



# Board of Directors - Meeting Agenda

September 20, 2022 4:00pm to 7:00pm  
Toftrees Resort, State College, PA

Call to Order/Roll Call	R. Bougher/Sherman	
Antitrust Policy	R. Bougher	
Consent Agenda		
May 18, 2022 Meeting Minutes	All	<5mins.
Committee Reports (4 Chairs)	Various	5 mins each/20 mins.
ACEC National presentation – Greater Pittsburgh MO	Bryant	<20 mins.
Financials (Action Needed)	Girman	<20 mins.
Year-end Summary		
08.31.2022 Financial Statements		
Finance Committee Update		
Strategic Plan (Action Needed)	R. Bougher	<15mins.
Strategic Plan Report		
Strategic Planning Committee Update		
Approval of Action Plans		
Membership Report	Markosky	<10 mins.
National Director Report	Veydt	<5 mins.
News from National		
PAC Reports		
Governance Committee Report	Moore	<5 mins.
President's Report	R. Bougher	<30 mins.
Greater Pittsburgh Follow Up		
Committees update		
Committee Leadership Orientation/Quarterly meetings		
Portal/Communications		
Strategic Plan participation		
Pittsburgh Women's Forum Update		

Executive Director's Report	Sherman	<20 mins
Political Advocacy Update		
Mentor-Protégé Program Update		
New DBE Proposed Rules		
PA Turnpike Commission Mentoring Program Update		
PennDOT CI Program Survey/Changes		
PPP/OH Rate Issues Update		
Executive Session (as needed)		
Adjourn	R. Bougher	



# CONSENT AGENDA ITEMS

# MEETING MINUTES

## **ACEC/PA Board Meeting Minutes May 18, 2022 at 2:00pm Harrisburg Hilton, Harrisburg, PA**

### Attendees Present Via Teleconference:

Board Members: Eric Veydt (President), Rose Bougher (President Elect), Michael Bougher (Vice President), Mark Markosky (Treasurer), Troy Holloway (Immediate Past President/National Director), Paul McNamee, Casey Moore, Damon Rhodes, Joseph Riley, Rosanna Smithnosky, Eric Meyer, Jim Maloney, Mark Kinnee, Lonnie Young, Sandy Basehore

ACEC/PA Staff: Leeann Sherman, Executive Director

Guests: Josh Wilson, Tony Dougherty, Larry Bankert, John Perkun, Perry Schweiss, and Glenn Stickel, Bill Gross

Not present: Ryan Gargan

Government Affairs: Larry Bankert was present

This meeting was voice recorded for purpose of recording minutes only.

### Call to Order

Eric Veydt called the meeting to order at 2:12pm.

1. Consent Agenda included the minutes from the January 27, 2022 Board Meeting, as well as the CEPA PAC, ACEC PAC and Membership Reports.

M. Bougher asked for clarification of Membership Report number firms. Sherman will provide corrected numbers. Discussion ensued concerning Dawood dropping from ACEC/PA and best way to garner input in future.

Motion to approve the Consent Agenda and the noted reports was made and seconded then unanimously approved.

2. PAC Commitments (Troy Holloway)

There was a discussion of a revision to the governance manual for Board Members to get out front of PAC contributions to set a good example to the membership. Revision would be effective at the end of this calendar year if implemented.

### 3. Financial Report

Markosky presented the Treasurer's Report as submitted.

Markosky highlighted that we are on track budget wise year to date.

Motion was made to approve the Financial Report then seconded. Unanimously approved.

Markosky presented the proposed 2022/2023 Budget. Highlighted the summary document in the Board Packet. Increase in dues and fees for events will help offset anticipated inflation impact on the budget. We will run at a proposed deficit.

A motion to approve the proposed budget as presented. Seconded and unanimously approved.

### 4. National Director's Report

Holloway reported that ACEC National brought forward a three (3) year budget. ACEC National priority is growing the organization. MO strengthening, new website, new database are being planned with a \$1.2 million increase in budget. Firm dues increases by 6%.

Annual Convention starts May 20<sup>th</sup> through the 25<sup>th</sup>. There will be no formal Capitol Hill visits.

Need to push PAC Contributions.

Five (5) PAC contributions to PA legislators were made. Boyle, Fitzpatrick, Evans, Dean and Wild.

### 5. Government Affairs Report

Bankert reported that there has been GA activity. These included February 9, 2022 with Rep. Tim Hennessey and Rep. Mike Carroll, as well as February 16, 2022 with Sen. Marty Flynn. There was a meeting March 9, 2022 with Sheri Collins, PA Dept. of Community and Economic Development.

Several bills are being tracked on interest to ACEC.

Looking for more formal visits associated with a legislative day. GA meetings shifting from breakfast to informal legislative receptions held at night near the capitol.

PAC fundraisers will be a top priority.

### 6. President's Report

Veydt mentioned that the comments received for year-end (2021/2022) review of Sherman were discussed between Veydt, R. Bougher, Holloway. They will be sitting down with Sherman soon to discuss.

## 7. Executive Director Report

2022-2023 events calendar has been available on the website.

Western Chapter meetings will not be held at DoubleTree Greentree.

First chapter meetings will be in October to let September be focus of Fall Conference and golf outing.

2023 Annual Leadership Meeting is still being discussed.

PennDOT Mentoring/Protégé program is active.

Environmental resources available on the website.

Safety Month for ACEC/PA upcoming for June.

Steve Hall announced new Covid Relief Bill that will help address PPP issues for engineering firms.

Motion was made to adjourn meeting at 3:30 pm. Seconded and unanimously approved.

## **ACEC/PA Board Meeting Part 2 Meeting Minutes**

**May 18, 2022 at 3:45pm**

**Harrisburg Hilton, Harrisburg, PA**

### Attendees Present:

Board Members: Rose Bougher (President), Michael Bougher (President Elect), Mark Markosky (Vice President), Michael Girman (Treasurer), Eric Veydt (Immediate Past President/National Director), Rosanna Smithnosky (Secretary), Casey Moore, Paul McNamee, Damon Rhodes, Joseph Riley, Eric Meyer, Jim Maloney, Mark Kinnee, Lonnie Young, John Perkun, Tony Dougherty, Josh Wilson, and Damon Rhodes

ACEC/PA Staff: Leeann Sherman, Executive Director

Guests: Perry Schweiss, Glenn Stickel, Troy Holloway

Not present: Ryan Gargan

### Call to Order

Rose Bougher called the meeting to order at 3:52 PM

R. Bougher opened the meeting thanking past Presidents present and Leeann Sherman for their efforts under recent atypical challenges.

1. 2022 Board Roles & Responsibilities
  - a. R. Bougher welcomed new Board members Tony Dougherty, John Perkun, Josh Wilson.
  - b. Roles & Responsibilities – R. Bougher emphasized understanding of their roles and responsibilities. The Board packet includes a list of these.
2. Presidents Report
  - a. Strategic Plan Update
    - 1) Currently updating action items.
    - 2) A Strategic Planning Committee was created composed of three (3) higher level leadership on the board (Rose Bougher, Mike Bougher, and Mark Markosky) and joined by directors Eric Meyer, Jim Maloney, and Damon Rhoades. This committee has participated in a strategic planning follow up meeting since the April 2022 Strategic Plan Board meeting.
    - 3) Next strategic planning meeting is June 7. The goal is to have final action items by this date. The meeting packet includes the strategic plan action items. More will be reported at the August board meeting.

- 4) The Red Team consisting of Eric Veydt, Mike Girman and Rosanna Smithnosky are responsible for oversight, monitoring action item progress per schedule and accountability.
- 5) The Strategic Plan will be a standing item in the board agenda and will never be a consent agenda item.
- 6) All action items have an assigned person. There is an objective champion who is accountable for actions.
- 7) The strategic plan is viewed as a living document that can change dependent on environment changes.

b. Standing Committees

- 1) The committees were reorganized. There were many discussions held with committee leads to get to this point.
- 2) Leadership approach was to preserve as much committee leadership as possible.
- 3) Contract Administration changed to Administration and merged with Business Finance and Marketing. Glenn Stickel agreed to be Chair.
- 4) Multi Modal changed to add SEPTA and Aviation.
- 5) The Water, Energy & Environmental Committee follows the ACEC National model.
- 6) The Technology Committee changed to a Task Force.
- 7) Next discussions will focus on meeting purpose and mission – but will be similar to their current mission.
- 8) Quarterly meetings will be held with committee chairs to assess progress.
- 9) Committee reporting will be provided by Chairs and Vice Chairs at board meetings. Reports will be five (5) minutes long with up to four (4) committees reporting per board meeting on a rotating basis.
- 10) Task Force model was discussed – task forces have very specific objectives, and members are by invitation.
- 11) Maintaining At Large Directors on committees was discussed and some prefer this. **R. Bougher will look into these assignments (Action Item)**
- 12) All committee leadership submissions are complete. Next steps are to determine final leadership appointments and fill all open positions.

c. Committees of the Board

- 1) Goal is to populate all members of the board on a Board Committee.
- 2) New board members (John Perkun, Tony Dougherty, and Josh Wilson) – will provide their committee interest in the Fall to give them time to decide their interest.
- 3) Governance Committee
  - a. This is a new Board committee



- b. Casey Moore is Chair with Eric Veydt, Lonnie Young, Ryan Gargan and Rose Bougher serving.

4) Finance Committee

- a. Comprised of Mike Girman as Chair, Rosanna Smithnosky, Paul McNamee and Shawn Glick (CFO of TPD)
- b. Bernard Carolan (CFO of Urban) is rolling off.

3. Open Discussion

- a. Membership – It was stated that if membership retainage is important, the board needs to put more focus on it. ACEC/PA staff does a lot with regards to recruitment and retention that the board is not even aware of. R. Bougher noted this is in the strategic plan.

It was suggested that every board member reach out to a few members - ask how they are doing, their issues and bring information back to the Membership Chair. **R. Bougher liked this idea and will look into it (Action Item).**

R. Bougher encouraged bringing issues up early.

Motion to adjourn meeting at 4:21pm. Unanimously approved.



AMERICAN COUNCIL OF ENGINEERING COMPANIES  
*of Pennsylvania*

# GENERAL DISCUSSION ITEMS

# Committee Board Reports 09.20.2022

Committees with a checkmark have supplied reports. Committees highlighted did not provide a board report. Committees highlighted in green are presenting their report. Most reports are pulled from the 08.18.2022 cancelled board meeting.

Committee	Chair
<input checked="" type="checkbox"/> Administration	Glenn Stickel, SAI
<input checked="" type="checkbox"/> Construction Services	Derek Rogers, RIG Consulting
DCNR Task Force (ON HOLD)	
<input checked="" type="checkbox"/> DE&I	Namita Sinha, Susquehanna Civil
<input checked="" type="checkbox"/> DRPA/DRJTBC	Catherine ChiaCalabria, McCormick Taylor, Inc.
<input checked="" type="checkbox"/> Innovative Delivery	Doug George, Stantec
<input type="checkbox"/> Legislative Outreach	Ed Reese, GPD Group
<input checked="" type="checkbox"/> Multimodal	Michael Cuddy, TranSystems Corporation
<input checked="" type="checkbox"/> Municipal Services	Kevin Chatary, HRV Conformance Verification
<input checked="" type="checkbox"/> PA Turnpike	Matt Macey, CDR Maguire, Inc.
<input checked="" type="checkbox"/> PennDOT Task Force	Scott Schaeffer, JBC Associates
Port Authority Task Force (ON HOLD)	
<input checked="" type="checkbox"/> Safety Task Force	Joan Roof, AECOM
<input checked="" type="checkbox"/> Scholarship	James Brady, STV Incorporated
Technology Task Force (ON HOLD)	
<input checked="" type="checkbox"/> WEE	Michael Kenawell, JMT

## **ACEC/PA Administration Committee Board Report August 18, 2022**

1. Number of Meetings Fiscal Year to Date (July 2022-Present): 0
2. Accomplishments Fiscal Year to Date (July 2022-Present):  
Description: held a planning meeting on 07.15.2022 to discuss the operations of the newly formed committee
3. Projects Committee is Engaged in Fiscal Year to Date (July 2022-Present):  
Description: Develop Mission Statement for the new committee; prep for the Fall Conference
4. Challenges Committee is Discussing:  
Description:
5. Clients Engaged With (if applicable):
6. Action Items for Future:
  - Assist with roundtable session at Fall Conference
7. Update on Strategic Plan Initiative(s):
  - Awaiting action items from the Board
8. Next Meeting – scheduled for 08.15.2022 at 12:00 pm

## **ACEC/PA Construction Services Board Report August 18, 2022**

1. Number of Meetings Fiscal Year to Date (July 2022-Present): 0 in the fiscal year
  - a. We did have one very recently on 6/21/22
2. Accomplishments Fiscal Year to Date (July 2022-Present): None in the fiscal year  
Description: However, we have recently been successful in getting NECEPT to prioritize their certification issuance to prevent any unnecessary wage rate lapses. We also have held a meeting with CO to move the 4-day mandatory guide rail course to “just in time” online modules. This is still in progress and not complete yet. Need to follow up with CO.
3. Projects Committee is Engaged in Fiscal Year to Date (July 2022-Present):  
Description:
  - a. We have polled the membership for issues that are causing the staffing crisis and potential solutions that could be implemented to help attract and retain talent in the construction services field. A meeting with PennDOT Leadership needs scheduled to formally discuss these solutions.
  - b. 4 Day Proprietary End Treatment Mandatory Training – We met with Hassan Raza at CO but he left the Department and the ball was dropped by them. Leeann is engaged with Jeff Butcher on the topic currently.
4. Challenges Committee is Discussing:  
Description: STAFFING CRISIS across the state. It is very difficult to staff the positions with qualified and capable staff given the barriers to entry and compensation available to construction services staff.
5. Clients Engaged With (if applicable):
6. Action Items for Future:
  - Meet with PennDOT to discuss the staffing crisis and potential solutions
  - Meet with PennDOT to move the 4 Day Mandatory Course to “just in time” modules
7. Update on Strategic Plan Initiative(s):
8. Next Meeting – TBD

## **ACEC/PA DRPA/DRJTBC Board Report September 20, 2022**

1. Number of Meetings Fiscal Year to Date (July 2022-Present):  
One - meeting was on 08/2/2022.
2. Accomplishments Fiscal Year to Date (July 2022-Present):  
Leadership meeting with ACEC/NJ DRJTBC committee on 08/31/2022  
Leadership meeting with ACEC/NJ DRPA committee on 09/9/2022
3. Projects Committee is Engaged in Fiscal Year to Date (July 2022-Present):  
Conduct DRJTBC member survey  
Review DRPA member survey results  
Organize DRPA/DRJTBC subcommittee on construction services best practices
4. Challenges Committee is Discussing:  
It continues to be challenging to engage with our ACEC/NJ committee counterparts.  
They are not as responsive as we would like them to be.
5. Clients Engaged With:  
Recently we actively engaged with DRPA and Mike Venuto through two events – joint PA/NJ leadership meeting with Mike Venuto in May and DRPA workshop in June.
6. Action Items for Future:  
DRPA
  - Follow up meeting with ACEC/NJ counterparts to address common concerns/issues of interest. Next joint meeting in December.
  - Review/discuss 2022 Member Survey results
  - Review/discuss June workshop sessions attendees' feedback
  - Assist DRPA with developing a Consultant Evaluation Program
  - Input from ACEC/PA Construction Services committee on best practices - involvement of designer during construction, change orders requested by owner, feedback from construction staffDRJTBC
  - Follow up meeting with ACEC/NJ counterparts to address common concerns/issues of interest. Next joint meeting in October/November.
  - Review/discuss 2022 Member Survey results
  - Joint leadership meeting with DRJTBC and new Chief Engineer Kevin Skeels
  - Invite Kevin Skeels / Joe Resta to speak about Capital Program

# MEETING MINUTES

7. Update on Strategic Plan Initiative(s):

Client Advocacy

We will be looking into some of the DRPA and DRJTBC terms & conditions.

DRPA is contemplating developing a process for consultant performance evaluation - we will be looking into how we might assist DRPA.

Develop external partnerships

DRJTBC has a new Chief Engineer - we need to engage with Kevin Skeels and we need to figure out how ACEC and DRJTBC can have a mutually beneficial relationship.

ACEC/NJ counterparts – how can we get them to be more of a partner?

8. Next Meeting – October 4 at noon (virtual meeting)

## **ACEC/PA Innovative Delivery Committee Board Report August 18, 2022**

1. Number of Meetings Fiscal Year to Date (July 2022-Present): 1
2. Accomplishments Fiscal Year to Date (July 2022-Present): Nothing significant
3. Projects Committee is Engaged in Fiscal Year to Date (July 2022-Present): PennDOT DBBV Manual

Description: Waiting on PennDOT to provide a copy to review. Keeping an eye on DBBV Legislation

4. Challenges Committee is Discussing: Digital Delivery 2025

Description: Received an update from HDR at our July 14<sup>th</sup> meeting. Want to stay connected to PennDOT on this initiative so we can keep membership as up to speed as possible

5. Clients Engaged With (if applicable): None at this time
6. Action Items for Future:
  - None at this time
7. Update on Strategic Plan Initiative(s): Will be focused on advocacy towards DBBV, Digital Delivery and PATHways
8. Next Meeting – September timeframe (to be scheduled mid-August)



## **ACEC/PA Multi-Modal Committee Board Report August 18, 2022**

1. Number of Meetings Fiscal Year to Date (July 2022-Present): One  
Committee Leadership Organizational Meeting 07.21.2022
2. Accomplishments Fiscal Year to Date (July 2022-Present):  
Description: Develop goals and responsibilities for new Multi-Modal committee and format of future committee meetings.
3. Projects Committee is Engaged in Fiscal Year to Date (July 2022-Present):  
Description: Strategic Plan implementation.  
Combined mission statement development.  
List and then prioritizing top three external partners.
4. Challenges Committee is Discussing:  
Description: Committee meeting format to promote member participation across all modes (SEPTA, aviation, freight, former multi-modal, etc.).
5. Clients Engaged With (if applicable): None
6. Action Items for Future:
  - Review and comment on proposed mission statement and present to committee.
  - Develop initial list of partner agencies for discussion at next meeting.
  - Survey members for priorities/issues.
7. Update on Strategic Plan Initiative(s): Ongoing. See Item 6.
8. Next Meeting – September 8, 2022 Noon. Moving forward every two months on the second Thursday of the month.

## **ACEC/PA Municipal Services Board Report August 18, 2022**

1. Number of Meetings Fiscal Year to Date (July 2022-Present): two meetings
2. Accomplishments Fiscal Year to Date (July 2022-Present):  
Description: meetings have been started up again. A review of where the committee with action items was conducted and reestablished
3. Projects Committee is Engaged in Fiscal Year to Date (July 2022-Present):  
Description: establishing a website location for municipalities to have access to sources for project procurements. Also partnering with municipality organizations
4. Challenges Committee is Discussing:  
Description: committee was making progress with the municipalities prior to COVID-19. Now with no in-person meetings for such an amount of time the challenge is going to be reasserting ACEC/PA with the municipalities
5. Clients Engaged With (if applicable):  
PSATS, PA Municipal League, PSAB, PMAA and others
6. Action Items for Future:
  - Committee members attend PSATS meetings later in the year. Review of committee presentation prior to the visits
  - Compile a list of various organizations involved with Municipality work
  - Post reference information on committee webpage for municipalities
7. Update on Strategic Plan Initiative(s):
  - Committee will utilize time for advocacy issues encountered that can be discussed
  - Establishing partnerships with outside organizations
    - PSATS has been open to committee members presenting at their conferences later in the year
    - PA Municipal League has had meetings with committee member.
      - Excited to partner
8. Next Meeting – September 7, 2022 at 8:30 am

## **ACEC/PA PTC Committee Board Report August 18, 2022**

1. Number of Meetings Fiscal Year To Date: Zero:
  - Next meeting scheduled for August 29, 2022

2. Accomplishments Fiscal Year To Date:

Description: Rose Bougher, Eric Veydt, Gary Graham, David DiGioia, Matt Macey and Leeann Sherman solicited for volunteers for a newly created PTC Task Force. The aforementioned individuals met on July 14<sup>th</sup> and August 4<sup>th</sup> to begin development of the Task Force goals. The goals and approach will be discussed with the ACEC/PA PTC Committee on August 29<sup>th</sup> for additional ideas and concurrence before discussing with PTC Leadership in September.

3. Projects Committee is Engaged in Fiscal Year To Date:

Description: The PTC Task Force will be focused on collaborating with PTC Leadership regarding:

- Mentoring PTC staff
- Project Management
- Technology
- Quality improvement

4. Committee/Association Challenges for Committee:

- Increased committee involvement
- How can the committee help the PTC?
- Mentoring
- Improving quality
- Changing technology for project delivery

5. Clients Engaged With: PA Turnpike Commission.

6. Action Items for Future:

- August 29, 2022 committee meeting
- September meeting with PTC Leadership to finalize the Task Force goals
- Begin Task Force/PTC Leadership coordination

7. Next Meeting – August 29, 2022.

## **ACEC/PA PennDOT Task Force Board Report August 18, 2022**

1. Number of Meetings Fiscal Year to Date (July 2022-Present): 0
2. Accomplishments Fiscal Year to Date (July 2022-Present):  
Description: Preparing for September Quarterly PennDOT Task Force Meeting
3. Projects Committee is Engaged in Fiscal Year to Date (July 2022-Present):  
Description: Overseeing all Subcommittees and preparing for September 13<sup>th</sup> Quarterly Task Force Meeting
4. Challenges Committee is Discussing:  
Description: None at this time
5. Clients Engaged With (if applicable): PennDOT
6. Action Items for Future:
  - Action Items will be determined by Quarterly Task Force Meeting discussions
7. Update on Strategic Plan Initiative(s): None at this time
8. Next Meeting – September 13, 2022

## **ACEC/PA Safety Task Force Board Report August 18, 2022**

1. Number of Meetings Fiscal Year to Date (May 18, 2022 through August 9, 2022): 2
2. Accomplishments Fiscal Year to Date (May 18, 2022 through August 9, 2022):

Description: New Chair, Joan Roof, took over leadership of the group. Three new members were selected from applications and one new member, Kelvin Lafond, was named Vice Chair of the Safety Task Force.

Members from AECOM, Michael Baker, Urban Engineers, Stantec and Gannett Fleming, as well as two representatives from PennDOT and one representative from Pennsylvania Turnpike Commission. Two meetings have been held since the last meeting of the Board.

Three speakers presenting on Wellness & Mental Health at the ACEC/PA Fall Conference. This group has also coordinated ACEC/PA's participation in the annual industry safety standdown in September and will promote the event among member organizations and agencies.

In the early stages of working on a number of initiatives aimed at raising awareness to industry safety concerns for member companies and agency partners, increasing ACEC/PA's safety communications on social media, and enhancing the safety culture of the ACEC/PA organization itself. These initiatives will take shape in the coming months.
3. Projects Committee is Engaged in Fiscal Year to Date (May 18, 2022 through August 9, 2022):

Description:
4. Challenges Committee is Discussing:

Description: Engaging member companies with DBE, MBE and WBE status to help provide safety resources and mentorship to enable these member organizations to develop and enhance their own organization's safety culture. The group is evaluating opportunities to engage on a number of levels, while avoiding overstepping into the individual legal concerns of member firms.
5. Clients Engaged With (if applicable): No client engagement at this time.
6. Action Items for Future:
  - Educational speaker on Wellness & Mental Health for Fall Conference
  - Spearhead ACEC/PA participation in Industry Safety Stand Down event in September 2022

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- Initiatives to feature ACEC/PA safety resources and safety culture-building tools through social media and cross-committee interaction

7. Update on Strategic Plan Initiative(s): N/A

8. Next Meeting – August 11, 2022



## **ACEC/PA Scholarship Committee Board Report August 18, 2022**

1. Number of Meetings Fiscal Year to Date (July 2022-Present): Two

2. Accomplishments Fiscal Year to Date (July 2022-Present):

Description: Scholarship Committee has approved the released of the scholarship application to colleges and universities

3. Projects Committee is Engaged in Fiscal Year to Date (July 2022-Present):

Description: The annual ACEC/PA scholarship for college students in STEM related majors.

4. Challenges Committee is Discussing:

Description: Reaching diverse student population to encourage applications for scholarships

5. Clients Engaged With (if applicable): None

6. Action Items for Future:

- Scholarship applications are due 09.23.2022
- Judging begins 10.07.2022

7. Update on Strategic Plan Initiative(s):

The Strategic Plan calls for increased diversity. In response, additional effort was put towards reaching out to colleges that promote diversity. Approximately 150 colleges/universities are on our list. Additional were added and contacted, from Washington, DC, MD, NJ, NY, PA, and VA. This is approximately 40 more contacts than the previous list.

8. Next Meeting – October 12, 2022, in the afternoon

## **ACEC/PA Water, Energy and Environment (WEE) Board Report August 18, 2022**

1. Number of Meetings Fiscal Year to Date (July 2022-Present):

None scheduled to date but will be holding the first meeting with the committee members in September 2022

2. Accomplishments Fiscal Year to Date (July 2022-Present):

Description: We have a full complement of vice chairs on board now for the WEE committee, including Mallory Griffin (Water – JMT), Ryan Whittington (Environmental – HNTB), and Will Carpenter (Energy – McCormick Taylor)

3. Projects Committee is Engaged in Fiscal Year to Date (July 2022-Present):

Description: Advancing the goals of the Permit Stakeholder Task Force, including:

- Goal 1- Update PennDOT QA/QC Form for 105/102 Submissions
- Goal #2- Improve Interdisciplinary (Engineer/Water Resource/ Environmental)
- Goal #3- Review KEES system to identify opportunities to eliminate redundant areas asking for the same information.
- Goal #4- Develop procedures to address comments that are specific to individual PennDOT District/Conservation District.

4. Challenges Committee is Discussing:

Description: Will discuss prior to our first meeting with the vice chairs of WEE

5. Clients Engaged With (if applicable):

PennDOT, PA Department of Environmental Protection, PA County Conservation Districts

6. Action Items for Future:

- Continue to advance the objectives of the Permit Stakeholder Task Force
  - Goal 1- Update PennDOT QA/QC Form for 105/102 Submissions
  - Goal #2- Improve Interdisciplinary (Engineer/Water Resource/ Environmental)
  - Goal #3- Review KEES system to identify opportunities to eliminate redundant areas asking for the same information.



# MEETING MINUTES

- Goal #4- Develop procedures to address comments that are specific to individual PennDOT District/Conservation District.
  - Continue coordination with ACEC MD regarding overlap goals between our two groups.
7. Update on Strategic Plan Initiative(s):  
None at this time. Initiatives will be discussed with the vice chairs and actions implemented for the first meeting in September.
8. Next Meeting – September 2022



# ACTION ITEMS



## **Financial Reports – Treasurer’s Notes**

### **Items of note:**

#### **Financial Reporting through August 2022**

No unusual or exceptional items to note on the August reports.

We are continuing to see revenue generation through sponsorships and registrations across events.

We are continuing to see expenses for events as they are being planned.

Line Item 4350 Special Events (eventually for all Regions) has been added to the Budget vs. Actuals Report.

Line Items have been added for credit card balances within the Liabilities Section of the Statement of Financial Position.

Michael J. Girman III  
ACEC/PA Treasurer

# American Council of Engineering Companies of Penns

Budget vs. Actuals: FY 2022-2023 - FY23 P&L

July - August, 2022

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
3000 Dues Income				
3001 Base ACEC/PA Dues	47,500.00	56,500.00	-9,000.00	84.07 %
3002 ACEC/PA Dues	371,317.44	389,000.00	-17,682.56	95.45 %
3003 Affiliate Dues	25,275.00	30,320.00	-5,045.00	83.36 %
3005 ACEC Dues Rounding Difference	19.32	0.00	19.32	
<b>Total 3000 Dues Income</b>	<b>444,111.76</b>	<b>475,820.00</b>	<b>-31,708.24</b>	<b>93.34 %</b>
3009 ACEC BIT Royalty		0.00	0.00	
3015 Member Directory Income	1,200.00	0.00	1,200.00	
3016 Newsletter Advertising Income		0.00	0.00	
3300 Meetings				
3301 Central Region Meeting		500.00	-500.00	
3302 Eastern Region Meeting		850.00	-850.00	
3303 Western Region Meeting		850.00	-850.00	
3305 Annual Meeting				
3305.1 Annual Meeting Sponsorships	4,060.00	0.00	4,060.00	
3305.2 Annual Meeting Registrations	2,780.00	0.00	2,780.00	
<b>Total 3305 Annual Meeting</b>	<b>6,840.00</b>	<b>0.00</b>	<b>6,840.00</b>	
3306 Spring Conference				
3306.1 Spring Conference Sponsorships	4,110.00	0.00	4,110.00	
3306.2 Spring Conference Registrations	1,140.00	0.00	1,140.00	
<b>Total 3306 Spring Conference</b>	<b>5,250.00</b>	<b>0.00</b>	<b>5,250.00</b>	
3307 ACEC/PA Fall Conference				
3307.1 Fall Conference Sponsorships	14,105.00	17,500.00	-3,395.00	80.60 %
3307.2 Fall Conference Registrations	25,120.00	19,000.00	6,120.00	132.21 %
<b>Total 3307 ACEC/PA Fall Conference</b>	<b>39,225.00</b>	<b>36,500.00</b>	<b>2,725.00</b>	<b>107.47 %</b>
3308 Diamond Awards				
3308.1 Diamond Awards Sponsorships	250.00	0.00	250.00	
3308.2 Diamond Awards Registrations		0.00	0.00	
3308.3 Diamond Awards Project Submission Fee		900.00	-900.00	
<b>Total 3308 Diamond Awards</b>	<b>250.00</b>	<b>900.00</b>	<b>-650.00</b>	<b>27.78 %</b>
3309 Scholarship Golf Outing				
3309.1 Golf Outing Sponsorships	12,250.00	10,000.00	2,250.00	122.50 %
3309.2 Golf Outing Registrations	19,884.70	13,200.00	6,684.70	150.64 %
3309.3 Golf Outing Mulligans/Raffle		0.00	0.00	
<b>Total 3309 Scholarship Golf Outing</b>	<b>32,134.70</b>	<b>23,200.00</b>	<b>8,934.70</b>	<b>138.51 %</b>
3311 Govt Affairs Reception				
3311.1 Govt Affairs Reception Registration		0.00	0.00	
3311.2 Govt Affairs Reception Sponsor		0.00	0.00	
<b>Total 3311 Govt Affairs Reception</b>		<b>0.00</b>	<b>0.00</b>	
3403 Legislative Day Sponsors	15,079.75	0.00	15,079.75	

# American Council of Engineering Companies of Penns

Budget vs. Actuals: FY 2022-2023 - FY23 P&L

July - August, 2022

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
<b>Total 3300 Meetings</b>	<b>98,779.45</b>	<b>62,800.00</b>	<b>35,979.45</b>	<b>157.29 %</b>
3900 Investment Income				
3901 Interest	0.00	0.18	-0.18	0.00 %
3901.1 Interest from Money Market Account	11.82	2.00	9.82	591.00 %
3901.2 Interest from Scholarship Account		0.34	-0.34	
3901.3 Unrealized Gain/Loss	317.31		317.31	
3901.4 Interest from Operating Account	5.85		5.85	
<b>Total 3901 Interest</b>	<b>334.98</b>	<b>2.52</b>	<b>332.46</b>	<b>13,292.86 %</b>
<b>Total 3900 Investment Income</b>	<b>334.98</b>	<b>2.52</b>	<b>332.46</b>	<b>13,292.86 %</b>
3951 Misc Income	107.82	0.00	107.82	
<b>Total Revenue</b>	<b>\$544,534.01</b>	<b>\$538,622.52</b>	<b>\$5,911.49</b>	<b>101.10 %</b>
<b>GROSS PROFIT</b>	<b>\$544,534.01</b>	<b>\$538,622.52</b>	<b>\$5,911.49</b>	<b>101.10 %</b>
Expenditures				
4000 Payroll Expenditures				
4001 Salaries	40,813.24	49,166.66	-8,353.42	83.01 %
4001.1 Salaries - Vacation	-922.32	166.66	-1,088.98	-553.41 %
<b>Total 4001 Salaries</b>	<b>39,890.92</b>	<b>49,333.32</b>	<b>-9,442.40</b>	<b>80.86 %</b>
4002 Payroll Taxes	3,050.85	4,166.66	-1,115.81	73.22 %
4003 Employee Benefits	1,732.43	3,500.00	-1,767.57	49.50 %
4004 Retirement	1,632.43	1,333.34	299.09	122.43 %
4005 Payroll Fees	331.28	338.66	-7.38	97.82 %
<b>Total 4000 Payroll Expenditures</b>	<b>46,637.91</b>	<b>58,671.98</b>	<b>-12,034.07</b>	<b>79.49 %</b>
4015 Member Directory Expenses		0.00	0.00	
4300 Meetings Expense				
4301 Govt Affairs Reception Expense				
4301.1 Govt Affairs Reception Travel		0.00	0.00	
4301.2 Govt Affairs Reception F&B		0.00	0.00	
4301.3 Govt Affairs Reception AV/Rm Rental		0.00	0.00	
4301.4 Govt Affairs Reception Supplies		0.00	0.00	
<b>Total 4301 Govt Affairs Reception Expense</b>		<b>0.00</b>	<b>0.00</b>	
4302 Central Region Mtg Expense				
4302.2 Central Region Mtg Travel		0.00	0.00	
4302.3 Central Region Mtg F&B	2,750.00	0.00	2,750.00	
4302.4 Central Region Mtg AV/Rm Rental		0.00	0.00	
4302.5 Central Region Mtg Supplies		0.00	0.00	
<b>Total 4302 Central Region Mtg Expense</b>	<b>2,750.00</b>	<b>0.00</b>	<b>2,750.00</b>	
4303 Eastern Chapter Mtg Expense				
4303.2 Eastern Chapter Mtg Travel		0.00	0.00	
4303.3 Eastern Chapter Mtg F&B		0.00	0.00	
4303.4 Eastern Chapter Mtg AV/Rm Rental		0.00	0.00	
4303.5 Eastern Chapter Mtg Supplies		0.00	0.00	

# American Council of Engineering Companies of Penns

Budget vs. Actuals: FY 2022-2023 - FY23 P&L

July - August, 2022

	ACTUAL	TOTAL		% OF BUDGET
		BUDGET	OVER BUDGET	
<b>Total 4303 Eastern Chapter Mtg Expense</b>		<b>0.00</b>	<b>0.00</b>	
4304 Western Chapter Mtg Expense				
4304.2 Western Chapter Mtg Travel		0.00	0.00	
4304.3 Western Chapter Mtg F&B		0.00	0.00	
4304.4 Western Chapter Mtg AV/Rm Rental		0.00	0.00	
4304.5 Western Chapter Mtg Supplies		0.00	0.00	
<b>Total 4304 Western Chapter Mtg Expense</b>		<b>0.00</b>	<b>0.00</b>	
4306 Diamond Awards Expense				
4306.1 Awards Expense		0.00	0.00	
4306.2 Diamond Awards Travel		0.00	0.00	
4306.3 Diamond Awards F&B	22,986.25	0.00	22,986.25	
4306.4 Diamond Awards AV/Rm Rental		0.00	0.00	
4306.5 Diamond Awards Supplies/Misc.		0.00	0.00	
<b>Total 4306 Diamond Awards Expense</b>	<b>22,986.25</b>	<b>0.00</b>	<b>22,986.25</b>	
4307 Annual Meeting Expense				
4307.2 Annual Meeting Travel	1,754.65	0.00	1,754.65	
4307.3 Annual Meeting F&B		0.00	0.00	
4307.4 Annual Meeting AV/Rm Rental		0.00	0.00	
4307.5 Annual Meeting Supplies		0.00	0.00	
4307.6 Annual Meeting Activities		0.00	0.00	
4307.7 Annual Meeting Speaker		0.00	0.00	
<b>Total 4307 Annual Meeting Expense</b>	<b>1,754.65</b>	<b>0.00</b>	<b>1,754.65</b>	
4308 Spring Conference Expense				
4308.2 Spring Conference Travel		0.00	0.00	
4308.3 Spring Conference F&B		0.00	0.00	
4308.4 Spring Conference AV/Rm Rental		0.00	0.00	
4308.5 Spring Conference Supplies		0.00	0.00	
4308.7 Spring Conference Speaker		0.00	0.00	
<b>Total 4308 Spring Conference Expense</b>		<b>0.00</b>	<b>0.00</b>	
4309 ACEC/PA Fall Conference Expense				
4309.2 Fall Conference Travel	54.70	0.00	54.70	
4309.3 Fall Conference F&B	250.00	0.00	250.00	
4309.4 Fall Conference AV/Rm Rental		0.00	0.00	
4309.5 Fall Conference Supplies		300.00	-300.00	
<b>Total 4309 ACEC/PA Fall Conference Expense</b>	<b>304.70</b>	<b>300.00</b>	<b>4.70</b>	<b>101.57 %</b>
4310 Scholarship Golf Outing Expense				
4310.1 Scholarship Gift Given		0.00	0.00	
4310.2 Golf Outing Travel	54.70	150.00	-95.30	36.47 %
4310.3 Golf Outing F&B		0.00	0.00	
4310.4 Golf Outing Green/Cart Fees		0.00	0.00	
4310.5 Golf Outing Supplies	306.00	0.00	306.00	
4310.6 Other Golf Outing Expenses	52.50	0.00	52.50	

# American Council of Engineering Companies of Penns

Budget vs. Actuals: FY 2022-2023 - FY23 P&L

July - August, 2022

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4310.7 Scholarship Income Tfr		0.00	0.00	
4310.8 Golf Outing Staff Time		0.00	0.00	
<b>Total 4310 Scholarship Golf Outing Expense</b>	<b>413.20</b>	<b>150.00</b>	<b>263.20</b>	<b>275.47 %</b>
4351 Legislative Day Expenses				
4351.1 Legislative Day Printing/Postage		0.00	0.00	
4351.3 Legislative Day F&B		0.00	0.00	
<b>Total 4351 Legislative Day Expenses</b>		<b>0.00</b>	<b>0.00</b>	
<b>Total 4300 Meetings Expense</b>	<b>28,208.80</b>	<b>450.00</b>	<b>27,758.80</b>	<b>6,268.62 %</b>
4312 Safety				
4312.1 Safety Stand Down		0.00	0.00	
4312.2 Safety Month		0.00	0.00	
<b>Total 4312 Safety</b>		<b>0.00</b>	<b>0.00</b>	
4350 Special Events Expenses				
4350.1 Special Events Expenses-Central	200.00		200.00	
<b>Total 4350 Special Events Expenses</b>	<b>200.00</b>		<b>200.00</b>	
4400 Insurance				
4401 Business Insurance	1,592.47	1,800.00	-207.53	88.47 %
4402 Workers Comp Insurance	222.21	1,200.00	-977.79	18.52 %
4403 Auto Insurance	419.58	2,601.00	-2,181.42	16.13 %
4404 Directors & Officers Liability	1,434.58	1,550.00	-115.42	92.55 %
4405 ERISA Retirement Insurance		90.00	-90.00	
<b>Total 4400 Insurance</b>	<b>3,668.84</b>	<b>7,241.00</b>	<b>-3,572.16</b>	<b>50.67 %</b>
4500 Office Supplies and Expenses				
4501 Supplies	77.34	533.34	-456.00	14.50 %
4502 Copier Supplies/Equipment	25.87	900.00	-874.13	2.87 %
4502.1 Interest Paid - Copier Lease	12.44	17.82	-5.38	69.81 %
<b>Total 4502 Copier Supplies/Equipment</b>	<b>38.31</b>	<b>917.82</b>	<b>-879.51</b>	<b>4.17 %</b>
4503 Office Expense/Gifts	80.89	126.00	-45.11	64.20 %
<b>Total 4500 Office Supplies and Expenses</b>	<b>196.54</b>	<b>1,577.16</b>	<b>-1,380.62</b>	<b>12.46 %</b>
4600 Office/Admin Expense				
4601 Bank Monthly Charges	137.81	80.00	57.81	172.26 %
4602 CC Transaction Fees	972.27	900.00	72.27	108.03 %
4603 Internet Services	537.62	533.32	4.30	100.81 %
4604 Printing		41.66	-41.66	
4605 Postage	127.16	41.66	85.50	305.23 %
4606 Rent	6,977.66	7,337.84	-360.18	95.09 %
4607 Advertising	706.14	33.34	672.80	2,118.00 %
4608 Telephone	1,326.79	1,333.32	-6.53	99.51 %
4609 Other Misc Svc Costs		8.34	-8.34	
4610 Investment Acct Bank Fees	0.00		0.00	
<b>Total 4600 Office/Admin Expense</b>	<b>10,785.45</b>	<b>10,309.48</b>	<b>475.97</b>	<b>104.62 %</b>

# American Council of Engineering Companies of Penns

Budget vs. Actuals: FY 2022-2023 - FY23 P&L

July - August, 2022

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4700 PennDOT Innovations Challenge Expense		0.00	0.00	
4900 Board Expenses	325.75	0.00	325.75	
4905 Strategic Plan Expenses		1,666.66	-1,666.66	
4910 Prof Dev/Meetings	336.00	250.00	86.00	134.40 %
4920 Lobbying Expenses	1,373.34	1,666.66	-293.32	82.40 %
4940 Tenant Improvements		0.00	0.00	
5000 Committee Expenses		0.00	0.00	
5100 Member-Related (non-travel)		125.00	-125.00	
5210 Dues/Subscriptions				
5211 Publication Subscriptions	1,600.00	9,200.00	-7,600.00	17.39 %
5212 Prof Memberships	695.00	2,500.00	-1,805.00	27.80 %
5213 Subscriptions	15,287.78	27,900.00	-12,612.22	54.79 %
<b>Total 5210 Dues/Subscriptions</b>	<b>17,582.78</b>	<b>39,600.00</b>	<b>-22,017.22</b>	<b>44.40 %</b>
5520 Professional Services				
5521 Legal	2,664.00	200.00	2,464.00	1,332.00 %
5522 Accountant	9,850.00	1,000.00	8,850.00	985.00 %
5523 Computer/IT	2,731.45	1,800.00	931.45	151.75 %
5525 Public Relations	10,227.49	10,500.00	-272.51	97.40 %
<b>Total 5520 Professional Services</b>	<b>25,472.94</b>	<b>13,500.00</b>	<b>11,972.94</b>	<b>188.69 %</b>
5600 Travel Expenses				
5601 ACEC/NACEC Event Expenses	2,370.73	1,000.00	1,370.73	237.07 %
5604 Legislative Travel Expense		0.00	0.00	
5605 Staff/Membership Related Travel	1,296.81	84.00	1,212.81	1,543.82 %
<b>Total 5600 Travel Expenses</b>	<b>3,667.54</b>	<b>1,084.00</b>	<b>2,583.54</b>	<b>338.33 %</b>
5610 Auto Expenses				
5611 Vehicle Maintenance		55.00	-55.00	
5612 Vehicle Lease	1,061.68	1,066.00	-4.32	99.59 %
5613 Vehicle Gas/Tolls/Parking	71.19	166.00	-94.81	42.89 %
<b>Total 5610 Auto Expenses</b>	<b>1,132.87</b>	<b>1,287.00</b>	<b>-154.13</b>	<b>88.02 %</b>
6010 Depreciation Expense	380.28	284.00	96.28	133.90 %
<b>Total Expenditures</b>	<b>\$139,969.04</b>	<b>\$137,712.94</b>	<b>\$2,256.10</b>	<b>101.64 %</b>
NET OPERATING REVENUE	<b>\$404,564.97</b>	<b>\$400,909.58</b>	<b>\$3,655.39</b>	<b>100.91 %</b>
NET REVENUE	<b>\$404,564.97</b>	<b>\$400,909.58</b>	<b>\$3,655.39</b>	<b>100.91 %</b>



**American Council of Engineering Companies of Pennsylvania  
2022-2023 Meeting Profitability Snapshot**

Central Region	
To Date Revenue	\$ -
To Date Expense	\$ 2,750.00
<b><i>To Date Net</i></b>	<b><i>\$ (2,750.00)</i></b>

Fall Conference	
To Date Revenue	\$ 39,225.00
To Date Expense	\$ 304.70
<b><i>To Date Net</i></b>	<b><i>\$ 38,920.30</i></b>

Eastern Region	
To Date Revenue	\$ -
To Date Expense	\$ -
<b><i>To Date Net</i></b>	<b><i>\$ -</i></b>

Diamond Awards	
To Date Revenue	\$ 250.00
To Date Expense	\$ 22,986.25
<b><i>To Date Net</i></b>	<b><i>\$ (22,736.25)</i></b>

Western Region	
To Date Revenue	\$ -
To Date Expense	\$ -
<b><i>To Date Net</i></b>	<b><i>\$ -</i></b>

Legislative Day	
To Date Revenue	\$ 15,079.75
To Date Expense	\$ -
<b><i>To Date Net</i></b>	<b><i>\$ 15,079.75</i></b>

Government Affairs Reception	
To Date Revenue	\$ -
To Date Expense	\$ -
<b><i>To Date Net</i></b>	<b><i>\$ -</i></b>

Spring Conference	
To Date Revenue	\$ 5,250.00
To Date Expense	\$ -
<b><i>To Date Net</i></b>	<b><i>\$ 5,250.00</i></b>

Annual Leadership Meeting	
To Date Revenue	\$ 6,840.00
To Date Expense	\$ 1,754.65
<b><i>To Date Net</i></b>	<b><i>\$ 5,085.35</i></b>

**Net Total:                   \$     38,849.15**

08/31/2022 SB

# American Council of Engineering Companies of Penns

Budget vs. Actuals: FY 2022-2023 - FY23 P&L

July 2022 - June 2023

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Revenue				
3000 Dues Income				
3001 Base ACEC/PA Dues	47,500.00	58,300.00	-10,800.00	81.48 %
3002 ACEC/PA Dues	371,317.44	397,500.00	-26,182.56	93.41 %
3003 Affiliate Dues	25,275.00	33,920.00	-8,645.00	74.51 %
3005 ACEC Dues Rounding Difference	19.32	45.00	-25.68	42.93 %
<b>Total 3000 Dues Income</b>	<b>444,111.76</b>	<b>489,765.00</b>	<b>-45,653.24</b>	<b>90.68 %</b>
3009 ACEC BIT Royalty		3,900.00	-3,900.00	
3015 Member Directory Income	1,200.00	3,600.00	-2,400.00	33.33 %
3016 Newsletter Advertising Income		100.00	-100.00	
3300 Meetings				
3301 Central Region Meeting		18,750.00	-18,750.00	
3302 Eastern Region Meeting		22,500.00	-22,500.00	
3303 Western Region Meeting	150.00	24,375.00	-24,225.00	0.62 %
3305 Annual Meeting				
3305.1 Annual Meeting Sponsorships	4,060.00	10,000.00	-5,940.00	40.60 %
3305.2 Annual Meeting Registrations	2,780.00	21,000.00	-18,220.00	13.24 %
<b>Total 3305 Annual Meeting</b>	<b>6,840.00</b>	<b>31,000.00</b>	<b>-24,160.00</b>	<b>22.06 %</b>
3306 Spring Conference				
3306.1 Spring Conference Sponsorships	4,110.00	19,000.00	-14,890.00	21.63 %
3306.2 Spring Conference Registrations	1,140.00	34,200.00	-33,060.00	3.33 %
<b>Total 3306 Spring Conference</b>	<b>5,250.00</b>	<b>53,200.00</b>	<b>-47,950.00</b>	<b>9.87 %</b>
3307 ACEC/PA Fall Conference				
3307.1 Fall Conference Sponsorships	14,455.00	22,500.00	-8,045.00	64.24 %
3307.2 Fall Conference Registrations	27,055.00	21,275.00	5,780.00	127.17 %
<b>Total 3307 ACEC/PA Fall Conference</b>	<b>41,510.00</b>	<b>43,775.00</b>	<b>-2,265.00</b>	<b>94.83 %</b>
3308 Diamond Awards				
3308.1 Diamond Awards Sponsorships	250.00	18,000.00	-17,750.00	1.39 %
3308.2 Diamond Awards Registrations		39,000.00	-39,000.00	
3308.3 Diamond Awards Project Submission Fee		11,400.00	-11,400.00	
<b>Total 3308 Diamond Awards</b>	<b>250.00</b>	<b>68,400.00</b>	<b>-68,150.00</b>	<b>0.37 %</b>
3309 Scholarship Golf Outing				
3309.1 Golf Outing Sponsorships	12,800.00	15,000.00	-2,200.00	85.33 %
3309.2 Golf Outing Registrations	20,234.70	19,000.00	1,234.70	106.50 %
3309.3 Golf Outing Mulligans/Raffle		4,500.00	-4,500.00	
<b>Total 3309 Scholarship Golf Outing</b>	<b>33,034.70</b>	<b>38,500.00</b>	<b>-5,465.30</b>	<b>85.80 %</b>
3311 Govt Affairs Reception				
3311.1 Govt Affairs Reception Registration		3,700.00	-3,700.00	
3311.2 Govt Affairs Reception Sponsor		4,500.00	-4,500.00	
<b>Total 3311 Govt Affairs Reception</b>		<b>8,200.00</b>	<b>-8,200.00</b>	
3403 Legislative Day Sponsors	15,079.75	8,500.00	6,579.75	177.41 %

# American Council of Engineering Companies of Penns

Budget vs. Actuals: FY 2022-2023 - FY23 P&L

July 2022 - June 2023

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
<b>Total 3300 Meetings</b>	<b>102,114.45</b>	<b>317,200.00</b>	<b>-215,085.55</b>	<b>32.19 %</b>
3900 Investment Income				
3901 Interest	0.00	1.17	-1.17	0.00 %
3901.1 Interest from Money Market Account	11.82	12.00	-0.18	98.50 %
3901.2 Interest from Scholarship Account		2.00	-2.00	
3901.3 Unrealized Gain/Loss	317.31		317.31	
3901.4 Interest from Operating Account	5.85		5.85	
<b>Total 3901 Interest</b>	<b>334.98</b>	<b>15.17</b>	<b>319.81</b>	<b>2,208.17 %</b>
<b>Total 3900 Investment Income</b>	<b>334.98</b>	<b>15.17</b>	<b>319.81</b>	<b>2,208.17 %</b>
3951 Misc Income	107.82	600.00	-492.18	17.97 %
<b>Total Revenue</b>	<b>\$547,869.01</b>	<b>\$815,180.17</b>	<b>\$ -267,311.16</b>	<b>67.21 %</b>
<b>GROSS PROFIT</b>	<b>\$547,869.01</b>	<b>\$815,180.17</b>	<b>\$ -267,311.16</b>	<b>67.21 %</b>
Expenditures				
4000 Payroll Expenditures				
4001 Salaries	50,641.06	295,000.00	-244,358.94	17.17 %
4001.1 Salaries - Vacation	-726.66	1,000.00	-1,726.66	-72.67 %
<b>Total 4001 Salaries</b>	<b>49,914.40</b>	<b>296,000.00</b>	<b>-246,085.60</b>	<b>16.86 %</b>
4002 Payroll Taxes	3,810.74	25,000.00	-21,189.26	15.24 %
4003 Employee Benefits	1,493.79	21,000.00	-19,506.21	7.11 %
4004 Retirement	1,200.66	8,000.00	-6,799.34	15.01 %
4005 Payroll Fees	410.86	2,032.00	-1,621.14	20.22 %
<b>Total 4000 Payroll Expenditures</b>	<b>56,830.45</b>	<b>352,032.00</b>	<b>-295,201.55</b>	<b>16.14 %</b>
4015 Member Directory Expenses		1,800.00	-1,800.00	
4300 Meetings Expense				
4301 Govt Affairs Reception Expense				
4301.1 Govt Affairs Reception Travel		300.00	-300.00	
4301.2 Govt Affairs Reception F&B		8,000.00	-8,000.00	
4301.3 Govt Affairs Reception AV/Rm Rental		1,200.00	-1,200.00	
4301.4 Govt Affairs Reception Supplies		30.00	-30.00	
<b>Total 4301 Govt Affairs Reception Expense</b>		<b>9,530.00</b>	<b>-9,530.00</b>	
4302 Central Region Mtg Expense				
4302.2 Central Region Mtg Travel		50.00	-50.00	
4302.3 Central Region Mtg F&B	2,750.00	7,000.00	-4,250.00	39.29 %
4302.4 Central Region Mtg AV/Rm Rental		5,000.00	-5,000.00	
4302.5 Central Region Mtg Supplies		30.00	-30.00	
<b>Total 4302 Central Region Mtg Expense</b>	<b>2,750.00</b>	<b>12,080.00</b>	<b>-9,330.00</b>	<b>22.76 %</b>
4303 Eastern Chapter Mtg Expense				
4303.2 Eastern Chapter Mtg Travel		300.00	-300.00	
4303.3 Eastern Chapter Mtg F&B		8,000.00	-8,000.00	
4303.4 Eastern Chapter Mtg AV/Rm Rental		1,200.00	-1,200.00	
4303.5 Eastern Chapter Mtg Supplies		30.00	-30.00	

# American Council of Engineering Companies of Penns

Budget vs. Actuals: FY 2022-2023 - FY23 P&L

July 2022 - June 2023

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
<b>Total 4303 Eastern Chapter Mtg Expense</b>		<b>9,530.00</b>	<b>-9,530.00</b>	
4304 Western Chapter Mtg Expense				
4304.2 Western Chapter Mtg Travel		500.00	-500.00	
4304.3 Western Chapter Mtg F&B		6,400.00	-6,400.00	
4304.4 Western Chapter Mtg AV/Rm Rental		300.00	-300.00	
4304.5 Western Chapter Mtg Supplies		30.00	-30.00	
<b>Total 4304 Western Chapter Mtg Expense</b>		<b>7,230.00</b>	<b>-7,230.00</b>	
4306 Diamond Awards Expense				
4306.1 Awards Expense		2,100.00	-2,100.00	
4306.2 Diamond Awards Travel		225.00	-225.00	
4306.3 Diamond Awards F&B	22,986.25	34,000.00	-11,013.75	67.61 %
4306.4 Diamond Awards AV/Rm Rental		12,500.00	-12,500.00	
4306.5 Diamond Awards Supplies/Misc.		8,000.00	-8,000.00	
<b>Total 4306 Diamond Awards Expense</b>	<b>22,986.25</b>	<b>56,825.00</b>	<b>-33,838.75</b>	<b>40.45 %</b>
4307 Annual Meeting Expense				
4307.2 Annual Meeting Travel	1,754.65	5,000.00	-3,245.35	35.09 %
4307.3 Annual Meeting F&B	7,000.00	14,000.00	-7,000.00	50.00 %
4307.4 Annual Meeting AV/Rm Rental		3,000.00	-3,000.00	
4307.5 Annual Meeting Supplies		1,500.00	-1,500.00	
4307.6 Annual Meeting Activities		8,000.00	-8,000.00	
4307.7 Annual Meeting Speaker		250.00	-250.00	
<b>Total 4307 Annual Meeting Expense</b>	<b>8,754.65</b>	<b>31,750.00</b>	<b>-22,995.35</b>	<b>27.57 %</b>
4308 Spring Conference Expense				
4308.2 Spring Conference Travel		100.00	-100.00	
4308.3 Spring Conference F&B		23,000.00	-23,000.00	
4308.4 Spring Conference AV/Rm Rental		6,100.00	-6,100.00	
4308.5 Spring Conference Supplies		500.00	-500.00	
4308.7 Spring Conference Speaker		1,500.00	-1,500.00	
<b>Total 4308 Spring Conference Expense</b>		<b>31,200.00</b>	<b>-31,200.00</b>	
4309 ACEC/PA Fall Conference Expense				
4309.2 Fall Conference Travel	54.70	1,200.00	-1,145.30	4.56 %
4309.3 Fall Conference F&B	250.00	9,500.00	-9,250.00	2.63 %
4309.4 Fall Conference AV/Rm Rental		3,400.00	-3,400.00	
4309.5 Fall Conference Supplies		750.00	-750.00	
<b>Total 4309 ACEC/PA Fall Conference Expense</b>	<b>304.70</b>	<b>14,850.00</b>	<b>-14,545.30</b>	<b>2.05 %</b>
4310 Scholarship Golf Outing Expense				
4310.1 Scholarship Gift Given		2,500.00	-2,500.00	
4310.2 Golf Outing Travel	54.70	750.00	-695.30	7.29 %
4310.3 Golf Outing F&B		9,300.00	-9,300.00	
4310.4 Golf Outing Green/Cart Fees		10,800.00	-10,800.00	
4310.5 Golf Outing Supplies	306.00	2,800.00	-2,494.00	10.93 %
4310.6 Other Golf Outing Expenses	52.50	1,600.00	-1,547.50	3.28 %

# American Council of Engineering Companies of Penns

Budget vs. Actuals: FY 2022-2023 - FY23 P&L

July 2022 - June 2023

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4310.7 Scholarship Income Tfr		4,850.00	-4,850.00	
4310.8 Golf Outing Staff Time		5,900.00	-5,900.00	
<b>Total 4310 Scholarship Golf Outing Expense</b>	<b>413.20</b>	<b>38,500.00</b>	<b>-38,086.80</b>	<b>1.07 %</b>
4351 Legislative Day Expenses				
4351.1 Legislative Day Printing/Postage		3,500.00	-3,500.00	
4351.3 Legislative Day F&B		5,000.00	-5,000.00	
<b>Total 4351 Legislative Day Expenses</b>		<b>8,500.00</b>	<b>-8,500.00</b>	
<b>Total 4300 Meetings Expense</b>	<b>35,208.80</b>	<b>219,995.00</b>	<b>-184,786.20</b>	<b>16.00 %</b>
4312 Safety				
4312.1 Safety Stand Down		1,200.00	-1,200.00	
4312.2 Safety Month		650.00	-650.00	
<b>Total 4312 Safety</b>		<b>1,850.00</b>	<b>-1,850.00</b>	
4350 Special Events Expenses				
4350.1 Special Events Expenses-Central	200.00		200.00	
<b>Total 4350 Special Events Expenses</b>	<b>200.00</b>		<b>200.00</b>	
4400 Insurance				
4401 Business Insurance	1,592.47	1,800.00	-207.53	88.47 %
4402 Workers Comp Insurance	222.21	1,200.00	-977.79	18.52 %
4403 Auto Insurance	419.58	2,601.00	-2,181.42	16.13 %
4404 Directors & Officers Liability	1,434.58	1,550.00	-115.42	92.55 %
4405 ERISA Retirement Insurance		90.00	-90.00	
<b>Total 4400 Insurance</b>	<b>3,668.84</b>	<b>7,241.00</b>	<b>-3,572.16</b>	<b>50.67 %</b>
4500 Office Supplies and Expenses				
4501 Supplies	77.34	3,200.00	-3,122.66	2.42 %
4502 Copier Supplies/Equipment	25.87	5,400.00	-5,374.13	0.48 %
4502.1 Interest Paid - Copier Lease	12.44	107.00	-94.56	11.63 %
<b>Total 4502 Copier Supplies/Equipment</b>	<b>38.31</b>	<b>5,507.00</b>	<b>-5,468.69</b>	<b>0.70 %</b>
4503 Office Expense/Gifts	80.89	750.00	-669.11	10.79 %
<b>Total 4500 Office Supplies and Expenses</b>	<b>196.54</b>	<b>9,457.00</b>	<b>-9,260.46</b>	<b>2.08 %</b>
4600 Office/Admin Expense				
4601 Bank Monthly Charges	137.81	480.00	-342.19	28.71 %
4602 CC Transaction Fees	1,012.22	5,400.00	-4,387.78	18.74 %
4603 Internet Services	537.62	3,200.00	-2,662.38	16.80 %
4604 Printing		250.00	-250.00	
4605 Postage	127.16	250.00	-122.84	50.86 %
4606 Rent	10,466.49	44,027.00	-33,560.51	23.77 %
4607 Advertising	706.14	200.00	506.14	353.07 %
4608 Telephone	1,610.63	8,000.00	-6,389.37	20.13 %
4609 Other Misc Svc Costs		50.00	-50.00	
4610 Investment Acct Bank Fees	0.00		0.00	
<b>Total 4600 Office/Admin Expense</b>	<b>14,598.07</b>	<b>61,857.00</b>	<b>-47,258.93</b>	<b>23.60 %</b>

# American Council of Engineering Companies of Penns

Budget vs. Actuals: FY 2022-2023 - FY23 P&L

July 2022 - June 2023

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
4700 PennDOT Innovations Challenge Expense		1,500.00	-1,500.00	
4900 Board Expenses	325.75	9,000.00	-8,674.25	3.62 %
4905 Strategic Plan Expenses		10,000.00	-10,000.00	
4910 Prof Dev/Meetings	336.00	1,500.00	-1,164.00	22.40 %
4920 Lobbying Expenses	2,040.01	10,000.00	-7,959.99	20.40 %
4940 Tenant Improvements		500.00	-500.00	
5000 Committee Expenses		500.00	-500.00	
5100 Member-Related (non-travel)		750.00	-750.00	
5210 Dues/Subscriptions				
5211 Publication Subscriptions	1,600.00	9,200.00	-7,600.00	17.39 %
5212 Prof Memberships	695.00	2,500.00	-1,805.00	27.80 %
5213 Subscriptions	15,287.78	27,900.00	-12,612.22	54.79 %
<b>Total 5210 Dues/Subscriptions</b>	<b>17,582.78</b>	<b>39,600.00</b>	<b>-22,017.22</b>	<b>44.40 %</b>
5520 Professional Services				
5521 Legal	2,664.00	750.00	1,914.00	355.20 %
5522 Accountant	9,850.00	14,000.00	-4,150.00	70.36 %
5523 Computer/IT	2,854.09	11,000.00	-8,145.91	25.95 %
5525 Public Relations	10,227.49	63,000.00	-52,772.51	16.23 %
<b>Total 5520 Professional Services</b>	<b>25,595.58</b>	<b>88,750.00</b>	<b>-63,154.42</b>	<b>28.84 %</b>
5600 Travel Expenses				
5601 ACEC/NACEC Event Expenses	2,370.73	12,000.00	-9,629.27	19.76 %
5604 Legislative Travel Expense		500.00	-500.00	
5605 Staff/Membership Related Travel	1,296.81	500.00	796.81	259.36 %
<b>Total 5600 Travel Expenses</b>	<b>3,667.54</b>	<b>13,000.00</b>	<b>-9,332.46</b>	<b>28.21 %</b>
5610 Auto Expenses				
5611 Vehicle Maintenance		180.00	-180.00	
5612 Vehicle Lease	1,592.52	6,400.00	-4,807.48	24.88 %
5613 Vehicle Gas/Tolls/Parking	71.19	1,000.00	-928.81	7.12 %
<b>Total 5610 Auto Expenses</b>	<b>1,663.71</b>	<b>7,580.00</b>	<b>-5,916.29</b>	<b>21.95 %</b>
6010 Depreciation Expense	380.28	1,700.00	-1,319.72	22.37 %
<b>Total Expenditures</b>	<b>\$162,294.35</b>	<b>\$838,612.00</b>	<b>\$ -676,317.65</b>	<b>19.35 %</b>
NET OPERATING REVENUE	<b>\$385,574.66</b>	<b>\$ -23,431.83</b>	<b>\$409,006.49</b>	<b>-1,645.52 %</b>
NET REVENUE	<b>\$385,574.66</b>	<b>\$ -23,431.83</b>	<b>\$409,006.49</b>	<b>-1,645.52 %</b>

# American Council of Engineering Companies of Penns

## Statement of Financial Position

As of August 31, 2022

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
4135 Scholarship Account	21,127.97
4856 Wells Fargo Short Term	27,159.44
5407 Wells Fargo Checking	608,136.43
9758 Wells Fargo Long Term	82,766.24
<b>Total Bank Accounts</b>	<b>\$739,190.08</b>
Accounts Receivable	
1200 *Accounts Receivable	59,707.26
1201 Allowance for Bad Debts	0.00
<b>Total Accounts Receivable</b>	<b>\$59,707.26</b>
Other Current Assets	
1010C1 Unrealized G (L) ML Reserved	0.00
1010D1 Unrealized G (L)Wells Fargo-Inv Reserved	0.00
1010R Investment Acct - cash reclass	0.00
1010SN Investment acct - cash portion	0.00
1210 Prepaid Expenses	0.00
1210.1 Prepaid Meetings and Events	0.00
1210.2 Prepaid Insurance	2,836.89
1210.3 Prepaid Expenses	1,552.12
<b>Total 1210 Prepaid Expenses</b>	<b>4,389.01</b>
1499 Undeposited Funds	1,380.00
<b>Total Other Current Assets</b>	<b>\$5,769.01</b>
<b>Total Current Assets</b>	<b>\$804,666.35</b>
Fixed Assets	
1062 Office Equipment	1,870.90
1062A Original Cost	40,716.06
1062B Accumulated Depreciation	-26,518.11
<b>Total 1062 Office Equipment</b>	<b>16,068.85</b>
1063 Lease Improvements	3,410.00
<b>Total Fixed Assets</b>	<b>\$19,478.85</b>
<b>TOTAL ASSETS</b>	<b>\$824,145.20</b>

# American Council of Engineering Companies of Penns

## Statement of Financial Position

As of August 31, 2022

	TOTAL
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2200 *Accounts Payable	20,390.53
<b>Total Accounts Payable</b>	<b>\$20,390.53</b>
Credit Cards	
Chase Visa Card-LS 7998	23.31
Wells Fargo Visa Card-LS 2483	47.69
Wells Fargo Visa Card-SB 0056	0.00
<b>Total Credit Cards</b>	<b>\$71.00</b>
Other Current Liabilities	
2206 Prepaid Dues	0.00
2206.1 Prepaid Firm Dues	0.00
2206.2 Prepaid Index Dues	0.00
2206.3 Prepaid ACEC Dues	0.00
2206.4 Prepaid Affiliate Dues	0.00
2206.5 Prepaid Base Dues	0.00
<b>Total 2206 Prepaid Dues</b>	<b>0.00</b>
2209 PAC Clearing Account	0.00
2211 Deferred Income	-0.50
2502 Capital Lease Obligation	1,285.78
25600 Dues Owed to National	0.00
25610 Dues Owed to National - Current	74,525.44
25615 Prepaid ACEC Dues-Anniversary Billing	6,548.06
25620 Dues Owed to National - Past Due	0.00
<b>Total 25600 Dues Owed to National</b>	<b>81,073.50</b>
25700 Accrued Payroll and Taxes	3,270.00
25800 ACCRUED VACATION	-429.37
3315 Scholarship Donations	0.00
PA Department of Revenue Payable	0.00
<b>Total Other Current Liabilities</b>	<b>\$85,199.41</b>
<b>Total Current Liabilities</b>	<b>\$105,660.94</b>
<b>Total Liabilities</b>	<b>\$105,660.94</b>
Equity	
2900 Opening Bal Equity	0.00
2960 Retained Earnings	313,919.29
3100 Scholarship (Golf Outing) Restricted Net Assets	0.00



# American Council of Engineering Companies of Penns

## Statement of Financial Position

As of August 31, 2022

	TOTAL
Net Revenue	404,564.97
<b>Total Equity</b>	<b>\$718,484.26</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$824,145.20</b>

# American Council of Engineering Companies of Penns

## Statement of Activity Comparison

July - August, 2022

	TOTAL			
	JUL - AUG, 2022	JUL - AUG, 2021 (PY)	CHANGE	% CHANGE
Revenue				
3000 Dues Income				
3001 Base ACEC/PA Dues	47,500.00	47,000.00	500.00	1.06 %
3002 ACEC/PA Dues	371,317.44	346,374.18	24,943.26	7.20 %
3003 Affiliate Dues	25,275.00	28,302.00	-3,027.00	-10.70 %
3005 ACEC Dues Rounding Difference	19.32		19.32	
<b>Total 3000 Dues Income</b>	<b>444,111.76</b>	<b>421,676.18</b>	<b>22,435.58</b>	<b>5.32 %</b>
3015 Member Directory Income	1,200.00	600.00	600.00	100.00 %
3016 Newsletter Advertising Income		130.00	-130.00	-100.00 %
3300 Meetings				
3302 Eastern Region Meeting		35.00	-35.00	-100.00 %
3305 Annual Meeting				
3305.1 Annual Meeting Sponsorships	4,060.00	2,768.50	1,291.50	46.65 %
3305.2 Annual Meeting Registrations	2,780.00	3,475.00	-695.00	-20.00 %
<b>Total 3305 Annual Meeting</b>	<b>6,840.00</b>	<b>6,243.50</b>	<b>596.50</b>	<b>9.55 %</b>
3306 Spring Conference				
3306.1 Spring Conference Sponsorships	4,110.00	2,043.50	2,066.50	101.13 %
3306.2 Spring Conference Registrations	1,140.00	538.00	602.00	111.90 %
<b>Total 3306 Spring Conference</b>	<b>5,250.00</b>	<b>2,581.50</b>	<b>2,668.50</b>	<b>103.37 %</b>
3307 ACEC/PA Fall Conference				
3307.1 Fall Conference Sponsorships	14,105.00	18,100.50	-3,995.50	-22.07 %
3307.2 Fall Conference Registrations	25,120.00	11,733.00	13,387.00	114.10 %
<b>Total 3307 ACEC/PA Fall Conference</b>	<b>39,225.00</b>	<b>29,833.50</b>	<b>9,391.50</b>	<b>31.48 %</b>
3308 Diamond Awards				
3308.1 Diamond Awards Sponsorships	250.00	2,462.00	-2,212.00	-89.85 %
3308.2 Diamond Awards Registrations		405.00	-405.00	-100.00 %
<b>Total 3308 Diamond Awards</b>	<b>250.00</b>	<b>2,867.00</b>	<b>-2,617.00</b>	<b>-91.28 %</b>
3309 Scholarship Golf Outing				
3309.1 Golf Outing Sponsorships	12,250.00	14,500.00	-2,250.00	-15.52 %
3309.2 Golf Outing Registrations	19,884.70	17,375.00	2,509.70	14.44 %
<b>Total 3309 Scholarship Golf Outing</b>	<b>32,134.70</b>	<b>31,875.00</b>	<b>259.70</b>	<b>0.81 %</b>
3403 Legislative Day Sponsors	15,079.75	8,510.50	6,569.25	77.19 %
<b>Total 3300 Meetings</b>	<b>98,779.45</b>	<b>81,946.00</b>	<b>16,833.45</b>	<b>20.54 %</b>

# American Council of Engineering Companies of Penns

## Statement of Activity Comparison

July - August, 2022

	TOTAL			
	JUL - AUG, 2022	JUL - AUG, 2021 (PY)	CHANGE	% CHANGE
3900 Investment Income				
3901 Interest	0.00	7.35	-7.35	-100.00 %
3901.1 Interest from Money Market Account	11.82	2.20	9.62	437.27 %
3901.2 Interest from Scholarship Account		0.33	-0.33	-100.00 %
3901.3 Unrealized Gain/Loss	317.31		317.31	
3901.4 Interest from Operating Account	5.85		5.85	
<b>Total 3901 Interest</b>	<b>334.98</b>	<b>9.88</b>	<b>325.10</b>	<b>3,290.49 %</b>
<b>Total 3900 Investment Income</b>	<b>334.98</b>	<b>9.88</b>	<b>325.10</b>	<b>3,290.49 %</b>
3951 Misc Income	107.82	93.03	14.79	15.90 %
<b>Total Revenue</b>	<b>\$544,534.01</b>	<b>\$504,455.09</b>	<b>\$40,078.92</b>	<b>7.94 %</b>
<b>GROSS PROFIT</b>	<b>\$544,534.01</b>	<b>\$504,455.09</b>	<b>\$40,078.92</b>	<b>7.94 %</b>
Expenditures				
4000 Payroll Expenditures				
4001 Salaries	40,813.24	40,504.52	308.72	0.76 %
4001.1 Salaries - Vacation	-922.32	670.84	-1,593.16	-237.49 %
<b>Total 4001 Salaries</b>	<b>39,890.92</b>	<b>41,175.36</b>	<b>-1,284.44</b>	<b>-3.12 %</b>
4002 Payroll Taxes	3,050.85	3,098.60	-47.75	-1.54 %
4002.1 Payroll Tax Credits		-14,667.43	14,667.43	100.00 %
<b>Total 4002 Payroll Taxes</b>	<b>3,050.85</b>	<b>-11,568.83</b>	<b>14,619.68</b>	<b>126.37 %</b>
4003 Employee Benefits	1,732.43	5,475.96	-3,743.53	-68.36 %
4004 Retirement	1,632.43	2,329.44	-697.01	-29.92 %
4005 Payroll Fees	331.28	312.56	18.72	5.99 %
<b>Total 4000 Payroll Expenditures</b>	<b>46,637.91</b>	<b>37,724.49</b>	<b>8,913.42</b>	<b>23.63 %</b>
4300 Meetings Expense				
4302 Central Region Mtg Expense				
4302.3 Central Region Mtg F&B	2,750.00		2,750.00	
<b>Total 4302 Central Region Mtg Expense</b>	<b>2,750.00</b>		<b>2,750.00</b>	
4303 Eastern Chapter Mtg Expense				
4303.3 Eastern Chapter Mtg F&B		2,021.25	-2,021.25	-100.00 %
<b>Total 4303 Eastern Chapter Mtg Expense</b>		<b>2,021.25</b>	<b>-2,021.25</b>	<b>-100.00 %</b>
4306 Diamond Awards Expense				
4306.3 Diamond Awards F&B	22,986.25	6,000.00	16,986.25	283.10 %
<b>Total 4306 Diamond Awards Expense</b>	<b>22,986.25</b>	<b>6,000.00</b>	<b>16,986.25</b>	<b>283.10 %</b>
4307 Annual Meeting Expense				
4307.2 Annual Meeting Travel	1,754.65		1,754.65	
<b>Total 4307 Annual Meeting Expense</b>	<b>1,754.65</b>		<b>1,754.65</b>	
4308 Spring Conference Expense				
4308.4 Spring Conference AV/Rm Rental		611.00	-611.00	-100.00 %
<b>Total 4308 Spring Conference Expense</b>		<b>611.00</b>	<b>-611.00</b>	<b>-100.00 %</b>

# American Council of Engineering Companies of Penns

## Statement of Activity Comparison

July - August, 2022

	TOTAL			
	JUL - AUG, 2022	JUL - AUG, 2021 (PY)	CHANGE	% CHANGE
4309 ACEC/PA Fall Conference Expense				
4309.2 Fall Conference Travel	54.70		54.70	
4309.3 Fall Conference F&B	250.00	0.00	250.00	
4309.4 Fall Conference AV/Rm Rental		1,000.00	-1,000.00	-100.00 %
<b>Total 4309 ACEC/PA Fall Conference Expense</b>	<b>304.70</b>	<b>1,000.00</b>	<b>-695.30</b>	<b>-69.53 %</b>
4310 Scholarship Golf Outing Expense				
4310.2 Golf Outing Travel	54.70	25.30	29.40	116.21 %
4310.3 Golf Outing F&B		546.88	-546.88	-100.00 %
4310.5 Golf Outing Supplies	306.00	1,102.69	-796.69	-72.25 %
4310.6 Other Golf Outing Expenses	52.50	105.00	-52.50	-50.00 %
<b>Total 4310 Scholarship Golf Outing Expense</b>	<b>413.20</b>	<b>1,779.87</b>	<b>-1,366.67</b>	<b>-76.78 %</b>
<b>Total 4300 Meetings Expense</b>	<b>28,208.80</b>	<b>11,412.12</b>	<b>16,796.68</b>	<b>147.18 %</b>
4350 Special Events Expenses				
4350.1 Special Events Expenses-Central	200.00		200.00	
<b>Total 4350 Special Events Expenses</b>	<b>200.00</b>		<b>200.00</b>	
4400 Insurance				
4401 Business Insurance	1,592.47	1,592.47	0.00	0.00 %
4402 Workers Comp Insurance	222.21	356.11	-133.90	-37.60 %
4403 Auto Insurance	419.58	580.47	-160.89	-27.72 %
4404 Directors & Officers Liability	1,434.58	1,549.00	-114.42	-7.39 %
4405 ERISA Retirement Insurance		90.00	-90.00	-100.00 %
<b>Total 4400 Insurance</b>	<b>3,668.84</b>	<b>4,168.05</b>	<b>-499.21</b>	<b>-11.98 %</b>
4500 Office Supplies and Expenses				
4501 Supplies	77.34	200.96	-123.62	-61.51 %
4502 Copier Supplies/Equipment	25.87	13.20	12.67	95.98 %
4502.1 Interest Paid - Copier Lease	12.44	22.13	-9.69	-43.79 %
<b>Total 4502 Copier Supplies/Equipment</b>	<b>38.31</b>	<b>35.33</b>	<b>2.98</b>	<b>8.43 %</b>
4503 Office Expense/Gifts	80.89	181.93	-101.04	-55.54 %
<b>Total 4500 Office Supplies and Expenses</b>	<b>196.54</b>	<b>418.22</b>	<b>-221.68</b>	<b>-53.01 %</b>
4600 Office/Admin Expense				
4601 Bank Monthly Charges	137.81	79.90	57.91	72.48 %
4602 CC Transaction Fees	972.27	754.61	217.66	28.84 %
4603 Internet Services	537.62	786.67	-249.05	-31.66 %
4605 Postage	127.16	166.40	-39.24	-23.58 %
4606 Rent	6,977.66	6,977.66	0.00	0.00 %
4607 Advertising	706.14		706.14	
4608 Telephone	1,326.79	1,571.11	-244.32	-15.55 %
4610 Investment Acct Bank Fees	0.00		0.00	
<b>Total 4600 Office/Admin Expense</b>	<b>10,785.45</b>	<b>10,336.35</b>	<b>449.10</b>	<b>4.34 %</b>
4900 Board Expenses	325.75	188.75	137.00	72.58 %

# American Council of Engineering Companies of Penns

## Statement of Activity Comparison

July - August, 2022

	TOTAL			
	JUL - AUG, 2022	JUL - AUG, 2021 (PY)	CHANGE	% CHANGE
4910 Prof Dev/Meetings	336.00		336.00	
4920 Lobbying Expenses	1,373.34	1,340.34	33.00	2.46 %
5210 Dues/Subscriptions				
5211 Publication Subscriptions	1,600.00	3,200.00	-1,600.00	-50.00 %
5212 Prof Memberships	695.00	1,395.00	-700.00	-50.18 %
5213 Subscriptions	15,287.78	16,000.01	-712.23	-4.45 %
<b>Total 5210 Dues/Subscriptions</b>	<b>17,582.78</b>	<b>20,595.01</b>	<b>-3,012.23</b>	<b>-14.63 %</b>
5520 Professional Services				
5521 Legal	2,664.00		2,664.00	
5522 Accountant	9,850.00	1,000.00	8,850.00	885.00 %
5523 Computer/IT	2,731.45	2,425.29	306.16	12.62 %
5525 Public Relations	10,227.49	10,000.00	227.49	2.27 %
<b>Total 5520 Professional Services</b>	<b>25,472.94</b>	<b>13,425.29</b>	<b>12,047.65</b>	<b>89.74 %</b>
5600 Travel Expenses				
5601 ACEC/NACEC Event Expenses	2,370.73	750.00	1,620.73	216.10 %
5605 Staff/Membership Related Travel	1,296.81		1,296.81	
<b>Total 5600 Travel Expenses</b>	<b>3,667.54</b>	<b>750.00</b>	<b>2,917.54</b>	<b>389.01 %</b>
5610 Auto Expenses				
5612 Vehicle Lease	1,061.68	1,050.86	10.82	1.03 %
5613 Vehicle Gas/Tolls/Parking	71.19	45.80	25.39	55.44 %
<b>Total 5610 Auto Expenses</b>	<b>1,132.87</b>	<b>1,096.66</b>	<b>36.21</b>	<b>3.30 %</b>
6010 Depreciation Expense	380.28	190.14	190.14	100.00 %
<b>Total Expenditures</b>	<b>\$139,969.04</b>	<b>\$101,645.42</b>	<b>\$38,323.62</b>	<b>37.70 %</b>
NET OPERATING REVENUE	<b>\$404,564.97</b>	<b>\$402,809.67</b>	<b>\$1,755.30</b>	<b>0.44 %</b>
NET REVENUE	<b>\$404,564.97</b>	<b>\$402,809.67</b>	<b>\$1,755.30</b>	<b>0.44 %</b>

# American Council of Engineering Companies of Penns

## Statement of Financial Position Comparison

As of August 31, 2022

	TOTAL			
	AS OF AUG 31, 2022	AS OF AUG 31, 2021 (PY)	CHANGE	% CHANGE
<b>ASSETS</b>				
Current Assets				
Bank Accounts				
4135 Scholarship Account	21,127.97	19,932.68	1,195.29	6.00 %
4856 Wells Fargo Short Term	27,159.44		27,159.44	
5407 Wells Fargo Checking	608,136.43	639,024.26	-30,887.83	-4.83 %
9758 Wells Fargo Long Term	82,766.24	129,803.14	-47,036.90	-36.24 %
<b>Total Bank Accounts</b>	<b>\$739,190.08</b>	<b>\$788,760.08</b>	<b>\$ -49,570.00</b>	<b>-6.28 %</b>
Accounts Receivable				
1200 *Accounts Receivable	59,707.26	42,073.37	17,633.89	41.91 %
1201 Allowance for Bad Debts	0.00	0.00	0.00	
<b>Total Accounts Receivable</b>	<b>\$59,707.26</b>	<b>\$42,073.37</b>	<b>\$17,633.89</b>	<b>41.91 %</b>
Other Current Assets				
1010C1 Unrealized G (L) ML Reserved	0.00	0.00	0.00	
1010D1 Unrealized G (L)Wells Fargo-Inv Reserved	0.00	0.00	0.00	
1010R Investment Acct - cash reclass	0.00	0.00	0.00	
1010SN Investment acct - cash portion	0.00	0.00	0.00	
1210 Prepaid Expenses	0.00	0.00	0.00	
1210.1 Prepaid Meetings and Events	0.00	250.00	-250.00	-100.00 %
1210.2 Prepaid Insurance	2,836.89	22.56	2,814.33	12,474.87 %
1210.3 Prepaid Expenses	1,552.12		1,552.12	
<b>Total 1210 Prepaid Expenses</b>	<b>4,389.01</b>	<b>272.56</b>	<b>4,116.45</b>	<b>1,510.29 %</b>
1499 Undeposited Funds	1,380.00	750.00	630.00	84.00 %
<b>Total Other Current Assets</b>	<b>\$5,769.01</b>	<b>\$1,022.56</b>	<b>\$4,746.45</b>	<b>464.17 %</b>
<b>Total Current Assets</b>	<b>\$804,666.35</b>	<b>\$831,856.01</b>	<b>\$ -27,189.66</b>	<b>-3.27 %</b>
Fixed Assets				
1062 Office Equipment	1,870.90	0.00	1,870.90	
1062A Original Cost	40,716.06	34,883.06	5,833.00	16.72 %
1062B Accumulated Depreciation	-26,518.11	-21,073.29	-5,444.82	-25.84 %
<b>Total 1062 Office Equipment</b>	<b>16,068.85</b>	<b>13,809.77</b>	<b>2,259.08</b>	<b>16.36 %</b>
1063 Lease Improvements	3,410.00	3,410.00	0.00	0.00 %
<b>Total Fixed Assets</b>	<b>\$19,478.85</b>	<b>\$17,219.77</b>	<b>\$2,259.08</b>	<b>13.12 %</b>
<b>TOTAL ASSETS</b>	<b>\$824,145.20</b>	<b>\$849,075.78</b>	<b>\$ -24,930.58</b>	<b>-2.94 %</b>

# American Council of Engineering Companies of Penns

## Statement of Financial Position Comparison

As of August 31, 2022

	TOTAL			
	AS OF AUG 31, 2022	AS OF AUG 31, 2021 (PY)	CHANGE	% CHANGE
<b>LIABILITIES AND EQUITY</b>				
Liabilities				
Current Liabilities				
Accounts Payable				
2200 *Accounts Payable	20,390.53	5,195.70	15,194.83	292.45 %
<b>Total Accounts Payable</b>	<b>\$20,390.53</b>	<b>\$5,195.70</b>	<b>\$15,194.83</b>	<b>292.45 %</b>
Credit Cards				
Chase Visa Card-LS 7998	23.31		23.31	
Wells Fargo Visa Card-LS 2483	47.69		47.69	
Wells Fargo Visa Card-SB 0056	0.00		0.00	
<b>Total Credit Cards</b>	<b>\$71.00</b>	<b>\$0.00</b>	<b>\$71.00</b>	<b>0.00%</b>
Other Current Liabilities				
2206 Prepaid Dues	0.00	0.00	0.00	
2206.1 Prepaid Firm Dues	0.00	0.00	0.00	
2206.2 Prepaid Index Dues	0.00	0.00	0.00	
2206.3 Prepaid ACEC Dues	0.00	0.00	0.00	
2206.4 Prepaid Affiliate Dues	0.00	0.00	0.00	
2206.5 Prepaid Base Dues	0.00		0.00	
<b>Total 2206 Prepaid Dues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
2209 PAC Clearing Account	0.00	0.00	0.00	
2211 Deferred Income	-0.50	-0.50	0.00	0.00 %
2502 Capital Lease Obligation	1,285.78	2,507.73	-1,221.95	-48.73 %
25600 Dues Owed to National	0.00	0.00	0.00	
25610 Dues Owed to National - Current	74,525.44	67,974.45	6,550.99	9.64 %
25615 Prepaid ACEC Dues-Anniversary Billing	6,548.06	3,625.86	2,922.20	80.59 %
25620 Dues Owed to National - Past Due	0.00	17,896.21	-17,896.21	-100.00 %
<b>Total 25600 Dues Owed to National</b>	<b>81,073.50</b>	<b>89,496.52</b>	<b>-8,423.02</b>	<b>-9.41 %</b>
25700 Accrued Payroll and Taxes	3,270.00	3,270.00	0.00	0.00 %
25800 ACCRUED VACATION	-429.37	5,476.41	-5,905.78	-107.84 %
3315 Scholarship Donations	0.00	475.00	-475.00	-100.00 %
PA Department of Revenue Payable	0.00	0.00	0.00	
<b>Total Other Current Liabilities</b>	<b>\$85,199.41</b>	<b>\$101,225.16</b>	<b>\$ -16,025.75</b>	<b>-15.83 %</b>
<b>Total Current Liabilities</b>	<b>\$105,660.94</b>	<b>\$106,420.86</b>	<b>\$ -759.92</b>	<b>-0.71 %</b>
<b>Total Liabilities</b>	<b>\$105,660.94</b>	<b>\$106,420.86</b>	<b>\$ -759.92</b>	<b>-0.71 %</b>
Equity				
2900 Opening Bal Equity	0.00	0.00	0.00	
2960 Retained Earnings	313,919.29	339,845.25	-25,925.96	-7.63 %
3100 Scholarship (Golf Outing) Restricted Net Assets	0.00	0.00	0.00	

# American Council of Engineering Companies of Penns

## Statement of Financial Position Comparison

As of August 31, 2022

	TOTAL			
	AS OF AUG 31, 2022	AS OF AUG 31, 2021 (PY)	CHANGE	% CHANGE
Net Revenue	404,564.97	402,809.67	1,755.30	0.44 %
<b>Total Equity</b>	<b>\$718,484.26</b>	<b>\$742,654.92</b>	<b>\$ -24,170.66</b>	<b>-3.25 %</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$824,145.20</b>	<b>\$849,075.78</b>	<b>\$ -24,930.58</b>	<b>-2.94 %</b>



# Consulting Engineers of Pennsylvania PAC

## Statement of Activity

January - August, 2022

	TOTAL
Revenue	
4001 Contributions	14,375.00
<b>Total Revenue</b>	<b>\$14,375.00</b>
GROSS PROFIT	<b>\$14,375.00</b>
Expenditures	
6002 CC Fees	296.45
6003 Legal & Professional Services	254.40
<b>Total Expenditures</b>	<b>\$550.85</b>
NET OPERATING REVENUE	<b>\$13,824.15</b>
NET REVENUE	<b>\$13,824.15</b>

# Consulting Engineers of Pennsylvania PAC

## Statement of Financial Position

As of August 31, 2022

		TOTAL
<b>ASSETS</b>		
Current Assets		
Bank Accounts		
1001 Wells Fargo Checking		53,926.09
<b>Total Bank Accounts</b>		<b>\$53,926.09</b>
<b>Total Current Assets</b>		<b>\$53,926.09</b>
<b>TOTAL ASSETS</b>		<b>\$53,926.09</b>
<b>LIABILITIES AND EQUITY</b>		
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable (A/P)		0.00
<b>Total Accounts Payable</b>		<b>\$0.00</b>
<b>Total Current Liabilities</b>		<b>\$0.00</b>
<b>Total Liabilities</b>		<b>\$0.00</b>
Equity		
Retained Earnings		40,101.94
Net Revenue		13,824.15
<b>Total Equity</b>		<b>\$53,926.09</b>
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>\$53,926.09</b>

# PA Consulting Engineers PAC

## Statement of Activity

January - August, 2022

	TOTAL
Revenue	
4000 Revenue	2,719.92
<b>Total Revenue</b>	<b>\$2,719.92</b>
GROSS PROFIT	<b>\$2,719.92</b>
Expenditures	
6000 General & Administrative	8.90
6003 Legal & Professional Services	1,754.40
<b>Total 6000 General &amp; Administrative</b>	<b>1,763.30</b>
<b>Total Expenditures</b>	<b>\$1,763.30</b>
NET OPERATING REVENUE	<b>\$956.62</b>
NET REVENUE	<b>\$956.62</b>

# PA Consulting Engineers PAC

## Statement of Financial Position

As of August 31, 2022

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1001 Wells Fargo Checking	3,538.99
<b>Total Bank Accounts</b>	<b>\$3,538.99</b>
Other Current Assets	
1200 Bank Clearing Account	0.00
<b>Total Other Current Assets</b>	<b>\$0.00</b>
<b>Total Current Assets</b>	<b>\$3,538.99</b>
<b>TOTAL ASSETS</b>	<b>\$3,538.99</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable (A/P)	0.00
<b>Total Accounts Payable</b>	<b>\$0.00</b>
<b>Total Current Liabilities</b>	<b>\$0.00</b>
<b>Total Liabilities</b>	<b>\$0.00</b>
Equity	
3000 Retained Earnings	2,582.37
Net Revenue	956.62
<b>Total Equity</b>	<b>\$3,538.99</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$3,538.99</b>

## ACEC/PA Strategic Plan 2022-2025

### 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

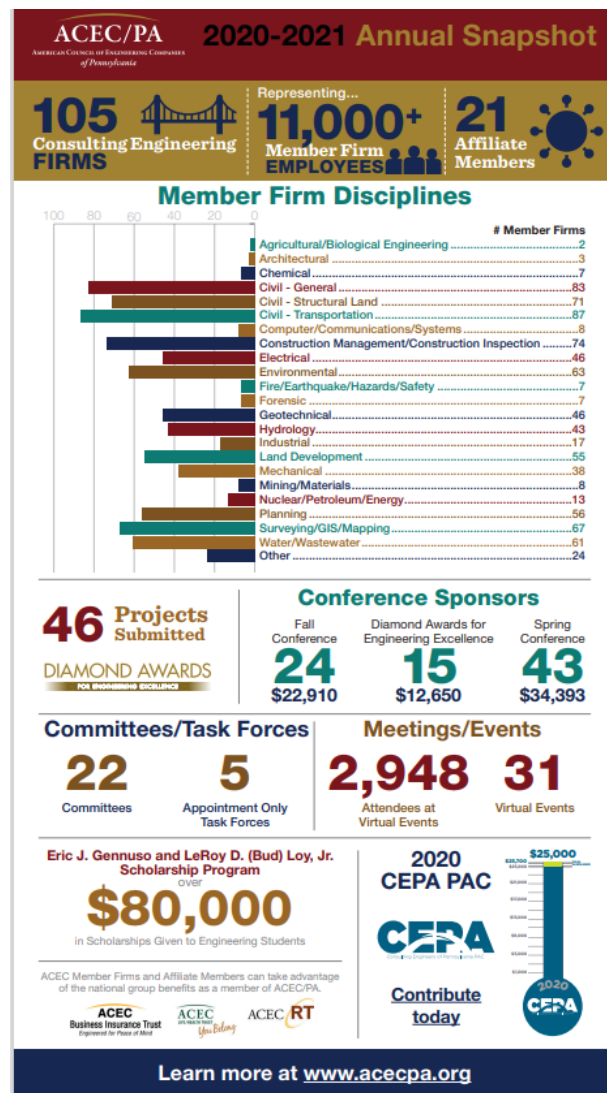
The American Council of Engineering Companies of Pennsylvania (ACEC/PA) is the largest statewide organization of engineers engaged in the practice of consulting engineering. ACEC/PA is comprised of more than 100 independent engineering firms throughout the commonwealth representing over 11,000 engineers,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

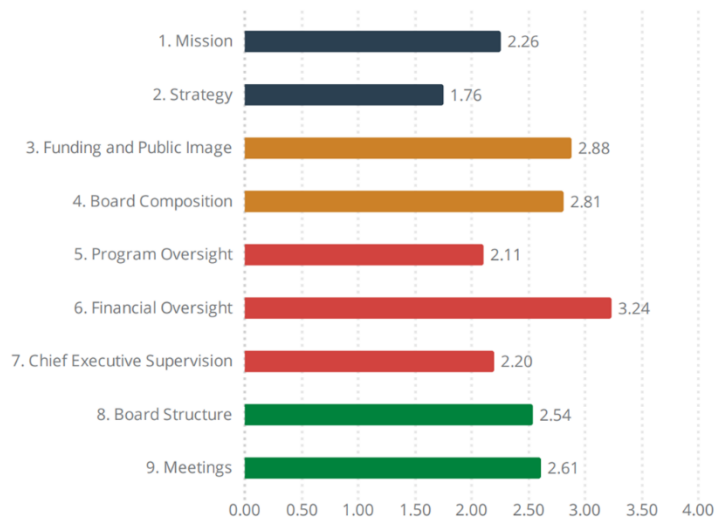
Social Media

## 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

Strategic Theme	Who?	Where?	When?	Status Report/What?
<b>Advocacy – Client- Reactive</b> <b>Goal Champion – Leeann Sherman</b>				
1. Identify and provide input on client advocacy topics	ED/Member firms		As they come	Example of committees involved: Innovative Delivery (P3, Digital Delivery, and DBBV) Administration (QBS, PPP)
2. Define and review ACEC/PA position on client advocacy topics	ED/Board			
3. Watch for and communicate issues to the board about current client advocacy topics	ED			
4. Communicate the status of issues to the membership	ED	Newsletters, Regional Events, Conferences		
<b>Advocacy – Client- Proactive</b>				
1. Identify and discuss client advocacy topics and ACEC/PA positions	ED, Board, Membership		As they come	Obtain committee(s) input depending on the issue.
2. Bi –annually conduct board meetings to identify client advocacy topics and priorities	ED, Board		Year 1: September 2022 & January 2023	The timeframe may change depending on timing of new administration.
3. Define and review positions and priorities	ED, Board			
4. Target agency decision-makers and schedule/conduct meetings on client advocacy topics	ED, Board, Committees			
5. Define board liaison for each client focused committee	President			Completed June 2022
6. Inform members on client advocacy efforts and results	Regional Leadership/ED/Board leadership	Regional Events/Spring and Fall Conferences, Newsletters		

Strategic Theme	Who?	Where?	When?	Status Report/What?
<b>Advocacy – Political- Reactive</b> <b>Goal Champion – Leeann Sherman</b>				
1. Identify and provide input on advocacy topics	ED/Member firms		As they come	Committees involved: Innovative Delivery (P3 and DBBV) Administration (QBS)
2. Define and review ACEC/PA position on advocacy topics	ED/Board			
3. Provide testimony and input as requested on advocacy topics	Board, Staff			
4. Watch for and communicate issues to the board about current advocacy topics	ED			
5. Communicate the status of issues to the membership.	ED, Regional Leadership	Newsletters, Conferences, Regional Events		
6. Promote the PAC at events	ED, Board	Regional and Legislative Events, Conferences		
7. Board members contribute to PAC by Spring Conference to set the example	Board			The exception is that new board members have until September 1 <sup>st</sup> to make their contributions.
<b>Advocacy – Political- Proactive</b>				
1. Identify and discuss advocacy topics and ACEC/PA positions	Legislative Outreach Group		As they come	Obtain committee(s) input depending on the issue
2. Bi –annually conduct board meetings to identify legislative advocacy topics and priorities	Board		Year 1: September 2022 & January 2023	The goal is to identify these topics and priorities before Legislative Day
3. Inform members on advocacy efforts and results	Regional Leadership/ED/Board Leadership	Regional Events/Spring and Fall conferences, Newsletters		
4. Deliver ACEC/PA messages to legislature on hot topics through ACEC/PA sponsored events and individual visits	ED/GA	Hill Visits, Legislative Events		Metrics: # of legislator visits target = 1 PA per week, 1 fed per month (of 300 PA legislators)



5. Educate legislators on ACEC/PA fundamentals and advocacy topics.	GA, ED, Board, Member firms	Legislative events		Metrics: <ul style="list-style-type: none"> <li>• target 80% of Board attendance</li> <li>• 30% of membership attendance</li> <li>• 5 events per year</li> </ul>
6. Provide training on advocacy skills	ED	Regional Events, Conferences, Virtual		The goal for year 1 is to provide a single training session open to the membership.
7. Define, update, and prepare bipartisan messaging on advocacy topics.	ED, Board, Legislative Outreach Group			
8. Invite legislators to speak and network	Regional leadership/GA/ED	Regional Events, Spring/Fall Conferences/Legislative Events		
9. Solicit membership participation for Legislative Day	ED/Board leadership	Spring/Fall conferences		

Strategic Goal	Who?	Where?	Objective champion	When?	Status Report/What?
<b>Goal 2 – External Partnerships</b>					
<b>External Partnership- Electrification (EV)</b>			<b>Eric Meyer</b>		
1. Develop template	Damon Rhodes			Year 1	A template will be developed for tracking and reporting purposes.
2. Identify firms doing this type of work	Eric Meyer/ED			Year 1	
3. Establish a task force to engage with partners	Eric Meyer			Year 1	Purpose- set roadmap for the future; identify issues of mutual benefit and partnering on advocacy.
4. Find out who is partnering with PennDOT	New task force	Spring Conference		Year 1	
5. List other partners (i.e. DEP)	New task force	Spring Conference		Year 1	
<b>External Partnership – Water</b>			<b>Mike Kenawell</b>		
1. Develop template	Damon Rhodes			Year 1	A template will be developed for tracking and reporting purposes.
2. List partners	WEE Committee			Year 1	
3. What are mutual issues with identified partners? Identify top three partners and issues.	WEE Committee			Year 1	Purpose – set roadmap/action plan for the future; to identify issues of mutual benefit and partnering on advocacy; focus on water resources.

**ACEC/PA 2022-2024 Strategic Plan****Goal 2 – External Partnerships****Action Plan- Year 1****Last Revision: July 2022**

<b>External Partnership – Multimodal</b>			<b>Mike Cuddy</b>		
1. Develop template	Damon Rhodes			Year 1	A template will be developed for tracking and reporting purposes.
2. List partners	Multimodal Committee			Year 1	This item and the one below were communicated to the Multimodal Committee Chair and Vice Chairs on July 8, 2022.
3. What are the mutual issues with identified partners? Identify top three partners and issues.	Multimodal Committee			Year 1	Purpose – set roadmap/action plan for the future; to identify issues of mutual benefit and partnering on advocacy.

Strategic Theme	Who?	Where?	When?	Status Report/What?
<b>Member Networking/Champion – Joe Riley</b>				
<b>Executive/Senior Level Engagement</b>				
1. Provide annual report of staff involvement to member firm primary contacts. Include more detail than currently shown.	ACEC/PA staff	Year in review / Membership Certification	Year 1	
2. Conduct roundtable session	Board	Fall Conference	Year 1	Target to hold multiple events in Year 2 (i.e. regular interval); solicit feedback from ACEC/PA members attending this roundtable.
<b>Emerging Professionals</b>				
3. Conduct informal networking sessions	Regional Leadership w/ Administration committee for logistics	Regional Events	Year 1	The informal networking sessions will allow us to assess if this is a good way to approach and develop emerging professionals.
4. Conduct Intro to PAC/GA event	Government Affairs	Regional Events/Legislative Receptions	Year 1	Target 15+ yrs. experience
<b>Disadvantage Business Enterprises (DBEs)</b>				
5. Conduct Roundtable session	DE&I/Diverse Partnership Committee	Fall Conference	Year 1	The idea is to identify common issues related to DBEs. President communicated action item to DE&I committee chair on 7-11-2022.

Strategic Goal	Who?	Where?	When?	Status Report/What?
<b>Goal 4 – Governance</b>  <b>Champions – Roseline Bougher- Year 1; Mike Bougher – Year 2; Mark Markosky – Year 3</b>				
<b>Strategic Plan</b>				
1. Monitor & provide metrics on strategic activities – measurable format	Jim Maloney	Board Meetings  Provide to membership		Metrics: Prepare a one page high level overview that can be shared w/ Membership  Red, yellow, green format – list of actions table. Different tones for those items not started  Address why not progressing, if applicable.  Red team reviews progress frequently
2. Monitor alignment of activities for alignment with strategic plan at every board meeting.	Board  Red Team (accountability perspective)			Red team reviews frequently.
3. Assess that committees’ work is staying on track with strategic plan	ED/ President/Board Liaison	Board Meetings		
4. Assess trends & adjust strategic plan accordingly	Strategic Plan Committee		Strategic Plan committee completes	May change current year items into next year – to give heads up to incoming President

			assessment in March and reports at Spring Conference board meeting.	
<b>Committees</b>				
1. Review all committees for alignment with strategic plan & make revisions	President		Annually – completed by Annual Membership Meeting	Done – Year 1 Year 2 & 3 - Pending
2. Define Committee direction & expectations	President		Annually by the end of August	Report at September board meeting
3. Orientation for Committee Chairs & assign Board Liaisons	President		Annually by end of June (Year 1)	Year 1 – Done Year 2 & 3 – Pending & cutoff date may adjust
4. Feedback meeting with Committee Chairs	President		Quarterly	Year 1 – started
<b>Board Roles &amp; Education</b>				
1. Define & refine Board roles	ED & Incoming President		Annually	Year 1 – Done, provided at Annual Meeting of Membership
2. Develop job descriptions for Board Members	Governance Committee			Year 1 – In progress Obtain board signature

**ACEC/PA 2022-2024 Strategic Plan****Goal 4 – Governance****Action Plan- Year 1****Last Revision: July 2022**

3. Provide Board event for relationship building	President ACEC/PA Staff		Annually – time variable	Year 1 – Board Retreat Year 2 & 3 – At President’s discretion
4. Provide annual Board training / orientation	ED		First fiscal year Board meeting	
<b>Succession Plan</b>				
1. To build diversity in our succession pipelines - develop ideas to identify and engage future diverse Board members and committee chairs	DE&I and Diverse Partnership Committee		End of August 2022	Diversity definition should match ACEC National.  President communicated this action item to DE&I/Diverse Partnership Committee Chair on July 11, 2022.
2. Develop & document a process to identify a strong pipeline for future Board Members & committee chairs	Mark Markosky Rosanna Smithnosky Joe Riley		End of October 2022	Consider barriers & revisions to eliminate barriers  With input from DE&I/Diverse Partnership Committee to build diversity

Strategic Goal	Who?	Where?	When?	Status Report/What?
<b>Goal 5 – Membership</b> <b>Champion – Mark Markosky</b>				
<b>Develop Membership Feedback System</b>				
1. Communicate strategic plan to membership	ACEC/PA staff/Executive Committee/Regional Presidents	Newsletters/Regional events/Senior Level Roundtable	Year 1	
2. Provide membership feedback at board meetings	ACEC/PA Staff	Board Meetings	Continuous	Staff to report out on on-going weekly calls to member firms; review with board for any changes/additions.
3. Solicit annual feedback	ACEC/PA staff	Member survey	End of Year 1	Feedback on implementation of strategic plan; expectations/wants that have not been addressed
4. Present plan developed under Eric Frary to the board	ACEC/PA staff	Board meeting	Year 1	
5. Board member liaisons for member firms	Board	As assigned	Year 1	Focus on Retention/Engagement; Board members report on feedback.
<b>Cultivate New Members</b>				



6. Develop/update value proposition based on strategic plan	ACEC/PA staff/Mark Markosky		Year 1	What does being an ACEC/PA member mean? Feature charts, graphs, more graphics to show benefits.
7. Identify list of candidate firms & establish communications	ACEC/PA staff/Board Members	Board meetings	Year 1 / Ongoing	
8. Focus on DE&I to expand membership	ACEC staff/Board members	Board meetings	Year 1	Pending board level discussion

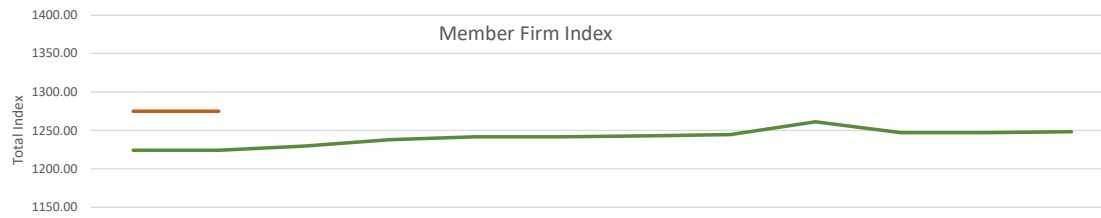


AMERICAN COUNCIL OF ENGINEERING COMPANIES  
*of Pennsylvania*

# REPORTS

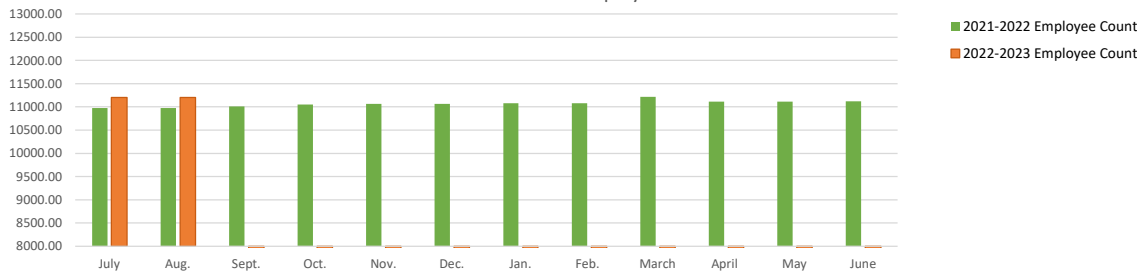
## August 2022 Membership Reports Member Firms

Month	Starting Index	Starting # Employees	Anniversary Variation Index	Anniversary Variation EE Count	New Index	New # Employees	Drop Index	Drop # Employees	2022-2023 Index	Employee Count
July	1267.30	11,180	5.23	29	7.56	22	0	0	1274.86	11,202
Aug.	1274.86	11,202	0.00	0.00	0.00	0.00	0.00	0.00	1274.86	11,202
Sept.										-
Oct.										-
Nov.										-
Dec.										-
Jan.										-
Feb.										-
March										-
April										-
May										-
June										-



2022-2023 Index	1274.86	1274.86											
2021-2022 Index	1224.25	1224.25	1229.25	1237.94	1241.67	1241.67	1242.79	1244.54	1261.03	1247.06	1247.06	1248.38	

Member Firm Employee Count



Reconciliation from Certification	6.30.2022 Ending Index	6.30.2022 Ending EE Cnt	7.1.2022 Starting Index after cert	7.1.2022 Starting EE Cnt after cert
	1248.38	11118	1267.30	11180

Anniversary Variation	Invoice Date	Index Chg	EE Count Chg
Fisher Associates	7/1/2022	-0.35	-2
Naik Consulting Group	10/1/2022	0.87	2
JHA Companies	10/1/2022	1.26	12
ATCS PLC	10/1/2022	0.24	1
GPD Group	10/1/2022	0.34	1
Lexis Group	10/1/2022	0.77	3
American Engineers Group	10/1/2022	0.11	1
CMC Engineering	10/1/2022	0.49	5
T3 Global Strategies	1/1/2023	-0.29	-2
KMJ Consulting	1/1/2023	0.21	1
Atkins North America	1/1/2023	0	0
RS&H	4/1/2023	0.87	2
Kittelson	4/1/2023	0.5	2
Borton-Lawson	4/1/2023	0.21	3
Azalea Group	7/1/2022	0	0
Envision	7/1/2022	0	0
A & A	7/1/2022	0	0

August New Member Firms		
Firm Name	Index	Employee Count
Totals	0	0

YTD New Member Firms		
Firm Name	Index	Employee Count
Envision	5.05	17
The Azalea Group, LLC	2.51	5
Totals	7.56	22

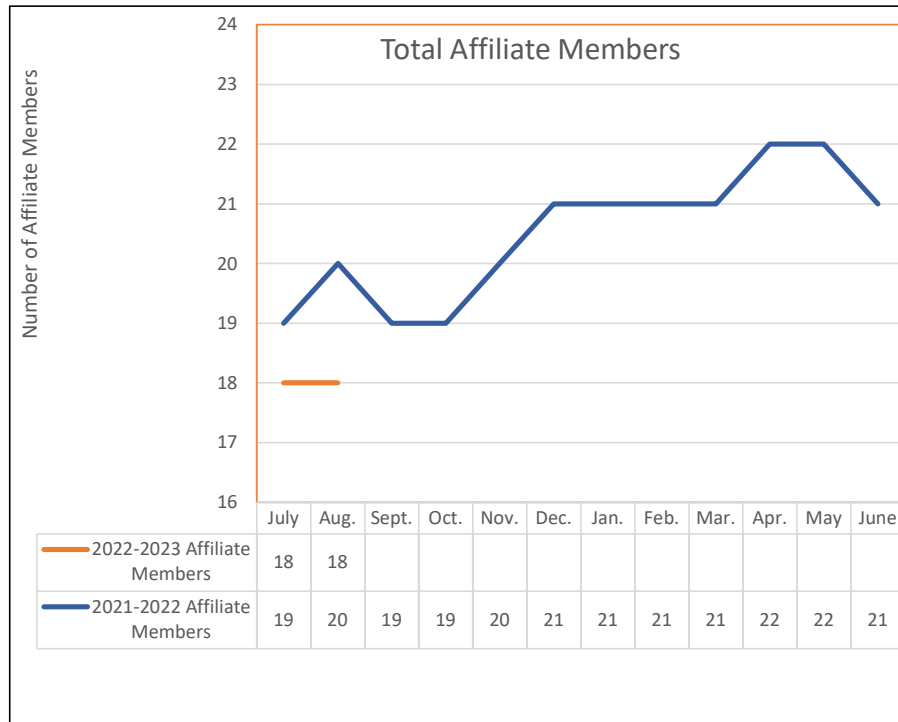
August Drop Member Firms			
Firm Name	Index	Employee Count	ACEC Reason
Totals	0	0	

YTD Drop Member Firms			
Firm Name	Index	Employee Count	ACEC Reason
Totals	0.00	0	

Reason for Drop
1. Cancelled BIT (Business Insurance Trust)
2. Cancelled LHT (Life/Health Trust)
3. Cancelled RT (Retirement Trust)
4. Closed office/retired owner
5. Cost (of membership)
6. Low value/benefit/participation
7. M&A – acquisition
8. M&A – merger
9. Non-payment of dues (MO initiated drop)
10. Other

**August Membership Reports  
Affiliate Members**

Month	Starting Members	New Members	Dropped Members	2022-2023 Affiliate Members
July	21	0	3	18
Aug.	18	0	0	18
Sept.				
Oct.				
Nov.				
Dec.				
Jan.				
Feb.				
Mar.				
Apr.				
May				
June				



August New Affiliate Members

YTD New Affiliate Members

August Drop Affiliate Members	Reason

YTD Drop Affiliate Members	Reason
Greyhawk	10
Percheron	10
Stell Environmental Enterprises, Inc.	10

Reason for Drop
1. Cancelled BIT (Business Insurance Trust)
2. Cancelled LHT (Life/Health Trust)
3. Cancelled RT (Retirement Trust)
4. Closed office/retired owner
5. Cost (of membership)
6. Low value/benefit/participation
7. M&A – acquisition
8. M&A – merger
9. Non-payment of dues (MO initiated drop)
10. Other _____



## **2022 ACEC PAC Contributors**

**As of August 31, 2022**

**2022 ACEC PAC Goal \$33,958      YTD Raised \$14,400**

**2021 ACEC PAC Goal-\$33,958, Raised-\$35,975**

### **\$2500-up**

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Kevin Johnson, Traffic, Planning & Design, Inc.

### **\$1,000-2499**

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Larson Design Group PAC

Mark Markosky, The Markosky Engineering Group, Inc.

### **\$500-999**

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Michael Bougher, Stantec

Roseline Bougher, A.D. Marble & Company

Anthony Dougherty, TPD

Ryan Gargan, Lochner

Ernest Hanna, GZA Geoenvironmental, Inc.

Troy Holloway, Century Engineering, Inc.

Mark Kinnee, Urban Engineer, Inc.

James Maloney, Johnson, Mirmiran & Thompson

Joyce Markosky, The Markosky Engineering Group, Inc.

Eric Meyer, Whitman Requardt and Associates, LLP

Casey Moore, McMahon Associates, Inc.

Joseph Riley, HDR

Rosanna Smithnosky, Susquehanna Civil, Inc.

Glenn Stickel, SAI Consulting Engineers, Inc.

Eric Veydt, Gannett Fleming, Inc.

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### **\$250-499**

Lonnie Young, RETTEW Associates, Inc.

### **\$0-249**

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Michael Houser, The Markosky Engineering Group, Inc.

Andrew Pennoni, Pennoni Associates, Inc.

Marc Pinto, Susquehanna Civil, Inc.

Leeann Sherman, ACEC/PA

Committee	Amount	Date
CHRISSY HOULAHAN FOR CONGRESS	2000	7/20/2022 0:00
GUY FOR CONGRESS	2000	7/11/2022 0:00
SMUCKER FOR CONGRESS	2500	7/11/2022 0:00
Citizens For Boyle	2500	6/21/2022 0:00
MIKE KELLY FOR CONGRESS	2500	6/6/2022 0:00
Citizens For Boyle	2000	5/4/2022 0:00
MAD4PA PAC	1000	4/7/2022 0:00
BRIAN FITZPATRICK FOR ALL OF US	1000	4/7/2022 0:00
Dwight Evans for Congress	1000	3/22/2022 0:00
SUSAN WILD FOR CONGRESS	1000	3/11/2022 0:00
BRIAN FITZPATRICK FOR ALL OF US	1000	1/19/2022 0:00



## **2022 CEPA PAC Contributors**

*As of August 31, 2022*

2022 CEPA PAC Goal - \$25,000

Contributions received to date - \$14,500

**Total PAC Fund to date - \$53,926.09**

### **\$1,000 - \$2,500**

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Erdman Anthony PAC  
Kevin Johnson, Traffic Planning and Design, Inc.  
Larson Design Group PAC  
Mark Markosky, The Markosky Engineering Group, Inc.  
RETTEW PAC

### **\$500 - \$999**

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Mike Bougher, Stantec Consulting Services  
Roseline Bougher, A.D. Marble & Co. Inc.  
Anthony Dougherty, Traffic Planning and Design, Inc.  
Michael Girman, AECOM Technical Services, Inc.  
Dave Hamlet, Gannett Fleming, Inc.  
Troy Holloway, Century Engineering, LLC  
Mark Kinnee, Urban Engineers, Inc.  
James Maloney, Johnson, Mirmiran & Thompson  
Matt Marquardt, Urban Engineers, Inc.  
Paul McNamee, KCI Technologies, Inc.  
Casey Moore, McMahon Associates, Inc.  
Joseph Riley, HDR  
Damon Rhodes, Larson Design Group, Inc.  
Rosanna Smithnosky, Susquehanna Civil, Inc.  
Glenn Stickel, SAI Consulting Engineers  
Eric Veydt, Gannett Fleming, Inc.

### **\$250 - \$499**

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Christopher Bauer, McMahon Associates, Inc.  
Eric Frary, Michael Baker International  
John Mitchell, McMahon Associates, Inc.

### **\$1 - \$249**

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David DiGioia, McMahon a Bowman Company  
Matthew Kuzsuch, McMahon a Bowman Company  
Marc Pinto, Susquehanna Civil, Inc.

**American Council of Engineering Companies of Pennsylvania  
(ACEC/PA)**

**DRAFT Regional At-Large Director Role Description**

<b>Position Title:</b>	At-Large Director, ACEC/PA Board of Directors - Two (2) Directors per Region - (West, Central, East)
<b>Length of Term:</b>	At-Large Directors are board members that serve a 2-year term that are staggered to alternate to allow for board continuity. Three are elected each year. At-Large Directors serve until their successors are elected and qualified.
<b>Position Obtained by:</b>	At-Large Directors are board members that are elected annually in groups of three to represent a given Region via a ballot and by a vote of the current Member firms from a slate of candidates proposed by the Board of Directors. They are installed at the Annual Meeting of the Membership. The candidates must be pre-approved by the Nominating Committee and confirmed that all qualifications are satisfied before entry for the election. After serving a term as an At-Large Director, the board member may be nominated to serve on the Executive Committee or another position as a director determined by the Nominating Committee.
<b>Description of Position:</b>	In addition to their overall elected board director responsibilities, the At-Large Director will assist the Government Affairs Chair and the Executive Director with advocacy and fundraising for the PACs. At-Large Directors shall also serve on special projects, task forces, or committees as requested and assigned by the ACEC/PA President.
<b>Qualifications:</b>	<p>In addition to the qualifications as a board director, the At-Large Director will:</p> <ul style="list-style-type: none"><li>* Be from a Member firm in good standing with ACEC/PA and ACEC national that will support and value the time &amp; commitment requirements of the associations;</li><li>* Be willing and capable to take a leadership position as an At-Large Director and fulfill a minimum 2-year commitment or more;</li><li>* Be willing and able to travel to various locations to attend scheduled regional and government affairs meetings of the membership. as Additionally, will attend other events in</li></ul>



their region as a representative of ACEC/PA, as necessary and/or requested, and also as approved by their employer.

**Duties & Responsibilities:** In addition to the duties & responsibilities of an elected board members, the At-Large Director will:

- \* Encourage all members to support ACEC/PA and ACEC as a priority for annual contributions to their respective PACs;
- \* At-Large Directors shall also serve on special projects, task forces, or committees as requested and assigned by the ACEC/PA President;
- \* Actively participate on at least one ACEC/PA committee by assignment, appointment and/or personal interest;
- \* Provides input to the ACEC/PA President and Executive Committee for the annual performance review of the Executive Director, as requested;
- \* Work regularly with the Executive Director and President of ACEC/PA on special projects, when needed.

**Time Commitments:** Vary by week and time of year, but includes meetings, phone calls, and travel to/from various locations within the state throughout the year.

Typical hours per week vary from 1 to 5 hours dependent upon the event or reason for meeting, or position within the board.

**Financial Commitments:** All expenses for travel, lodging, etc. are borne by the board member unless otherwise offered by ACEC/PA.

Provision of financial support to both the CEPA PAC and ACEC PAC annually, at a minimum, is expected. Additional financial support to ACEC/PA and/or ACEC is at the board member's discretion, and always welcome.

**American Council of Engineering Companies of Pennsylvania  
(ACEC/PA)**

**DRAFT Elected Director Role Description**

<b>Position Title:</b>	Board Member, ACEC/PA Board of Directors
<b>Length of Term:</b>	Board members, whom are not At-Large Directors, serve a 1-year term with the potential for additional term(s) until their successors are elected and qualified.
<b>Position Obtained by:</b>	The ACEC/PA Board of Directors is composed of at least 18 elected directors, consisting of the six officers, six at-large directors, and six regional directors. Board members are elected each year annually via ballot by a vote of the current Member firms from a slate of proposed candidates and installed at the Annual Meeting of the Membership. The candidates must be pre-approved by the Nominating Committee and confirmed that all qualifications are satisfied before entry for the election. The ACEC/PA Executive Director and Chair of Government Affairs shall also constitute the board as ex-officio/non-voting members..
<b>Description of Position:</b>	The ACEC/PA Board of Directors serve as the state representatives of the organization representing its Member firms. Each board member is a voting member, except the ex-officio members. Only one resident principal from a Member firm shall serve as an elected board member at any time, unless approved by vote of the board directors. The board conducts the affairs of the organization in accordance with the provisions of its By-Laws. The board is responsible for coordinating all goals, strategic initiatives activities of the organization in keeping with its mission statement and its current strategic plan, as well as supporting those of ACEC national.
<b>Qualifications:</b>	<p>The qualifications for a director of the board are to:</p> <ul style="list-style-type: none"><li>* Be from a Member firm in good standing with ACEC/PA and ACEC National that will support and value the time &amp; commitment requirements of the associations;</li><li>* Be a senior level decision-maker with binding signatory power from a Member firm that possesses strong leadership, knowledge and experience in the engineering industry;</li><li>* Have demonstrated leadership skills and active engagement through ACEC/PA or ACEC/PA committee membership and/or other ACEC national activities;</li></ul>

- \* Be willing and capable to actively participate in a leadership position on the board and fulfill a minimum 1-year commitment or more;
- \* Be willing to add value and commit expertise to ACEC/PA, as well as fulfill all time & financial expectations and contributions of a board member;
- \* Be willing and able to travel to various locations within the state to attend scheduled board meetings, be capable to attend other necessary or impromptu meetings called by the President via virtual/conference calls, as well as attend other events as a representative of ACEC/PA, as necessary, and/or requested, and also as approved by their employer.

### **Duties & Responsibilities:**

- \* Serve as a key representative for ACEC/PA, exemplifying its mission, vision and core values;
- \* Participate in all meetings of the board directors, whether in-person or virtual. *Board members are expected to attend scheduled in-person meetings. Teleconference and/or video-conference accommodations may be made for members not able to attend in person;*
- \* Prepare in advance for each board meeting by reviewing and/or preparing materials;
- \* Set and enforce policies of the board, ensuring the organization operates by its By-Laws and within PA nonprofit corporate laws;
- \* Be familiar with the association's adopted By-Laws, governance manual and associated documents;
- \* Ensure legal & ethical integrity, maintaining accountability, and fostering a DEI culture;
- \* Actively participate on at least one committee by assignment, appointment and/or personal interest;
- \* Fulfill action items of the board directors, committee, subcommittee, and/or working group in which assigned between board director meetings to advance the goals, strategic objectives and mission of ACEC/PA;

- \* Identify, recruit and orient new ACEC/PA members, as well as board and committee members as assigned by the President;
- \* Participate in the hiring process and providing input for the annual evaluation of the Executive Director to the Executive Committee and ACEC/PA President;
- \* Represent ACEC/PA in its own or its sponsored events, functions, and in materials and/or media messages, as requested of Board members.

**Time Commitments:**

Vary by week and time of year, but includes board and committee meetings, phone calls, and some travel to/from various locations within the state throughout the year.

ACEC/PA board meetings: (approx. 6 board meetings annually with most in person and connected with organization or industry event, other meetings as requested by the President (usually virtual), approx. 3-4 annually.)

ACEC/PA conferences: (2 for ACEC/PA)

Encouraged and invited attendance at the ACEC/PA Leadership Meeting: (1 Annual Leadership Meeting)

Encouraged attendance at ACEC National events and meetings that may be out of state, but not mandatory to attend

Typical hours per week on average vary from 1 to 6 hours, dependent upon the event or reason for meeting, or position within the board.

**Financial Commitments:**

All expenses for travel, lodging, etc. are borne by the board member unless otherwise offered by ACEC/PA.

Provision of financial support to both the CEPA PAC and ACEC PAC annually, at a minimum, is expected. Additional financial support to ACEC/PA and/or ACEC is at the board member's discretion, and always welcome.

**American Council of Engineering Companies of Pennsylvania  
(ACEC/PA)**

**DRAFT Regional (Geographic) Director Role Description**

<b>Position Title:</b>	Regional Director, ACEC/PA Board of Directors <ul style="list-style-type: none"><li>- One (1) Regional President (West, Central, East)</li><li>- One (1) Regional Vice President (West, Central, East)</li></ul>
<b>Length of Term:</b>	Regional Directors are board members that serve a 1-year term with the potential for an additional term(s) until their successors are elected and qualified.
<b>Position Obtained by:</b>	Regional Directors are board members that are elected each year annually via ballot by a vote of the current Member firms from a slate of candidates proposed by the Board of Directors who are installed at the Annual Meeting of the Membership. The candidates must be pre-approved by the Nominating Committee and confirmed that all qualifications are satisfied before entry for the election. After serving a term as Vice President of a region, the board member may be nominated to serve as the President of that region at the determination of the Board of Directors. After serving a term as Regional Director President, the board member may be nominated to serve on an At-Large position or on the Executive Board determined by the Nominating Committee.
<b>Description of Position:</b>	In addition to their overall elected board director responsibilities, the Regional President will preside at all Member meetings of their region. The Regional President and Vice President shall collaborate and then with the Executive Director to establish and schedule meeting speakers for their ACEC/PA region. The Regional Directors shall promote participation in the CEPA PAC and ACEC PAC to its regional members. The Regional Vice President shall assume the duties of the Regional President when absent. Regional Directors shall also serve on special projects, task forces, or committees as requested and assigned by the ACEC/PA President.
<b>Qualifications:</b>	<p>In addition to the qualifications as a board director, the Regional Director will:</p> <ul style="list-style-type: none"><li>* Be from a Member firm in good standing with ACEC/PA and ACEC national that will support and value the time &amp; commitment requirements of the associations;</li></ul>

- \* Be willing and capable to take a leadership position as a Regional Director and fulfill a minimum 1-year commitment or more;
- \* Ideally serve in the role of Regional Vice President before ascending to the role of the Regional President;
- \* Be willing and able to travel to various locations to preside over scheduled regional meetings of the membership. as Additionally, will attend other events in their region as a representative of ACEC/PA, as necessary and/or requested, and also as approved by their employer.

**Duties & Responsibilities:** In addition to the duties & responsibilities of an elected board members, the Regional Director will:

- \* Set a vision and defined goals for their region of ACEC/PA during their term to accomplish the vision/goals of the overall organization and for the Member firms served;
- \* Encourage all members to support ACEC/PA and ACEC as a priority for annual contributions to their respective PAC;
- \* Attend typically five to six regional membership meetings per year, in which the Regional President will preside;
- \* Prepare in advance for each regional membership meeting by preparing the agenda and reviewing necessary materials;
- \* Actively participate on at least one ACEC/PA Committee by assignment, appointment and/or personal interest;
- \* Work with the Executive Director to conduct ACEC/PA business relative to the region between board and Executive Committee meetings, and to plan for regional events;
- \* Provides input to the ACEC/PA President and Executive Committee for the annual performance review of the Executive Director, as requested;
- \* Work regularly with the Executive Director of ACEC/PA to help ensure the sound management and any discretionary budget items to be used for the Region.

**Time Commitments:** Vary by week and time of year, but includes meetings, phone calls, and travel to/from various locations within the state throughout the year.

Typical hours per week vary from 1 to 8 hours, dependent on the event or reason for meeting, or position within the board.

**Financial Commitments:** All expenses for travel, lodging, etc. are borne by the board member unless otherwise offered by ACEC/PA.

Provision of financial support to both the CEPA PAC and ACEC PAC annually, at a minimum, is expected. Additional financial support to ACEC/PA and/or ACEC is at the board member's discretion, and always welcome.



## **ACEC/PA ANTITRUST COMPLIANCE POLICY**

1. Consistent with ACEC/PA's nonprofit and tax exempt purposes, ACEC/PA in the course of its activities shall not agree with, participate in, or give consideration to any activity, plan, understanding, agreement, or other arrangement that constitutes a violation of any federal or state antitrust laws, including but not limited to actions that would (a) raise or stabilize prices or fees for specific services, (b) boycott or refuse to do business with any third parties (other than through ACEC/PA's bona fide business contractual arrangements), (c) restrict or interfere with the exercise of free and independent judgment by the members in the management or operation of their respective business, or (d) obstruct or interfere with commerce or free and lawful competition.
2. ACEC/PA membership is open to all interested and eligible parties. Participation in ACEC/PA activities is also available on reasonable terms to non-members with a valid interest in such activities. No applicant for membership or party requesting to participate, who otherwise meets the qualifications set forth in the ACEC/PA Bylaws or adopted in ACEC/PA policy, may be rejected for any anti-competitive purpose.
3. Participants at ACEC/PA-sponsored activities should not discuss, exchange information, or enter into agreements on prices or fees or refuse to purchase, sell to, or otherwise impermissibly deal with competitors, customers, or suppliers.
4. Any information, materials, or reports of ACEC/PA available for the use of its members should be made available to non-members when non-availability of those materials imposes a significant economic disadvantage or cost to non-members that significantly limits their ability to compete against ACEC/PA members. Non-members may be charged higher prices than members as long as the higher prices are not unreasonable.
5. Discussions during ACEC/PA meetings should relate solely to the legitimate purposes of the Council. Care should be taken to avoid any discussion of competitively sensitive information, such as prices, rates, or fees; current or potential bids for particular services; terms on which any participants will or will not deal with particular competitors, suppliers, or customers; and matters relating to actual or potential individual suppliers or customers that might have the effect of influencing the business conduct of other companies toward such suppliers or customers.
6. To avoid even the perception that ACEC/PA meetings could violate this antitrust policy, good meeting practices should be exercised, including: the use of a written agenda; the prompt preparation of brief minutes summarizing the matters discussed and conclusions reached; and the retention and distribution of only final approved minutes.
7. Even informal discussions must comply with the principles and prohibitions of this policy.
8. A copy of this policy shall be provided to the Board of Directors, Committee Leadership, ACEC/PA Members At Large and all ACEC/PA Committee Members. The policy shall also be included in each ACEC/PA staff member's employee manual and posted for public viewing on the ACEC/PA website. Each ACEC/PA member and each participant in ACEC/PA activities, by virtue of their membership or participation, shall be deemed to have notice of the policy and agree to abide by it.



September XX, 2022

The Honorable Peter Buttigieg  
Secretary  
U.S. Department of Transportation  
1200 New Jersey Ave. SE  
Washington, DC 20590

RE: Docket No. DOT-OST-2022-0051, Disadvantaged Business Enterprise and  
Airport Concession Disadvantaged Business Enterprise Program Implementation  
Modifications Notice of Proposed Rulemaking

Dear Secretary Buttigieg:

On behalf of the American Council of Engineering Companies (ACEC) – the national voice of America’s engineering industry – I am writing to express our support for the U.S. Department of Transportation’s (USDOT) work to update the requirements for participation in the disadvantaged business enterprise (DBE) program and make a few suggestions for modifications to the proposed rule.

Founded in 1906, ACEC is a national federation of 52 state and regional organizations representing more than 5,600 engineering firms and 600,000+ engineers, surveyors, architects, and other specialists nationwide. ACEC member firms drive the design of America’s infrastructure and built environment. A substantial number of ACEC member firms participate in the DBE program, and the proposed updates will preserve the viability of the program and continue to provide qualifying firms with important business opportunities.

#### Personal Net Worth

The proposed increase in the personal net worth (PNW) cap from \$1.32 million to \$1.6 million and the exclusion of retirement assets from the PNW calculation have received strong support from ACEC members. Excluding retirement assets from the PNW calculation will help DBE firms by removing the administrative burden of properly calculating these assets. It is also appropriate that the owner’s retirement assets should not be considered a source of capital for the business.

In addition, we strongly support USDOT’s plan to update the PNW cap on a more regular basis going forward. These updates will allow engineering firms to continue to qualify for the DBE program without being artificially excluded due to inflation. ACEC suggests that USDOT update the PNW cap every three years instead of every five years, as proposed, to better reflect changing economic conditions.

#### Business Size

ACEC supports the proposed changes to align the business size standards under the DBE rules with Small Business Administration size standards for the relevant NAICS codes.

This will promote consistency and ease compliance. We also support using a five-year averaging period for calculating gross receipts but recognize the statutory requirements for maintaining the three-year period.

Several member firms have noted that DBEs serving as a prime contractor will often have significantly higher gross receipts because of the role in managing subconsultants and other subcontractors on a project. They have suggested that USDOT consider allowing firms to calculate net receipts, or at least exclude revenue passed through to subcontractors, when determining business size. This would allow more DBEs to successfully perform as prime contractors without prematurely exceeding the business size limits that may not actually reflect firm growth.

#### Evidence and Rebuttal of Economic Disadvantage

We heard from several member firms with concerns regarding the proposed changes to the criteria for reviewing a firm owner's ability to accumulate substantial wealth in §26.67. They indicated that a shift to a much more subjective standard could create unequal treatment depending on the views of the certifying official. The current objective criteria, while sometimes misapplied, at least create a more predictable and even standard.

If USDOT decides to retain the six criteria in some form, we would recommend that the \$6 million cap on total assets be adjusted upward for inflation. As with the PNW cap, this figure can often change due to economic factors outside the owner's control, e.g. appreciating values of real estate or retirement savings accounts.

#### Ownership and Control

ACEC supports the proposed changes regarding business ownership in §26.69 and control in §26.71. These reforms reflect common governance and management structures and should facilitate more reasonable certification reviews.

#### Interstate Certification

We strongly support the changes to the interstate certification process in §26.85 and applaud the Department for taking this important step. Applying for DBE certification and renewal of certification is time-consuming and costly to small businesses. Many of our member firms compete for work in multiple states, and the current system is extremely burdensome because of differing deadlines, documentation requirements, and delays in processing renewals. The proposed rule would significantly reduce those burdens and facilitate more consistency and uniformity, which will also produce efficiency and cost savings for the certifying states.

ACEC is pleased to support the proposed rule and would appreciate consideration of the suggested modifications we have outlined in our comment letter. Thank you and please let us know how we can assist in this matter.

Sincerely,