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The American Council of Engineering Companies (ACEC) is the *business* association of the nation's engineering industry. 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.

#### RAISING OUR PROMINENCE, STRENGTHENING OUR FEDERATION

#### Dear Friends and Colleagues:

For more than a century, the American Council of Engineering Companies (ACEC) has protected and advanced the business interests of the engineering industry.

The Council's advocacy and business education programs have helped to propel our industry's growth through an ever-evolving marketplace and rapidly changing world.

Now in our second century of service, the Council must help our 52 Member Organizations and more than 5,600 Member Firms navigate a contentious political climate, and technology revolution that challenges both professional best practices and business operations.

The Council is addressing many of these same challenges to remain at the forefront of the industry and to expand our influence and impact on those who can contribute, positively or negatively, to the future of the business of engineering. Many are moving forward in a way that honors the history of the Council, the profession and the industry while embracing a new vibrant future for our Member Firms.

#### The result is a reimagined ACEC.

The transformation began with a coast-to-coast listening tour with Member Organization leaders to determine how we can work together more effectively to expand the ACEC Value Proposition through an unwavering commitment to our powerful federation. We held focus groups, visited with Member Firms, surveyed our members electronically and through countless phone calls.

We've made several crucial new staff additions to help us achieve our advocacy and strategic communication goals based on member needs and a bold envisioned future. We also have reinvigorated an already strong ACEC team with a new sense of purpose. A soon-to-be-released strategic plan promises a bold and pioneering framework for all Council priorities moving forward.

Those measures are just the beginning. We pledge to continue building the prominence and influence of the Council and to strengthen our federation. We are ready to deliver on the promise of this industry!



**Manish Kothari** 2018-2019 ACEC Chair



**Linda Bauer Darr** President and CEO



# \$5 BILLION

Passage of the Public Buildings Renewal Act would create \$5 billion in private activity bonds for schools, courthouses, law enforcement facilities, and universities.

#### **ADVOCATING**

#### Passage of robust and sustainable infrastructure funding tops ACEC's advocacy agenda.

According to ACEC's recent member survey, our 2019 firms most value our advocacy program - and infrastructure tops the list of advocacy priorities.

Our 2018 advocacy agenda focused heavily on infrastructure as well as promoting Qualifications-Based Selection (QBS), contracting out, and a renewed focus on issues impacting private market work.

In 2018 ACEC secured enactment of two key infrastructure bills for aviation and water:

- The five-year Federal Aviation Administration bill increases airport infrastructure funding and broadens the scope of QBS coverage on airport projects.
- America's Water Infrastructure Act authorizes new U.S. Army Corps of Engineers water resources development projects, boosts funding for drinking water systems, and expands innovative financing programs.

ACEC also solidified the gains won in the Tax Cut and Jobs Act, working with the Internal Revenue Service to fine-tune the regulations, and is working for passage of the Main Street Tax Certainty Act, which would make permanent the 20 percent tax deduction for pass-through firms, including S corporations, partnerships, and sole proprietorships.



Dave Bender joined the Council in June as Vice President of Political Affairs, boosting our Capitol Hill clout.

#### **ACEC SUPPORTS**

- Passage of a new Surface Transportation Program including funding to ensure the solvency of the Highway Trust Fund.
- Reauthorization and expansion of the Clean Water SRF program.
- Passage of the Public Buildings Renewal Act to create \$5 billion in private activity bonds for vertical projects.
- Extension of key tax code provisions to support energy-efficient buildings and renewable energy projects.
- Increased airport funding through lifting the cap on Passenger Facility Charges.
- Streamlined regulations for efficient project delivery.

#### **LOOKING AHEAD**

#### **ACEC LEGISLATIVE AGENDA FY20**



#### A Robust Infrastructure Agenda

America's infrastructure is deficient and underfunded. ACEC calls on Washington to act quickly on a bold national infrastructure strategy that increases investment in core federal infrastructure programs and modernizes our systems for a growing economy and changing population.



#### Resilient, Sustainable Solutions to **Climate Change**

America's engineering industry confronts the challenges of climate change daily, working with the public and private sectors to reduce their carbon footprint and adapt to sea-level rise and extreme weather events. Engineering firms are designing innovative solutions to increase efficiency, reduce carbon emissions, and enhance the resilience and sustainability of the nation's critical infrastructure. ACEC supports policies at the federal and state level to mitigate risk and encourage resiliency and sustainability.



#### **Innovation & Competitiveness**

ACEC members are designing the future, and innovation is at the heart of the services America's engineering industry provides. ACEC supports a 21st century agenda that enables the industry to serve a growing economy, and compete in the global marketplace.



#### A Robust, Sustainable Energy Agenda

America's engineering industry is engaged throughout the energy sector-from traditional oil and gas to nuclear and leading-edge renewable sources-to sustain a growing economy. ACEC supports an "all of the above" national energy strategy to make full use of the nation's diverse energy resources.



#### **Water & Environmental Protection**

America's water resources are the lifeblood of our nation's economic security. Greater investment is essential for drinking water, wastewater and land and water remediation projects to protect human health and the environment. More investment is also needed in the nation's ports and critical water corridors, to facilitate navigation and the flow of commerce and to protect against devastating flood events.



#### **Supporting Federal, State & Local Governments**

America's engineering industry is a trusted partner to federal, state, and local agencies, providing planning, design, and construction management services. By engaging firms in the private sector, public agencies benefit from specialized experience, innovation, and onbudget and on-time performance.



#### **Workforce Development**

America's engineering industry needs more engineering graduates to sustain a growing economy. ACEC supports a workforce agenda that helps firms assist recent graduates with student loan debt and promotes federal immigration policies that enable firms to attract and keep the brightest talent from around the world.



#### **Global Leader in Engineering Services**

America's engineering firms are the gold standard in quality, safety, and resilience and are sought after beyond our borders. They support U.S. diplomatic and developmental missions abroad through projects sponsored by agencies, such as USAID and the Millennium Challenge Corporation. They also work through programs that promote competition in the international marketplace, such as USTDA and the Export-Import Bank. American firms have a global footprint that brings clean water, modern transportation networks, and reliable energy systems to the world.

#### ACEC/PAC

Powering the engineering industry's legislative agenda, ACEC/PAC remains the largest PAC in the design profession and ranks in the top 2 percent among all trade association PACs.

Funded by engineering professionals throughout the nation, ACEC/PAC supports campaigns of U.S. House and Senate candidates who advocate for policies and legislation favorable to the engineering industry. Almost 90 percent of ACEC/PAC-supported candidates in 2018 were elected.

In 2018, ACEC/PAC raised a record \$1,081,239the third consecutive year the PAC has topped \$1 million in donations through 3,049 individual donors. Forty-five states reached their fundraising goals, up from 43 states in 2017.

In the first half of 2019, ACEC/PAC has raised \$526,593 and is on track to top \$1 million for the fourth consecutive year.

# \$1 MILLION

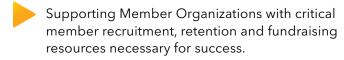
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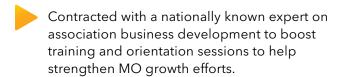
#### **COLLABORATING**

#### Closer collaboration between ACEC National and ACEC Member Organizations has already built a stronger federation.

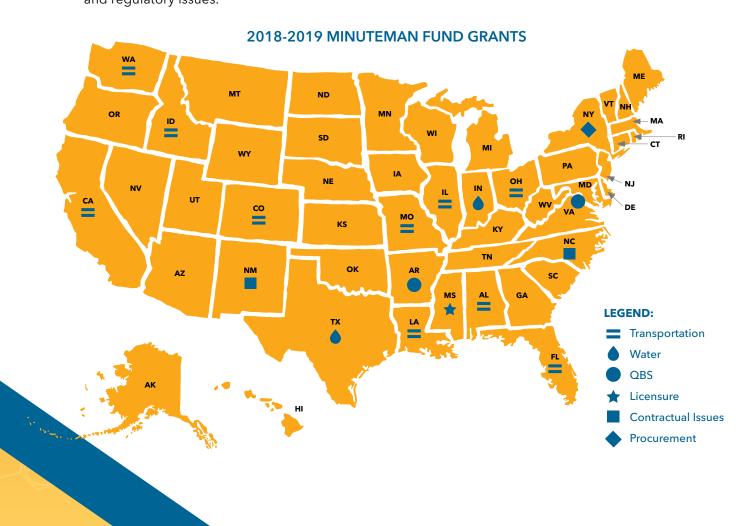
In the fall of 2018, ACEC's new leadership embarked on a nationwide listening tour to understand the concerns of the Member Organizations. Based on those meetings, ACEC launched several new initiatives, including:



Established a stronger communications link through monthly calls and updates allowing more effective coordination between National and Member Organizations on key legislative and regulatory issues.



ACEC National and its Member Organizations flexed their combined muscle in early 2019 to combat a nationwide push to gain legislative passage by states of new laws which mandated that government contractors install activity tracking software on all their computers. Alarmed by privacy and cybersecurity risks, Member Organizations shared information and strategies and defeated every bill.





#### **COALITIONS, COUNCILS & FORUMS**

#### ACEC's Coalitions give members their own executive peer network.

More than 700 ACEC Member Firms participate in ACEC's seven coalitions, in which firms in the same practice area or size share knowledge and best practices to enhance their operations and improve their profitability.

Coalition members are among the most active in ACEC. They make up 19 percent of ACEC Member Firms; however, accounted for 52 percent of ACEC/PAC contributors and 44 percent of ACEC/ PAC major donors. They also made up one-third of 2018 Fall Conference attendees and one quarter of 2019 Annual Convention participants.

In June 2018, Coalition leaders updated their strategic goals, focusing on improving membership and member engagement and enhancing business practices and education.

In addition to sessions and roundtables at ACEC's two national meetings and the Small Firm Council meeting, the Coalitions are developing a new twice-a-year member meeting.



Council of American Mechanical and Electrical Engineers (CAMEE)

Council of American Structural Engineers (CASE)

Council of Professional Surveyors (COPS)

Design Professionals Coalition (DPC)

Geoprofessional Coalition (GPC)

Land Development Coalition (LDC)

Small Firm Council (SFC)

#### **ACEC COUNCILS AND FORUMS**

ACEC's nine Councils and Forums grew significantly in 2018-2019, with participation rising 18 percent over the previous year. The Councils and Forums provide networking opportunities for Member Firm employees with specific functional responsibilities.

- Architect Council
- CFO Council
- CIO Council
- Emerging Leaders Forum
- Finance Forum
- Human Resources Forum
- Information Technology Forum
- Legal Counsel Forum
- Sales and Marketing Forum





#### PRIVATE MARKETS

#### In 2018, private market construction spending reached a record \$1 trillion.

Private markets account for 77 percent of total U.S. construction spending. Given their importance for Member Firms, ACEC substantially increased its focus on the private markets over the past year.

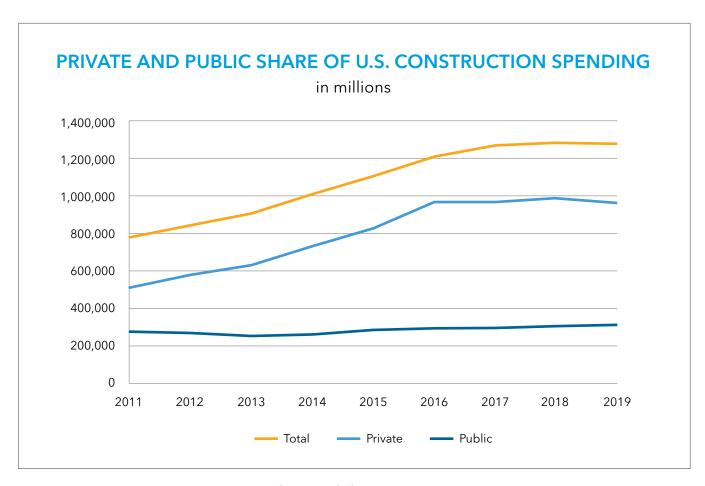
Led by Senior Director of Private Market Resources Erin McLaughlin, the Council has produced a steady stream of research reports to help Member Firms identify business opportunities and thrive in the private market sector:

A market-focused Public-Private Partnerships issue highlights the biggest P3 trends, states active in P3s, and top clients.

The Annual Economic Outlook and quarterly economic reviews examine the five top macroeconomic trends for 2019, construction and A/E revenue data, information on state economic momentum, and an outlook and analysis around private-sector markets.

Private Industry Briefs analyze Commercial & Residential Real Estate, Intermodal & Logistics, Energy & Utilities, and Healthcare & Science+Technology markets.

McLaughlin also writes The Private Side column in Engineering Inc. magazine.



Source: U.S. Census Bureau Over the past eight years, private markets have grown significantly while public markets have remained flat.

#### **EDUCATING**

ACEC educates for success at every career stage, helping members grow, protect their firms, and learn where to find new business and market opportunities.

ACEC's Leadership Education Ladder, designed to develop members' business and executive skills at every career stage, was fully subscribed in 2019.

The **Business of Design Consulting** seminar, which focuses on members transitioning from technical expertise to firm operations, had a full house of 35 participants in April in Phoenix.

Twenty-four mid-career professionals in the **Pathways to Executive Leadership** class completed the sixmonth program at the ACEC Convention in May. The new class, which begins at the ACEC Fall Conference in Chicago in October, sold out all 24 seats.

ACEC's leadership program, the **Senior Executives**Institute (SEI), continues to flourish. The 29
members of Class 23 graduated in March.
Class 24, with 27 participants, is midway
through the 18-month program.

ACEC presented **114 online classes** during the year, with more than 2,000 participants. In addition, ACEC has more than **200 on-demand classes** available for download. In 2019, member participation in online classes jumped more than 16 percent and downloads of the on-demand classes increased 42 percent.

#### REGISTERED CONTINUING EDUCATION PROGRAM (RCEP)

Registered Continuing Education Program (RCEP) is ACEC's one-stop online shop for the self-management and record keeping of all continuing educational activities. From FY2017-18 to FY2018-19, RCEP realized a 19 percent increase in users to nearly 130,000 and an 8 percent increase in Registered Education Providers to 174.





EEA Gala attendees at the WSP USA table react to hearing that their project, the Alaskan Way Viaduct Replacement, was named the 2019 Grand Conceptor Award winner for the year's most outstanding engineering achievement.

#### **CELEBRATING**

Member Firms entered a record 196 projects in the 2019 Engineering Excellence Awards (EEA), topping the previous high of 170 set in 2015.



More than 750 ACEC members and guests-an all-time high-attended the EEA Gala to celebrate the year's finest engineering achievements, including the Alaskan Way Viaduct Replacement in Seattle, which won the 2019

Grand Conceptor Award as the most outstanding engineering project.

Working in concert with Member Organizations, several other ACEC programs also set participation records in 2019.

- Thirty-three students vied for eight scholarships, which provided \$36,500 in financial aid.
- Thirty-two Member Firm employees entered the Young Professionals of the Year Award program and five were celebrated for their early-career accomplishments.
- Member Organizations nominated 10 members for the Community Service Award, the highest number in the 23-year history of the program. Five award winners will be recognized at the ACEC Fall Conference in Chicago.

#### 2018 ACEC FALL CONFERENCE

ACEC President and CEO Linda Bauer Darr kicked off her first ACEC Fall Conference by outlining her vision to strengthen the national organization's relationship with the Member Organizations and to build the prominence of both the Council and the engineering industry.

"We must all be pulling together in the same direction," she said. "We must be aligned behind a vision that supports growth in the organization and the industry; growth in profitability, growth in stature, and growth in influence. We must be poised to use our considerable assets to our best advantage."

#### More than 900 ACEC members participated in the Fall Conference at the Bellagio in Las Vegas.

Speakers included Presidential Historian Jon Meacham, Visionary Entrepreneur Mick Ebeling, former Washington Wizards President Susan O'Malley, and Business Strategist Peter Sheahan. Two panels of Member Firm leaders discussed how to avoid commoditization and employee recruitment and retention.

Photographs drawn from both Conference and Convention events:

1. ACEC President/CEO Linda Bauer Darr (far left) and former Chairman Manish Kothari (far right) co-moderated a panel on infrastructure investment featuring major industry stakeholders (pictured from second left) Thomas Kuhn, president, Edison Electric Institute; Stephen Sandherr, CEO, Associated General Contractors of America; Paul Skoutelas, president/CEO, American Public Transportation Association; Mike Toohey, president/CEO, Waterways Council; and Jim Tymon, executive director, AASHTO; 2. ACEC hosted a reception for Senate Majority Leader Mitch McConnell (R-KY) at the 2019 ACEC Convention; 3. 2018 Young Professional of the Year Award winners.



# 2019 ACEC ANNUAL CONVENTION AND LEGISLATIVE SUMMIT

#### A record 1,600 people attended the 2019 ACEC Convention in Washington, D.C. in May.

Political Strategists Dana Perino and Donna Brazile kicked off the Convention, which included recordbreaking attendance at the Engineering Excellence Awards Gala; a panel of infrastructure association leaders discussing the potential passage of infrastructure legislation; an ACEC/PAC reception for Senate Majority Leader Mitch McConnell (R-Ky); and a full-court press on Capitol Hill by ACEC "citizen lobbyists" advocating for the engineering industry.

ACEC published the inaugural *Policy Priorities for the Engineering Industry* booklet for our citizen lobbyists to share with their Congressional delegations.

**4.** ACEC Board of Directors meeting; **5.** Engineering Excellence Award winners celebrated on Capitol Hill; **6.** Presidential Historian Jon Meacham keynoted the 2018 Fall Conference in Las Vegas; **7.** 2019-2020 ACEC Chair Mitch Simpler.









# THE POWER OF ACEC

The new *Engineering Influence* Podcast features interviews with industry leaders and key stakeholders.

#### COMMUNICATING

The addition of Jeff Urbanchuk as Director, Strategic Communications, bolsters ACEC's advocacy capabilities.



A former Deputy Communications Director for the House Transportation & Infrastructure Committee, Urbanchuk will strengthen emphasis of the engineering industry's key priorities to the new Congress and the public through effective communications and media engagement. His impact has been immediate.

ACEC's strategic communications initiative is revolutionizing how the Council reaches out to legislators, journalists, and members.

During the 2019 Annual Convention, ACEC ran digital ads supporting infrastructure investment in *The Washington Post* and *Politico*, aired ads on Washington D.C.'s top

news radio station, and wrapped 3,000 copies of *The Washington Post* with ACEC infrastructure investment messaging that were delivered to House and Senate offices.

The Council has deepened and broadened its social media program. Postings to Twitter, LinkedIn, and Facebook are more consistent and better-targeted, more videos have been added to the ACEC\_National YouTube channel, and the new Instagram channel is highlighting EEA winners.









ACEC launched the *Engineering Influence* podcast featuring interviews with industry leaders and key stakeholders. Distributed through iTunes and PodBean, the podcasts are produced in ACEC's new in-house studio, which will also support video production.

ACEC's primary member publications enjoyed another award-winning year. In the Association of Marketing and Communication Professionals (AMCP) Awards program, *Engineering Inc.* 

won platinum awards for the May/June and July/August Issues, and *Last Word* won a platinum award for its coverage of the ACEC Convention.

ACEC's membership video The Power of ACEC won an AMCP gold award.





POLITICO

THE WALL STREET JOURNAL.

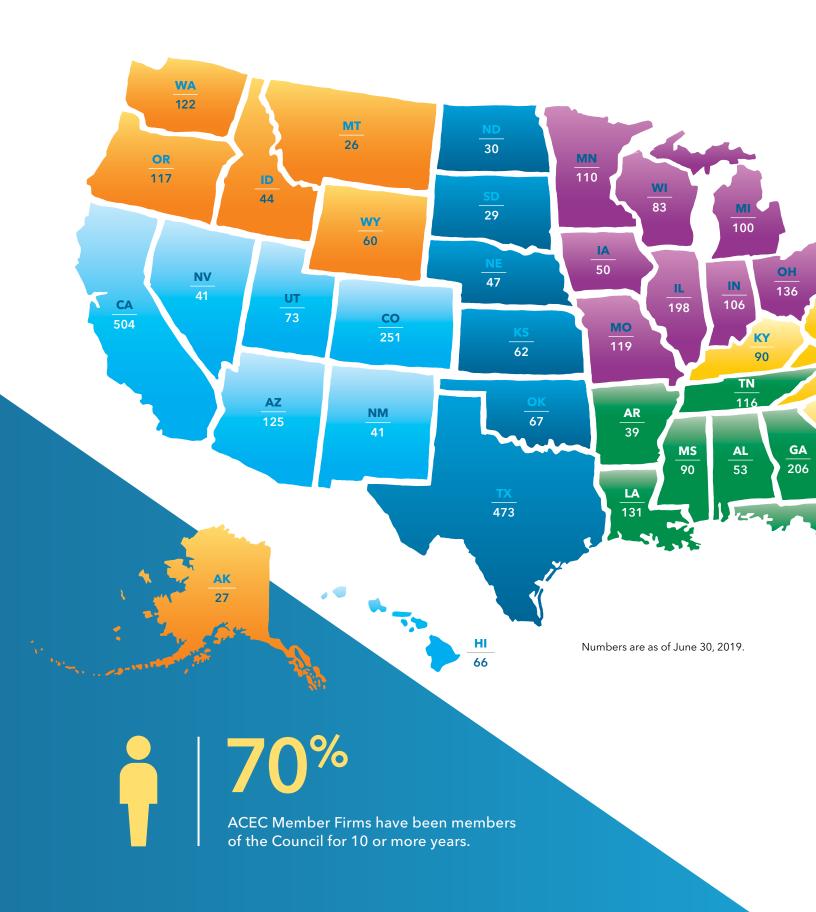
The New Hork Times

The Washington Post

1,000,000

ACEC digital advertising campaigns reached a million people.

#### **ACEC MEMBER FIRMS BY STATE**



#### **ACEC MEMBER ORGANIZATIONS**



Alabama	53	Missouri	119
Alaska	27	Montana	26
Arizona	125	Nebraska	47
Arkansas	39	Nevada	41
California	504	New Hampshire	57
Colorado	251	New Jersey	90
Connecticut	58	New Mexico	41
Delaware	26	New York	201
Florida	370	North Carolina	199
Georgia	206	North Dakota	30
Greater Pittsburgh	10	Ohio	136
Hawaii	66	Oklahoma	67
Idaho	44	Oregon	117
Illinois	198	Pennsylvania	112
Indiana	106	Rhode Island	38
lowa	50	South Carolina	79
Kansas	62	South Dakota	29
Kentucky	90	Tennessee	116
Louisiana	131	Texas	473
Maine	58	Utah	73
Maryland	85	Vermont	25
Massachusetts	99	Virginia	96
Metropolitan Washington	85	Washington	122
Michigan	100	West Virginia	48
Minnesota	110	Wisconsin	83
Mississippi	90	Wyoming	60
		vvyoning	00



Nearly half of all ACEC Member Organizations spend 40 percent or more of their time on state advocacy efforts.

#### **EXECUTIVE COMMITTEE 2018-2020**

#### **CHAIR**



Manish D. Kothari (2018-2019) President and CEO Sheladia Associates

#### **SENIOR VICE CHAIR**



**Gayle Roberts** (2017-2019) Chair (now retired) Stanley Consultants

Keith B. Jackson (2018-2020) Senior Vice President **HNTB** Corporation

#### PRESIDENT/CEO



**Linda Bauer Darr** American Council of Engineering Companies

**VICE CHAIRS** 



W. Arthur Barrett, II (2018-2020) Senior Vice President **Gannett Fleming** 



Keith A. London (2018-2019)President and CEO Kennedy/Jenks Consultants





Mitchel W. Simpler (2018-2019) Managing Partner Jaros, Baum & Bolles



Charles J. Gozdziewski (2017-2019) Chairman Emeritus Hardesty & Hanover



Jerry C. (Jay) Wolverton, Jr. (2018-2020) President and CEO Wolverton & Associates



Stephanie Hachem Treasurer (2018-2020) Senior Vice President Kimley-Horn and Associates





Michael L. "Sully" Sullivan (2018-2019) Executive Director ACEC/Georgia

#### **ACEC NATIONAL DIRECTORS 2018-2019**



We President & Senior Project Manager Jacobs Engineering Group Inc.

#### AL

#### **Kevin Blake**

Principal TTL, Inc.

#### AR

#### **Jeffrey Geurian**

CEO and President
CEI Engineering
Associates Inc.

#### AZ

#### **David Peterson**

Senior Geologist WSP USA

#### CA

#### Jeff Walket

*Vice President* Kleinfelder

#### CO

#### **Elizabeth Stolfus**

President
Stolfus & Associates, Inc.

#### СТ

#### **Sofia Nirshberg**

Founding Principal VN Engineers, Inc.

#### DE

#### J. Michael Riemann

Principal
Becker Morgan Group, Inc.

#### FL

#### Kimberlee DeBosier

Director, Project Excellence WGI

#### **GA**

#### **Kevin McOmber**

Senior Vice President Clark Patterson Lee

#### GP

#### Patrick O'Hara

Senior Principal Woodard & Curran

#### н

#### **Terrance Arashiro**

President Austin, Tsutsumi & Associates, Inc.

#### IA

#### **Patrick Eikenberry**

Vice President Missman, Inc. a Division of IMEG Corp.

#### ID

#### **Tracy Ellwein**

Vice President HDR

#### ш

#### **Charles Craddock**

President/COO Clark Dietz, Inc.

#### IIN

#### **Michael Rowe**

Vice President
United Engineering

#### KS

#### **Richard Worrel**

President
Affinis Corporation

#### KY

#### **Mark Litkenhus**

Vice President Geotechnical Engineering Stantec

#### LA

#### Kurt Evans

#### CEO

Digital Engineering & Imaging, Inc.

#### MA

#### Lisa Brothers

Chairman & CEO
Nitsch Engineering

#### MD

#### Jerry Jannetti

Manager, Northeast Region Business WSP USA

#### ME

#### **Owens McCullough**

Vice President of Engineering & Project Development Sebago Technics, Inc.

#### MI

#### **Robert Rayl**

Owner RS Engineering, LLC

#### MN

#### **Timothy Korby**

Regional Director HR Green, Inc.

#### MC

#### **Edmond Alizadeh**

President Geotechnology, Inc.

#### MS

#### **David Bowman**

Senior Vice President Neel-Schaffer, Inc.

#### MT

#### **John Shoff**

Senior Transportation Engineer and CPO DOWL

#### MW

#### **Michael Retton**

Senior Principal
Stantec

#### NC

#### **Montell Irvin**

President & CEO Ramey Kemp & Associates, Inc.

#### NΓ

#### **Jeffry Volk**

CEO

Moore Engineering, Inc.

#### NE

#### **Terry Atkins**

Senior Vice President/COO Lamp Rynearson, Inc.

#### NH

#### Chris Mulleavey

President/CEO
Hoyle, Tanner & Associates, Inc.

#### NJ

#### Sanjay Naik

President
Naik Consulting Group, P.C.

#### NIR/

#### **Scott Perkins**

Vice President
Wilson & Company, Inc.,
Engineers & Architects

#### NV

#### Michael Colety

Vice President Kimley-Horn and Associates, Inc.

#### NY

#### Thomas McLaughlin

Senior Vice President

#### ОН

#### Richard Iafelice

Vice President CT Consultants, Inc.

#### ОК

#### **Brent Schniers**

Vice President GARVER

#### OR

#### **Erik Peterson**

Managing Principal Peterson Structural Engineers, Inc.

#### PA

#### Joseph O'Neil

Executive Vice President Whitney, Bailey, Cox & Magnani (WBCM)

#### RI

#### **Ken DeCosta**

Chief Operating Officer Pare Corporation

#### SC

#### **Rick Fauteux**

Associate Vice President

#### SD

#### Kim McLaury

President
McLaury Engineering, Inc.

#### TN

#### Steven Field

Senior Manager, Transportation RK&K

#### ГХ

#### **Edwin Friedrichs**

Senior Principal, Infrastructure Walter P Moore and Associates, Inc.

#### UT

#### Matthew Hirst

President CRS Engineers

#### ١/٨

#### Jeffrey Lighthiser

President/CEO
Draper Aden Associates

#### . .

#### Jason Booth

Vice President
Aldrich + Elliott, PC

#### Alui

#### WA

**David Winter**President/CEO
Hart Crowser, Inc.

#### WI

#### John Kissinger

President & CEO GRAEF

#### 14/1/

#### Michael Perry

Transportation Engineering Manager Stantec

#### WY

#### **Heath Overfield**

EO

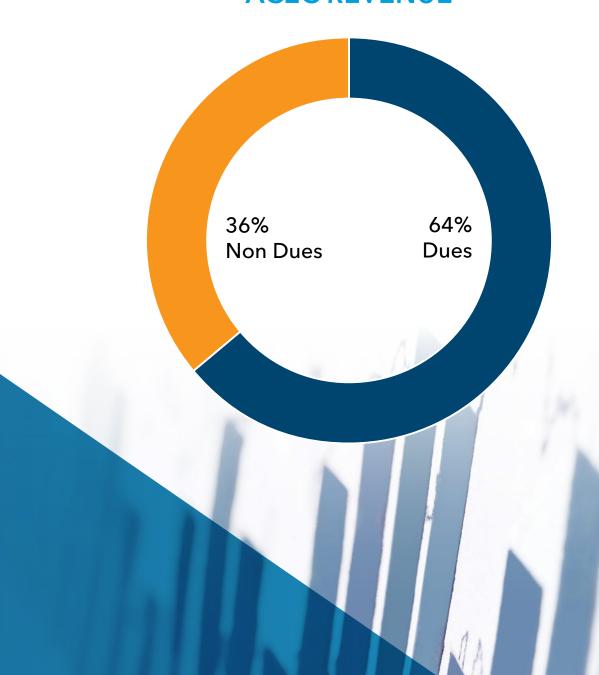
Engineering Associates

#### **FINANCIALS**

ACEC has built a sound financial foundation. The new budget approved by the Board of Directors in May holds the line on dues for the next three years.

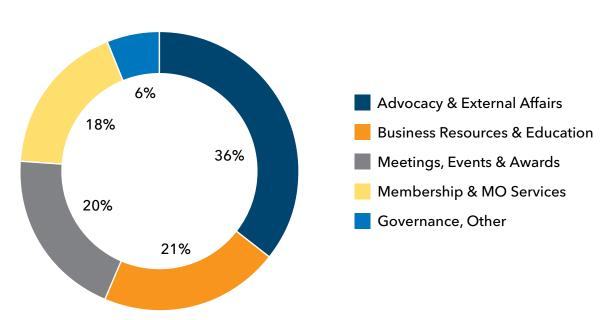
In addition to funding the Council's core programs, the budget includes several new initiatives to strengthen national and state advocacy efforts, business education programs, and strategic communications.

#### **ACEC REVENUE**



#### **FINANCIALS**

#### **ACEC EXPENSES**



# \$6 million

invested to support federal advocacy efforts

## 3.5 million

dedicated to delivering education and professional development programs

\$1.4 million

committed to supporting **Member Organizations** 

2.4 million

available to support state and local legislative efforts through ACEC's Minuteman Fund "War Chest"

#### FROM ACEC CHAIR 2019-2020

#### Dear Colleagues:



It is my honor and privilege to serve as the ACEC Chair. There's so much I want to do to make the ACEC organization the best that it can be!

My three priorities over the coming year are to reinforce the mission and role of ACEC, to expand the breadth and depth of ACEC as the voice of the engineering industry and entire construction industry, and to strengthen the relationship between ACEC National and the Member Organizations.

Reinforcing ACEC's Mission. This is my key role as Chair and we have taken giant steps this year to supercharge our efforts by bringing in new focus areas of strategic

communications and political affairs.

Expanding ACEC's Reach. We have done an excellent job of maximizing our participation in our traditional public, transportation, and horizontal markets, but now we need to broaden our focus to include firms working in the private, vertical, and energy sectors. Given that the total of all private market sectors accounts for nearly 80 percent of the total U.S. construction market, ACEC leadership must reach out to these firms with open arms to become part of the ACEC family.

One of our first tasks is to develop a real and renewed value proposition for the private, vertical, and energy sectors.

Our value proposition certainly applies to all Member Firms. That said, we must continue to promote the intrinsic value of being part of a larger group; let firms know that they will be heard; and that hitching their horse to ACEC's wagon benefits us all.

Strengthening the Federation. Together with our new President and CEO Linda Bauer Darr and her team, we'll continue to bolster the relationship between ACEC National and the state Member Organizations, making those relationships more open and transparent. National will continue to strengthen and support our Federation to ensure mutual success. Linda and her team have done a spectacular job of opening the channels of communication throughout the entire ACEC organization-and it shows.

We are committed to being as transparent and supportive of the Member Organizations as possible.

Sincerely,

**Mitch Simpler** 





#### ADVOCATES | COLLABORATES | EDUCATES | CELEBRATES THE BUSINESS OF ENGINEERING

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