



ASCE Texas Section Strategic Plan 2017-2021

My STEP

Service through Technical, Educational and Professional Experiences

Executive Summary

The ASCE Texas Section Strategic Plan for 2017-2021 is provided in this document. An Introduction section is provided as a guide to the Texas Section as an organization. Next, the 2017-2021 Strategic Plan is discussed in detail. The Vision developed to guide the Strategic Plan states that *“Texas civil engineers are leaders in their communities building a better quality of life across the street and around the world.”* The Mission Statement developed to support the Strategic Plan states that *“The ASCE Texas Section advances our communities through the development of civil engineers as leaders who create a legacy of service through: Technical proficiency, Educational opportunities, and Professional advocacy.”*

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Introduction

Background

With the culmination of the 2012-2016 Strategic Plan, the ASCE Texas Section has developed a new 5-year strategic plan for 2017-2021. The new strategic plan seeks to provide a roadmap for the Texas Section that will help guide the organizational leadership during the plan's life. The new strategic plan will provide continuity and consistency in the decision-making process over the next five years.

With respect to the process of developing the new strategic plan, care has been taken to ensure that a wide variety of perspectives have been included in its development. Section leadership, section staff, and branch leaders have all contributed to the strategic plan development. Most notably, the numerous meetings and conference calls have maintained a philosophy of open invitation that allows all interested parties to contribute to the development of the strategic plan.

The new strategic plan has a name – My STEP. The acronym STEP reflects the essence of our profession and the division of ASCE Texas Section activities. Our essence is service (S). Our activities are Technical (T), Educational (E), and Professional (P).

In the Texas Section, there are three Vice Presidents: Vice President – Technical, Vice President – Educational, and Vice President – Professional. By dividing the strategic initiatives in the strategic plan into the Technical, Educational, and Professional categories, these initiatives will naturally be assigned to the relevant Vice President, thereby providing a natural evolution of these activities. In the process, Texas Section Vice Presidents have direct strategic initiatives that they can follow, which will lead to increased effectiveness in their efforts.

History and Philosophy

The Texas Section is the largest geographical and one of the most active sections of the American Society of Civil Engineers (ASCE).

ASCE incorporated in 1852 and has become one of the most prominent engineering societies in the world. The Texas Section was proposed in July 1913 by a group of seven engineers, including consultants and college professors, after a Texas Good Roads meeting in Corpus Christi. Following the meeting in Corpus Christi, invitations were sent announcing a meeting to be held during the State Fair of Texas to further discuss the creation of a Texas Section of ASCE. This meeting occurred on October 31, 1913 in the Old Red Courthouse in Dallas. J.C. Nagle was elected the Texas Section's first president, and J. F. Witt was elected secretary.

The first branch was formed in Dallas in 1924. Other branches were formed in the late 1930's, including the Fort Worth, Brazos and the Lower Rio Grande Valley branches. Seven more branches were formed in the early 1950's. Currently, there are fifteen branches and seventeen student chapters comprising the Texas Section.

Committed to promoting, encouraging and recognizing civil engineering excellence and professional growth, the Texas Section holds the annual Texas Civil Engineering Conference - CECOM, the Student Symposium, and other seminars and events throughout the year. In general, the branches of the Texas Section hold monthly meetings, with guest speakers and topical discussions. The *Texas Civil Engineer* magazine connects members and presents the best of civil engineering information in Texas.

The Texas Section office was initially located in a consulting engineer's office. Later, universities were able to provide office space, and a faculty member served as secretary to the Section. In 1989, a permanent office, including full time paid staff, was established in Austin.

As a testament to the leadership and influence of the Texas Section, five members of this Section have served as president of the ASCE National. The Texas Section continues the tradition of advancing professional knowledge and improving the practice of civil engineering, demonstrating a daily commitment to sustaining the profession and a better, safer, built community.

Stakeholders

In the course of the activities and business of the ASCE Texas Section, there are many stakeholders that the Section has an interest in and vice-versa. As the Texas Section develops its new 5-year strategic plan, it is important to recognize these stakeholders and ensure that these relationships are considered as the plan is implemented.

There are six (6) distinct stakeholder groups. They are:

- Internal ASCE Texas Section Stakeholders
- Academic Institutions
- Professional Societies
- Government Entities
- The Business Community
- The General Public

Table 1 presents examples of specific stakeholders within these six groups.

Table 1—Texas Section Stakeholders

Internal ASCE Texas Section Stakeholders	Academic Institutions	General Public
<ul style="list-style-type: none"> • Members • Potential Members • Volunteer Leaders • Staff 	<ul style="list-style-type: none"> • Universities • Community Colleges • K-12 	<ul style="list-style-type: none"> • Unique Communities • Engineering Families • Non-Profit Organizations • Clients and Customers
Professional Societies	Government Entities	Business Community
<ul style="list-style-type: none"> • ASCE Global • ASCE Region 6 • ASCE Technical Institutes • ACED • TCEL • TPWA • TPMA • NCEES • WEF • AWWA • SEAOT • Minority Engineering Societies • EWP 	<ul style="list-style-type: none"> • Legislators • Local Elected Officials • Federal Agencies • State Agencies • Texas Board of Professional Engineers • Texas Water Development Board • Boarder States • International Partners • Municipalities • Counties • Regional Districts 	<ul style="list-style-type: none"> • Civil Engineering Companies • Contractors • Consultants • Manufacturers and Suppliers • Advertisers • Exhibitors • Sponsors

Programs

The ASCE Texas Section provides a variety of educational, social, recognition and networking opportunities for stakeholders across Texas and other ASCE regions.

Subscribing members (paid Section dues) of the Texas Section receive the following:

- Quarterly issues of the award-winning *Texas Civil Engineer* (TCE) magazine
- Reduced registration fees to educational activities
- Leadership roles and development opportunities
- Recognition through Section and Branch awards and honors programs
- Access to civil engineering community forums, publications, educational activities and career information

Nonmembers are also welcome to attend events and meetings, access information on the website, and participate in educational and Branch/Section activities.

Financials

The ASCE Texas Section is a 501(c)3 nonprofit organization and is committed to the good stewardship of member funds. The Section has an annual operating budget of approximately \$500,000. Section revenues are generated from membership dues, meeting profits, and the sale of Section materials and educational activities. A healthy financial reserve is maintained and includes low risk investments. The Board of Direction is responsible for oversight of the Section finances, annually approving the budget, which is managed by Section staff. The Treasurer is an officer of the Section and serves on the Executive Committee. The Treasurer serves as the Chief Financial Officer, oversees the budget process, Section investments, reserve funds, operating funds and provides long-term financial planning advice. The Assistant Treasurer assists the Treasurer. The Section conducts regular audits and is in full compliance with all State and Federal requirements of its nonprofit status.

Development

As a member based and volunteer driven organization, the ASCE Texas Section seeks to grow membership through providing greater value to the civil engineering community, creating more educational and networking opportunities, and encouraging better infrastructure and environmental stewardship throughout the State. As the Texas Section seeks to raise awareness of the role of civil engineering and its importance to our communities and society at large, we encourage volunteering and mentoring as a vehicle for demonstrating our value.

Management

The ASCE Texas Section is governed by a Board of Direction, which includes an Executive Committee of elected officers, and branch representatives from across the State. Appointed committees develop the Section's programs. The Section has a professional staff made up of the Executive Director (part-time), Operations Manager (full-time), and Communications Manager (full-time) to manage the day-to-day operations of the organization. An approved Constitution, Bylaws and Rules of Operation outline the basis of the organizational structure, roles and responsibilities, and general operating procedure.

Facilities

The ASCE Texas Section office is located at 1524 S. Interstate 35, Suite 180, Austin, TX 78704. This leased space is a two office suite with internal reception and conferencing areas on the ground floor. The Board of Direction has indicated a preference for a lease arrangement over property ownership at this time and the space is adequate for current staff. Expected growth of the Section will require a review and analysis of staff and facility requirements.

The 2017-2021 ASCE Texas Section Strategic Plan

Vision Statement

The vision statement is a guiding image of the future success and achievement of the organization that is articulated in terms of contributions to society. The vision statement is a succinct statement about what the organization will do for future generations and how the organization wants to be viewed. The vision statement developed by the ASCE Texas Section Strategic Planning Committee is as follows:

Texas civil engineers are leaders in their communities building a better quality of life across the street and around the world.

Mission Statement

The mission statement describes the needs that the organization was created to fill and answers the basic question of why the organization exists. The mission statement developed by the ASCE Texas Section Strategic Planning Committee is as follows:

The ASCE Texas Section advances our communities through the development of civil engineers as leaders who create a legacy of service through:

- ***Technical proficiency***
- ***Educational opportunities***
- ***Professional advocacy***

As discussed previously, the title of the ASCE Strategic Plan is My STEP. This is clearly indicated by the vision statement above, as the underlined words spell out the word STEP. My STEP is more than a phrase or a slogan. It represents the core mission of the ASCE Texas Section and will be reflected in the strategic initiatives discussed in this document.

Core Values

There are many core values that the ASCE Texas Section possesses and the core values were considered carefully during the Strategic Initiative development process. Core values are divided into four broad groups, which allows for further refinement of the meaning of the core values. These core values and descriptors are shown in Table 2.

- Stewardship
- Ethics
- Professional Development
- Service and Leadership

Table 2 – Define Texas Section Core Values

Stewardship	Ethics	Professional Development	Service and Leadership
<ul style="list-style-type: none"> • Inclusion • Sustainability of Natural Resources • Appreciation of people 	<ul style="list-style-type: none"> • Integrity • ASCE Code of Ethics Cannons 	<ul style="list-style-type: none"> • Education • Technical Competence • Design Innovation 	<ul style="list-style-type: none"> • Membership • People • Profession • Advocacy • Community

SWOT Analysis

In order to move forward with a new Strategic Plan for the ASCE Texas Section, it is important to perform an overall assessment of where the Section currently stands. With this in mind, a SWOT analysis was performed. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. It has been developed based on the input from the Strategic Plan working group. The SWOT Analysis provides a document to guide the Texas Section in the development of the overall strategic initiatives.

Table 3 shows the strengths, weaknesses, opportunities, and threats in a bulleted form. This list was the result of extensive brainstorming and is in an unedited form. The discussion below expands on these bulleted points and organizes the bullets into distinct areas with further refinement.

Table 3 – Strengths, Weaknesses, Opportunities, and Threats – Bulleted Form

Strengths	Weaknesses
<ul style="list-style-type: none"> • members are committed & passionate • involvement in leadership especially at Society level • diversity of membership • Global committees’ technical standards • part of large established organization • providing technical education • network of people • taking advantage of technical advances • communication w/ members • passion & dedication of some • staff to provide continuity & services • reputation of organization; TS is 100+ years & people look to it as leader w/ answers • President publicly values infrastructure • long standing activity of members over their careers • core group of involved members to lead/encourage YMs to be active • strong local involvement • opportunity to make personal connections that grow professional relationships • grass roots advocacy to connect w/others on important issues 	<ul style="list-style-type: none"> • diversity of membership • size of state • emerging media technology • participation at all levels • takes much effort to move things along • low visibility of TS to membership • lack of focus on career growth • not retaining students as professional members • separation of YM at state level • lapsed involvement of members • communication by TS to Branches • uninterested members • number of members • Infrastructure Report Card (IRC) is used up • intergenerational relevance • slow adaptation of professional & technology changes • low visibility of the profession • multi-layered organization with many bodies & positions impedes decision making
Opportunities	Threats
<ul style="list-style-type: none"> • past work & changes built strong foundation • size of state • CECON & Student Symposium • YMs & students • leverage TI chapters • partner w/ diverse groups • career development • online involvement & community • get YMs involved to promote profession • transition YM & students to full membership • bring disinterested members up to dedicated involvement • increase engagement with organization • political advocacy to improve relevance • QBS comes up every legislative session • build on relationships to promote infrastructure & protect professional standards • primed to be at forefront of infrastructure discussion by the general populace • need for public recognition & to develop funding streams 	<ul style="list-style-type: none"> • lack of perceived value • little advocacy in political area • stagnant message on IRC • tradition-bound; not moving fast enough w/ new ideas • other organizations that have a narrow focus (e.g. SEAOT, FPMA) • capturing attention of potential members • not involved in government activities • online involvement & community • not seeing benefits of organization • not evolving to appeal to young engineers • other, specialized, organizations that provide more valued programs • get & stay relevant w/ millennial generation especially • trying to be everything to everybody; what does TS need to really focus on? • widespread availability of online engineering education doesn’t facilitate interpersonal interaction • millennials rely on digital social networking & don’t see value in connecting in person

Strengths

The ASCE Texas Section is a large established organization with a strong reputation. The organization was started in 1913, and recently celebrated its centennial. It is part of ASCE Global, which started in 1852. Its history and reputation provide a strong foundation which provides a springboard for future growth. Many look to ASCE for leadership that provides answers for important civil engineering issues. As an example, President Obama has directly referenced the ASCE Infrastructure Report Card to illustrate the need for additional infrastructure funding at the federal level.

Membership

The core of the ASCE Texas Section is its membership. We have a diverse membership that is committed, passionate, and dedicated to the Section. Our members are involved as leaders, both inside and outside of the Texas Section. In particular, they have been leaders at all levels of ASCE.

The ASCE Texas Section has performed well with respect to communicating with our members, which is due to our very capable staff. In general, our staff provides continuity and services that allows the Texas Section to achieve a greater level of overall success.

Leaders in the ASCE Texas Section have shown a long-term commitment to the Section and ASCE over the course of their careers. Many of our leaders have shown a strong commitment to mentoring Younger Members (YM) and students, encouraging them to become leaders themselves.

Technical Education and Standards

A central mission of the ASCE Texas Section is to meet the technical needs of our members. Over the years, we have been successful in meeting this challenge. A significant factor that assists the Texas Section in meeting these needs is being part of ASCE Global. In particular, ASCE Global provides technical standards across all civil engineering specializations. This occurs through the work of numerous ASCE committees. As an example of this is when the Texas Section took the lead at the behest of the Texas Board of Professional Engineers to develop *Guidelines for Residential Foundations*.

Technical education is a significant strength of the ASCE Texas Section. Members have access to this benefit through our annual conference, CECON, monthly Section webinars, meetings and programs provided by Branches within the Section, and other sources. In addition, the Texas Section has an online library of technical presentations and seminars that can be accessed by section members.

In general, Texas Section members can take advantage of new technical advances in the field of Civil Engineering through access to the many programs and initiatives that can be accessed via section membership.

Networking and Advocacy

Networking opportunities are plentiful for ASCE Texas Section members. Networking provides ample opportunities for member personal growth while furthering the goals of the Section. In particular, networking opportunities have led to strong local involvement all over Texas as evident within the ASCE Texas Section and its 15 branches. Networking opportunities are demonstrated via the relationships between the Texas Section and other organizations. In particular, networking provides opportunities for members to make personal connections that grow professional relationships. In addition, networking has been a vehicle for grassroots advocacy, which allows Texas Section members to connect with other organizations and the general public on important issues.

Weaknesses

While the diversity of the ASCE Texas Section membership is a strength, it also poses challenges that have not been met. Having a multi-layered organization with many bodies and positions often impedes decision making. In addition, the size of the Texas Section, with respect to our large membership and expansive area, provides challenges. In particular, the large population of the state greatly expands the scope of the Texas Section's activities and can dilute their effectiveness. Also, within the overall population, there is significant diversity between and within geographic areas of the state. The failure to adequately address these issues has led to lower levels of participation in the areas. More specifically, members often lose interest and their involvement in ASCE subsequently lapses. With this in mind, the ASCE Texas Section needs to work to improve the overall coordination and collaboration among these various areas and recognize the unique characteristics of each Branch in order to maximize the efforts of the overall section.

As the Texas Section moves forward, it is important to acknowledge when strong initiatives suffer from inertia over time. An example is the Infrastructure Report Card that has been released at both the global and Texas Section levels. It is important and celebrated, as it should be. However, we must also evaluate whether the goals of increased and sufficient infrastructure funding and prioritization are being met. The report card(s) are solid documents. However, there is a need to take the report card to the next level to ensure that it is leading to real change.

Younger Members

An area where improvement is needed is the involvement of the younger members of the ASCE Texas Section. A younger member in ASCE is defined as a member who is 35 years or younger. In particular, the Texas Section has difficulty in retaining student members after they graduate from college. By definition, retained student members at the next level are younger members. Hence, this failure to retain our students diminishes the number of younger members in the Texas Section. In addition, the younger members that we have are often separated from our non-younger members in the Texas Section. A lack of career growth among younger Civil Engineers is an issue to address and may be a reflection of the shortcomings just described. Also, younger generations do not appear to see the relevance of ASCE at the same levels as preceding generations as each generation has different professional and personal needs. In short, retaining younger members is a weakness that must be addressed.

Technology, Visibility, and Communications

Technology is an integral part of our society, and is constantly changing and evolving. While the ASCE Texas Section has adapted to technological changes, this adaptation has often been slow. In particular, with respect to emerging media technology, the Texas Section has been late with respect to utilization. In addition, when adoption has occurred, the penetration of technology implementation has not been as significant as needed. This is particularly true with social media platforms such as Facebook, Twitter, LinkedIn, and Instagram.

The negative effects of not fully utilizing technology have resulted in some significant weaknesses. In particular, the Texas Section continues to suffer from low visibility within our state and our profession of Civil Engineering also suffers from low visibility. We also suffer from low visibility with respect to the Texas Section's outreach to its membership. In addition, communication between the Texas Section and our 15 branches needs to be improved.

In general, the Texas Section has had problems with respect to level of effort required to move forward with its initiatives. Improvements with respect to technology, visibility, and communications can help reduce this effort and lead to more accomplishments.

Opportunities

As the ASCE Texas Section moves forward with its new strategic plan, there are many opportunities that can be explored and capitalized to improve the health of the Texas Section and the programs and activities for its members. The legacy of accomplishment and the embracing of change that has served the Texas Section so well during its long history also provide a strong foundation for leveraging future opportunities. In addition, the large size of Texas and our large membership aid the organization with respect to making opportunities a reality. The Texas Section will be able to use this legacy and leverage to partner with a diverse set of groups throughout Texas to achieve future successes.

Membership

With respect to serving our membership, there are ample opportunities for the Texas Section to pursue. In particular, younger members and students are potential resources. We need to transition younger members and students to full memberships.

While this is a challenge, there are opportunities that can be pursued to make this transition a reality. One notable opportunity is to utilize younger members in activities that promote the profession. In addition, the emergence of online involvement and communities provides opportunities for the Texas Section to increase engagement and participation of younger members and students.

In general, there are opportunities to bring disinterested members up to a level of dedicated involvement. In particular, career development opportunities can stimulate this interest. The emergence of the Technical Institute chapters in the Texas Section also provides additional opportunities to get involved and can be leveraged accordingly.

Advocacy and Visibility

The ASCE Texas Section has worked in recent years to increase our visibility and improve our advocacy efforts. With this in mind, we have a great opportunity to become a strong force with respect to political advocacy, which can potentially increase the relevance of the Texas Section.

With respect to political advocacy, there are several specific opportunities where the Texas Section can make an impact. In particular, there have been multiple attempts to eliminate Qualifications-Based Selection (QBS) in Texas with respect to state contracting. The Texas Section has been at the forefront of opposing the elimination of QBS. This opposition lies in our belief that the elimination of QBS would have a negative effect on the residents of Texas, since public projects should require adequate qualifications that make the best use of taxpayers' money. The Texas Section is very well positioned to continue to advocate against eliminating QBS and be a recognized leader in this effort.

Enhancing our infrastructure is the biggest advocacy opportunity for the Texas Section. We are primed to be at forefront of infrastructure discussion in the eyes of all Texans. In particular, we can advocate for the need for public recognition of our infrastructure deficiencies and the development of sufficient and reliable funding streams. In the process, we will be able to build on relationships to promote infrastructure and protect professional standards

The Texas Civil Engineering Conference (CECON) and ASCE Texas Student Symposium

The ASCE Texas Section has modified its conference schedule. Previously, the Texas Section held two general meetings for the membership: one in the spring and one in the fall. In 2014, the Section changed the format of its meeting schedule. CECON now serves as the annual convention for the Texas Section and is held in the fall. The Student Symposium focuses on student activities, combining the concrete canoe and steel bridge competitions while adding other professional development opportunities for students, and is held in the spring. CECON allows for a larger annual signature event, as opposed to being just one of two meetings. The Student Symposium, meanwhile, strives to improve the Section's focus on students. Together, they provide ample opportunities for the Section to meet the needs of all its members while advocating the Civil Engineering profession to the general public. Moving forward, these events will continue to evolve and grow. In the process, the strategic initiatives of the Texas Section will be enhanced through these two events.

Threats

As the ASCE Texas Section moves forward with its new Strategic Plan, it is important to note the real and potential threats that we face. In general, the Texas Section has a strong tradition that has provided a strong foundation for the success of our organization. However, we must also be wary of becoming too “tradition-bound” and not moving fast enough with new ideas. This is a definite threat moving forward and the Texas Section must be aware.

Relevance

Today, it is more difficult to capture the attention of potential members. In general, too many civil engineers do not perceive the value of ASCE membership, and this problem has become more acute. In general, this illustrates the need for the Texas Section to maintain and expand its relevance and communicate this relevance properly.

Recruiting and Retaining Younger Members

With respect to membership recruitment and retention, these challenges are more pronounced with younger members. It is important for the Texas Section to become relevant with the millennial generation and maintain this relevance. The Millennial generation generally relies heavily on digital, social networking and often do not see the value of in-person contact. In general, the Texas Section must evolve to appeal to younger civil engineers.

Online Involvement and Community

Overall, online involvement and community has emerged as a primary mode of involvement in our society. The widespread availability of online engineering education is important and is an asset to the Civil Engineering profession. However, it does not facilitate interpersonal interaction. As a result, many civil engineers do not feel the need to participate in the in-person activities of the Texas Section if they view the ease and convenience of online education as their sole or predominant priority. As the Texas Section is one of many online education providers and resources, we may lose members who see no value in our online activities. With this in mind, the Section must compete vigorously in the online arena to maintain and grow its catalog of online educational information.

Advocacy

As the Texas Section moves forward, insufficient advocacy efforts constitute a potential threat. This is particularly true in the political arena. Advocacy is definitely an area where improvements are needed, even though progress has been made. In addition, we must be vigilant to ensure that our advocacy efforts are not diminishing. The negative effects of poor advocacy hurt our reputation, our ability to serve our members, and our ability to serve the community at large. And if there is a space that we are not filling, it may be filled by others who have different perspectives than ours. In particular, if we are not involved in government activities where legislative and executive action takes place, then we may not be happy with the results of those actions and the subsequent funding of the projects Civil Engineers design and build. A prime example is the perceived stagnant message regarding the Infrastructure Report Card noted previously. If the message does not improve, then the effects of the report card will be diminished.

Other Organizations

Within Civil Engineering, there are many organizations that serve the profession in different ways. There are other specialized organizations that provide valued programs within the various civil engineering specializations. Examples of such organizations are the Structural Engineers Association of Texas (SEAOT) and the Floodplain Management Association (FPMA). In an increasingly specialized world, these organizations provide a narrow focus that is appealing to many specialized civil engineers. They provide significant competition for volunteer and member attention, and we must be mindful of this environment.

By contrast, the ASCE Texas Section, which represents the entire civil engineering community, has a much broader focus. This is necessary but also challenging. We must strive to find new ways to reach specialized engineers. The ASCE Technical Institutes provide a great vehicle for providing value to the various specialties. The Technical Institutes can also partner with the specialized organizations described above to provide value to Texas Section members.

In general, while the Texas Section inherently has a much broader focus, the Section must also take care to not be everything to everybody. If we do, we risk overextending the Section's activities and diminishing the effectiveness of these activities. With this in mind, we need to take a close look at what does the Texas Section need to provide to be relevant to its membership. We certainly can and must have a broad focus. But we must also ensure that our initiatives are effective.

Strategic Initiatives

The Strategic Initiatives developed in the ASCE Texas Section Strategic Plan constitute the heart of the plan. They are the broad initiatives that future Texas Section boards and executive committees will use as a roadmap over the next 5 years as they lead the Texas Section and implement their specific priorities. As Section leadership moves forward, it is important to note that the purpose of the Strategic Initiatives discussed here is not to dictate specific actions and policies that will be undertaken. Rather, when Texas Section leadership is considering specific actions and policies, it will have the Strategic Initiatives as a guide to determine if these activities are consistent with the Strategic Plan.

The development of the Strategic Initiatives shown in this document was achieved through two distinct steps. The first step involved brainstorming and discussion among committee members with respect to goals in the Technical, Educational and Professional areas. The second step involved brainstorming and discussion among committee members that was aimed at addressing the results of the SWOT analysis. From these two steps, the final strategic initiatives have been developed and address both the functions of the ASCE Texas Section and the environment in which the Section operates. From the Strategic Initiatives, Strategic Goals were developed. The Final Strategic Initiatives and Strategic Goals for the 2017-2021 ASCE Texas Section Strategic Plan are shown below in Table 4.

The rationale and understanding of the Strategic Initiatives are presented in the Appendix of this document. The rationale captures the synthesized work leading to the Strategic Initiatives and provides suggestions of means to accomplish the Strategic Goals. To this end, it should be emphasized that the Texas Section leadership should not feel limited by the detail provided in the Appendix. Rather, as a guide for Section leadership, the Strategic Initiatives and Goals presented here will ideally ensure that the decision-making of the Section will be consistent with the 2017-2021 Strategic Plan as well as the Vision and Mission of the Section. With the Strategic Initiatives and Goals now defined, it is imperative that the Executive Committee and Board of Direction for the Texas Section develop the path forward to make these initiatives a reality.

Table 4 — 2017-2021 Texas Section Strategic Initiatives and Goals

Strategic Area	Strategic Initiatives	Strategic Goals
Technical	<ul style="list-style-type: none"> • Ensuring Proficiency in the Practice of Civil Engineering in a Changing World • Developing Shared Knowledge Leading to Continuous Improvement in Civil Engineering Practice 	<ul style="list-style-type: none"> • Produce and provide new sources of technical content each year • Increase Institute involvement in CECON • Host and support educational events at the Section or Branch level
Educational	<ul style="list-style-type: none"> • Define the Scope of 21st Century Civil Engineering Education • Enhance Continuing Education for Professionals • Develop and Enhance the Student Symposium 	<ul style="list-style-type: none"> • Provide continued education using existing platforms to members and non-members monthly • Research and identify new mechanisms to provide alternate educational experiences for members

	<ul style="list-style-type: none"> • Increase and Expand upon Existing K-12 Opportunities • Increase Historical Education 	<ul style="list-style-type: none"> • Promote, discuss and define Civil Engineering education through interactions with ASCE and other organizations • Increase the number of Branch and Section STEM events and programs each year • Grow the Student Symposium to include technical, education and professional development activities • Increase the prominence of Civil Engineering History in Section and Branch Technical, Professional and Educational Activities
Professional	<ul style="list-style-type: none"> • Strengthen Advocacy • Enhance ASCE Texas Section Marketing, Branding, and Communication • Develop and Enhance CECON • Enhance Overall Professional Development • Transform Students into Professional Civil Engineers • Become the Professional Organization of Choice for Graduating Civil Engineering Students and Professionals 	<ul style="list-style-type: none"> • Redefine, redesign and implement committee restructure to support attainment of the Strategic Plan • Provide annual advocacy training experiences for Texas Section ASCE members • Conduct an annual advocacy activity in each Branch and Section • Advance the opportunities for member participation in advocacy activities • Establish and maintain an annual Student to Professional Transition Campaign • Increase active member participation on Section Committees to provide professional development opportunities for Texas Section members • Broaden participation of the CECON planning committee to evolve to meet the needs of the CECON constituents • Continue to reinvent CECON to meet constituent needs

Implementation

Members must find the organization relevant and the purpose of the Texas Section Strategic Initiatives and Goals is to identify opportunities to remain relevant. As such, this document provides no further approaches or strategies to accomplish the Strategic Initiatives and Goals presented herein. Rather the Executive Board, consisting of Texas Section membership, should meet annually to set milestones to accomplish the strategic initiatives for the upcoming year. Planning should coincide with the Texas Section Leadership Weekend, which is an event to provide Section and Branch leadership with the skills to be successful in the upcoming year. Additionally, this timing will allow for the budgetary needs of the activities to be incorporated into the upcoming year's budget as the Budget process begins at approximately the same time as the Leadership Weekend is conducted.

Appendix -- Strategic Initiatives and Strategic Goal Rationale

Technical

Provide Proficiency in the Practice of Civil Engineering in a Changing World

As the practice of civil engineering continues to evolve, it is important to ensure that engineers achieve and maintain sufficient proficiency in their daily work. A prime example of the changing world around is the emergence of sustainability as a factor that is important to clients, governments, and society. In particular, the LEED certification system and sustainable infrastructure are examples where increased proficiency is required.

Develop Shared Knowledge Leading to Continuous Improvement in Civil Engineering Practice

As engineers continue to gain knowledge, it is critical to ensure that this knowledge is shared with the overall civil engineering community. The ASCE Texas Section is poised to be a leader in this area with the aid of online communities and continuing education. In particular, lessons learned and case histories provide opportunities for Texas Section members to obtain this shared knowledge.

Moving forward, the ASCE Texas Section should strive to be a leader in providing superior technical content for civil engineers. To facilitate this process, it would be helpful to conduct surveys asking for educational topics and preferred delivery of material. With respect to the delivery of technical content, the survey should inquire with respect to the preference of members to utilize conferences, webinars, or a combination of both methods

With respect to topics the leadership of the Texas Section, led by the Vice President – Technical, can determine the “hot topics” that are of interest to civil engineers and determine where these presentations will be made. The ASCE News Brief provided by ASCE Global is a good source for relevant topics. In addition, the civil engineering sub category on Reddit is a good source for finding relevant topics. The ASCE Texas Section website is also a potential source for technical topics through the groups, forums and blogging functions that provide opportunities for interested parties to gather information.

Regional technical presentations provide opportunities for civil engineers to obtain technical content without traveling long distances or spending more time than necessary. There are numerous options that can be utilized to create these presentations. First, a CECON session can be replicated or redistributed. In addition, new technical sessions can be created. Technical seminars created by Branches can also be repeated for other areas.

With the potential content sources defined, an appropriate delivery mechanism is needed. This mechanism will be a Regional Technical Conference. The Regional Technical Conference would take place in the spring each year. The location would be outside of the five large branch areas and would focus on smaller branches and outlying areas. Section-level Institute Chapters would provide content and support for these conferences. In addition, networking opportunities between the institutes and local members would be an integral part of these conferences. The conference would include one (1) day for full coverage of a given technical discipline. In addition, there would be an evening reception the night before the one-day technical session, and the local branch would host lunch on the day of the technical session. For attendees, only one night away from home will be required. In general, it is important to keep the conference simple and focused so it can be replicated annually by the local Branches at other locations. A funding agreement between the local Branch, Institute Chapter, and the Texas Section would be needed for each Regional Technical Conference. The Regional Technical Conference would be produced by the Branch and/or Institute Chapter and would involve the Section as needed. It should be noted that it is possible to have multiple Regional Technical Conference, depending on the interests of the branches and institute chapters and demand for content.

Education

Define the Scope of 21st Century Civil Engineering Education

As the practice of civil engineering continues to evolve, it will be critical to properly define the scope of civil engineering education and ensure that this scope is kept up to date continuously. With this in mind, it is important to properly educate teachers and educators with respect to current civil engineering practice on a regular basis. It is also important to have booths at teacher conferences to ensure dialogue with the education community. This will help foster continuity between civil engineering education and practice.

Texas Section membership can also become involved in promoting the Raise the Bar initiative or serve on ASCE Society-level committees related to engineering education and K-12 education. For instance, the ASCE Body of Knowledge is reviewed and updated periodically and our membership can provide input on the needs of future civil engineering education. Lastly, members can increase their involvement in setting accreditation criteria through participation in ABET activities.

Enhance Continuing Education for Professionals

In civil engineering practice, continuing education is imperative for career development. In addition, state licensing boards typically require continuing education for renewing a PE license, as is the case in Texas. Also, many specialty certifications require continuing education for renewal.

The ASCE Texas Section has taken many steps in the past few years to improve both the content and availability of continuing education opportunities. However, the market for continuing education classes is always evolving and has become significantly more competitive. With this in mind, it is imperative for the Texas Section to improve its competitiveness in the continuing education market and maintain its relevance in order to continue to serve the Section's memberships needs.

Webinars have emerged as critical delivery mechanisms for continuing education that eliminates or greatly reduces travel time and expenses. Webinars allow the user to obtain continuing education through online means. In essence, only a computer and an internet connection are required. This has provided benefits for individuals, companies employing civil engineers and ASCE Branches.

The ASCE Texas Section introduced its webinar program in 2008. The Section began with ethics webinars and expanded to technical webinars. Today, the Texas Section provides webinars on a monthly basis. As the webinar program moves forward, there are several areas that should be targeted for improvement. In particular, the Texas Section needs to improve the awareness of webinars to our membership, who are often not aware of this benefit. The Branch connections that are provided to all Texas Section Branches should be emphasized and marketed. In addition, there is a need to provide flexibility and lead time for companies and users. Competition in the webinar market must also be addressed, particularly with regards to ethics webinars. To assess and improve the effectiveness of Texas Section webinar offerings, it is advised that the Section undertake a survey to measure member preferences. With respect to webinar offerings, expanding on CECON topics is a way to provide continuity between CECON and the webinar program. Finally, as technology continues to evolve at a rapid pace, other continuing education platforms should be explored.

Traditional seminars and the new CECON annual conference provide strong opportunities for members and others to obtain a superior continuing education experience. As content options are explored moving forward with CECON, considerations of depth vs. breadth should be addressed. In this vein, content should be balanced and optimized. Technical content should remain a priority at CECON, as this has been desired by our members over many years of our previous meeting format (twice a year). To promote innovation that allows CECON to become a premier event, interactive learning opportunities should be emphasized.

At the Global level of ASCE, institutes have emerged as an asset that has allowed members to be involved in very specialized technical activities. Today, at the Section level, Institute Chapters have been established. The Section Institute Chapters should play an integral role in developing seminar content for CECON. These seminars can also be adapted or developed for the Regional Technical Conferences. In addition, the various institutes can work together to cross connect broad topics at both CECON and the Regional Technical Conferences.

Develop and Enhance the Student Symposium

The Student Symposium was inaugurated in 2014 to help improve interaction between ASCE practicing members and student members. Today, both the regional concrete canoe and steel bridge competitions are held at the Student Symposium. Many other events are also a part of the event. A Planning Manual is being finalized in 2016 and will be used for all future planning Student Symposium Planning Committees.

As the Student Symposium continues to evolve, the Strategic Plan seeks to address this evolution from both the educational and professional perspectives. From the educational standpoint, soft skill training is an element that should be part of the event. Career development seminars should also be an integral part of the Student Symposium. In particular, seminars with respect to the working experiences and the business aspects of being a professional engineer should be considered. In addition, the identification and promotion of partners and vendors to enhance the overall student experience at the Student Symposium should be emphasized.

With respect to the professional perspective in developing the Student Symposium, this will be discussed later in the section, Transforming Students into Professionals. In general, the educational and professional aspects of the Student Symposium have significant overlap and should be considered together when evaluating the future development of the event

Increase and Expand upon Existing K-12 Opportunities

A significant area of emphasis is increasing and expanding K-12 outreach opportunities. Often, K-12 students do not have sufficient access and information regarding the profession of civil engineering and the work that civil engineers do. Thus, the Section and member Branches should utilize and expand outreach efforts during Engineers Week, which occurs in late February each year. On-site demonstrations at K-12 schools also provide these students with exposure to civil engineers and civil engineering and can serve as a very attractive tool for bringing students into the profession. The new video, *Project Lead the Way*, can also be used for STEM (Science, Technology, Engineering, and Math) outreach. Branches and student chapters have formed the local experience for many ASCE members over the decades. With this mind, the development of ASCE CE Clubs at the high school level should be a priority in the coming years. This would help provide more in-depth exposure to civil engineering at an earlier age. Finally, the development of YouTube content that is aligned with K-12 Texas Essential Knowledge and Skills (TEKS) metrics will help identify and encourage prospective civil engineering students to choose the major at the college level and assist K-12 educators with curriculum development and identify prospective civil engineering students. In addition, building collaborations with existing K-12 competitions and activities in a manner that exceeds previous performance from previous years. Examples of these competitions include *Mathcounts*, University Interscholastic League (UIL) competitions, and *Future Cities*. Also, the Texas Section can continue to increase their collaboration with the Texas Alliance for Minorities in Engineering (TAME).

Increase Historical Education

As noted previously in this document, the ASCE Texas Section has a long, rich history. It is important to educate the public about this history because the influence of civil engineering in developing today's Texas has been significant. If the public understands that influence, then it will understand why civil engineers are important as the state continues to grow.

The ASCE Texas Section has made it a priority to recognize and honor significant civil engineering landmarks from our past. This is an area where significant growth can be realized. In turn, the public will further understand the role of civil engineering in Texas and see the tangible results of that role.

Finally, in keeping with the emphasis on K-12 outreach previously discussed, historical education is a valuable asset in this area. In particular, field trips for students with respect to civil engineering companies, projects, landmarks, and other relevant facilities should be emphasized. Also, publications for teachers will be an asset for furthering historical education to young people.

Professional

Strengthen Advocacy

Professional advocacy is a critical function of the ASCE Texas Section. In particular, this advocacy is important because if effective, it will promote and protect the profession of civil engineering. With this in mind, engaging civic leaders should be a continuous priority for the Section. Civic leaders include elected officials, relevant federal, state, and local committees, business leaders such as the chamber of commerce, and general civic organizations. In addition, issue advocacy and education should be prioritized and emphasized. These efforts should be proactive to maximize efficiency in advancing legislation or initiatives.

Advocacy is often enhanced when partnerships with other organizations are formed. This allows for coordinated efforts that do not duplicate effort. In addition, greater strength is achieved with greater numbers. A Texas Section Legislative Drive-In, modeled along the lines of ASCE Global's congressional fly-in, should be a regular occurrence when the Texas Legislature is in session. In addition, branch-level drive-ins and meetings should be established where possible. These drive-ins provide great venues for promoting the infrastructure report card. The pocket cards developed for the 2013 Texas Section Infrastructure Report Card should also be developed for future report cards.

Keeping track of relationships between Texas Section members and civic leaders, including elected officials, is critical to maintaining an effective engagement program. Engagement of civic leaders begins with the development of relationships with elected officials. In addition, civic leaders can be brought in for speaking opportunities. Town hall meetings with leaders are also an effective tool for engagement.

Public outreach is a very critical element of a strong advocacy program. The *Liquid Assets* and *Dream Big* videos provide strong opportunities to reach out the public. In particular, with the upcoming *Dream Big* video, the Texas Section should plan its own rollout to the public. The Centennial of the Texas Department of Transportation (TxDOT) in 2016 also provides a good opportunity for public outreach. To assist with the TxDOT Centennial, the Texas Section should ask the agency how it can help support its celebration efforts. In addition, the Section should pass along to TxDOT all past OCEA winners that were TxDOT achievements. This will emphasize the relationship between the ASCE Texas Section and TxDOT that is based on providing good road infrastructure for the state.

The Infrastructure Report Card produced by the Texas Section is a vital public service to the state of Texas. It provides Texas residents and policymakers a detailed assessment of the condition of Texas infrastructure. The national infrastructure report card developed by ASCE Global is frequently referenced by national elected officials and the media. With this in mind, more awareness of the Texas Infrastructure Report Card needs to be created. In addition, the state report card needs to be localized to highlight local concerns. It should be noted that local Branches have also developed their own local report cards, most notably Houston and San Antonio. With this in mind, a "playbook" for local branches needs to be developed so that they can effectively create their own local infrastructure report cards.

The Texas Section Infrastructure Report Card provides ample opportunities for further outreach. As mentioned previously, regular Section-level legislative drive-ins should be held and developed. In particular, there should be an emphasis on printing a sufficient number of pocket cards so that they can be distributed widely throughout the state of Texas. Finally, an Infrastructure Report Card manual should be created for the purpose of assisting local branches to create their own local report cards. As part of this process, the ASCE Texas Section should work with ASCE Global to identify a roadmap for local branches if they desire to create their own report cards.

For issue advocacy, as with protecting the profession, partnerships should be identified and built. An example is the further development of a partnership with Move Texas Forward, with whom the Texas Section has worked with to increase transportation funding in Texas. In addition, with respect to issue stances that are taken by the Texas Section, a program should be in place that ensures that the statements are released to the public and placed on the Section website. Updates on these stances as they relate to specific legislation should also be publicized on the Texas Section website and to the public.

Enhance ASCE Texas Section Marketing/Branding/Communications

The marketing and branding of the ASCE Texas Section is critical to the organization's overall success and its ability to project a positive image of the profession of civil engineering. In addition, effective communications are critical to conveying our message and image. It works in conjunction with effective marketing and branding efforts.

Television commercials provide an effective means to communicate with general public at the local level. The expense of these commercials can be very high. However, public access television provides a relatively low-cost method for advertising the efforts of the Texas Section.

Online advertising is also a critical tool that can promote the Texas Section. These options are often at little or no cost. In particular, YouTube videos provide free advertising at a global level and should be utilized.

Brochures and print advertisements are also options for furthering the reach of the Texas Section. Brochures can be placed at visitor bureaus, chambers of commerce, and other relevant locations. In addition, advertisements can be taken out in relevant publications such as *Texas Highways Magazine*.

Each year, the ASCE Texas Section awards the Outstanding Civil Engineering Achievement (OCEA) award to qualified projects. These awards need to gain more publicity and more attention from the general public. With this in mind, marketing and branding efforts should be made to ensure that publicity for the OCEA awards is maximized. As part of this marketing program, a one-sheet/tri-fold pamphlet with historical landmarks and OCEA projects can be created. This pamphlet can be targeted to tourist hotels, visitor bureaus, chambers of commerce, and other relevant entities and groups.

In general, Chambers of Commerce should be an integral part of the marketing plan. They can become involved in CECON, the Student Symposium, and landmark dedications with respect to assisting in the promotion of these events.

Social media has emerged as a powerful communications tool that can also aid the marketing and branding efforts of the Texas Section. The Section has Facebook, Twitter, and LinkedIn accounts. The Facebook and Twitter pages are used to convey information to our members and the general public. The LinkedIn page provides a discussion group to address Section issues and other civil engineering-related issues, including technical discussions. With this in mind, it should be a priority to further enhance our social media efforts to keep up with the ever-changing landscape associated with this technology. In particular, improving and expanding our reach with our existing social media efforts is critical. Also, expansion to new social media services such as Reddit, Instagram, and Snapchat should be pursued.

Increasing visibility is also critical to the growth of the ASCE Texas Section. In particular, partnerships and collaborations with high-profile organizations such as the Texas Water Development Board and TxDOT will provide both visibility and substantive improvements that will aid the organization. Also, having a presence at high profile events that focus on sustainability or the nexus of the natural and built environments such as local Earth Day events will aid the Texas Section. Finally, traditional media is an asset that should be utilized to maximize outreach. In particular, opinions and editorials written by Section leaders should be written on pertinent topics

Section/Branch communications are critical to ensuring growth at the local grassroots level. A calendar that is well-advertised and easy to mind will help tremendously. In addition, the development of a Key Contact program at the Texas Section level along the lines of the same program at the ASCE Global level will allow members to quickly interact with their elected officials on urgent legislative issues. Social media can also enhance section/branch communications. Finally, strong participation on the Branch President's Monthly Conference Call with Section leadership can improve these communications.

With respect to the growth and development of the Texas Civil Engineering Conference (CECON), it is important to continue partnerships with other relevant groups. In addition, growth in the relationships with the institutes should be pursued. In general, all partners should be beneficial to the Texas Section and the mission of CECON.

The overall branding and exposure of CECON demand specific attention. With this in mind, a specific program within CECON planning to address these issues can be implemented. In particular, a marketing firm can be hired to redevelop the CECON logo. An effective marketing campaign can also form an integral part of this program. In particular, the identification of proper media outlets both statewide and industry-wide should be of particular emphasis. An overall CECON planning manual should be completed and distributed to the branches in advance of CECON 2017.

To match the branding and exposure efforts of CECON, it is imperative to ensure that quality programming is the top priority for the event. With this in mind, an ongoing programming group should be developed to ensure that this occurs

Develop and Enhance CECON

CECON has emerged as the signature event of the ASCE Texas Section and serves as the organization's annual conference. With this in mind, further development of CECON is a critical strategic initiative for the upcoming strategic plan. In general, it is important to improve CECON attendance. To achieve this goal, the Texas Section should identify and work with partners that will allow CECON to become an industry-wide event with quality content. In addition, the branding efforts and overall exposure for CECON should be increased. The CECON planning manual should be reviewed and upgraded as needed to ensure continuity that allows for efficient transitions on an annual basis. Finally, it is critical to ensure that CECON has quality programming and content from the technical, educational, and professional perspectives. Programming the content for CECON should be approached on a multi-year plan to avoid annual one-off development and the late scheduling that leads to which then delays effective marketing.

Enhance Overall Professional Development

Members of the ASCE Texas Section rely on the Section to enhance their overall professional development. In fact, it is often the reason that civil engineers become members of ASCE. With this in mind, it is critical to provide members with leadership training opportunities. In addition, members should be provided with career development training opportunities

Transform Students into Civil Engineering Professionals

The transformation of students into professionals is critical to the future growth of the ASCE Texas Section. It will ensure the growth of both the profession and the Texas Section. With this in mind, it is important to develop and promote student/professional collaboration. There are several ways to accomplish this. Meetings at both the branch and student chapter levels provide great venues where interaction can take place. This requires professional members and student members to attend each other's meetings. Engineer-In-Training (EIT) exam preparation also provides an opportunity for collaboration between students and professionals that is beneficial to the student population. Access to prominent civil engineering professionals also provides benefits for students, as they obtain better perspectives on the profession, and see the possibilities of their future careers. Finally, providing job-seeking opportunities such as career fairs will aid in providing students employment and thus making them professionals.

In the overall process of transforming students into professionals, the first step is to convert students into younger members of the ASCE Texas Section after college graduation. As student members are graduating, they should be invited to local branch meetings. In addition, joint meetings between branch and student chapters should be timed appropriately to capture soon-to-be graduates. Most civil engineering programs have awards ceremonies in late April or early May. With this in mind, it is suggested that branch Practitioner Advisors participate in these ceremonies. In addition, as students transfer to younger member status, it is important to provide them with more options for professional development outside of the workplace. It is also important to stress the enhancement of earning and career potential that comes with ASCE membership and provide specific examples where this occurs. Practitioner Advisors and Faculty Advisors should work together to improve coordination to ensure that students remain ASCE members as they transition to their professional careers. Finally, it is important to emphasize ASCE membership to new younger members and utilize optimal member solicitation techniques in this process.

Become the Professional Organization of Choice for Graduating Civil Engineering Students and Professionals

Membership is the heart of ASCE. It is the key to the future success of the ASCE Texas Section. With this in mind, it is critical for the Section to increase and enhance membership in the organization. In fact, both go hand in hand. By enhancing ASCE Texas Section member, more civil engineers will want to join the Texas Section.

Converting students into younger members is critical for the future success of the Section. With this in mind, it is important to properly and frequently utilize younger members in volunteering and leadership roles. This will make them feel welcomed and involved, and will significantly increase the likelihood that they stay ASCE Texas Section members for the duration of their careers.

Online involvement is also important with respect to increasing and enhancing membership. Networking and social media are powerful tools that members should be able to access and utilize. In addition, post-meeting communications such as surveys can be used to solicit input. Finally, online forums can be a powerful tool from the standpoint of both online learning and networking.

Local branches within the ASCE Texas Section provide opportunities for fellowship, relationships, and involvement. A local branch is often the key conduit for providing members with opportunities to be active in ASCE. In the process, it is also the key for maintaining membership, and allowing more interested members to pursue leadership opportunities at the Section and Global levels. With this in mind, the ASCE Texas Section should ensure that its 15 Branches are as strong as possible.

Organizational affiliates also provide an opportunity to increase and enhance membership. The emergence of Institutes at the ASCE Global level has proven to be very positive. With this in mind, the Section Institute Chapters that have been formed should also be emphasized in a way that provides Texas Section members additional benefits. In the process, the Texas Section and Section Institute Chapters should work and collaborate together to maximize the benefits for both parties.

There are multiple generations of members whose needs must be served. As the older generation recedes in its activities, the millennial generation will hopefully increase its activities within the Texas Section and become members. However, there are generation gaps and they must be understood and addressed. In particular, young people are much less likely to join organizations than preceding generations. The Texas Section must address this shift and ensure that the millennial generation understands the value in ASCE so that they participate in the organization.

Finally, the value of ASCE membership needs to be defined, enhanced, and emphasized. This is a continuous process that must be mindful of the ever-changing society and business climate that defines today's Texas. In particular, Texas Section leadership must address the following questions

- What are other organizations doing better than us?
- Where can we strengthen our value compared to other professional organizations?
- What organizations are taking away ASCE members?

Acknowledgements

The Strategic Planning Committee is to be commended for its efforts in making the 2017-2021 Strategic Plan a reality. What makes the committee unique is that it is not a small, fixed group of people. Rather, it is comprised of a wide spectrum of dedicated ASCE Texas Section members with unique perspectives who came together at various meetings to provide insight and input. There are too many people to list here, and that is a testament to the work that those who assisted in putting together. Thank you.