

**AMERICAN COUNCIL OF
ENGINEERING COMPANIES
OF MISSOURI**

STRATEGIC PLAN

REVISION: JUNE, 2011

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MISSION STATEMENT

The mission of the American Council of Engineering Companies of Missouri (ACEC/MO) is to promote the professional and business interests of its members.

STRATEGIES

To achieve its mission, ACEC/MO has identified four major strategies of the organization

Business Affairs

Help member firms advance their business practices through the following:

- Programs on Best Business Practices/Industry Trends
- Promotion of Professional Procurement (QBS)
- Networking opportunities for member companies
- Act as a clearinghouse of business practice information for member firms
- Active Client/Agency Liaison Committees

Public Affairs

Promote effectiveness of ACEC/MO and its member firms through the following:

- Promote public image/awareness of ACEC/MO members
- Engineering Excellence Awards Program
- Promote technical and professional education/registration

Governmental Affairs

Maintain a strong governmental affairs program consisting of:

- Legislative Program and Member Legislative Activity
- Provide a State Political Action Committee (CECMo/PAC)
- Encourage National Political Action Committee Support (ACEC/PAC)

Organizational Affairs

Provide staff and organization that meets the long-term needs of the Council and its member firms through the following standing committees:

Membership	By-Laws
Budget & Finance	Long-Range Planning
	Advisory

GOALS AND ACTIONS

Specific goals are grouped under the four strategies. Suggested actions for achieving these goals are provided in this plan which is intended to serve as a framework for the officers and committee chairpersons to conduct the affairs of the Council. The goals and actions should be reviewed by the Long-Range Planning Committee on an annual basis and revised as needed to keep current with the needs of the Council.

The goals (and actions to accomplish the goals) are listed below, including the specific ACEC/MO committee responsible for carrying out the suggested actions.

BUSINESS AFFAIRS

Strategy: **Help member firms advance their business practices.**

Goal 1: Programs on Best Business Practices/Industry Trends. (*Programs & Seminars Committee/Business Practices Committee*)

Suggested Actions:

- Promote and Conduct business practice seminars to member firm employees.
- Conduct periodic surveys of members on business practice issues, industry topics and industry trends
- Monitor and communicate information on onerous contracts and actively work to improve standard contract terms with clients that work with many member firms.
- Conduct Future Leaders Academies to help develop future firm leaders.

Goal 2: Promotion of Professional Procurement (QBS). (*Professional Procurement Committee*)

Suggested Actions:

- Monitor and enforce the use of Missouri's qualifications-based selection law by state agencies and political subdivisions.
- Recognize clients that use QBS procedures and work with other groups to promote QBS.
- Encourage member firms to report to the ACECMO staff any proposal requests which do not conform to QBS procedures for follow-up.
- Continue to distribute information explaining qualifications-based selection and encourage its implementation among all client types including private, institutional and government.
- Promote use of QBS in design/build and other alternative project delivery systems.
- Monitor trends in design/build and other project delivery methods that may impact QBS.

Goal 3: Provide networking opportunities for member companies. (*Business Practices Committee & Programs & Seminars*)

Suggested Actions: - Host area meetings around the state

- Conduct business practice round-table discussions and other networking events at general membership meetings.

Goal 4: Act as a clearinghouse of business practice information for member firms. (*Business Practices Committee*)

Suggested Actions: - Promote the use of ACEC member services; i.e., staff assistance on national issues, publications, and workshops.

- Promote ACEC Insurance Trust Programs.

Goal 5: Active Client/Agency Liaison Committees. (*Transportation, Environmental, Vertical and other related committees*)

Suggested Actions: - Maintain active liaison committees with Missouri state agencies, local governments, and contractors and design industry as needed.

PUBLIC AFFAIRS

Strategy: **Promote image and effectiveness of ACEC/MO and its member firms.**

Goal 1: Enhance the image and promote public awareness of ACEC/MO members. (*Public Relations Committee*)

Suggested Actions:

- Update statistics on what the consulting engineering industry means to the state's economy, and convey this information to state officials and the public.
- Conduct ACEC/MO exhibits at various annual meetings, such as the Missouri Municipal League, Missouri Association of Counties, Transportation Engineers Association of Missouri, etc.
- Publish the ACEC/MO Directory and distribute it to appropriate individuals in government, industry, and legislators.
- Obtain broader social media coverage of ACEC/MO and related member firms' activities and accomplishments.
- Distribute press releases on ACEC/MO meetings and other activities.
- Maintain a list of media contacts for use by ACEC/MO
- Develop and publish positions on issues of public importance such as infrastructure, sustainability, climate change, etc.

Goal 2: Conduct and promote an annual Engineering Excellence Program. (*Engineering Excellence Committee*)

Goal 3: Promote technical and professional education/registration.
(*Education/Registration Committee*)

Suggested Actions: - Support MSPE efforts in this area.

GOVERNMENTAL AFFAIRS

Strategy: **Maintain a strong governmental affairs program.**

Goal 1: Legislative Program and Member Legislative Activity (*Government Affairs Committee*)

Suggested Actions:

- Distribute information on specific legislation and monitor other legislation possibly affecting the profession.
- Establish long range legislative priorities and a plan for maintaining continuity of effort.
- Retain outside consultants to assist with promoting legislative initiatives and tracking legislative activities.
- Maintain liaison activity with other trade and professional groups and governmental agencies.
- Monitor and combat any attempts to weaken the current QBS law.
- Initiate favorable legislation and respond to adverse legislation in a responsive manner
- Publicize to consulting engineers the benefits of a strong state and national legislative affairs program.
- Encourage member participation in legislative affairs, and develop effective means of meeting state and federal legislators
- Encourage members to meet and communicate with their congressional delegates and state legislators.
- Develop position papers and/or talking points on local, state and national public policy issues related to engineering.

Goal 2: Provide a State Political Action Committee (CECMo/PAC).
(*Government Affairs Committee*)

Suggested Actions: - Maintain a ACEC/MO Political Action Committee (PAC) with voluntary assessment based on 10% of a firm's annual ACEC/MO dues. Evaluate political candidates and recommend support.
(*CECMo/PAC*)

Goal 3: Encourage National Political Action Committee Support (ACEC/PAC)

Suggested Action: - Encourage support of ACEC PAC and national Legal/Legislative Funds.

ORGANIZATIONAL AFFAIRS

Strategy: Provide staff and organization that meets the long-term needs of the Council and its member firms.

Goal 1: Annually achieve a net membership increase. (*Membership Committee*)

- Suggested Actions:**
- Conduct ACEC/MO meetings around the state as much as possible so as to allow greater opportunity for member firm attendance and participation in ACEC/MO affairs, for purposes of membership retention and recruitment.
 - Establish and maintain a current prospective member firm list by regions of St. Louis, Kansas City, and outstate. Coordinate with Membership Committee on efforts to recruit and retain member firms. Invite prospective members to attend a meeting when it is nearby for purposes of promoting membership.
 - Through the Membership Committee, assign ACEC/MO members to contact, recruit, and visit prospective members, with the help of the staff.
 - Use all available dues incentive programs and membership recruitment programs. Develop additional programs to assist in recruitment.
 - Develop a streamlined dues schedule for prospective member firms to easily determine costs to join ACEC/MO and ACEC. Distribute the streamlined dues schedule to Officers and Membership Committee for their use in recruitment activities.
 - Develop and implement an orientation program for new member firms. (Business Practices Committee)
 - Develop guidelines for qualifications of potential associate member firms, entrance fees and dues structure.
 - Host regional meetings around the state to promote recruitment of new member firms and retention of current member firms.
 - Publish a periodic electronic newsletter for members and prospects.

Goal 2: Provide sufficient staff and office facilities and equipment to carry out the functions of ACEC/MO. (*Advisory Committee*)

- Suggested Actions:**
- Maintain a shared staff executive with MSPE. Maintain one full-time administrative assistant as a minimum staff.
 - Establish annual budget for additional part-time help, equipment and facilities to meet the needs of the Council.
 - Establish salary, fringe benefits, and provisions for incentive pay to determine annual cost for budget purposes.

Goal 3: Achieve a balanced annual budget, including any contribution to reserves to maintain reserves at a goal of 40% of the then annual ACEC/MO revenue budget. (*Budget and Finance Committee*)

Suggested Actions: - Adjust dues, find alternative revenue sources, or reduce expenses as necessary to achieve the stated goal.

Goal 4: Review Long Range Plan. (*Long Range Planning Committee*)

Suggested Actions: - Annually review council activities for conformance with Long Range Plan.

- Review Long Range Plan for appropriate revisions no less often than every five years.