

# Young Executive Leadership Task Force

*Report & Recommendations to the ARTBA Board of Directors*

September 2015

# Mission & Background



Nick Ivanoff  
ARTBA Chairman  
President & CEO  
Ammann & Whitney



Ponch Frank  
Young Executive  
Leadership Task  
Force Co-Chair  
Vice President  
Ranger Construction



Jihane Fazio  
Young Executive  
Leadership Task  
Force Co-Chair  
Project Manager  
AECOM

Ensuring that executives in the transportation infrastructure industry moving up in their careers become actively involved in ARTBA is essential not only to the long-term stability of the association, but also to the industry it represents. Over the past two decades, ARTBA has taken substantive steps to facilitate this engagement.

2015 marks the 20<sup>th</sup> anniversary of the ARTBA “Young Executive Development Program” (YEDP). The program has been based around an intensive, two-and-a-half day workshop held in Washington, D.C., that provides an introduction to ARTBA, its mission and advocacy program, and an overview of federal transportation programs, how they are funded, and how federal legislation and regulations impact the domestic transportation infrastructure market. More than 550 executives have participated in YEDP program.

In 2004, the association formed the “Young Executive Leadership Council” (YELC) to provide an ongoing forum for graduates of the YEDP. In 2006, the ARTBA Board of Directors approved a YELC seat on the ARTBA Executive Committee, which has been filled by the YELC president.

In 2013, Steve Wright, president of Wright Brothers Construction in Charleston, Tennessee, became the first YEDP graduate to be elected ARTBA chairman.

Changing demographics in the workforce, specifically the ongoing retirement of the so-called “Baby Boomer” generational cohort, suggests reviewing the association’s outreach to, and programs for, potential future leaders would be prudent.

Recognizing this, ARTBA Chairman Nick Ivanoff announced the creation of a “Young Executive Leadership Task Force” last September during the 2014 ARTBA National Convention, held in Rancho Palos Verdes, California. The mission given the task force was “To develop specific recommendations for the consideration of the ARTBA Board of Directors on how to expand the association’s base of younger industry executives and better engage them in its activities, leadership structure and advocacy core mission.”

Subsequently, Chairman Ivanoff appointed Ponch Frank, vice president of Ranger Construction in West Palm Beach, Florida, and Jihane Fazio, project manager with AECOM in Philadelphia, Pennsylvania, to organize and co-chair the task force. The following members were recruited and agreed to serve:

- **Will Barresi**, North Texas transportation manager, CH2M Hill, Dallas, Texas;
- **John Boyle**, president, Mountaineer Contractors, Inc., Kingwood, West Virginia;
- **Emily Cohen**, director of government relations, United Contractors, San Ramon, California;
- **Mike Glezer**, president, G.A. & F.C. Wagman, York, Pennsylvania.;
- **John Kurgan**, transportation market leader, KCI Technologies, Inc., Sparks, Maryland;
- **Robert Harms**, chief executive officer, George Harms Construction Co., Farmingdale, New Jersey;
- **David Harwood**, senior vice president and director of strategic business sectors, Terracon, Olathe, Kansas;
- **Jack Haynes**, vice president, RS&H, Jacksonville, Florida;
- **Jonathan Hirschfeld**, vice president/project management and business development, Hirschfeld Industries, Greensboro, North Carolina;
- **Darren Kettle**, executive director, Ventura County Transportation Commission, Ventura, California;
- **Mary Beth Klein Howell**, national marketing manager, Trinity Highway Products, Dallas, Texas;
- **Jennifer Krug McNaughton**, vice president, K-Five Corp., Lemont, Illinois;
- **Chris Newell**, vice president, Newell Roadbuilders, Inc., Hope Hull, Alabama;
- **Mike Pepper**, executive director, Mississippi Road Builders Association, Jackson, Mississippi;
- **Julie Rabeux**, innovative financing coordinator, Texas Department of Transportation, Austin, Texas;
- **Melissa Tooley**, director, Southwest Region University Transportation Center, Texas A&M Transportation Institute, College Station, Texas;
- **Steve Wright**, president, Wright Brothers Construction, Charleston, Tennessee; and
- **Paul Yarossi**, president & chief executive officer, HNTB Holdings, Ltd., HNTB Corporation, New York City, New York.

# Task Force Meetings



The task force met for a full day January 14 at The ARTBA Building in Washington, D.C. Most of those who could not be in Washington, participated over the full day via phone conference. ARTBA staff in attendance included:

- **Bill Toohey**, who served as the meeting facilitator and led the discussion;
- **Matt Jeanneret**, senior vice president of communications and marketing, and executive director, Transportation Development Foundation;
- **Rich Juliano**, senior vice president of strategic initiatives, and managing director, Contractors Division;
- **Nick Goldstein**, vice president of regulatory affairs and managing director, and Young Executive Development Program manager;
- **Allison Klein**, vice president of member services, and managing director, Planning & Design and Materials & Services Division.

## Workforce Demographics

To provide context for the task force discussion, staff provided two presentations. The first, by Matt Jeanneret, outlined demographic changes that are occurring in the U.S. workforce and the attitudinal and political differences between the three generational cohorts that comprise it. Several facts were of special note:

- So-called “Millennials,” those now between the ages of 20 to 33, became the largest workforce generational cohort this year. In 2015, there are 80 million “Millennials” working, compared to 78 million “Baby Boomers” (those born between 1946 and 1965), and 48 million “Gen X” Americans (those born between 1965 and 1982).
- According to the U.S. Census Bureau, 10,000 “Baby Boomers” will retire every day from the U.S. workforce for the next 15 years.

## Millennials Taking Over the Workforce in 2015

### Demographics

- Generation X: 48 Million
- Baby Boomers: 78 Million
- Millennials: **80 Million**
- U.S. Census Bureau: 10,000 Boomers will retire every day for the next 15 years in the U.S. alone.
- 2015, Millennials become the largest workforce, they will be between 20 and 33.

Source: “Knowing Y, Engage the Next Generation,” Sarah Sladek

## ARTBA Leadership Demographics

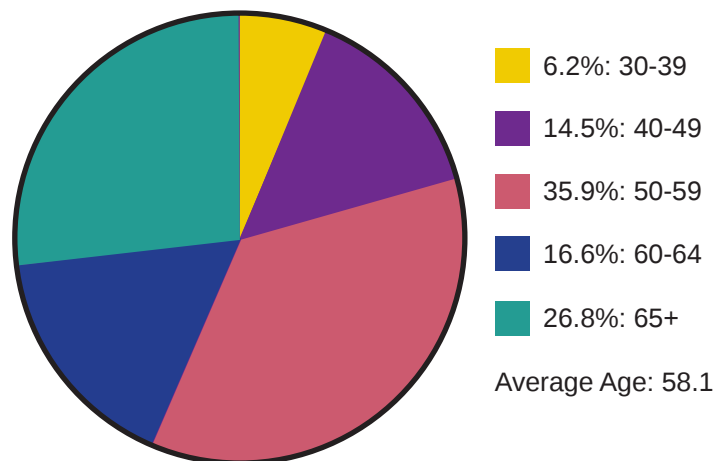
Mr. Toohy presented a demographic overview of the ARTBA leadership:

- The average age of all ARTBA Board directors in 2014 was 58.1 years. In five years, 2020, the average age of an ARTBA Board member if no changes occurred would be 64 years, with the percentage 65 years or older growing from 27% in 2014 to 45% in 2020.
- The average age of directors who have been elected to the Board was 56.2 years in 2014. Similarly, if no changes occurred in the Board make-up over the next five years, the average age of those who would be 65 or older would grow from 23% in 2014 to 42% in 2020.

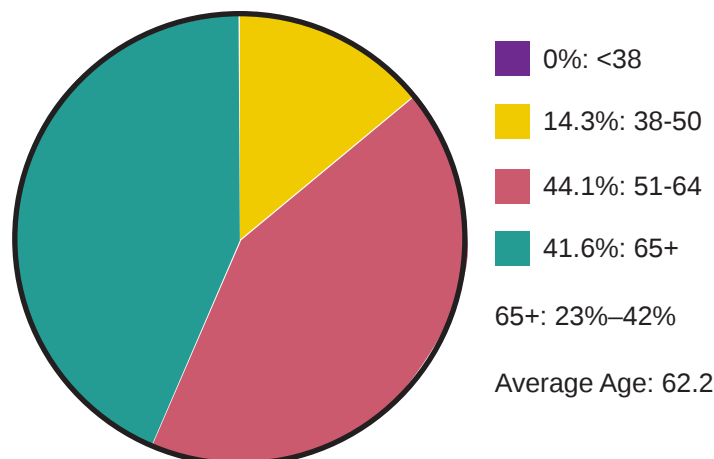
He noted, however, membership on the ARTBA Board is continually evolving. He also provided survey data showing how the average age of ARTBA directors compares to that of directors on other corporate and non-profit boards across the nation. ARTBA directors are slightly younger than the norm.

Mr. Toohy suggested that while the ARTBA leadership demographics show the age of the association’s leadership is now consistent with the mainstream, it would nonetheless be prudent to pay more attention over the next five years to engaging and grooming “Gen X” industry executives—those who would be 43 to 60 years old in 2020—for ARTBA leadership.

### 2014 ARTBA Board Demographics



### 2020 “Status Quo” Demographics of Elected Directors



## Work Group Session I: Why ARTBA?

To help ensure that task force members were “all on the same page” on how they perceive ARTBA and its future role, two work groups were formed to spend 30 minutes discussing the association’s core mission and articulating how and why ARTBA is different than other national and state organizations—public and private—in the transportation infrastructure space.

Both groups reported back similar beliefs:

- Transportation infrastructure funding and advocacy—growing and protecting the transportation market—should always be ARTBA’s unique and primary focus.
- The association is results-driven, a coalition builder, and “gets things done.”
- The association’s membership is entity-based—private firms, public agencies and institutions—not individual based, which is an asset. Individuals represent the interests of their employers within ARTBA.
- ARTBA’s federation structure is a great strength. It brings all sectors of the industry together collectively. This provides a consensus voice on legislative and regulatory issues and facilitates unique, industry-spanning networking, professional development and grassroots action opportunities and potential not found at other industry associations.

## Work Group Session II: Developing Recommendations

The two work groups were then asked to develop ideas on what ARTBA might do to help attract and engage younger executives. A consensus emerged around the following:

- The YEDP program should be renamed, dropping the adjective “young,” which is not how rising executives wish to be identified or categorized in the business world;
- ARTBA should focus attention on creating more value and opportunities for industry executives between the age of 30 and 50—the “target demographic”;
- ARTBA should provide a more precise path to engage this demographic in divisional, council, and overall ARTBA leadership activities; and
- Current ARTBA leaders and corporate/agency/institution “primary contacts” need to become much more engaged in identifying, promoting and supporting active ARTBA participation by their top 30-50 year old executives.

Preliminary discussions were held to “flesh out” these ideas.

On January 29, these discussions continued in a conference call meeting conducted by Task Force Co-chairs Frank and Fazio. In addition to the co-chairs, participants included: Jonathan Hirschfeld; Melissa Tooley, Julie Rabeux, Rob Harms, Jack Haynes, Kyle Oszeyczik, John Boyle, Chris Newell and Paul Yarossi.

In April, the co-chairs met with ARTBA staff in Washington, D.C., to review and discuss an initial draft report. A revised report was reviewed in August and sent to the Task Force membership for review and reaction prior to finalization for presentation to the ARTBA Board of Directors at its September meeting in Philadelphia.

# Task Force Recommendations

1

## Engaging ARTBA “Primary Contact” Members in “ARTBA Engagement Succession Planning”

Perhaps most importantly, the Task Force believes it is critical that the current ARTBA leadership team—officers and directors—make it a priority to organize and begin a communications and peer outreach program to ARTBA “Primary Contact” members seeking their help now in ensuring that their firms, agencies or institutions includes ARTBA involvement in their “succession” planning. The goal is to identify, promote and support active ARTBA participation by their top 30-50 year old executives.

2

## “Young Executive Development Program” (YEDP)

The “Young Executive Development Program” (YEDP) was designed and initiated to educate and motivate mid-level and rising executives in our industry to become aggressive advocates for solid transportation infrastructure investment and policies. It has also served to help identify potential association leaders.

The “rising stars” nominated by their employer to participate in the program are given a solid understanding of how federal decision-making and actions can impact the U.S. transportation infrastructure market and the businesses and agencies that participate in it. The program also explains the role ARTBA, its state affiliated groups, and membership play in shaping and driving the federal transportation investment and policy debates in the Nation’s Capital. Participants attend a focused, intense two-and-a-half day immersion program held in Washington, D.C.

Feedback from YEDP participants and their employers over the past 20 years shows the YEDP is well-received and is accomplishing these goals.

In its early years, the YEDP was competitive and limited to less than two dozen participants annually. Due to growing interest in the program—and the underlying goal of developing and motivating advocates for the industry—the size of the YEDP classes have been expanded over the past decade. In recent years, the YEDP has also been held coincident with the annual ARTBA Federal Issues Program and Transportation Construction Coalition Washington Fly-in. The pros and cons of these developments have been discussed by the Task Force. The Task Force provided feedback to ARTBA staff on the current YEDP agenda.

### Task Force Recommendations:

**a) Rename the “Young Executive Development Program (YEDP) the “Industry Leader Development Program (ILDP)**

This will more accurately describe the purpose and goals of the immersive “Washington Experience” and also remove any perception that the program is intended for junior executives.

**b) Continue to schedule the ILDP coincident with the annual ARTBA-FIP and TCC Fly-in**

This linkage shows industry leadership and advocacy in action and provides participants a “real life” advocacy experience.

**c) Limit future ILDP individual (not annual) classes to 25 participants or less**

This change would promote better networking and camaraderie among participants. More than one class could be held simultaneously during the FIP/Fly-in using rotating education tracks. This could also boost overall participation in the Fly-in.

**d) Fine tune the ILDP schedule/agenda to limit redundancy and provide more time for networking by participants**

### 3 The “Young Executive Leadership Council” (YELC)

The “Young Executive Leadership Council” (YELC) was created in 2004 to provide a “home,” forum and “voice” within ARTBA for YEDP graduates. Since its initiation, the YELC has met twice a year—at the ARTBA-FIP in Washington, D.C., and at the ARTBA National Convention. Generally, a core group of about two dozen executives have participated in these meetings. The group selects one of its members to represent the YELC on the ARTBA Executive Committee.

The Task Force believes the YELC platform is a key to interesting and engaging industry executives between the ages of 30 and 50 in ARTBA. But to accomplish those goals, it needs to provide members with meaningful activities and opportunities that make solid contributions to ARTBA. That is really not the case currently.

#### Task Force Recommendations:

- a) **Rename the YELC the “Industry Leader Development Council” (ILDC) to harmonize it with the “Industry Leader Development Program.”**
- b) **Include the ARTBA Women Leaders Council (WLC)—its name, mission, programs and activities—under the ILDC “umbrella” to help advance WLC goals, create synergy and expand leadership opportunities for its members.**

The ARTBA Women Leaders in Transportation Design and Construction Council—“Women Leaders Council”—was organized in 2011 to recognize and showcase the professional accomplishments of women working within our industry. It is open to all ARTBA members and has adopted as its mission “to promote leadership and career advancement for professional women in the transportation design and construction industry through networking, mentoring, recognition and educational activities in partnership with ARTBA and other stakeholders.”

The WLC is pursuing a strategic plan and has established active and successful awards and webinar programs. It has often conducted joint meetings and activities with the “Young Executive Leadership Council.”

We believe the goals of the WLC can be further advanced working within the proposed new ILDC structure. Through this alliance, additional ARTBA leadership opportunities will become available for WLC members and the group will have greater input into ARTBA meeting and conference content planning. It will also help ensure WLC members come to the attention of the ARTBA Nominating & Leadership Development Committee as it seeks to broaden the diversity of the ARTBA leadership.

- c) **Organizing the Council around the four ARTBA geographic regions—Northeast, South, Central and West.**
- d) **Provide eight additional ILDC leadership opportunities by creating ILDC Regional Chair and Vice Chair positions that would be appointed annually by the ARTBA chairman for a one-year term, which could be renewed, to lead the ILDC regional teams. Together with the ILDC Chair and Vice Chair, they would form the ILDC Board.**

A prerequisite would be that the individual had attended the ILDP. Interested candidates would apply for consideration by the ARTBA Nominating & Leadership Development Committee.

These individuals would assist the ARTBA regional vice chairman in the conduct of the regional grassroots advocacy, regional leadership team conference calls, annual regional meeting, and membership outreach and development. This structure would engage 10 executives in the target demographic in ARTBA leadership activities.

## Task Force Recommendations:

- e) **Organize and provide support for an ILDC planning and outreach committee for each ARTBA region to be led by the group's chair and vice chair.**
- f) **Give the ILDC regional team responsibility for developing and marketing the program for the annual ARTBA regional leadership meeting with the assistance of ARTBA staff, and in coordination with the ARTBA Regional Vice Chair, to better ensure the events are of interest to and meet the needs of the target executive demographic. This could include topics that are professional development-related, work-life balance-related, tracking and managing Millennials, etc.**
- g) **Schedule and structure the ARTBA regional meetings to be “family friendly,” with tightly focused education and professional mentoring sessions and an emphasis on networking.**
  - Schedule the meetings so they are not during the holiday season (i.e., November/December), preferably in the late June-Early August time frame;
  - Schedule at venue that would be conducive to bringing spouse and/or children;
  - Schedule for weekend (Friday p.m. reception; Saturday 8 a.m.-1:00 p.m. educational/mentoring program; Saturday evening reception); and
  - Begin the new schedule in 2016.
- h) **Invite the regional ILDC team members to participate in—and help lead the ARTBA policy discussion at—the AASHTO-AGC-ARTBA Joint Committee at the four annual AASHTO regional meetings, NASTO, WASHTO, SASHTO and MAASTO.**
- i) **Encourage and facilitate ILDC-member engagement with the ARTBA and Divisional Boards of Directors.**
  - Welcome all ILDC members to attend all ARTBA Board of Director meetings as guests to increase their awareness of ARTBA programs, activities and policy deliberations.
  - Include an ILDC liaison in all ARTBA division meetings so they can report back to the full ILDC on current issues and activities.
- j) **Encourage all ARTBA state chapters (if they haven't already) to develop and operate their own version of an Industry Leader Development Program, assist them in this activity, and partner with them to ensure the state leaders they are grooming are also plugged into the national ARTBA ILDP and ARTBA ILDC.**
- k) **Encourage and facilitate ILDC-member engagement with the ARTBA Nominating & Leadership Development Committee (NLDC)**

To assist the NLDC as it seeks opportunities to expand the diversity of the ARTBA Board of Directors and recruit worthy executives 30 to 50 years old for leadership positions within the association, the ILDP Board will annually provide the committee with the resumes (professional and ARTBA activities/engagement—i.e., participation in TransOvation, LoTrans, ARTBA events and educational programs, membership development success) of Council members who are interested in being considered for such posts.