

# RISING to the challenge



**2020–2021 Annual Report**

AMERICAN COUNCIL OF ENGINEERING COMPANIES

# RISING to the challenge

Our annual report covers the time period between July 1, 2020 and June 30, 2021 and tells the story of how ACEC responded to the early days of the COVID-19 pandemic by deepening our connection to our federation, focusing on our Strategic Plan, and committing ourselves to the immediate business needs of our member firms.

### We had three goals:

- To ensure engineering was considered essential so work could continue;
- Protect our member firms' cash flow during a time of economic uncertainty; and
- Connect our members with timely information necessary to navigate the uncharted waters of a changing workplace.



"The past year was full of challenges but ACEC rose to the occasion. The pandemic drew us together, created new ways to share information, and connect to each other. In many ways we are a stronger federation today than we were just a short time ago. With Congress in the midst of debating what could be a once-in-a-lifetime investment in America's infrastructure and built environment, it has never been more important to be active as an advocate for our industry. Over the course of the year, ACEC has made strategic investments in education, communications, and advocacy to ensure the business of engineering is seen and heard by the audiences that matter before Congress, the White House, among the states, and everyone who needs and uses infrastructure. Because of this work, our future is bright and our mission has never been clearer."

Charles Gozdziwski  
2020-2021 ACEC Board Chair

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### To the ACEC Community:

Through a combination of strategic focus, improved communication, and no shortage of steady leadership by our Executive Committee, ACEC rose to the challenge.

Today, we find ourselves in the waning days of the pandemic. The rapid pace of vaccinations has brought us closer to a sense of normalcy. Organizationally, one thing is clear: we emerge from the pandemic united. We see ACEC at its best. We are now more connected as a federation. Engineering is increasingly viewed as an essential business resource through the work of the ACEC Research Institute. And we find our industry well-positioned to be heard in the ongoing infrastructure debate in Washington.

Over the past year, ACEC moved to serve its members and reposition itself in a changing world. We released groundbreaking research to profile our industry and measure its vast contribution to the economy. We offered education sessions and resources for firm leaders to manage the remote workplace and take care of their people. We held two virtual conventions and Engineering Excellence Awards galas. We met the changing policy environment with increased virtual advocacy and outreach, and despite unprecedented fundraising challenges, ACEC/PAC met its \$1 million goal and nearly broke its annual record.

The best days are ahead for ACEC. We weathered the storm and emerged stronger for it. As we enter the last half of the year, we are continuing to invest in the future with strategic investments in new staff, new office space, and a new townhouse just steps from the U.S. Capitol that will become a center of advocacy for our industry.

In the following pages, we invite you to learn more about what we accomplished over the past year, and we hope that you will agree that it has never been more necessary, or more beneficial, to be a member of ACEC.

Sincerely,



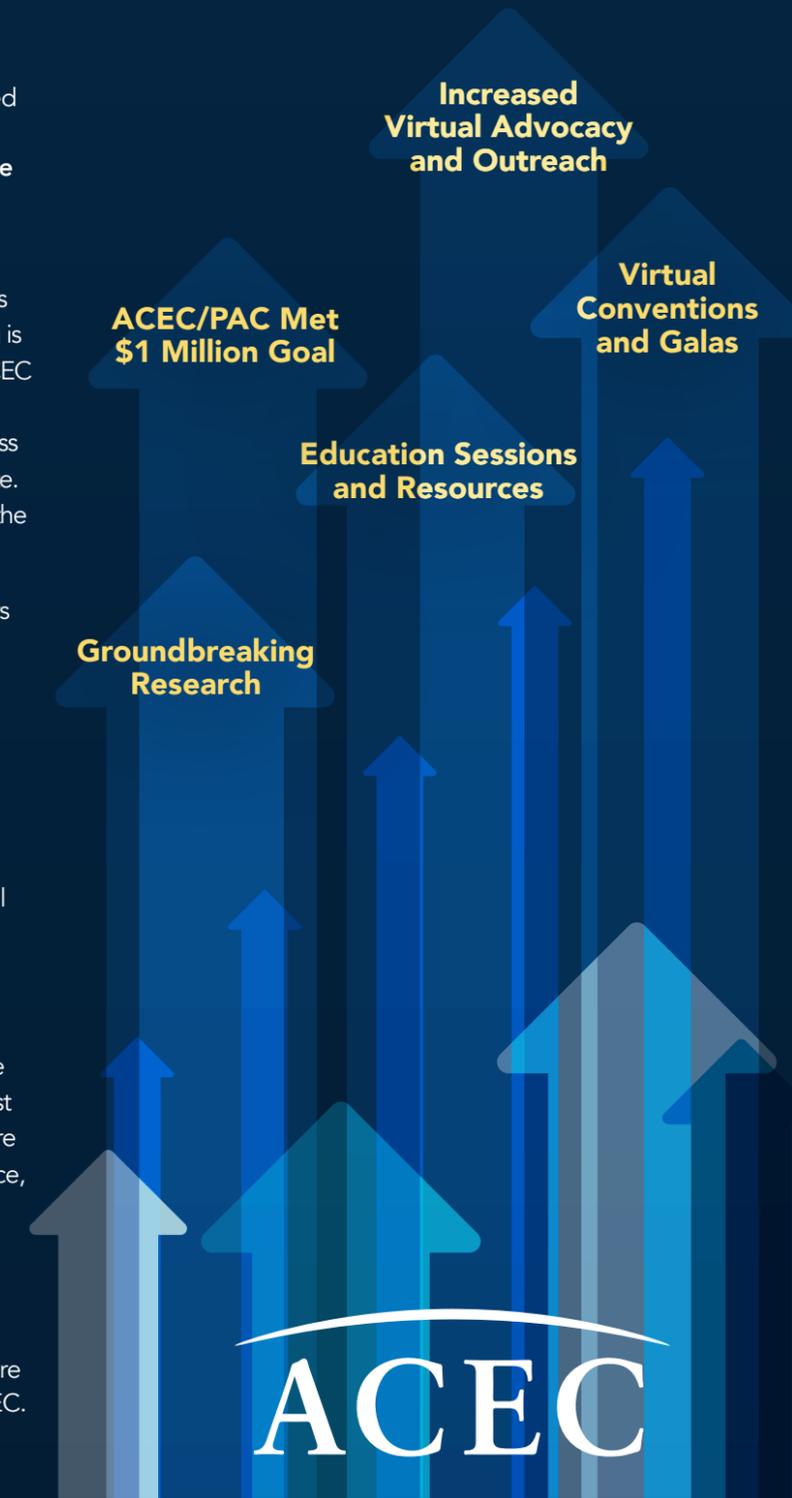
Linda Bauer Darr  
President & CEO

*Linda Bauer Darr*



Charles Gozdziwski  
2020-2021 ACEC Board Chair

*Charles Gozdziwski*



# Strategic Plan Implementation & Progress

ACEC STRATEGIC PLAN GUIDES COUNCIL THROUGH PANDEMIC-DRIVEN UNCERTAINTIES

## Purpose:

Advance a business environment that enables our professional member firms to deliver safe, impactful, and sustainable solutions.

## Values:

- Agile and visionary leadership
- Integrity and professionalism
- Inclusion and diversity
- Excellence through innovation
- Trusted Advisors

## Vision for the Future:

ACEC is *the* thought leader driving the delivery of valued professional services for a better world.

The ACEC Strategic Plan continues to serve as the Council's guiding document as we advocate for the business interests of the engineering industry. A living document, the Plan has evolved to reflect the changing marketplace in which our firms operate. As approved by the ACEC Board of Directors in 2019, the Plan establishes five central goals to lead the Council's work:

**Leading Business Strategy:** ACEC is a critical resource for the development of business strategy for member firms.

**Embodying Inclusion and Diversity:** ACEC is recognized as a welcoming organization where all members are included, involved, and can achieve their full potential.

**Expanded and Influential Membership:** ACEC membership is robust and has grown through broader representation of firms working in professional services.

**Essential Value to Society:** ACEC member firms engineering the built environment are recognized as essential to the quality of life every day.

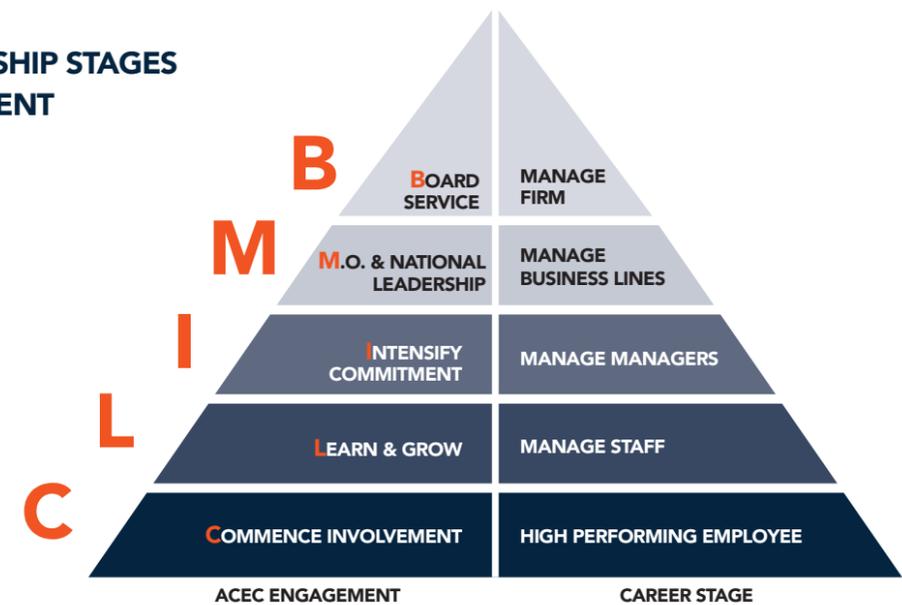
**Vibrant Member Engagement:** ACEC and its effective PAC have active and vibrant participation of its membership.

### Recent Amendments to the Strategic Plan:

Between July 2020 and July 2021, the ACEC Board of Directors approved two amendments to the Strategic Plan to better reflect changes to the engineering industry and keep the Council moving toward its Vision for the Future:

- **October 27, 2020:** Recognizing that commoditization is but one of a growing number of challenges facing the engineering industry, the ACEC Board of Directors amended an objective under Leading Business Strategy to include "other challenges" to provide greater flexibility for ACEC to respond to the post-pandemic economy and its workforce.
- **April 25, 2021:** To better reflect engineering's inherent drive to connect communities and improve the quality of life for everyone, the ACEC Board of Directors amended the Essential Value to Society goal to include a new objective to "promote

## ACEC LEADERSHIP STAGES OF ENGAGEMENT



the industry's role in enhancing economic and social equities in the built environment."

### Strategic Plan Implementation:

The Strategic Plan is more than a roadmap. It contains actionable goals that are being implemented to grow ACEC's voice in Washington, D.C., and expand its influence over a rapidly changing marketplace for engineering services. During the 2020-2021 period, ACEC has taken the following steps to put our strategic vision into action:

### Leading Business Strategy

- Enhanced the Council's political operation by purchasing an ACEC townhouse just steps away from the Capitol Building to serve as a central location for our political program.
- Featured elected leaders, including Transportation Secretary Pete Buttigieg, House Transportation and Infrastructure Committee Chairman Peter DeFazio, and Senate Committee on Environment and Public Works Committee Chairman Tom Carper, at its 2021 Annual Convention and Legislative Summit.
- Released three groundbreaking research reports that profiled and

measured the economic contribution of our industry through the ACEC Research Institute.

### Embodying Inclusion and Diversity

- ACEC's Diversity, Equity, and Inclusion Committee was renamed to the Diversity, Equity, Inclusion & Belonging Committee. The Committee is open to all ACEC members.
- Welcomed 463 registrants for its educational programming on Diversity and Inclusion since July 2020.
- Established a collaboration with the National Society of Black Engineers and the Society of Women Engineers on a National Science Foundation Planning Grant to support women engineers of color.

### Expanded and Influential Membership

- Organized a membership dues task force chaired by Erik Peterson of Peterson Structural Engineers to consider ways to improve the dues process, add transparency, and eliminate barriers to growing the federation.
- Collaborated with Careers Building Communities, a website designed to attract students and young professionals

into STEM and careers in the built environment.

- Relunched the Young Professionals Forum.

### Essential Value to Society

- Grew the Engineering Influence podcast platform with more than 33,000 downloads.
- Invested in expanded marketing capabilities with increased social media and retargeted online advertising to bring the Council's events, educational programs, and products to a broader audience.
- Launched an integrated advocacy communications campaign on the PPP FAR credits clause.

### Vibrant Member Engagement

- Provided timely and valuable information for member firms through the ACEC Research Institute's COVID-19 Business Impact Survey, with the 9th wave released in April 2021.
- ACEC leaders met with over a dozen CEOs of member firms in the ENR 100 to engage them in ACEC programs and activities.
- ACEC/PAC continues to grow, exceeding its \$1 million target through virtual fundraising despite the challenges of the pandemic.

# Advocacy

**A**CEC's advocacy agenda transitioned over the past year from emergency response in 2020 to long-term economic recovery in 2021.

Our priority in the summer months and into the fall last year was to keep firms working as we advocated for short-

term economic stimulus and targeted legislative and regulatory relief.

Through our Rescue, Recovery, Rebuild advocacy campaign, we worked with Member Organizations to host more than 200 meetings with federal lawmakers, giving our members the opportunity to advocate for federal stimulus and relief action.

We saw the fruits of our efforts in the fall, as Congress expanded both the Paycheck Protection Program (PPP) and the Employee Retention Credit; passed emergency supplemental funding to state DOTs, transit agencies, and airports; approved multi-year extensions of tax incentives for renewable energy and the employer student-loan assistance program, and permanently extended the Section 179D energy-efficient commercial buildings deduction.

In the final months of 2020, we also won passage of both the Water Resources Development Act (WRDA) and the Energy Policy Act of 2020.

At year's end, we secured the passage of legislation clarifying that expenses covered by PPP loans are tax-deductible.

Heading into 2021, ACEC remained focused on solving a second PPP challenge—protecting firms with forgiven loans from the FAR credits clause. This unforeseen regulatory conflict could force firms that used their

## Robin Greenleaf on Advocacy and ACEC/PAC at work



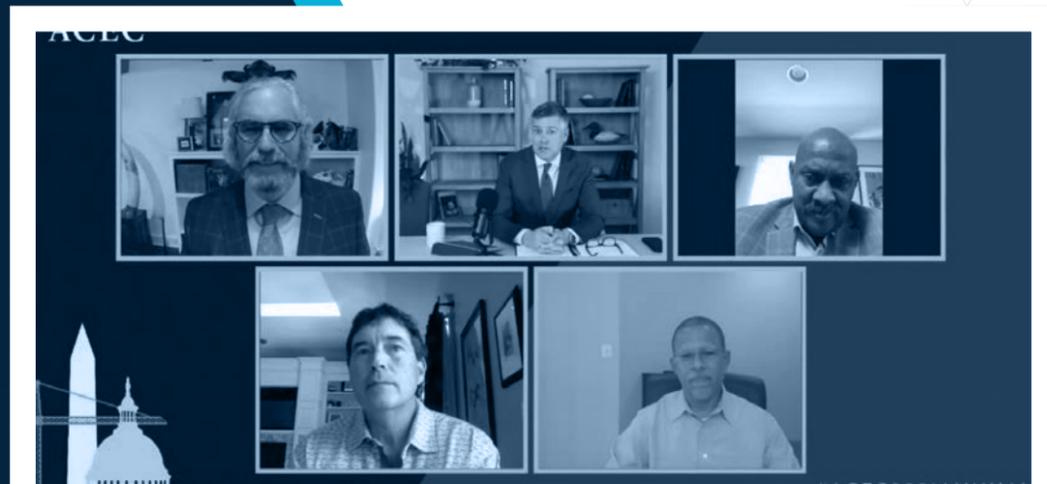
What a tumultuous year! In addition to dealing with the pandemic, we had a divisive campaign and general election, issues with the PPP loans, and a big push on infrastructure. Helping to reelect House Transportation & Infrastructure Committee Chair Peter DeFazio was a great example of our advocacy and ACEC/PAC at work because he is one of our key go-to lawmakers. **As the leader of a small firm that took out a PPP loan, I was enthused by our big win at the end of last year to confirm that expenses covered by forgiven loans are tax-deductible.** Still unresolved is the impact of the FAR credits clause for firms with forgiven loans. This is a huge issue for many firms and winning legislative relief will continue to be a major focus. Of course, infrastructure is always ACEC's number one issue, and with it becoming THE issue on Capitol Hill in 2021, we have been heavily involved in the deliberations on Capitol Hill, providing guidance and perspective.

Robin Greenleaf  
2021-2022 ACEC Board Chair  
CEO, Architectural Engineers



◀ During ACEC's virtual advocacy campaign, ACEC Indiana members met with Senator Mike Braun (R-IN).

▶ The Congressional Panel at the 2021 ACEC Annual Convention focused on passage of infrastructure legislation: (top row, left to right) Gary Raba, Raba Kistner; Steve Hall, ACEC; Rep. Dwight Evans (D-PA); (bottom row, left to right) Rep. Troy Balderson (R-OH) and Anthony Brown (D-MD).



▶ Carlos Penin of CAP Engineering testified before the House Small Business Committee on the severe impact of the FAR credits clause on firms with forgiven PPP loans.



PPP loan to save jobs to pay back this critical assistance to the government.

On the regulatory front, ACEC worked with FHWA to ease compliance as much as possible on this issue. On Capitol Hill, Council members testified before the House Small Business Committee in March. We engaged with the House Transportation & Infrastructure Committee to find a legislative fix that either waives the credits clause altogether or further limits its scope.

At ACEC's urging, a partial fix was included in the INVEST in America Act, the House surface transportation authorization bill, which narrowed the credit clause's scope. The INVEST in America Act passed the House on July 1, 2021. ACEC is continuing to work towards a complete waiver of the clause in the House and the Senate.

To enhance our advocacy on this issue, ACEC launched a public advocacy campaign for #PPPFairness, which included traditional media engagement and digital advertising.

From the start, ACEC has played an active role in the infrastructure discussions, meeting with congressional leadership and administration officials to advocate for four priorities:

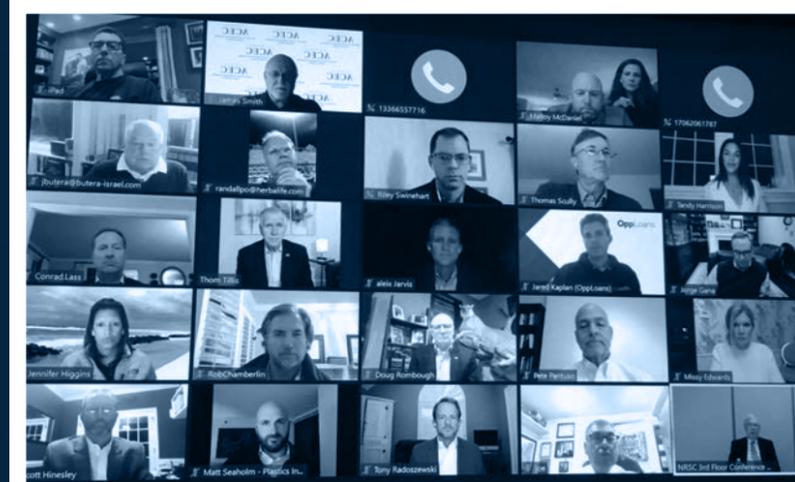
- Substantially increased investment
- Emphasis on infrastructure resilience
- Contracting policies to ensure qualified, innovative engineering
- Streamlined regulations for efficient project delivery

While infrastructure will dominate the debate in Washington D.C. until a bill passes, the ACEC Advocacy team continues to work

on other issues of importance to the engineering industry.

- Retain balanced tax treatment of all engineering firms—C corporations and passthrough entities—and no employer tax increases as the economy recovers.
- Support the 2020 reforms that streamlined the National Environmental Policy Act.
- Work with the Small Business Administration to refine its proposal for increasing the small business size standard for design services.

- Advocate to raise the cap on H-1B visas for high-skilled workers and to restore a predictable process for H-1B visa renewals.
- Achieve uniform implementation of the AASHTO Audit Guide by all state DOTs.
- Work with the U.S. Army Corps of Engineers to rewrite its ID/IQ task order selection policy.
- Defend the provisions in the rule that replaced the 2015 Waters of the U.S. (WOTUS) rule.
- Work with member firms and others to cost-effectively meet new federal cybersecurity standards.



◀ The virtual campaign gave ACEC/NC members the opportunity to meet with both Senator Tom Thill (D-NC) and Senator Mitch McConnell (R-KY).

In May 2021, ACEC signed a memorandum of understanding with ACEC Canada and Mexico's National Chamber of Consulting Firms (CNEC) to create FIDIC North America. The goal of the MOU is to expand cross membership.

Some of the MOU's objectives include:

- Identify mutual interests and promote networking opportunities to facilitate cooperation and collaboration between member firms.
- Identify, develop, share, and advocate for business best practices, including Qualifications-Based Selection (QBS).
- Provide platforms for exchanging published information and materials.
- Encourage participation at each other's webinars, seminars, workshops, training, conferences, conventions, General Assembly Meetings.

The chair of the new FIDIC North America will be held in rotation by the three member associations' chairs as follows - ACEC (2021/22), ACEC-Canada (2022/23) and CNEC (2023/24). We look forward to this new partnership.

▶ U.S. Transportation Secretary Pete Buttigieg appeared on a live feed at the virtual 2021 ACEC Annual Convention to discuss prospects for passage of an infrastructure program.



# ACEC/PAC

ACEC/PAC EXCEEDED ITS ANNUAL FUNDRAISING GOAL DESPITE THE PANDEMIC

**O**n July 4, 2020, ACEC/PAC was \$250,000 behind its annual fundraising pace from the year before, when it raised a record \$1,102,528. Not only had COVID-19 eliminated

the in-person meetings that Member Organizations rely on to raise money for the PAC, but uncertainty and dismay about the pandemic pushed down enthusiasm for fundraising.

With its \$1,000,000 annual target in the balance, we doubled down with executive directors and PAC Champions to revamp how to raise political funds in the new environment.

We increased the focus on the four annual ACEC/PAC sweepstakes. Through a targeted and coordinated promotion effort, we increased the sweepstakes' share of the annual fundraising total to 77 percent from the historical average of 50 percent.

We replaced the traditional two-day Capitol Hill fly-in during the ACEC Annual Convention with a three-month virtual fly-in campaign, working with MOs to organize more than 200 online meetings between ACEC members and members of Congress.

These virtual meetings introduced political advocacy to hundreds of ACEC members. Talking directly with their congressional delegations for the first time, many came to understand the power of a strong PAC. **As a result, ACEC/PAC had 726 new contributors in 2020.**

Finally, we ramped up our efforts to attract more large contributors. Through increased communication, focused events, and the leadership

## Gary Raba on having a voice on Capitol Hill



The pandemic brought home to many of our members how important a strong PAC is. From the designation of infrastructure as essential to the PPP roll-out to the interpretation of the FAR credits clause, they realized how important it is to have a voice on Capitol Hill.

**In a strange twist, the virtual environment humanized political advocacy. In the past, we would be one of many groups visiting the Capitol Hill offices, and we would struggle to make a lasting impression. On these virtual calls, we had the lawmaker's undivided attention.** They wanted to hear about our businesses, about the challenges we've been through, and what they could do to help. It took the fear out of the process for many of our members, and they really bought into it.

I'm so proud of our members. There is more contact now by our Member Organizations and members with federal lawmakers than ever before. I see that proliferating over time, and that is a great development for our industry.

Gary Raba  
ACEC Senior Vice Chair  
Chair of ACEC/PAC Champions Committee

# ACEC/PAC Stats

## TOP FIRM SUPPORTERS IN 2020

\$10,000+ ACEC/PAC Contributors based on combined employee and PAC-to-PAC donations

**Kimley-Horn and Associates**  
\$47,565

**HNTB Corporation**  
\$17,565

**HDR**  
\$15,695

**KCI Technologies, Inc.**  
\$14,830

**WSP USA**  
\$11,860

**Benesch**  
\$11,790

**TranSystems Corporation**  
\$11,408

**Michael Baker International**  
\$10,255

**Rick Engineering Company**  
\$10,000

of ACEC Chair Charlie Gozdziwski and ACEC/PAC Champions Committee Chair Gary Raba, more than 1,000 members donated \$250 or more in 2020.

As a result, ACEC/PAC ended 2020 having raised \$1,085,915, our fifth consecutive year over \$1 million.

In the first half of 2021, ACEC/PAC continued its strong performance, raising \$424,215 through June 4, and

## ACEC/PAC ANNUAL FUNDRAISING TOTALS

|      |             |
|------|-------------|
| 2012 | \$702,290   |
| 2013 | \$746,336   |
| 2014 | \$807,625   |
| 2015 | \$944,271   |
| 2016 | \$982,016   |
| 2017 | \$1,052,164 |
| 2018 | \$1,062,552 |
| 2019 | \$1,102,528 |
| 2020 | \$1,085,915 |

## CAPITOL CLUB MEMBERSHIP

|      |    |
|------|----|
| 2012 | 3  |
| 2013 | 3  |
| 2014 | 7  |
| 2015 | 8  |
| 2016 | 14 |
| 2017 | 21 |
| 2018 | 20 |
| 2019 | 24 |
| 2020 | 26 |

working with the MOs to organize a second annual virtual fly-in campaign to support an infrastructure package and relief from the PPP FAR credits clause.

Moving forward, ACEC/PAC will launch a more user-friendly website to make political participation even more accessible. As the MOs transition back to in-person events, we're facilitating in-district meetings with federal lawmakers to maintain the relationships established over the past year.

# Communications and Marketing:

TELLING OUR STORY, EXPANDING OUR REACH

Over the past year, the ACEC Communications and Marketing Department has been focused on providing timely and valuable communications resources to our Member Organizations and member firms to help them thrive in a changing political landscape and the uncertainties of the COVID-19 pandemic. From promoting educational resources, including online webinars, marketing the ACEC Research Institute's economic impact series, assisting in the production of ACEC events, to executing an integrated communications campaign on the FAR credits clause, the department has been fully engaged to raise ACEC's profile as an organization and drive home the engineering industry's essential value to society to policymakers and the American people.

**Some of the department's highlights include:**

**Advocacy Communications:** Developed and executed an integrated communications campaign on the PPP FAR credits clause. The campaign leverages traditional and digital media and extensive marketing across targeted online advertising channels to drive engagement in support of ACEC's lobbying efforts in Washington, D.C., and the states.



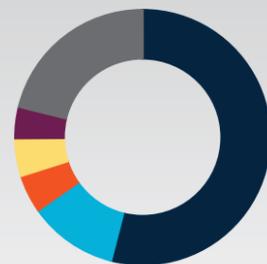
**Engineering Influence Podcast:** With a dramatic increase in episode downloads, the *Engineering Influence* podcast expanded to include a weekly Government Affairs Update and regular shows focused on private markets. Additional shows are in development, including a podcast on emerging engineering trends and another focused on legislative developments among the states.

**PODCAST STATS:**

Downloads..... 33,300  
Average 3,000 downloads a month

▲ Listen and subscribe to the podcast

**WHERE ARE PEOPLE LISTENING:**



- 54% – Apple Podcasts
- 11.3% – Google Chrome
- 4.8% – Internet Explorer
- 4.8% – Podbean
- 3.98% – Overcast
- Remainder – various apps



▲ ACEC Senior Vice President of Advocacy Steve Hall at ACEC headquarters while moderating a panel at the 2021 Virtual Annual Convention and Legislative Summit.

**Event Production:** Worked closely with the Meetings team to produce and direct video content for ACEC's virtual events and two EEA Gala broadcasts over the internet.

**Member Communications and Marketing:** The department continues to improve its member communications over the past year in several ways:



- Chris Grindler assumed the director of marketing role in April 2021. Chris brings extensive experience in digital marketing, which will serve ACEC well as it expands its digital capabilities.
- In ACEC's quarterly magazine, *Engineering, Inc.*, the Council began running feature articles that profile the history of its Member Organizations. Spotlight articles have featured Member Organizations in Oklahoma, North Carolina, Colorado, New York, and Missouri, with many more in development for future issues.
- Behind the scenes, the department is working to improve the ACEC member email experience to allow members to receive tailored communications based on interest.

**Digital communications are essential in our connected world, and ACEC has grown its social media presence over the past year across its core channels.**

**External Communications:** ACEC continues to raise its profile among the media with regular placements in high-visibility trade publications such as *Engineering News-Record*, *Informed Infrastructure*, and more. Between June 2020 and June 2021, ACEC was mentioned 1,920 times by the media. ACEC Board Chair Charles Gozdziwski's editorial "Our nation's critical infrastructure is dangerously vulnerable" was featured in *The Hill* newspaper. ACEC's President and CEO, Linda Bauer Darr, appeared on Bloomberg Radio's "Balance of Power" to discuss infrastructure.

**SOCIAL MEDIA STATS: 6-30-20 TO 6-1-21**

**TWITTER STATS:**

Impressions..... 825,000  
Increase in followers..... 8%  
Engagements ..... 17,500

**LINKEDIN STATS:**

Post Impressions..... 153,000  
Increase in followers..... 86%  
Page views ..... 9,730

**FACEBOOK STATS:**

Impressions..... 65,800  
Increase in Facebook fans..... 9%



# ACEC Research Institute



In its first year, the ACEC Research Institute set a strong pace towards achieving its mission of being a thought leader in the design industry and society. Producing a wide range of

programming and resources, the Institute aimed to help individual member firms weather the pandemic and grow in the new market reality through research, analysis, and thought leadership.

From June 2020 to February 2021, the Institute hosted a series of five online roundtables on the *Future of Engineering*, covering issues that will impact firms in the coming years, including funding, sustainability, and technology. Panelists included futurists, clients, government officials, academics, and industry leaders. To expand the program's reach, the Institute produced white papers, podcasts, and opinion pieces based on the discussions.

In September 2020, the Institute, New Partnership for Infrastructure, and several other organizations, including WSP USA and HNTB, published *Community Serving Infrastructure: A Playbook for a New Infrastructure Partnership*, which offers 26 recommendations for improving infrastructure programs. The Institute presented four online roundtable discussions among city mayors, congressional staff, policy experts, and engineering firm leaders to delve deeper into specific recommendations.

In the first three months of 2021, the Institute published the *Engineering*

## John Carrato on the Power of the ACEC Research Institute

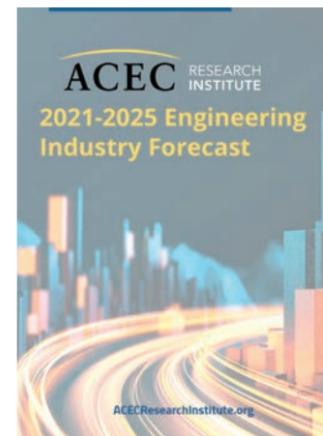
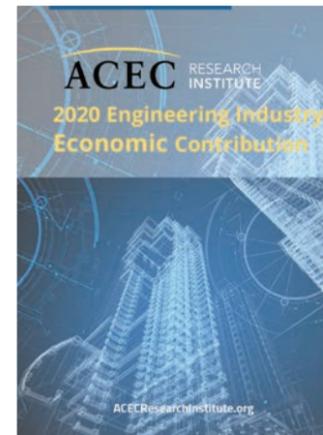
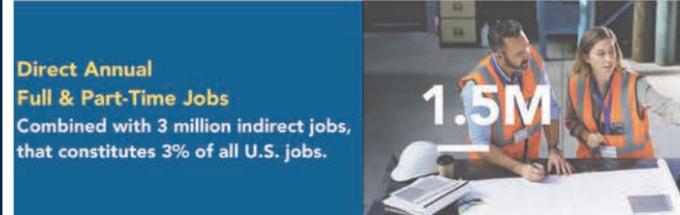
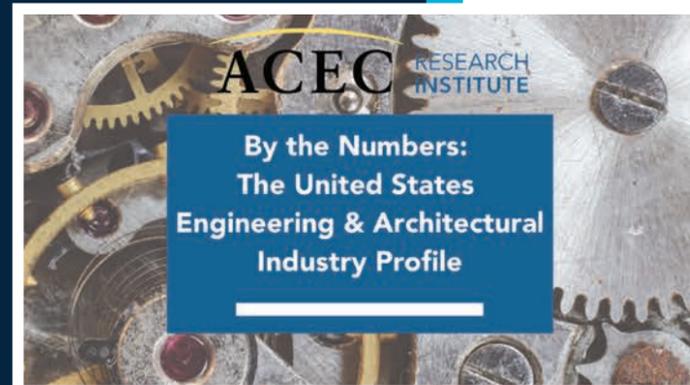


I believe our industry is so critical to the success of mankind, our communities, and the world we live in that we have a responsibility to look forward and anticipate how the world will change. And to shape those changes, we need to have a seat at the table. The ACEC Research Institute gives us that access.

In the Institute, we look beyond everyday issues to what will have a long-term impact on our industry, from technology to climate change and sustainability to economic forecasting. This research will not only raise the profile of our industry in the public policy sphere, but it can directly help firm leaders manage their businesses.

I encourage everyone to participate in the Institute. It's an excellent investment for members, member firms, and our industry.

John Carrato  
ACEC Research  
Institute Board Chair



◀ The three reports in the *Engineering Industry Impact Series* measured the economic and social impact of the design services industry.

◀ The Institute created materials for both traditional and digital media to promote the importance of the engineering industry in the U.S. economy.



▲ Find out more by going to the research microsite

## 4 WAYS TO ENGAGE WITH THE INSTITUTE

- 1 Participate in our research programs. Our nine COVID surveys had more than 5,000 responses
- 2 Propose research topics
- 3 Sponsor research
- 4 Make a tax-deductible financial contribution

## Tracking Member Firms' Experience Through the Pandemic

From the first weeks of the pandemic in March 2020 through March 2021, the ACEC Research Institute conducted nine member surveys to gauge the impact of COVID-19 on their operations. The 5,069 member responses provided a unique insight into how firms dealt with the pandemic.

**The pandemic hit hard and fast.** In the first survey, 44 percent of firms reported project delays or cancelations, and by the second survey, 93 percent of firms had implemented telework/work-from-home policies.

**The financial impact was immediately severe.** Within a month, more than half of respondents (54 percent) reported that their financial situation had deteriorated. And when the Paycheck Protection Program rolled out, 89 percent of eligible firms took a loan.

**Firm leaders rode an emotional roller coaster.** In early summer 2020, more than a quarter of respondents (27 percent) believed business would return to normal within six months. But as summer passed with little sign of relief, that number dropped to 19 percent in the eighth survey. However, by the final survey, after the successful rollout of vaccines, 31 percent expected the market to return to normal within six months.

**The recovery has been uneven for firms.** In the final survey, 47 percent of respondents said their finances were better than before the pandemic, but 31 percent said they were still worse.

**Many offices will not return to pre-pandemic norms.** That final survey also found that many offices will not return to pre-pandemic norms. Almost two in 10 firms (19 percent)—and 44 percent of firms with more than 500 full-time employees—planned to reduce their office space, and nearly half (49 percent) plan to maintain their pandemic telework policies or expand them.

*Industry Impact Series*, a family of landmark research studies that define, scale, and measure the economic and social impact of the engineering and design services sectors:

- **2020 Engineering Industry Profile.** A first-of-its-kind study to benchmark the size and scope of the engineering and design services on employment and economic activity in America, the report demonstrates the significant contribution this sector makes to overall employment (3 percent of all U.S. jobs), tax revenue (\$44.7 billion), and direct economic impact (\$229 billion).
- **2020 Engineering Industry Economic Contribution.** This study puts exact numbers behind the sector's wide-ranging impact on jobs and the economy, finding that the design sector's direct, indirect, and induced contributions came to nearly \$600 billion in 2019 or about 3 percent of the U.S. economy.
- **2021-2025 Engineering Industry Forecast.** The report projects that the engineering market will decline 4 percent in 2021 before recovering to an average 3 percent annual growth in 2022-2024.

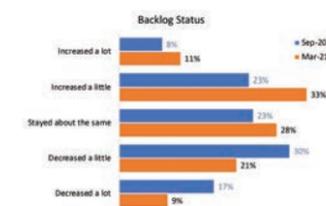
In the coming months, the Institute will publish groundbreaking research on *The Impact of Design-Build and Qualifications-Based Selection (QBS) as a Preferred Procurement Method*.

And to maintain its strong momentum, the Institute created the **National Advisory Board of Leadership in Engineering (nABLE)** with the mandate "to dive into the most significant forward-looking issues in the consulting engineering profession that improve lives and the business of engineering."

Majority of firms (67 percent) still feel the condition of the U.S. economy is worse compared to March 1, 2020. More firms report their finances and cash flow are better than pre-Pandemic and better than in Wave 8 (September).



Backlogs continue to grow, as 31 percent of firms reported an increase in backlog in September 2020 (compared to six months prior). This figure increased to 44 percent in March 2021.



▲ Through nine surveys throughout the year, the Institute tracked the impact of the COVID-19 pandemic on member firms.

▶ The Research Institute produced a promotional toolkit for Member Organizations to promote the industry in their state.

## ACEC RESEARCH INSTITUTE

# PROVIDING PERSPECTIVE

## The True Impact of the Engineering Industry

**1 in 33**

Americans owes his/her job to the engineering and architectural services industry



**\$122B**  
IN TAXES

Take that away and 128.6 million American households would have to pay \$948 more in annual taxes to maintain current tax revenues



**2x** for each new job created in the engineering and architectural industry, two more are generated in sectors that support or benefit from their operations.



**172,000**

The engineering and architectural industry contributes enough annual taxes to pay for the repair of 172,000 of America's 231,000 structurally deficient bridges

The metrics that describe the economic contribution of the engineering and architectural services industry are striking - maybe even unrelatable. These comparisons transform the data to help put the outsized economic impact of the industry into perspective.

# Business Resources & Education

DELIVERING CRITICAL EDUCATION AND INSIGHTS TO ANSWER CHALLENGING TIMES



More than **4,400 live online class participants** since July 1, 2020. Grew webinar revenue by **54 percent**.



**SEI Class 26 met in person in June** in Washington, D.C., with meetings at the Brookings Institution and the ACEC townhouse.

**A**dapting to a virtual landscape, participation in online education presented by ACEC's Business Resources & Education (BRE) Department continued strong throughout the fiscal year.

A highlight of BRE's programming was a five-week online course, **Government Engagement at the Local, State, and Federal Levels**, which saw 51 participants learn how to improve their effectiveness at engaging elected officials at all levels of government while maximizing communication strategies and relationship building.

#### Other BRE Highlights Include:

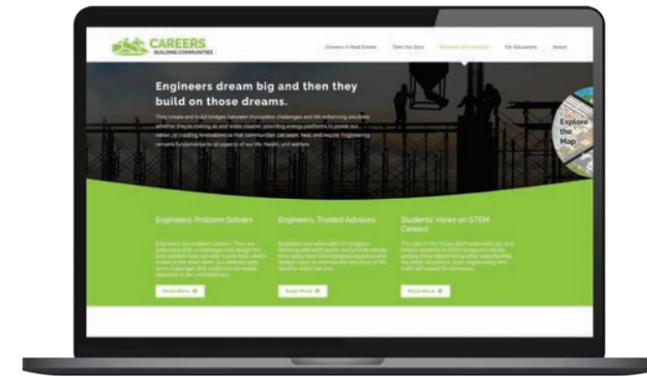
- The **Business of Design Consulting (BDC)** continues to be a pillar of ACEC's leadership educational programming. The program was redesigned for a virtual experience and launched on April 6. Registration for this course exceeded expectations with 75 students.
- The **Senior Executives Institute (SEI)** classes convened virtually, featuring three virtual "check-ins" to discuss obstacles and best practices surrounding leadership, firm strategy, and

industry resilience within the remote work environment.

- New online programs included **Strategies for Developing a Respectful, Diverse, and Inclusive Workplace Culture** and Effective Government Engagement at the Local, State, and Federal Levels. The department also continued to offer its popular Online Project Management Course.
- **HR, IT and Finance Forums** continued to engage members. ACEC hosted eight Forum Virtual Events (2 HR, 3 Finance, and 3 IT).
- The **Registered Continuing Education Program (RCEP)** grew providers by 6 percent and subscribers by 13.5 percent over the past year. The program now has a total of 191 providers and 175,825 subscribers.



Each virtual Young Professionals Forum series was attended by more than **75 participants**.



## Industry Collaborations:

- ACEC launched a unique member benefit in collaboration with the **Environmental Financial Consulting Group (EFCG)** to improve member firm access to critical business intelligence.
- Launched an innovative educational campaign with **Careers Building Communities** on an interactive website to reach out to students and young professionals to expand the talent pipeline and demonstrate the value of an engineering consulting career.

#### Developing Young Engineering Talent:

ACEC's relaunched Young Professionals Forum, geared toward educating and connecting firms' project managers, project engineers, and EITs, hosted three series of education sessions and roundtables.

#### ACEC Coalitions:



ACEC continued to enhance the overall value of Coalition membership throughout the year. More than 180 registrants participated in ACEC Coalitions' Virtual Winter and Summer Meetings. Michelle Kroeger joined ACEC in March 2021, as the new director of coalitions, succeeding Heather Talbert, who has moved to director of awards.

More than  
**750**

attendees took part in ACEC Forum events over the past year.

## Private Markets

ACEC's private market resources continued to play an essential role for member firms during the pandemic, with Erin McLaughlin, ACEC's vice president of private market resources, presenting on the state of the economy to 14 MOs throughout 2020 and into 2021. Erin also regularly presented updates on private sector markets to MO execs and the Executive Committee during monthly Zoom calls.

**A special topics issue of the Private Industry Briefs series was published in the Fall of 2020, which focused on growing market opportunities in data centers and telecommunications.**

- The past year also saw Erin expand the outlets for her research, adding a regular Private Markets Update podcast, a companion to the Private Industry Briefs and her quarterly Private Side column in *Engineering, Inc.*
- Four podcasts were published between October 2020 and May 2021, with more in development.
- ACEC contributed to the U.S. Chamber's 2021 *State of American Business: Industry Perspectives*. This compendium of viewpoints from 37 industries provided sought-after business intelligence on the effects of the pandemic on the U.S. economy.



• In April 2021, Diana Alexander joined ACEC as the director of private markets to expand member resources and enhance the Council's business analysis capabilities.



# Meetings and Events

MEETINGS GO VIRTUAL TO KEEP COUNCIL ON TRACK

▲ Behind the scenes at ACEC headquarters producing the live CEO Panel at the 2021 Virtual Annual Convention and Legislative Summit.

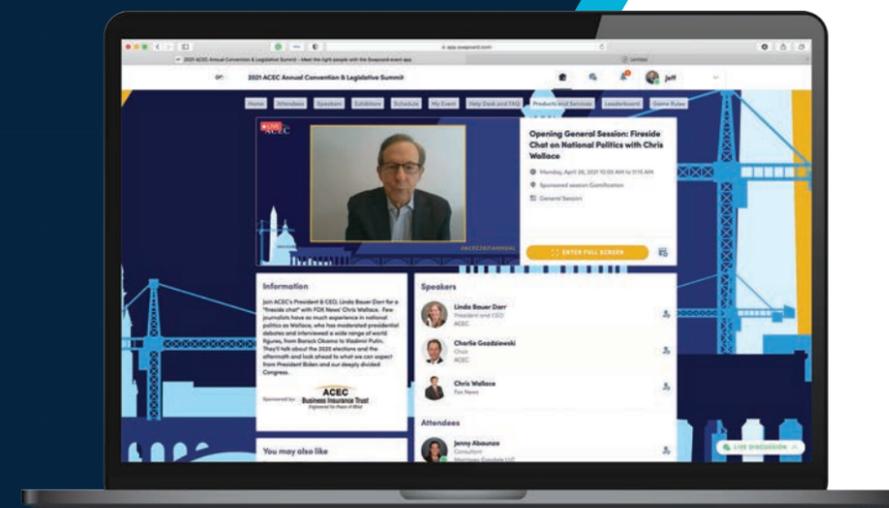
The Meetings, Exhibits, and Awards Department answered the call to deliver engaging virtual content to our members and overcame numerous hurdles to keep major annual Council events—the Annual Convention, Fall Conference, and the Engineering Excellence Awards—alive and thriving.

COVID's early 2020 arrival and subsequent restrictions on in-person events forced ACEC to rethink its convention programming and tailor its content to a virtual environment, something the Council had never done before.

Undaunted, the department put on the Council's first-ever virtual Board of Directors Meeting in April 2020. It followed with its inaugural virtual Fall Conference in October, drawing a strong 931 registrants participating in an interactive online platform. The event offered a full schedule of educational programming. General session programming featured a keynote presentation from political odds-maker Charlie Cook and a panel discussion from a bipartisan collection of lawmakers.

Following just a few short weeks later, the department produced its second

► The 2021 Grand Conceptor Award winning project: The Denver Water Operations Complex Redevelopment by IMEG Corp.



◀ Fox New Sunday Host Chris Wallace touched on a variety of political issues during his 2021 Annual Convention address and 'fireside chat' with ACEC President and CEO Linda Bauer Darr and Advocacy Senior Vice President Steve Hall.

► ACEC Board Chair Charlie Gozdziowski presided over the first in-person Executive Committee meeting in over a year during the 2021 Annual Convention and Legislative Summit.



virtual event – the 2020 EEA Gala, which was broadcast as a live event over the internet viewed by more than 650 registrants.



“The Virtual Fall Conference was excellent and far exceeded my expectations,” said ACEC Chair Emeritus Ted Williams, president of Landmark Science & Engineering. “While I would prefer an in-person function, everything seemed to run smoothly with a lot of good interaction with the attendees.”

drawing 939 registrants. The three-day online event improved upon the Fall Convention with an even more immersive online platform and continued its tradition as ACEC’s signature legislative event, offering policy presentations by the Council’s Advocacy team, as well as special messages from elected leaders and remarks from U.S. Secretary of Transportation Pete Buttigieg.

On June 17, ACEC held its second virtual EEA Gala as an online broadcast. 532 viewers joined the program to celebrate the year’s most compelling achievements in engineering design. The event was capped by the announcement of the year’s Grand Conceptor, which was awarded to IMEG Corp. for its work on the Denver Water Operations Complex Redevelopment project in Denver, Colorado.



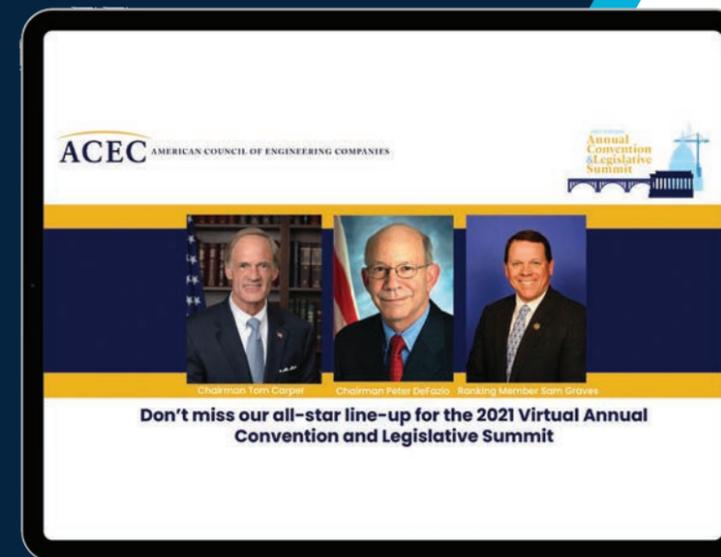
Erin Wander joined ACEC as director, affiliate sales and sponsorship to drive new opportunities for the Council to expand its base of affiliate members and drive non-dues revenue.

Known industrywide as the “Academy Awards of the engineering industry” — the 2020 EEA Gala — broadcast on December 1, 2020, showcased a record 203 projects from throughout the nation and the world. The Grand Conceptor Award for the year went to Barge Design Solutions, Inc. for its work on the Copperhill Watershed Restoration in Ducktown, Tennessee.

In 2021, Meetings continued its momentum with a successful virtual ACEC Annual Convention and Legislative Summit in April,

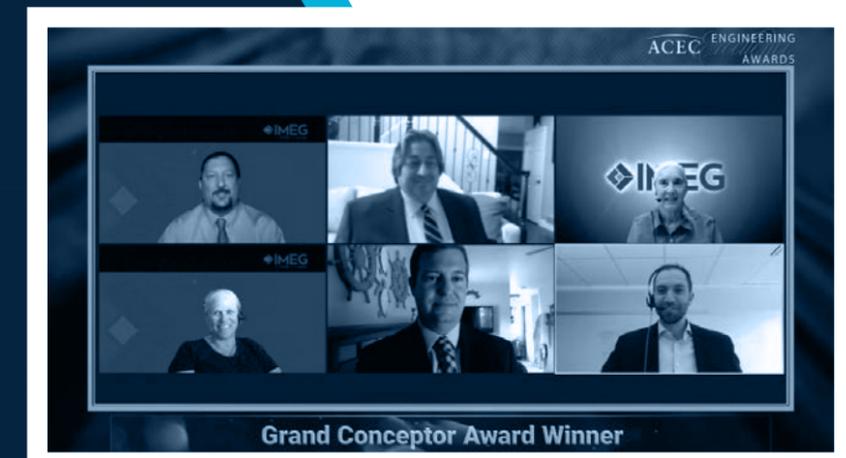


▶ ACEC Board Chair Charlie Gozdziwski played a central role in our virtual events throughout 2020, especially our Fall Conference and the Annual Convention and Legislative Summit.



◀ The 2021 Annual Convention and Legislative Summit featured a number of notable guests, including Senator Tom Carper (D-DE), Representatives Peter DeFazio (D-OR) and Sam Graves (R-MO) as well as the Chief of the Army Corps of Engineers, Lt. Gen. Scott A. Spellmon.

▶ The Denver-based IMEG Corp. team, led by Principal and Client Executive Kenneth Urbanek (lower right), celebrates winning the 2021 EEA Grand Conceptor Award for the year’s most outstanding engineering achievement, during the Virtual EEA Gala broadcast.



# Membership

## ACEC MEMBER LEVELS REMAINED ROCK STEADY THROUGHOUT THE PANDEMIC YEAR

Despite the unprecedented challenges that member firms faced during the year, our retention levels didn't waver as we sought to add even more value to the services and programs that membership in ACEC provides.

- Our Advocacy team won emergency relief and stimulus and

advocated for long-term infrastructure investment.

- Business Resources & Education provided hundreds of hours of programming to help firms adapt to and prosper in the pandemic market.
- The ACEC Research Institute conducted surveys on how firms were doing and producing groundbreaking research on the impact of our industry; and
- The Communications and Marketing team dramatically increased engagement with member firms.

## Jeanne McClure On Enhanced MO & National Collaboration



Being a glass-half-full person, when I reflect on the past year, the most significant positive that I'd like to see moving forward for ACEC Nebraska and the other Member Organizations is the continued strengthening of our connection with ACEC National. What began as the reaction to a crisis, with weekly meetings with NAECE, National staff, and ExCom to deal with everything related to the pandemic, has evolved into a regular schedule of effective and informative meetings with all parties present and all voices heard. Communication was so important over the past year, and the leadership of ACEC National and NAECE have brought us to a new level of unity. **This connection with our partners across the nation is a resource beyond measure and one that I believe will benefit ACEC members for years to come.**

Jeanne McClure  
Executive Director  
ACEC Nebraska

ACEC's strength stems from our federation and its 52 Member Organizations, which are ideally placed to take the pulse of our membership. We developed several programs to support them and strengthen our connection over the past year:

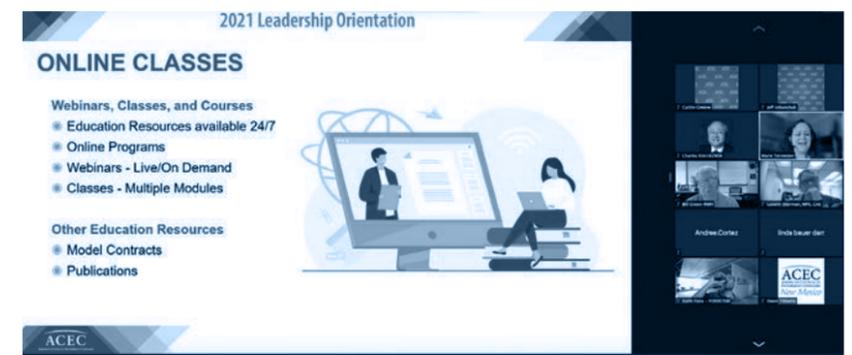
- **Weekly Member Organization Calls.** Every other week, the MO Executive Directors meet with ACEC Executive Committee and senior staff members to discuss events and trends at the federal and state levels.
- **Regional Meetings.** In these regularly scheduled virtual meetings, each ACEC Vice Chair meets with the Member Organizations in the region they oversee. These are nuts-and-bolts meetings, with discussions of advocacy efforts, tips and recommendations on challenges faced by individual MOs,

and best practices on membership recruitment, member communication, and PAC fundraising.

- **Training.** Over the year, we provided orientations for new executive directors, MO staff training, leadership orientations for new volunteer leadership, and focused training sessions, such as a program on trademark compliance.
- **Resources.** In addition to producing materials to help MOs recruit and retain member firms,

we developed toolkits for each of the three studies in the ACEC Research Institute's *Engineering Industry Impact Series*, including press release templates, state statistics, and graphics. Looking forward, we have created a task force of MO and firm leaders and solicited feedback from NAECE and MO board firms to promote transparency and accountability in the membership dues process.

- ▶ The annual leadership orientation sessions for the Member Organization volunteer leaders were held virtually.

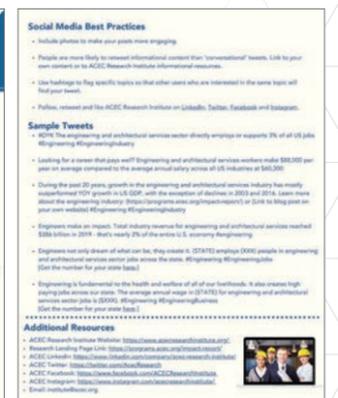


## CHANGES IN EXECUTIVE LEADERSHIP

| Departing Executive | MO           | Successor       | Title              |
|---------------------|--------------|-----------------|--------------------|
| Dennis Barry        | Alaska       | Erica Jensen    | Executive Director |
| Teri Ottens         | Idaho        | Liz Conner      | Executive Director |
| Sara Massey         | Kentucky     | Russ Romine     | Executive Director |
| Rick McCarthy       | Maine        | Shelly Dennis   | Executive Director |
| Bruce Wylie         | Missouri     | Morgan Mundell  | President & CEO    |
| Jay Simson          | New York     | John Evers      | President & CEO    |
| Jim Sullins         | Oklahoma     | Mike Thompson   | President & CEO    |
| Marcel Valois       | Rhode Island | Dorothy Davison | Executive Director |

- ◀ Eight Member Organizations welcomed a new executive over the past year. Michael Thompson took over from Jim Sullins, who served as president and CEO of ACEC OKLAHOMA for 32 years. In Maine, Shelly Dennis stepped in temporarily when Rick McCarthy passed away in July, 2020.

- ▶ In April 2021, ACEC updated its *Guide to Returning to the Office and Job Site* to provide the latest guidance.



# State MO Accomplishments

ACEC National's strength is grounded in its 52 state and metropolitan Member Organizations that advocate for the interests of the engineering industry among the states. Here are some of their success stories.



## ACEC Alabama

ACEC Alabama spearheaded a successful legislative effort to pass indemnity protections

for engineers and other design professionals in the state. Governor Kay Ivey signed the legislation into law on April 29, 2021, after a nearly three-year effort by ACEC Alabama and its partners, led by Roger C. Guilian, (general counsel and vice president at Volkert), and ACEC Alabama's appointed ad-hoc committee chairman, who also serves as a trustee on the ACEC Business Insurance Trust.

The act renders void and unenforceable contractual provisions that: (i) require engineers to indemnify others for damages that are not caused by the engineer; (ii) require engineers to defend another party if a defense is not covered by professional liability insurance; and (iii) require engineers to name another party as an additional insured on a policy of professional liability insurance. The new law also establishes a statutory standard of care for engineers and voids any more expansive contractual standard of care.

"We are thrilled to have successfully navigated this bill effort to provide more reason and fairness in the contracting process for Alabama

engineers," said ACEC Alabama Executive Director Renee Casillas. The bill went into effect July 1, 2021.



## ACEC-CT

ACEC-CT successfully implemented a Strategic Plan following ACEC National's recent plan

updates. The Strategic Plan's purpose is to enhance success of member firms, provide leading business strategy with inclusion and diversity at all levels, work towards recruiting and growing new professionals, promote engineering to public and private marketplaces, and improve quality and innovation in business practices.

As part of enhanced communications strategies outlined in the Strategic Plan, ACEC-CT invested in the development and design of a new website to improve outreach to members and the public. The website allows ACEC-CT to showcase their programs, EEA Award winners, scholarship recipients, and legislative initiatives while highlighting the breadth and depth of the focus of the industry.



## ACEC of Idaho

ACEC of Idaho and the Idaho QBS Facilitator Council have successfully passed an update to the QBS law in Idaho.

Idaho has had a strong QBS statute for more than 35 years, but last year a stakeholder group questioned the need for QBS and suggested that a significant price component be added to the qualifying process.

ACEC of Idaho and the Idaho QBS Facilitator Council, which represents all the design professional associations and several Idaho agencies, worked through the second half of 2020 to educate the legislature and the public on the core benefits of QBS and to gain input on improvements that would not destroy the law's intent.

The result is a bill that not only addresses concerns of stakeholders to strengthen the law but reaffirms that QBS is "the right way" to hire design professionals.



## ACEC Illinois

ACEC Illinois' grassroots lobbying campaign defeated a bill that would have weakened the state's QBS law.

Over the course of two weeks, their grassroots website helped generate over 2,000 messages to lawmakers asking them to oppose the legislation.

The campaign garnered statewide media hits from engineers outlining the danger of weakening QBS and delivered 250,000 digital ads to lawmakers and staff at the Capitol.

ACEC Illinois Board Chair Orhan Ilgaz, principal of 2IM Group, had a letter published in the *Chicago Daily Herald* newspaper, in which he laid out the argument against the bill:

"Gutting Qualifications-Based Selection (QBS) standards could result in less qualified teams designing and

engineering our state's most vital public infrastructure," he said.

Due to engagement by ACEC Illinois members in their statewide lobbying efforts, the sponsor of the bill declined to call it for a vote, all but ensuring it will not be called for a vote this year.

ACEC National awarded a Minuteman Fund grant to ACEC Illinois to assist in the lobbying effort.



## ACEC of Maine

ACEC National and the National Association of Engineering Council Executives (NAECE) created a scholarship in honor

of Rick McCarthy, former ACEC of Maine executive director, who passed away in July 2020. The Rick McCarthy Scholarship will provide a minimum of \$1,500 to each of three Maine resident students pursuing a bachelor's or master's degree in engineering or in an accredited land surveying program at the University of Maine.

McCarthy became the Member Organization lobbyist in 2011 and was named executive director in 2016, while continuing lobbyist duties. He was instrumental in assuring the defeat of several legislative proposals for a sales tax on professional services; helped to assure funding for public infrastructure in state budgeting; helped gain funding for the University of Maine, College of Engineering; and most recently led the defeat of efforts to dilute professional licensure of engineers in Maine. Under McCarthy's leadership, membership grew nearly 8 percent.



## ACEC/MA

ACEC/MA has formed a Diversity, Equity, and Inclusion Forum, providing a

virtual place for members to discuss and share information about how they are implementing aspects of DEI in their firms.

The ACEC/MA Board created a Diversity, Equity, and Inclusion Task Force to seek input from firms about their company's needs. The Task Force compiled a Diversity, Equity, and Inclusion Resource Page for ACEC/MA members, sponsored several virtual roundtables for firm leaders, conducted a member survey about DEI issues, and hosted the well-received interactive virtual webinar "Just the Facts: Factuality the Game." ACEC/MA also recently hosted an intensive, interactive two session virtual workshop, "Mobilizing for Organizational Change to Address Microaggressions," led by the University of Massachusetts-Lowell Center for Women and Work.



#### ACEC/Michigan

On October 1, 2020, Governor Gretchen Whitmer announced a historic \$500 million investment proposal to rebuild Michigan's water infrastructure including \$293 million for water and wastewater grants. Primary targets included sewer overflows, removing sewage discharge to surface and ground water, and eliminating failing septic systems. Another \$207 million would fund drinking water projects such as lead service line replacement, removal of PFAS and emerging contaminants, asset management, and drinking water infrastructure grants.

To gain legislative approval, ACEC/Michigan leaders wasted no time in meeting with House and Senate lawmakers to secure passage. They also met with Environment, Great Lakes & Energy (EGLE) leaders to coordinate efforts. During the Senate committee hearing, ACEC/Michigan had 17 different member firms submit cards of support for the legislation. The firms also worked with communities to prepare applications for the funding, which quickly exceeded the amount available.



#### ACEC/Missouri

ACEC/Missouri led a coalition effort to secure passage of the first increase in the state motor fuel tax since 1992.

The legislation included a 12.5-cent motor fuel tax increase over 5 years, authorized rebates of the additional tax paid and outlines the electronic process to claim a refund, exempts vehicles in excess of 26,000 lbs. from claiming refunds and increases fees for alternative-fuel vehicles. It also establishes an Electric Vehicle Task Force to study the impact of electric vehicles on transportation funding.

ACEC/Missouri holds the board chair position of Missourians for Transportation Investment (MFTI), which was the lead organization to work on passage of the legislation. President & CEO Morgan Mundell testified at multiple hearings on the issue and worked with other MFTI members and partner organizations to lobby for passage of the bill. Missouri Governor Mike Parson has stated that he intends to sign the bill, which would begin generating new revenues on October 1, 2021.



#### ACECNJ

After COVID forced the postponement of ACECNJ's 2020 Engineering Excellence Awards Gala, Member Organization staff and volunteer leadership remained committed to holding its signature in-person event. An in-person EEA Gala event was held July 14, 2020, making it the first in-person event of its kind in New Jersey since COVID shutdowns began. The successful Jersey Shore-themed event was held outdoors in a large, tented space and incorporated numerous elements to ensure public health and safety including industrial fans to circulate the air, contactless check-in, socially distanced seating and standing areas, and individually wrapped food and beverage containers.



#### ACEC/NC

With a growing need to stabilize the main funding source for

transportation, the state motor fuels tax, and develop a sustainable long-term program to meet the current and future state needs, ACEC/NC has partnered since 2015 with other organizations in the design/construction community to advocate the North Carolina General Assembly to address the state's infrastructure situation.

In April 2021, ACEC National awarded ACEC/NC a Minuteman Fund grant of \$50,000 to help with this effort. Both ACEC/NC and its 501c4 entity Engineering Companies for North Carolina pledged \$25,000/each to match the grant and work to educate the legislature and public on the importance of long-term sustainable funding.

- Goals include: Partner with other transportation industry organizations and the state DOT; Support Alternative Funding Options being Developed by the NC First Commission and the NC Chamber of Commerce with Legislative Advocacy; and Introduce Strategies implemented and supported by ACEC and its member firms.



#### ACEC-RI

In 2021, the Diversity Committee organized two training sessions – Diversity and Inclusion in the Engineering Industry and RI Women in Leadership. The Committee's next event is a fall roundtable on unconscious bias.

ACEC-RI launched its Diversity Committee in 2017 to support DBE/WBE and MBE members because it believed those members faced challenges unique to the group.

In 2019, the Committee began to focus on highlighting DBE/WBE

and MBE firms, followed by its first ACEC-RI Diversity Networking Forum held at the state Department of Administration and attended by over 160 people including 30 DBE/WBE/WBE firms who exhibited their services to member firms and state agencies. The Committee has also created a link on its website and over a two-year period assembled and populated it with resources on DEI and social justice, results from a DBE/WBE/MBE survey, a state directory of firms, podcasts, anti-racism resources, training, and a calendar of yearly diversity events to celebrate.



#### ACEC Texas

The ACEC Texas Leadership Academy attracted 28 attendees from 18 different state firms last year. The program provides leadership training for young principals with approximately four to 12 years' industry experience and who are identified as future leaders in their firm.

Established in 1998, the Academy has graduated over 550 engineers in 22 years, many of whom started their own firms.

Selected candidates participate in four session modules that cover Leadership Skills, Business Management Skills, Vision and Strategic Thinking, and the External Environment.

Each session module includes a panel of senior leaders from ACEC Texas member firms offering their insights on the session topic, their business experiences, and lessons learned, while participants benefit from interaction and networking with a group of peers who are at roughly the same stage in their professional and business development.

# Our Federation

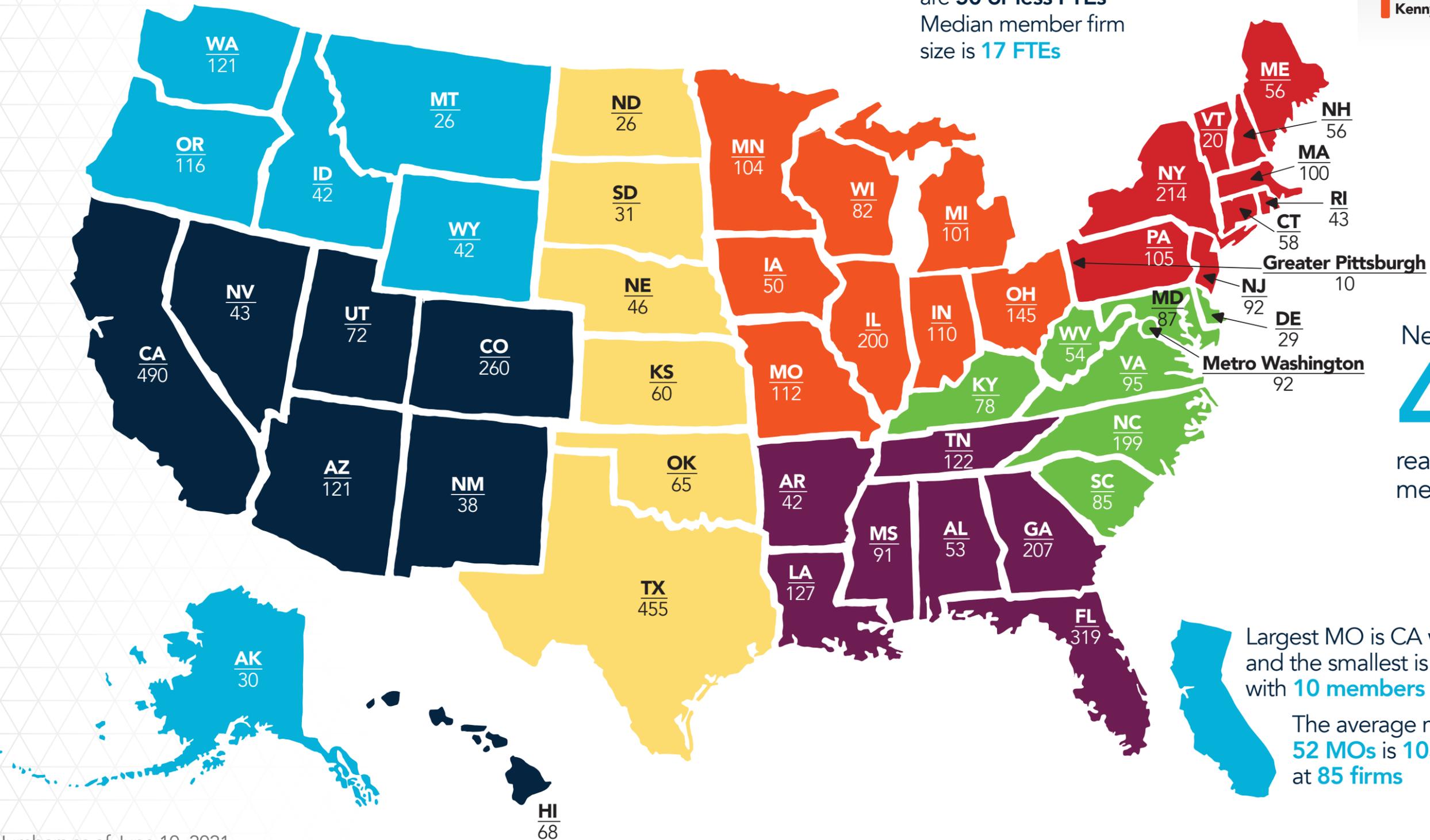
**77** Percent

of ACEC member firms are **50 or less FTEs**  
Median member firm size is **17 FTEs**

## 2020-2021 EXECUTIVE COMMITTEE REGIONAL ASSIGNMENTS

- John Carrato
- Gary Raba
- Keith London
- Ed Alizadeh
- Matt Hirst
- Michael Cooper
- Kenny Smith

### MEMBER FIRMS BY STATE



Nearly half of all MOs

**46** Percent realized an increase in membership in FY2021

Largest MO is CA with **490 members** and the smallest is Greater Pittsburgh with **10 members**

The average membership among the **52 MOs** is **105 firms**, with a median at **85 firms**

# 2021-2022 EXECUTIVE COMMITTEE MEMBERS



CHAIR  
**Robin S. Greenleaf**  
Architectural Engineers  
Boston, Massachusetts



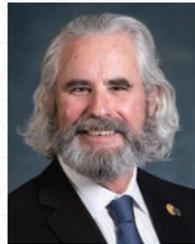
**Gary Hartong**  
The Wooten Company  
Raleigh, North Carolina



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



**John Rathke**  
Mead & Hunt  
Middleton, Wisconsin



SENIOR VICE CHAIR  
**Gary W. Raba**  
Raba Kistner, Inc.  
San Antonio, Texas



**Melvin Williams**  
Terracon  
Charleston, South Carolina



TREASURER  
**Matthew P. Hirst**  
CRS Consulting  
Engineers, Inc.  
Salt Lake City, Utah



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



VICE CHAIRS  
**Edmond D. Alizadeh**  
Geotechnology, Inc.  
St. Louis, Missouri



CHAIR EMERITUS  
**Charles J. Gozdziwski**  
Hardesty & Hanover  
New York, New York



**Michael F. Cooper**  
Harley Ellis Devereaux  
Southfield, Michigan



NAECE President  
**Beth Bauer**  
ACEC Indiana  
Indianapolis, Indiana

# ACEC MEMBER ORGANIZATION EXECUTIVES

ACEC Alabama  
**Renee Casillas**  
Executive Director

ACEC Illinois  
**Kevin Artl**  
President & CEO

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

ACEC/PA  
**Leeann Sherman**  
Executive Director

ACEC Alaska  
**Erica Jensen**  
Executive Director

ACEC Indiana  
**Beth Bauer**  
Executive Director

ACEC-Montana  
**Jay Skoog**  
Executive Director

ACEC-RI  
**Dorothy Davison**  
Executive Director

ACEC Arizona  
**Justan Rice**  
President

ACEC/Iowa  
**David Scott**  
Executive Director

ACEC Nebraska  
**Jeanne McClure**  
Executive Director

ACEC-SC  
**Adam Jones**  
Executive Director

ACEC Arkansas  
**Angie Cooper**  
Executive Director

ACEC Kansas  
**Scott Heidner**  
Executive Director

ACEC Nevada  
**Dawn Miller**  
Executive Director

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

ACEC California  
**Brad Diede**  
Executive Director

ACEC-KY  
**Russell Romine**  
Executive Director

ACEC-NH  
**Alex Koutroubas**  
Executive Director

ACEC Tennessee  
**Kasey Anderson**  
Executive Director

ACEC Colorado  
**Marilen Reimer**  
Executive Director

ACEC of Louisiana  
**Doreen Brasseaux**  
President & CEO

ACECNJ  
**Joseph Fiordalisio**  
President

ACEC Texas  
**Peyton McKnight**  
President

ACEC-CT  
**Tricia Priebe**  
Executive Director

ACEC of Maine  
**Shelly Dennis**  
Executive Director

ACEC New Mexico  
**Dawn Tibbetts**  
Executive Director

ACEC Utah  
**Michael Smith**  
Executive Director

ACEC/Delaware  
**Kim Willson**  
Executive Director

ACEC/MD  
**Jim Otradovec**  
Executive Director

ACEC New York  
**Jay Simson**  
President & CEO

ACEC of Vermont  
**Brendan Cosgrove**  
Executive Director

ACEC-FL  
**Allen Douglas**  
Executive Director

ACEC/MA  
**Abbie Goodman**  
Executive Director

ACEC/NC  
**James Smith**  
Executive Director

ACEC Virginia  
**Nancy Israel**  
Executive Director

ACEC Georgia  
**Michael Sullivan**  
President & CEO

ACEC/MW  
**Hugh Cannon**  
Executive Director

ACEC North Dakota  
**Stacy Krumwiede**  
Executive Director

ACEC Washington  
**Van Collins**  
President & CEO

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

ACEC/Michigan  
**Ronald Brenke**  
Executive Director

ACEC Ohio  
**Beth Easterday**  
President

ACECWV  
**Michael Haid**  
Executive Director

ACECHawaii  
**Ginny Wright**  
Executive Director

ACEC/MN  
**Jonathan Curry**  
Executive Director

ACEC OKLAHOMA  
**Mike Thompson**  
President & CEO

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

ACEC of Idaho  
**Liz Conner**  
Executive Director

ACEC/MS  
**Craig Carter**  
Executive Director

ACEC Oregon  
**Alison Davis**  
Executive Director

ACEC-Wyoming  
**Gary Grigsby**  
Executive Director

# Financials

**A**CEC is well-positioned to grow and build moving into the future. Our finances have met our operational needs throughout this pandemic. While we saw our revenue decline from the lack of in-person events, we saw our travel, hotel, and hospitality expenses decrease. This, coupled with a hiring and salary freeze for most of 2020, helped us produce a balanced budget with a savings, and allowed us to shore up reserves instead of tapping into them. ACEC also qualified for an employee retention tax credit because of COVID relief legislation. This credit, in the amount of \$308,000 for FY21, helped offset losses to non-dues revenue and enabled the Council to continue its mission to advocate for its member firms without losing any staff due to the economic effects of the pandemic.



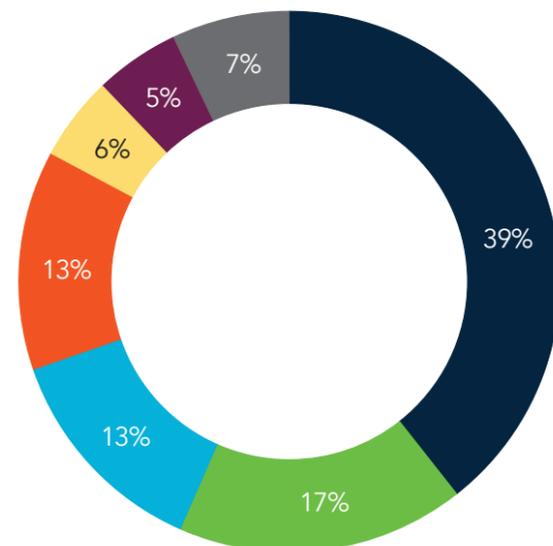
As part of its budgeting process, ACEC reviewed its investment options and made the decision that market conditions favored the purchase of an asset that would both diversify the Council's holdings and allow it to double down on positioning ACEC as an influential advocacy force in the nation's capital. ACEC's townhouse is just steps from the Capitol Building and has already become an important tool for growing ACEC/PAC.

## OVERVIEW OF ACEC PROGRAMS

ACEC's dues allocations continue to reflect our core responsibilities as an advocacy organization focused on the needs and interests of its members:

Advocacy continues to be ACEC's number 1 priority.

- Advocacy
- BRE
- Meetings
- Strategic Communications
- Membership
- Governance & Other
- ACEC Research Institute



## Dear Friends and Colleagues,

It is an honor to serve as your Board Chair for 2021-2022. As a professional engineer, a firm owner, and an active member of the ACEC community, I have a deep appreciation of the incredible value this organization offers to our industry. I also see our tremendous potential to grow our membership and enhance our standing as a leader in the built environment.

I am excited about what's to come.

At its core, ACEC's mission is to advocate for the business interests of our member firms. Advocacy is the overarching imperative that guides our work, and it will continue under my leadership.

The pandemic may be nearing its end, but numerous challenges remain. Chief among those is the PPP FAR credits clause issue, which unfairly threatens the cash flow of many small and medium-sized engineering firms doing work for public clients, including my own. As your Board Chair, I will continue to keep this a priority issue of our advocacy program until a favorable solution is met.

If you look closely at a challenge, you will find an opportunity. The pandemic might have changed the way we do business, but it also uncovered new market sectors in which our industry can grow. Above all, the economic shutdown transformed how Congress approaches economic stimulus and set the stage for a once-in-a-lifetime opportunity for historic investment in America's infrastructure. ACEC will have a seat at the table when an infrastructure package moves in Congress, and our 52 state and metropolitan Member Organizations will echo our message from coast to coast.

Over the past year, our industry was faced with unprecedented challenges that threatened our ability to do business, and for many, it permanently changed the way we operate. Throughout it all, ACEC was a rock of stability in a sea of change. We rose to the challenges that faced us, learned a lot in the process, and emerged revitalized with a more profound sense of mission.

My predecessor, Charlie Gozdziwski, liked to say that engineers turn challenges into solutions. I couldn't agree more. Let's not lose sight of who we are and the essential work we do for our communities and the nation. We are America's problem solvers. We are essential. We are America's engineers.

Sincerely,



Robin Greenleaf  
ACEC Board Chair 2021-2022



# RISING to the challenge

## 2020 – 2021 Annual Report

1015 15th Street, N.W., 8th Floor | Washington, DC 20005  
202-347-7474 | [acec@acec.org](mailto:acec@acec.org) | [www.acec.org](http://www.acec.org)



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