

MEMORANDUM

August 13, 2018

From: Linda Bauer Darr, President & CEO

Subj: Coming Aboard at ACEC

Last week I officially joined the ACEC team. I am honored and appreciative that the Board confirmed my nomination and extend thanks to everyone on the Search Committee and especially Gregs Thomopoulos who led the search team, and our ACEC Chair Manish Kothari who has been a huge help mentoring me through the transition.

I also want to thank all of you for the warm welcome you have extended. I already feel part of the ACEC family and am very happy to have the opportunity to work with each of you to contribute to the next phase of ACEC's journey. I was able to meet some of you at the ACEC Board Meeting in July. But for those I haven't had the pleasure to meet with yet, I wanted to share a little about who I am, how I lead and what my vision is for the work to be done at ACEC at this very early stage of the game.

My first job out of college was at a large engineering firm, EG&G. I later worked at a smaller firm, Frontier Engineering. Those were good organizations and I enjoyed being there, but my passion was stirred when I was offered the opportunity to do international trade work for a trade association with a strong and visionary leader. I was sold, and started on a career path that lead me here.

My journey included time at the American Trucking Associations, the US Department of Transportation, The American Moving & Storage Association and the American Short Line and Regional Railroad Association. One thing they all had in common was a commitment to a strong national infrastructure. I share that commitment.

When I met with your Search Committee, they made clear that they were very pleased with the work Dave and his team had done at ACEC providing vital services to your members. I have been so impressed already working with our team here this week. When we met, the Search Committee told me that they wanted this talented team to rise to new levels and to grow the organization and the industry's prominence both in DC and nationally. I am grateful for having inherited a strong foundation on which to build.

Someone told me during this process that engineers aren't always good with words, so I want to help you find your voice as an industry. Engineering isn't as simple as doing the math and solving problems. Engineering marvels from magnificent bridge structures to skyscrapers, and navigation portals from airports to aqueducts, can inspire passion and stimulate peoples' minds. This industry connects vision with ability and translates big and small ideas into achievable processes. By doing so we bridge a gap and make possible what previously was not. This industry is rich in stories on which we can build.

You will find I am passionate about three things: mission, team and service. Our team will deliver in each of these areas. Since I saw many of you in July, I have used the time to learn as much as I can about our group here in Washington, D.C. They are smart, engaged, eager and ready to grow. We have also had some vacancies brought about by staff retirements that will allow us an opportunity to bring new talent and perspective into the organization. We will make the most of that opportunity.

Our team is here to help you achieve your goals as firms and as Member Organizations. I will reach out in the weeks ahead to listen to you, hear more about the goals you have for ACEC, and how we can partner in a way that will allow us all to grow even stronger. I want to be sure we are coordinated on advocacy efforts, that we are providing essential education services, and that we are using your financial contributions to ACEC wisely. I want to know how we are perceived, what we do well, where we can improve, and what our value proposition is for your enterprise. And I will make a point to draw big and small organizations from different regions into the discussion. These discussions will help us sharpen our sense of mission and quality as well as depth of service.

I look forward to working with all of you as we build and grow. My door is open and I welcome and encourage your input.