IN FOCUS

I recently read an article about the importance of leadership and wanted to share some of the highlights.

As a manager, you can easily get lost in the specifics of your department’s work. But it’s equally important to look beyond your direct reports to contribute as part of your organization’s leadership team.

Q: As the manager of my department, I need to manage my staff day to day, but I’m also part of the leadership team in my organization. What tips do you have for collaborating with my peers to help our organization perform more effectively?

A: You’re right that you essentially wear two hats, and each of these roles requires different skills to be successful. In most organizations, departments or functions depend on each other to meet the organization’s mission, so it’s critical that you develop collaborative relationships with your peers in management.

If you don’t already have regular management team meetings where you hear about what’s happening in other departments, make an effort to kickstart this process. The more you know about the challenges others are facing, the better you’ll see how your department can help move the organization forward.

Also consider polling your peers to determine how they perceive your department. Ask about what they need from your team, what you’re doing well, and how your department could be more helpful. Be open to new ideas and try not to be defensive if you hear some negative comments about your staff. Offer to provide the same kind of honest, constructive feedback to your peers.

The more you know about the challenges others are facing, the better you’ll see how your department can help move the organization forward.
The point of this exercise isn’t to be critical but to be clear about how interconnected your work is. If you find some of the suggestions from other managers are not workable, follow up and explain why. Consider alternative solutions together. This will deepen trust between you and your colleagues.

Seek out opportunities to put task forces together where your team collaborates with other teams to solve a problem or create something new for your organization. This process serves as both a team-building exercise and a powerful motivator for those serving on the task force.

Finally, whenever possible, spend time outside the office getting to know your peers in leadership as human beings—not just coworkers. When you do this, while also supporting them to do their best work and looking for ways to bring people together, you’ll go a long way toward fulfilling your role as both a manager and a leader. If you would like to read more, take a moment to read Bruce Eckfeldt’s article on becoming a leader.

Leeann Sherman
ACEC/PA Executive Director

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**LEGISLATIVE/NEWS**

Stay on top of issues pertaining to transportation and other legislative matters.

- **Transportation Recap** - Read it [here](#)
- **Capitol Recap** - Read it [here](#)
- **Bill Tracker** - Read it [here](#)

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**House democrats to roll out infrastructure bill week of January 27**

House Speaker Nancy Pelosi Jan. 16 announced Democrats will unveil infrastructure legislation when the chamber returns from its Martin Luther King Jr. Day recess the week of Jan. 27. [Read more](#)
Council opposes H.R. 535, the PFAS Action Act
In a letter to Congressional leaders today, ACEC expressed its opposition to legislation that would designate certain per- and polyfluoroalkyl substances (PFAS) chemicals as hazardous substances under Superfund…Read more

Pennsylvania’s unemployment compensation tax rate reduced to lowest level in 30 years
Last week, Gov. Tom Wolf announced that Pennsylvania business owners will see a reduction this year in their Unemployment Compensation taxes, which will save them an estimated $552 million in 2020…Read more

Dave Arnold wins special election for Pennsylvania's 48th District Senate seat
Lebanon County District Attorney Dave Arnold has won the special election for the 48th State Senate District, covering Lebanon County, and parts of Dauphin and York Counties…Read more

Pa. House passes bill to study exempting newer vehicles from emissions testing
The Pennsylvania House of Representatives wants the state to conduct a study that will determine how old a vehicle can be to be exempted from the state’s annual emissions testing requirement and still comply with federal environmental rules…Read more

No toll hikes on bridges across the Delaware River — for now
The Delaware River Port Authority has some good news for drivers who use its four bridges: A no-toll-hike pledge is being extended for an extra year…Read more

Rep. Hennessey announces reelection bid to 26th Dist. House seat
State Rep. Tim Hennessey, R-26th Dist., has announced his candidacy to seek a 14th term in Harrisburg…Read more

Plans for next round of Lehigh Valley road projects begin without Route 22 widening
The Lehigh Valley Transportation Study prepared a list of nearly $563 million of projects it intends to tackle in the next 12 years, but widening Route 22 was not on it...Read more

Pennsylvania’s presidential election could be too close to call for days because of a new law
People holding their breath to see how Pennsylvania votes in the 2020 presidential election might not want to wait up too late on election night...Read more

UPCOMING EVENTS

Western Chapter Meeting with Jason Zang, P.E. and Shane Szalankiewicz, P.E. PennDOT District 11-0 executives
February 7 ● Cefalo's
Register here

Government Affairs Breakfast with Yassmin Gramian, P.E., Secretary of Transportation
February 12 ● Hilton Garden Inn Harrisburg East
Register here

Central Chapter Meeting with Pret Lytle, P.E., Hersheypark Engineer
February 12 ● Hilton Garden Inn Harrisburg East
Register here

Eastern Chapter Meeting with Michael Venuto, P.E., PLS, Chief Engineer, DRPA
February 18 ● Desmond
Register here

Diamond Awards
February 27 ● Lancaster Marriott at Penn Square
Register [here](#).
*Sponsorships opportunities can be found [here](#).

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**Western Chapter Meeting**
March 6 ● Cefalo's
Register [here](#)

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**Central Chapter Meeting with Gary Graham, P.E., Assistant Chief Engineer, PA Turnpike Commission** who will discuss the Capital Plan and status of an initiative to improve the quality of bid documents and Joe Sutor, P.E., Planning & Environmental Manager discussing the status of PennSTART (state of the art training facility at Penn State)
March 11 ● Hilton Garden Inn Harrisburg East
Register [here](#)

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**Eastern Chapter Meeting with Chris Kufro, P.E. (District 5-0), Timothy Stevenson, P.E. (District 6-0) and Chris Drda, P.E. (District 8-0)**
March 17 ● Desmond Hotel
Register [here](#)

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**ACEC/PA Legislative Day**
April 6-7 ● Capital, Harrisburg
*Sponsorships opportunities can be found [here](#)

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**ACEC/PA Spring Conference**
May 11-13, 2020 ● Hilton Harrisburg
*Sponsorships opportunities can be found [here](#)

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**ACEC/PA Annual Leadership Meeting**
June 7-9, 2020 ● Park City, Utah
*Sponsorships opportunities can be found [here](#)
ACEC/PA Energy Committee
Opportunity rarely falls into our lap. Opportunity takes effort to set goals, inspire to succeed and advocate to accomplish those goals. Typically, this comes in the form of a “team.” An assembly of individuals from various disciplines working together to accomplish a common goal. The ACEC/PA Energy Committee is no different. To advocate for opportunity and change, we need the inspiring minds of multi-disciplinary individuals working together for our common goal. Currently the committee consists of a chair and two active member participants. This is far less than we need to develop goals and carry out a plan to execute. Please consider joining the Energy Committee if you feel the passion and desire to make a difference.

Wes Carson serves as the ACEC/PA Energy Chair.

You Are ACEC/PA
We have 22 different committees looking for your leadership and expertise. Check out the committee page to see which one is for you. Those interested in learning more should contact the ACEC/PA office at (800) 651-1946 or ACEC/PA Executive Director Leann Sherman.

APC 2020 TQI Innovation Conference & Awards
Learn more here

Microgrid 2020 Conference
Read more here

RESOURCES
10 random things on LinkedIn you likely didn’t know
Are there specific functions you wish LinkedIn had that could help you manage your network better…Read more

Why your organization needs a threat model
With cyberattacks becoming more complex and more frequent, organizations must remain vigilant in their cybersecurity efforts…Read more

New video promotes ACEC Coalition Programs and Membership
ACEC has produced a video promoting the services, programs, and products of its seven coalitions…Read more

Talk less about innovation and more about the future
Even a boom economy can be a source of anxiety, when talented employees have lots of options and disruptive change is everywhere…Read more

The Lexis Group, LLC Completes the Registration Process for the Pennsylvania Unified Certification Program
The Lexis Group, LLC (Lexis) has successfully completed the registration process through the Pennsylvania Unified Certification Program (PAUCP) to obtain Disadvantaged Business Enterprise (DBE) status and assigned certification #15541. This certification will help its consultant teams to achieve the necessary DBE goals for transportation projects for the PennDOT, PTC, City of Pittsburgh, Allegheny County Department of Public Works, Port Authority of Allegheny County, and other projects. Lexis is also registered as a Women’s Business Enterprise (WBE), Women-Owned Small Business (WOSB), Small Business, and Small Diverse Business through other organizations. These certifications will allow it to contribute to DBE/WBE goals for projects through DGS, PWSA, ALCOSAN, and more.
Urban Engineers shares the passing of Daniel Leinheiser

It is with heavy hearts that Urban Engineers shares the passing of Daniel Leinheiser of Philadelphia on December 27, 2019. He was 78 years old. Dan retired from Urban in 2011 after almost 30 years with the firm and 50-year career. He had a long and accomplished career highlighted by his leadership of the Urban’s highway design group. He had extensive experience in leading the design efforts on major interstate highways and arterial and local roads on new or existing alignments and was particularly strong in the management of design teams. Under Dan’s stewardship, the firm delivered transformational transportation projects for PennDOT and the Pennsylvania Turnpike, including high-profile sections of the Blue Route, I-95, SR 1 Phase II in Delaware – which was used as a national model known as the NEPA/404 Merge – and many others.

A graduate of Villanova University, Dan earned a degree in civil engineering and was a member of the American Society of Highway Engineers. He was a registered professional engineer in four states. Dan was known for his focus on quality and attention to detail, while always being fair and honest with co-workers and clients – qualities that can be found today in the many engineers at Urban that Dan mentored. Many in the Urban family routinely sought Dan’s advice and guidance. Dan helped build the firm’s brand and legacy that we know today. The Urban family will miss a great engineer, leader, and friend.

WBCM Announces Promotions and New Hires

- WBCM Construction Services Names James Earle Senior Vice President.
- WBCM Bridge Department Announces Promotion of Jason Rogers, P.E., and addition of Mitchell Dobres, P.E.

Read the announcements here

Stephen Ryan, P.E., joins JBC Associates

JBC Associates, Inc. (JBC) is pleased to announce that Stephen Ryan, P.E., has joined the firm as Senior Associate…Read more
JMT announces new chief operating officer
We are pleased to announce the promotion of Matthew Natale, P.E., to Chief Operating Officer (COO)… [Read more]

Groups help Puerto Rico with earthquake relief efforts
Less than three years after the territory was devastated by a major hurricane, Puerto Rico is facing another tough road as it recovers from an unusually strong earthquake that affected the island last week, as well as a series of aftershocks… [Read more]

ACEC/PA Needs Your Help

- Do you have committee news to share or know of a colleague/firm making a difference? We’d want to share that news! Please send ACEC/PA Executive Director Leann Sherman the information for inclusion in an upcoming edition of forward.

- We want to communicate with you. Please take a moment to update your profile with us so you don’t miss any important news or events.

Did You Know?
On this day in 1813, the pineapple was introduced to Hawaii.

Connect with Us on Social Media
News travels fast. Please follow ACEC/PA on social media to keep up-to-date with the latest company news and industry highlights, and benefit from a range of useful resources.