/PA represents infrastructure consulting firms with a focus on transportation for public agencies.

The purpose of the ACEC/PA strategic plan is to:

- Provide clarity on ACEC/PA's position on behalf of the consulting industry;
- Identify strategic themes; and
- List prioritized actions over the next three years.

### Strategic Themes

- A. **Advocacy:** While funding provided through the recent Infrastructure Investment and Jobs Act (IIJA) is a good start, it is not adequate nor is it a sustainable funding source. Plus, client expectations put increasing pressure on consultants to absorb more risk while pushing for low-bid awards amid complex regulations. To stay ahead of these and other hot topics, ACEC/PA has an essential advocacy role that is reactive *and* proactive. Actions are categorized by:
  1. Political advocacy
  2. Client advocacy
  3. Training on advocacy
  4. Political Action Committee
- B. **External Partnering:** ACEC/PA members identified compelling trends that impact the future of engineering consulting. Trends include engineering for resilience, growth in electric infrastructure, and increased funding for multi-modal transportation. All point to the need to expand ACEC/PA partnerships and/or members. Partnerships provide capabilities needed by current member firms to successfully address changing client needs. Actions are categorized by:
  1. Identify potential partners
  2. Engage potential partners
- C. **Member Networking:** ACEC/PA provides a one-of-a-kind forum for networking that informs member firms' staff and identifies hot topics that may feed into ACEC/PA advocacy work. ACEC/PA can expand networking to support finances managers, C-suite, emerging leaders, and more. These staff benefit from networking with others in their field.

1. Define and support sub-groups (such as young engineers, procurement, C-suite, disadvantaged business enterprise (DBE) firms and/or diversity, equity, and inclusion (DEI) groups)
  2. Conduct member outreach to better understand their needs
- D. **Governance:** The ACEC/PA Board conducted an assessment of Board performance and identified areas of strength and areas for improvement (Appendix B). Addressing governance issues allows ACEC/PA to function more smoothly and with greater accountability. Through sound governance, ACEC/PA members can focus more attention on fulfilling the association's mission.
- E. **Membership:** ACEC/PA exists to serve its members, and members provide the means through which strategic themes are executed. Membership dues are a key revenue stream that makes the work of the association possible. Two growth opportunities include growing active participation and soliciting consulting firms who serve similar clients. There is also an intentional, focused strategy to increase participation of diverse members. Actions are categorized by:
1. Increase active participation
  2. Grow member firms
  3. Support diversity, equity, and inclusion (DEI)
- F. **Staffing:** As ACEC/PA grows, staffing should be evaluated periodically. At all times ensure that leadership, industry spokesperson, event planning and administration functions are provided.
- G. **Finance:** ACEC/PA has two revenue streams: Member dues and events. As events grow and the number of active members increase, revenue will grow. This enables ACEC/PA to be more effective in its mission and execute its strategic themes of advocacy, networking and partnering while ensuring fiduciary responsibility.

For each strategic theme, the strategic plan provides a description, related trends, actions and metrics. Actions in Table 3 are assigned for events, committee action, member firm action, Board action or staff action.

## ACEC/PA Strategic Plan 2022

### Introduction to ACEC/PA

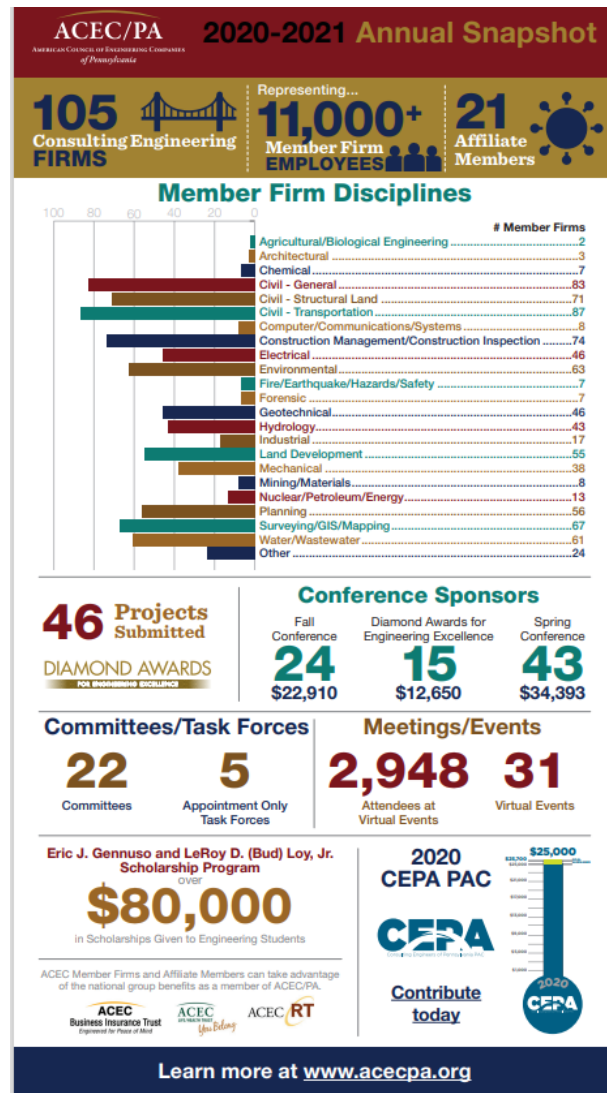
The American Council of Engineering Companies of Pennsylvania (ACEC/PA) is the largest statewide organization of engineers engaged in the practice of consulting engineering. ACEC/PA is comprised of more than 100 independent engineering firms throughout the commonwealth representing over 11,000 engineers, land surveyors, scientists, technicians, and other professionals.

ACEC/PA's membership is at the firm level. Employees at the 100+ member firms comprise the several hundred active members on ACEC/PA's committees and attendees to ACEC/PA events.

### ACEC/PA Strategic Planning: Why now?

Whether empty grocery shelves, unavailable construction materials, biking to school (or work), the impacts of climate change, securing infrastructure from threats, accommodating a growing electrical energy environment, or the ubiquitous need for broadband access, we increasingly rely on connectivity of all sorts for our health, well-being, economic growth and to live a high-quality lifestyle. Connectivity requires infrastructure. Infrastructure doesn't simply appear. Too often, infrastructure escapes notice except when it doesn't function as expected. Because of the essential role of infrastructure, much is at stake for safety, public health, sustainability, and the economy. Infrastructure must be planned, funded, designed, constructed, and operated.

The ability to provide Infrastructure is impacted by broad forces such as societal trends, population growth, shifting expectations, far-reaching technology changes (automated vehicles, drones, and more) and human and man-made disruptions. To remain successful and viable in the future, these shifting forces require ACEC/PA and its member firms to also shift. The ACEC/PA strategic plan is designed to define how, when and to what extent this shift will occur. Shifting directions is not haphazard but a thoughtful and intentional strategy. It is for this purpose that the ACEC/PA Board and staff undertook a strategic planning process.



## Executive Summary

The story of ACEC/PA members begins with their deeply held belief in the power of engineering to deliver infrastructure that drives quality of life and economic growth. Indeed, engineers bring infrastructure to life. ACEC/PA further believes that engineering fulfills the promise of infrastructure only if consulting firms are well positioned and prepared to serve.

That's why ACEC/PA's mission is to *foster and advocate for member firms' business interests*. ACEC/PA aligns all its energy, resources, and activities to support this mission through advocacy, partnering and networking. ACEC/PA is the only association that provides advocacy specifically for consulting engineers. Consequently, *ACEC/PA's vision is to be the go-to association for advocacy specifically for engineering consulting firms and their partner organizations*. While open to many forms of engineering consulting firms, ACEC/PA represents infrastructure consulting firms with a focus on transportation for public agencies.

Consequently, *ACEC/PA's vision is to be the go-to association for advocacy specifically for engineering consulting firms and their partner organizations*. While open to many forms of engineering consulting, ACEC/PA represents infrastructure consulting firms with a focus on transportation for public agencies.

### **ACEC/PA's members believe...**

in the power of engineering to deliver the infrastructure that drives quality of life and economic growth.

### **ACEC/PA Mission:**

ACEC/PA's mission is to foster and advocate for member firms' business success.

ACEC/PA accomplishes its mission through:

- Advocacy,
- Partnering, and
- Networking.

### **ACEC/PA Vision:**

ACEC/PA is the go-to association for advocacy of engineering consulting firms and their partner organizations.

## Strategic Plan Purpose and Process

The ACEC/PA Board undertook a strategic planning process from the fall of 2021 through spring of 2022. ACEC/PA initiated this strategic planning activity to develop a plan that guides work and investments over the next three (3) years. The objective was to leave with:

- Clarity on ACEC/PA's position on behalf of the consulting industry;
- Clarity on ACEC/PA's membership target;
- Identification of strategic themes;
- List of prioritized actions over time; and
- Prioritized governance issues that were identified by the BoardSource survey.

The Board recognized that much is changing that will impact consulting engineering. The recently passed Infrastructure Investment and Jobs Act (IIJA), shifting expectations for the workplace, and rapidly changing technology are just some of the factors impacting infrastructure-based engineering consulting. Consequently, strategic planning included pre-work such as:

- Review of documents on trends in business, transportation, and engineering (Appendix A).
- Conduct of an assessment of Board functioning (administered through BoardSource) (Appendix B).
- Use of an individual self-assessment using the Business DNA tool.
- Priming for strategic-level discussions (including Simon Sinek's *Start with Why* TED Talk).

The pre-work was followed by a two-day facilitated discussion to create the strategy articulated in this document. The agenda is included in Appendix D.

### Strategic Planning Process Analysis

**Trends:** ACEC/PA initiated their strategic planning workshop with a discussion and prioritization of trends impacting the general environment within which consulting engineering organizations function. Appendix A lists the identified trends. Items noted in blue represent the highest priority trends identified in each category. The number in parentheses reflects the votes each trend received from individual Board members. These trends inform the strategic themes and actions which are described herein.

**Critical Success Factors:** The ACEC/PA Board identified the critical success factors needed for member firms to be successful and for the association to be successful. Critical success factors are must-have factors to achieve the mission.

Each critical success factor was mapped to a strategic theme. The critical success factors and strategic themes are identified in Tables 1 and 2. The strategic themes are the organizing framework for the strategic plan. It is important to note that not all critical success factors were deemed to fit the role of ACEC/PA. For example, in the case of staff development, the ACEC/PA Board deemed that this service was provided either in-house by member firms or through ACEC National programs. For resources, ACEC National provides many resources as do other organizations. The Board felt tackling either staff development or resources was out of scope for a state-based association.

*Table 1. Engineering Firm Critical Success Factors*

Engineering Firm Critical Success Factors	Strategic Theme	ACEC/PA Role
Projects with engineering needs	Advocacy	•
Clients with money	Advocacy	•
Advocates for your business and brand awareness	Advocacy	•
Positive reputation with trust and credibility	Advocacy	•
Fair competitive environment	Advocacy	•
Partners with similar values	Partnering	•
Support services either in-house or externally	Networking	•
Staff with appropriate skills	Staff Development	x
External awareness and vision	Resources	x

*Table 2. Association Critical Success Factors*

Association Critical Success Factors	Strategic Theme	ACEC/PA
--------------------------------------	-----------------	---------

		Role
Active members	Membership	•
Political Action Committee	Advocacy	•
Revenue	Revenue	•
Staff: leadership, spokesperson, event management	Staffing	•
Good reputation	Staffing	•
Governance	Governance	•
Strategic plan	Governance	•

Strategic Themes: Based on the analysis of the critical success factors and ACEC/PA preferred roles, three (3) critical success factors important to engineering firms and four (4) critical success factors important to the association were identified.

Each strategic theme is briefly described below along with the relevant trends, actions, and metrics. Actions are the methods that ACEC/PA uses to implement the strategic plan. ACEC/PA has implementation mechanisms that specifically include:

- Events (Chapter meetings, spring/fall conferences, leadership conference and Advocacy Day);
- Committee action;
- Member firm action;
- Board action; and
- Staff action.

Table 3 cross references each of the actions with the implementation mechanism. Items in green shading are targeted for implementation in year 1 of the strategic plan. Yellow shaded items are targeted for year 2 implementation and orange shaded items are targeted for year 3 implementation.

#### **A. Advocacy**

While there is a significant influx of funds through the Infrastructure Investment and Jobs Act (IIJA), the funds are not adequate to address all the needs, nor is it a sustainable funding source. To support ACEC/PA's belief in the role of infrastructure to drive quality of life and the economy, more advocacy is needed to grow awareness of this long-term issue and to ensure that adequate State funding is available to match Federal funds. Additionally, the IIJA funds will put pressure on public agencies to deliver an aggressive program of work with staff who are stressed, inadequate in numbers and lacking the depth of experience due to retirements and resignations. This pressure on public agencies may lead them to look at processes that are easier to administer by the agencies such as low bid contracting, procurements that place more risk on the contractor and consultant, and alternative delivery mechanisms. Quality may continue to erode with a likely growth in change orders and costs. Shared risk may be replaced by one-sided risk that will require more money to manage risk and potential litigation. All-in-all, effective and efficient design and construction of infrastructure will benefit from a conversation between agencies, law makers, the consultant community, contractors, and other partner agencies and organizations. This conversation is the role of advocacy that is both reactive *and* proactive and is intended to foster business success and implement infrastructure that has quality and longevity.

Trends impacting this strategic theme include:

- Lack of sustainable funding
- Alternative delivery mechanisms

- Increasingly complex regulatory environment
- Digital delivery
- Political polarization
- Complicated and risky contracting
- Moving away from quality-based selection
- Inexperienced client personnel
- Risk transfer to consultants
- Outsourcing of project management
- Salary rates for consultants that are low, unduly constrained or do not reflect cost of living or other variables
- Unreasonable expectations for consultants
- Redefining “standard of care”

**Actions:**

1. Political advocacy
  1. Reactive political advocacy (*Metrics: Number of times input is given, effectiveness of the input*)
    1. Watch for and communicate issues to the board about current advocacy topics.
    2. Define and review ACEC/PA positions on advocacy topics (ongoing).
    3. Member firms provide input on advocacy topics
    4. Provide testimony and input as requested on advocacy topics (ongoing).
  2. Proactive political advocacy (*Metrics: Number of ACEC/PA members participating in Advocacy Day, number of Board members participating in Advocacy Day and in legislative visits, number of legislative meetings held, results from advocacy in legislation and legislative support*)
    1. Bi-annually, conduct a special board meeting to identify legislative advocacy topics and priorities.
      1. Identify and discuss advocacy topics and ACEC/PA positions (topics include QBS, alternative delivery, risk transfer, etc.).
    2. Define, update and prepare bi-partisan messaging for advocacy topics (ongoing).
      1. Board defines and reviews ACEC/PA positions on advocacy topics.
    3. Annually identify new and existing legislators and their staff to educate on basics and advocacy issues.
      1. Deliver ACEC/PA messages on advocacy topics through ACEC/PA sponsored events and individual visits.
      2. ACEC/PA member firms, board members and staff educate legislators on ACEC/PA on fundamentals and advocacy topics.
      3. Staff schedules meetings with identified legislators to introduce them to the importance of engineering for infrastructure implementation.
    4. Inform members on advocacy efforts and results.
      1. Invite legislators to ACEC/PA events to speak and for networking.
      2. Solicit leadership participation for Legislative Day
2. Client advocacy (“Clients” represent the clients of ACEC/PA members)
  1. Reactive client advocacy (*Metrics: Number of time input is given, effectiveness of the input*)
    1. Communicate issues and provide updates from clients to the board on ACEC/PA advocacy issues.

2. Define and review ACEC/PA positions on client advocacy topics.
3. Provide testimony and input as requested on key topics (ongoing).
2. Proactive client advocacy (**Metrics: Number of Board members participating in events, number of meetings participated in, results from meetings with key clients**)
  1. Bi-annually, conduct a special board meeting to identify legislative advocacy topics and priorities and delegate issues to appropriate committees.
    1. Member firms identify and discuss advocacy topics and ACEC/PA positions (topics include QBS, alternative delivery, risk transfer, etc.).
  2. Staff proactively identifies, updates, and prepares messaging on a range of client-related topics.
    1. Board reviews and approves of ACEC/PA positions on key topics.
    2. Committees address and discuss advocacy topics with clients and send recommendations to the board.
    3. Committees identify and share with the board topics that ACEC/PA may wish to proactively advocate for/against
    4. Define board liaison for each client-focused committee.
  3. Inform members on practice client advocacy efforts and results.
  4. Target agency decision-makers and schedule/conduct meetings on advocacy topics.
  5. Evaluate the need and set clear expectations/metrics for client-focused committees' advocacy role.
3. Training for member firms (**Metrics: Count number of members actively involved in advocacy**)
  1. Provide a training session on advocacy skills
  2. Provide a series of advocacy training opportunities
  3. Less experienced members shadow ACEC/PA members to learn advocacy skills
  4. ACEC/PA member firms identify staff who have the potential for advocacy work.
4. Political action committee (PAC) events. (**Metric: Number of PAC meetings, number of people engaged in PAC meetings, and PAC funding growth**)
  1. Promote the PAC at ACEC/PA events.
  2. Conduct smaller PAC meetings at ACEC/PA events to engage with more staff at member firms.
  3. Board members' firms contribute to the PAC early in the fiscal year.
  4. Modify processes to make PAC contributions easier.
  5. Hire advocacy staff/lobbyist in future years.

## **B. External Partnering**

ACEC/PA Board members identified compelling trends that will impact the future of engineering consulting particularly pertaining to transportation infrastructure. Trends include engineering for resilience in existing and future infrastructure, the growth in electric-powered vehicles and the associated need for electric infrastructure, the increasing focus in and funding for multi-modal transportation options such as transit, bike/ped and micro-mobility. All point to the need for ACEC/PA to expand partnerships and/or members. These partnerships may lead to future members. In the short-term, partnerships are intended to provide the capabilities needed by member firms to be successful with changing client needs.

Emphasis areas for partnering in transportation over the next three years include:

- Water
- Electrification
- Multi-modal

Trends impacting this strategic theme include:

- Climate change
- Cybersecurity
- Sustainability
- Artificial Intelligence
- Resiliency
- Increase in multimodal and local government funding
- Lack of engineers

Actions:

1. Identify potential partners. Identify organizations, associations, or companies who represent or work in these four areas (a list of organizations is included in Appendix D).
  1. Committees on these topics identify potential partner organizations.
  2. Prioritize potential partner organizations from identified topic areas where there are existing relationships.
  3. Prioritize potential partner organizations from identified topic areas without existing relationships.
  4. Conduct introductory meetings with potential partner organizations to share ACEC/PA mission and benefits.
  5. Board members participate in introductory meetings with potential partner organizations.
  6. Board establishes a task force on electrification to analyze ACEC/PA involvement and partnership opportunities.
2. Engage potential partners. (*Metrics: Number of guest speakers on partnering topics, number of new members or partners*)
  1. Invite potential partnering organizations to speak at ACEC/PA events on topics of mutual interest.
  2. Identify and attend events at related conferences that focus on these areas to gain insight on possible areas of collaboration and to make contacts for ACEC/PA invited events.
  3. Follow up with the highest priority partners for membership and advocacy partnerships.
  4. For the top one or two priorities, identify a small liaison task force to engage with potential partners to discuss issues and opportunities with mutual benefit.

### **C. Member Networking**

Key to ACEC/PA member firms' success are robust support systems internally and externally. ACEC/PA members benefit from networking with other member firms for future business partnerships. Additionally, firms require strong support from finances managers, C-suite, emerging leaders, and others. These support systems also benefit from networking with others in their field. ACEC/PA provides a one-of-a-kind forum for networking that informs individual staff and identifies topics that may feed into ACEC/PA advocacy work.

Trends impacting this strategic theme include:

- Diversity, equity, and inclusion

- Professional development needs
- Hybrid workplace
- Work/life balance
- Employee expectations
- Middle management stress
- Remote work
- Volatile workforce
- Mergers and acquisitions

**Actions:**

1. ACEC/PA sub-groups. [\(Metrics: Number of participants by affinity group\)](#)
  1. Identify a short list of sub-groups for informal roundtable discussions and networking at appropriate ACEC/PA events. Candidate groups include young engineers, procurement, C-suite, disadvantaged business enterprise (DBE) firms and/or diversity, equity and inclusion (DEI) groups.
  2. Host informal roundtables at ACEC/PA events
    1. Create roles and expectations for roundtables such as identifying hot topics that are important but too big for a single firm to tackle alone or identifying partnering opportunities.
    2. Encourage member firms to engage their staff in the roundtables.
    3. Board participates in roundtables to demonstrate support and assess effectiveness.
    4. Continue virtual meetings/roundtables for networking among sub-groups.
    5. Member firms involve their staff in roundtables.
  3. Reestablish events to engage emerging engineering leaders such as happy hour with senior staff of member firms.
2. Conduct member outreach. [\(Metrics: number of survey responses, results\)](#)
  1. Conduct routine evaluations of ACEC/PA spring/fall conferences.
  2. Prepare and administer member survey to hear from and engage member firms to better understand their issues and to assess level of ACEC/PA services.
    1. Review survey responses and identify actions as needed.

**Association Themes:**

**D. Governance**

The BoardSource assessment identified areas of strength for ACEC/PA and areas for improvement. The improvement topics are summarized in Appendix B. There is considerable interest in addressing these governance issues so that ACEC/PA functions more smoothly and with greater accountability. This will reduce the energy spent on internal administration and allow more focus on fulfilling the association's mission.

**Actions:**

1. Strategic Plan. [\(Metrics: Create and report on strategic planning dashboard\)](#)
  1. Monitor and provide metrics on strategic activities as a dashboard.
  2. Monitor alignment of ACEC/PA activities with the strategic plan at every board meeting.

3. Twice yearly, assess understanding and buy-in of Committees with the Strategic Plan and assess alignment of Committee activities with the strategic plan and metrics.
4. Periodically assess trends and adjust the strategic plan accordingly.
2. Committees. (Metrics: All committees have defined roles, deliverables, and metrics)
  1. Review all committees for alignment with the strategic plan and make revisions as necessary.
  2. Define committee roles, responsibilities, deliverables, metrics and assessment.
  3. Provide onboarding training for committee chairs.
  4. Conduct Committee self-assessment.
  5. Committees implement based on their roles, responsibilities, deliverables, and metrics.
3. Board roles and education (Metrics: Board has updated roles, responsibilities, and signed job descriptions; Board training is developed and implemented)
  1. Define Board roles and responsibilities.
  2. Develop draft job descriptions and expectations for Board members.
  3. Review, approve and sign Board job descriptions and expectations.
  4. Provide Board event for relationship building.
  5. Provide annual Board training that encompasses all major functions of ACEC/PA and Board responsibilities.
4. Metrics and accountability (Metrics: Create and report on strategic planning dashboard)
  1. Develop metrics for key strategic activities and provide updates at Board meetings.
  2. Review metrics for accountability to strategic activities at each Board meeting.
  3. Develop metrics for committee effectiveness and review annually.
  4. Committees assess their performance based on metrics.
5. Effective meeting management
  1. Develop and distribute meeting agendas and materials in advance of Board meetings.
  2. Establish discussion ground rules for ACEC/PA Board meetings.
  3. Develop an agenda template to include strategic themes
6. Succession Plan (Metrics: Documented succession planning process including DEI)
  1. Develop and document processes/procedures to identify future Board members and committee chairs with specific attention to diversity.
  2. Support and assist the vetting process for Board members and committee chair with specific attention to diversity.

## **E. Membership**

ACEC/PA would not exist without its members. The members provide the means through which strategic themes are executed. Membership dues are also a key revenue stream that makes the work of the association possible. There are two growth opportunity areas identified that will further enhance ACEC/PA's ability to serve its members and foster their business success.

- Grow the number of active participants in ACEC/PA activities through existing member firms with attention to recruiting smaller and disadvantaged firms.
- Grow new member firms by seeking out and inviting firms who serve similar clients and who have complementary skills to existing member firms. These are firms who will benefit from ACEC/PA's advocacy work that fosters business growth.

Actions: (Metrics: Measure number of member firms, number of active participants, participation by diverse members)

1. Increase active participation.
  1. Assign member firms with the contact person and talking points to specific Board members.
  2. Board members contact assigned member firms to hear input and encourage more participation by their staff.
2. Grow member firms.
  1. Identify candidate firms with special focus on those who serve similar clients and who have complementary skills.
  2. Develop talking points about ACEC/PA and benefits of advocacy.
  3. Board members contact candidate firms with whom they work to encourage consideration of ACEC/PA.
3. Diversity, equity and inclusion.
  1. ACEC/PA staff assess and report on ongoing engagement by diverse population in various ACEC/PA activities.
  2. Intentionally identify diverse committee chairs and Board members.
  3. Request member firms to intentionally encourage participation of diverse staff.
  4. Intentionally identify and recruit diverse committee members.

#### **F. Staffing**

ACEC/PA currently functions with a small staff. As the association grows, staff resources should be evaluated periodically. At all times, the association must provide for leadership, industry spokesperson, event planning and administration functions.

1. Assess staffing levels and functions.
  1. Annually assess ACEC/PA staffing levels for alignment with the strategic plan and skills mix to carry out the mission.

#### **G. Finance**

ACEC/PA has two primary revenue streams: Member dues and events. As events grow and number of active members within existing firms and new firms increase, the revenue should grow. This enables ACEC/PA to be more effective in its mission and strategic themes of advocacy, networking and partnering.

1. Revenue split. (Metrics: Revenue split in alignment with best practices)
  1. Annually review revenue split between dues and events to ensure alignment with best practices.
2. Fiduciary responsibility (Metrics: Processes/procedures to ensure responsible review of finances)
  1. Ensure financial accountability and required audits.
  2. Review financial status at each Board meeting.
  3. Define roles and responsibilities of the finance committee.

#### **Conclusion**

Through extensive preparation and robust discussion, ACEC/PA Board members identified the mission and vision for the association over the next three years along with specific action items that bring their mission and vision to life. While the association will also tidy up several internal governance processes



and will begin cultivating partnering organizations in targeted engineering areas, the focus remains on advocacy. ACEC/PA provides proactive and reactive advocacy that is uniquely focused on fostering the success of its engineering consulting firm members. This is the differentiator for ACEC/PA.

## **Appendix A: Trends**

### **Global and Societal Trends**

Climate Change (3)	Shifting Values
Volatile Workforce (3)	Increasing Natural Disasters
Cybersecurity (2)	Growing Population
Increasing US Debt (1)	De-Carbonization/Elect
Political Polarization (1)	Resource Mining
Sustainability (1)	Recycling
DEI	Gig Economy
Virtual world/Remote Work	Public Health/Pandemic
Resilience	Mental Health and Costs
Accelerated Technology	Supply Chain
Inflation	Mega Regions
Political Polarization	Social Media – Information
Increase Migration	Management/Message Management
Aging Population	

### **Engineering and Transportation Trends**

Lack of Engineers (9)	Aging Infrastructure
Digital Delivery, Models (2)	Lack of Suppliers, vendors, and construction workers
Alternate Delivery (2)	Globalization
AI and Ports (1)	Mobility – Multi-Modal (Complete Streets)
Environmental Regulations (1)	Mass Transit
Work Zone Safety (1)	Drones/Personal Flying
Mergers and Acquisitions	Evotals
ITS	More Regulations and Expectations
AV	MAAS
Big Data	Micromobility
EV	Transportation Management TMA/TSMO
Freight	Safety/Vision Zero
P3	Safety Construction Zone
Aviation	Design for aging population
Modeling	Recycled materials
Alternate Delivery	Virtual Augmented Reality
Tolling	Changing workplace
Planning	

### **Funding Trends**

No Sustainable Funding Strategy (15)	Competitive Grant Processes
Resiliency (1)	State and Local Funding Match
Broadband	Elect Tolling
EV	Diluted Funding/ More Competitive

Alternative Delivery; P3 Privatization  
Carbon Reduction  
Partialization of Funding  
Equity in Funding- Connection Communities  
Environment Justice  
Mega Regions  
Bonding

Increasing Cost of Labor and Construction  
VMT  
Red Light Cameras  
Complex Due to Bundled Funding  
Impact Fees

### Business Trends

Remote Work (5)  
Mergers and acquisitions (4)  
Contracting Issues – Complicated, Risky (3)  
Quality Based Selection (QBS)/Commodity (3)  
Professional Development (2)  
Hybrid Workplace (1)  
DEI (1)  
Work/Life Balance (1)  
Cybersecurity  
Rising Salaries  
Higher Cost of Healthcare  
Younger Workforce  
Employee Expectations  
Entitlement  
Technology  
Workspace Re-Eval  
More Risk in Projects and Staff  
One- Stop Shop

Expert in Everything -Full Service  
Use of Politics  
Sales Tax on Engineering Services  
In House Workers  
Human Resource Needs  
More Challenging for Small/Mid-Size Firms  
Alt Delivery Risks  
Strong Legal Support  
Rising Insurance Costs  
Expectations for Responsiveness  
Monetization/Commodity/QBS  
Middle Management -Stress  
Inexperienced Clients  
Endless Workday  
Generational Issues  
Cultural Issues  
Benefit Expectations

### Client Trends

Inexperienced Clients (6)  
Moving away from QBS to low-bid (5)  
Risk Transfer to Consultant (4)  
Use of Politics (3)  
Unreasonable Expectations/Expect All Knowing (2)  
Outsource Project Management (1)  
Low Salary Rates for Consultants (1)  
Fewer Client Staff

DEI  
Middle Management Stress  
One-Stop Shop (Full Service)  
Increase in Set Asides  
Projects become politicized  
Clients in-decision  
Increase use of Virtual Coord Meetings  
Stealing Staff from Transit Properties  
Do More with Less

### Staff/Workplace Trends

Employee Expectations (4)  
Professional Development (3)  
Middle Management Stress (2)

DEI (2)  
Generational Issues (1)  
Wage Expectations (1)

[Human Resources \(1\)](#)

Holistic Benefits (Mental, Financial, Maternity,  
Paternity)

Work Culture Expectations

Flexible Workplace

Work Autonomy

Cultural Issues

Employees want Defined Career Roadmap

Short-Term Employee (Lack of Loyalty)

Civic Responsibility

Young Professional Groups (Employee Resource  
Group)

Getting Staff Licensed/Certifications

Ethical Behavior

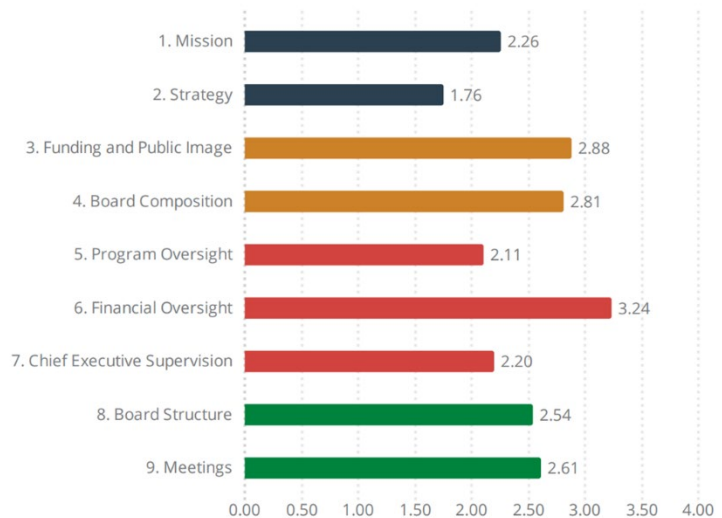
Social Media

## Appendix B: BoardSource Summary Results

ACEC/PA conducted their first ever Board self-assessment. The self-assessment consisted of a Board survey provided through BoardSource. The BoardSource survey assessed Board performance in four areas:

- A. Set Direction
  - 1. Mission
  - 2. Strategy
- B. Ensure Resources
  - 3. Funding and Public Image
  - 4. Board Composition
- C. Provide Oversight
  - 5. Program Oversight
  - 6. Financial Oversight
  - 7. Chief Executive Supervision
- D. Board Structure and Operations
  - 8. Board Structure
  - 9. Meetings

Your Board's Responsibility Scores



The summary results were shared with the ACEC/PA Board who, after discussion, identified the following key areas for further action. The numbers in parentheses reflect priorities from Board member voting.

- Create a clear mission and vision (44)
- Create roles and responsibilities for committee leaders (35)
- Review standing committees for alignment with the strategic plan (33)
- Process to review activities for alignment with the strategic plan (32)
- Board education on processes and governance (31)
- Ensure the conduct of effective meetings and meeting management (30)
- Create succession plans and processes for implementing it (23)
- Define clear roles and responsibilities for Board members and standing committees (21)
- Diamond award categories (20)
- Create metrics and processes to ensure accountability and evaluation of ACEC/PA activities (19)
- Create Board job descriptions (12)
- Values conversation (11)
- More effectively use existing resources (10)
- Implement diversity, equity, and inclusion activities across ACEC/PA activities

## **Appendix C: Potential Partnering Organizations**

### Water

- American Water Resources Association (AWRA)
- PA DEP
- PSATS
- CCAP
- Villanova

### Electric

- IEEE
- PECO
- PPL
- Duquesne

### Multi-modal

- BPT
- Bike Coalition
- APTA
- MPOs

## Appendix D: Agenda

### ACEC/PA Strategic Planning Workshop

**Goal:** By the end of these two days, we will leave with clarity on the future direction of ACEC/PA and its members. We will have clear priorities for the next 3 years.

- Identify ACEC/PA organizational direction and membership (why, who)
- Identify strategic themes (how)
- Identify and prioritize activities (what)



#### Thursday, February 10th

**1:00pm:** Welcome from Eric and communication Refresher, neuroscience of change, and group discussion.

#### **1:45pm: Purpose and agenda/process review**

**Purpose:** Develop the information and thinking needed to outline an ACEC/PA strategic plan to guide work and investments over the next three (3) years. At the end of the strategic planning session, we will have:

1. Clarity on ACEC/PA's position on behalf of the consulting industry.
2. Clarity on ACEC/PA's membership target.
3. Identification of strategic themes that will position ACEC/PA for the future.
4. List of prioritized actions and responsible parties to achieve the position ACEC/PA chooses.
5. Identified "parking lot" topics and a general approach for addressing them in the future.

#### **Agenda Roadmap:**

- Trends: Where the puck is going to be
- Why/What: The purpose for ACEC/PA
- Who: Who does ACEC/PA serve? Who are the members?
- What/How: What strategies will ACEC/PA pursue to achieve its 'why' for its target membership?
- How: What activities will ACEC/PA specifically pursue over time?

#### **What we will NOT do today:**

- We will *not* discuss tactics
- We will *not* problem solve (we will diverge first and converge tomorrow)

#### **2:00pm: Global, political, societal, business, funding, market, and client trends.**

**Purpose:** At the end of this discussion, you will have more clarity on the trajectory in the industry. The intent is to create a future focused mindset because "what got you here, won't get you there." You will identify the most important trends and the implications for ACEC/PA.

#### **3:00pm Break**

**3:15pm Start with Why**

**Purpose:** At the end of this discussion, you will have clarity on the purpose of ACEC/PA and why it exists. Identify the critical success factors to achieve the Why. This can be modified during upcoming discussion.

**4:50pm: Group check-in**

**5:00pm: Close**

**6:00pm: Group dinner and brain break**

**Friday, February 11th**

**8:00am Breakfast**

**8:30am:** Review of the previous day's discussion: trends, ACEC/PA's why and potential roles.

**9:00am: Who is in the ACEC/PA circle**

**Purpose:** At the end of this discussion, you will better understand the specific groups who may be ACEC/PA member candidates now and in the future.

**10:00 Break**

**10:15am Define key strategies**

**Purpose:** At the end of this discussion, you will have identified key strategies needed to position ACEC/PA to fulfill its purpose for its targeted members.

- Define 3-5 theme areas that are important for ACEC/PA.
- Identify if this capability currently exists
- Identify capabilities that ACEC/PA would like to develop over time

**11:15pm Identify actions**

**Purpose:** By the end of this discussion, you will identify and prioritize key actions needed by theme area.

**Noon: Group Lunch**

**1:00pm: Other Actions for ACEC/PA**

**Purpose:** By the end of this discussion, you will prioritize other topics that deserve further action and develop a plan for addressing each.

**1:45pm: Summarize results and check-in**

Summarize the results and check in. Final thoughts from Eric.

**2:00pm: Close**

## ACEC/PA – Strategic Plan

### Goal 1 – Advocacy Goal - Action Plan

Strategic Theme	Who?	Where?	Objective champion	When?	Status Report/What?
<b>Advocacy – Political- Reactive</b>					
1. Identify and provide input on advocacy topics	Member firms			As they come	
2. Define and review ACEC/PA position on advocacy topics	Board				
3. Provide testimony and input as requested on advocacy topics	Board, Staff		President, ED		
4. Watch for and communicate issues to the board about current advocacy topics	Staff		ED		
<b>Advocacy – Political- Proactive</b>					
1. Identify and discuss advocacy topics and ACEC/PA positions	Member firms		Various	As they come	
2. Bi –annually conduct board meetings to identify legislative advocacy topics and priorities	Board				
3. Inform members on advocacy efforts and results	Chapter leadership/ED/Board leadership	Chapter events/Spring and Fall conferences			
4. Deliver ACEC/PA messages on hot topics through ACEC/PA sponsored events and individual visits	ED/GA	Legislative events			
5. Educate legislators on ACEC/PA fundamentals and advocacy topics.	GA, Member firms, Board				
6. Define and review ACEC/PA position on advocacy topics.	Board				
7. Define, update, and prepare	Staff		ED		

## ACEC/PA – Strategic Plan

### Goal 1 – Advocacy Goal - Action Plan

bipartisan messaging on advocacy topics.					
8. Annually identify new and existing legislators to target for advocacy.	Staff		ED		
9. Schedule meetings with identified legislators and their staff to educate on basics and advocacy issues.	Staff				
10. Invite legislators to speak and network	Chapter leadership/GA/ED	Chapter events, Spring/Fall conferences/Legislative events			
11. Solicit leadership participation for Legislative Day	ED/Board leadership	Spring/Fall conference			

## 2022/2023 Meeting Dates At-A-Glance

August 18	ACEC/PA Board of Directors Meeting, Virtual
September 19	ACEC/PA Scholarship Golf Outing, Toftrees, State College
September 19-20	ACEC/PA Fall Conference, Toftrees, State College
September 20	ACEC/PA Board of Directors Meeting, Toftrees, State College
October 7	Western Chapter Meeting, Cefalo's
October 11	Government Affairs Reception, Harrisburg
October 12	Central Chapter Meeting, Hershey Country Club
October 16-19	ACEC Fall Conference, The Broadmoor, Colo.
October 25	Eastern Chapter Meeting, Desmond Hotel
November 4	Western Chapter Meeting, Cefalo's
November 8	Eastern Chapter Meeting, Desmond Hotel
November 8	Government Affairs Reception, Harrisburg
November 9	Central Chapter Meeting, Hershey Country Club
November 16	ACEC/PA Board of Directors Meeting, Hershey Lodge
December TBD	Pennsylvania Society ACEC/PA Reception, New York, N.Y.
January 6	Western Chapter Meeting, Cefalo's
January 10	Government Affairs Reception, Harrisburg
January 11	Central Chapter Meeting, Hershey Country Club
January 17	Eastern Chapter Meeting, Desmond Hotel
January 26	ACEC/PA Board of Directors Meeting, Lancaster Marriott
January 26	ACEC/PA Diamond Awards, Lancaster Marriott
February 3	Western Chapter Meeting, Cefalo's
February 7	Government Affairs Reception
February 8	Central Chapter Meeting, Hershey Country Club
February 21	Eastern Chapter Meeting, Desmond Hotel
March 3	Western Chapter Meeting, Cefalo's
March 7	Government Affairs Reception
March 8	Central Chapter Meeting, Hershey Country Club
March 21	Eastern Chapter Meeting, Desmond Hotel
Spring 2023	ACEC/PA Legislative Day, Pennsylvania State Capitol
April 19	ACEC/PA Board of Directors Meeting, Hilton Harrisburg
April 20-21	ACEC/PA Spring Conference, Hilton Harrisburg
May 2023	ACEC/PA Annual Leadership Meeting
June 11-14	ACEC Annual Convention/Legislative Day, Grand Hyatt, Washington DC