Working and Coming Together in Unprecedented Times

May 6, 2020
3:00 – 4:30 PM
Working and Coming Together in Unprecedented Times

A Joint Program of

ACEC

Northern New England
• **About:** Maine Member Organization of the national ACEC which is headquartered in Washington, DC.
• **Purpose:** To assist owners, principles and managers of member firms to develop successful businesses.
• **Membership:** ACEC of Maine's membership is made up of 71 consulting engineering firms located in Maine represented by their principles and/or owners.
  - Associate Members which are professional services firms not otherwise engaged in the practice of consulting engineering including providing services such as architecture, planning, testing services, etc.
  - Affiliate Members which include firms the provide support services such as business insurance, legal and accounting, equipment supplies, etc.”
SOCIETY FOR PROFESSIONAL MARKETING SERVICES (SMPS)

- Formed in 1973 by group of senior professional services firm leaders who recognized the value of working together to build their business
- Over 7,000 members in 62 chapters throughout the United States and Canada
- SMPS Vision: To advocate for, educate, and connect leaders in the building industry
- SMPS Mission: Business transformed through marketing leadership
- SMPS Northern New England (SMPS NNE) established in 1992, with over 70 members from Maine, New Hampshire and Vermont, with 200 affiliate firms participating in monthly chapter activities
- In 2008, SMPS NNE was recognized as “Outstanding Medium Chapter of the Year” by SMPS National
- SMPS NNE Principals Roundtable established in 2015 as a forum for Principals from Maine-headquartered firms to meet and discuss common issues and concerns
### Goals
- Sharing of Information
- Dialogue amongst peer firms
- Ideas for how to move forward, engage employees and stay productive

### Topics
- Remote Operations & Communications
- Employee Engagement & Morale
- Field & Office Safety Practices
- Return to Work Plans & Ideas
- Economic Realities, Projections & Opportunities

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HOST
Carolyn Bird, P.E., President

PRESENTERS
Mark Adams, President/CEO
Doug McKeown, President
Clif Greim, P.E., President & CEO
AGENDA

- Company Presentations
- Participant Experiences
- Group Q & A
- Closing and Thank Yous
Working and Coming Together in Unprecedented Times

- Remote Work Planning
- Employee Engagement
- Return to Office (RTO)

Mark Adams
Remote Work Planning

- Technology
- Bandwidth
- Tools
- Remote Work Agreements
- Operations and Communication
- Safety Protocols

From 1 Office to 75+ Overnight
Employee Engagement

- Daily Check-Ins
- Accountability
- Happy Hours
- Virtual Coffee Talk
- Baby Pics, Pets, Home Offices
- Wellness Checks
- Sebago Survival Kit
Return to Office (RTO)

- Draft Plan
  - Preparations
    - Physical (New / Already in Place)
      - Barriers
      - Signage
      - Environmental
      - Enhanced Cleaning
    - Protocols
      - Health Questions
      - Habits
      - Masks
      - Visitors
  - Phase-In
  - Compliance
  - Adjustments

- Leadership Team Review
- Employee Feedback
RTO Plan Resources

- CDC
- OSHA
- ACEC


Sample Return to Office Plan and Guide to Developing RTO Plan (contact M. Adams or Clark Insurance)
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Doug McKeown

- W & C Response
- Employee Communication and Confidence
- Planning Lenses
- What Does the Future Look Like?
- Next Steps
# Woodard & Curran Response

<table>
<thead>
<tr>
<th>Dates</th>
<th>Actions</th>
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<tbody>
<tr>
<td>Jan 21</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; Company email alerting employees to the unfolding situation</td>
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<tr>
<td>Feb 3</td>
<td>Pandemic Planning Committee meeting convened: Stage 4 Alert Period met</td>
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| Mar 2   | • First official COVID-19 response meeting  
          • Formed COVID-19 Weekly Assessment Meeting  
          • Sync up coordination with leadership |
| Mar 9   | Cancel non-essential travel including all trade shows and conferences.  
          No meetings of 10 or more.                                |
| Mar 10  | • Decision to start working remotely beginning end of day March 16<sup>th</sup>  
          • Committed to full employment thru end of April at least |
| Mar 16  | Weekly communication cadence established                                |
| Mar 24  | ELT extends work from home to end of April                              |
| Apr 21  | ELT extends work from home to end of May                                |
| Apr 28  | Initial RTO planning discussion                                         |
What We’ve Done

▪ Priority: Employee Health and Company Health

▪ Set **Communication Cadence** for leadership, managers and employees
  ➢ Focus: Stay Connected – Stay Productive
  ➢ Limit COVID discussions in meetings – get to new norm

▪ Formed Two Teams
  ➢ **Leading indicators Fact Team** (LIFT) - Dashboard: Defense and Offense
  ➢ **COVID-19 Mitigation Response Plan** (CMRP) – Levers to pull based on business scenarios

▪ Active **pursuit of PPE** for projects and field work – keep team healthy

▪ Emphasized **communication** to clients
  ➢ Pandemic response plans shared with clients
  ➢ Developed tools to enable clients to conduct business
Employee Communication and Confidence

- Establish cadence and manage expectations
- Find ways to really connect in this virtual world. Be you. Be human
- Don’t be afraid to say you don’t have the answers
- Share the things you are working on even when they are not yet complete
- Ask what they want to hear - you may be surprised
- Actions must align with values, mission, purpose.
- This is as much about keeping them engaged after this is over, as it is about surviving the next few months.
- #1 casualty in a crisis is perspective. Manage it.
Three Planning Lenses

**Short Term Scenarios: Now thru 180 Days:**
Three scenarios to maintain operating income aligned with company values

1. Hand brakes: Things to do now
2. Earnings Pressure: Trending 10% revenue drop and correlated Earnings.

- Comprehensive “menu” of levers showing $ impact at different savings levels by Business Unit
- Determination of federal, state & local laws/directives/executive orders that impact or benefit W&C and employees, including a determination of when and how to apply.

**Longer-term Scenarios: 120 Days - 18 months:**
Planning activities underway

- Business slowdown: 90/120 days – 180 days
- Recession: 6 - 24 months
- Recovery: 18 - 36 months

**Return To Office (RTO):**
Planning underway to develop approach to RTO knowing the virus still exists.
What Does the Future Look Like?

- Lots of industry assessments.
  - AEC Advisors

- Global Economy
  - National Economy
  - Regional Economy
    - Woodard & Curran Economy – *Know Yours*
CEO Projected Project Impacts 4.17.20

End-Markets with Most / Least Delays

- Commercial
- Retail
- Hospitality
- Residential
- Oil & Gas
- Mining / Metals
- Industrial / Manufacturing
- Education
- Data Centers
- Emergency Response
- Healthcare
- Power (T&D, Generation)
- Environment
- Federal
- Transportation
- Water

Net Votes (Least Delays – Most Delays)

AEC Advisors Survey
Next Steps: Plan Ahead Teams

- Two workforce teams to assess and learn
  - Work From Home (WFH) standards / policy
    - Focus on applying what we’re learning to new normal with reduced office volume
  - Return To Office (RTO) planning
    - Requires new procedures and policies to maintain health and safety of employees
    - Short term assessment of needs to allow some level of RTO for folks
    - Longer-term approach to safely returning a reduced number of employees back to the offices

- Client support and sales approaches
  - Building on work done to enable clients to conduct their business so we can do ours

- Work quality and delivery: What have we learned to do better.
Return To Office: No Clear Answers

- We will go back to work with virus still around
- It will vary by geography and industry sector
- Current safety protocols need to be scaled up
- There will be resurgence and reactive responses
- All scenarios tied to government response to testing and treatment
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HARRIMAN

- Employee Morale and Communications
- Operating as an Essential Service during COVID
- Safety Protocols
- Immediate and Long Term Financial Recovery for Consulting and Construction Industries

Clif Greim
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- Employee Morale and Communications
- Operating as an Essential Service during COVID
- Safety Protocols
Immediate & Long Term Financial Recovery/Outlook for Consulting and Construction Industries
QUESTIONS AND ANSWERS

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CLOSING

➢ Thank You
➢ Additional Sessions

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