



ACEC OKLAHOMA Strategic Plan

Approved by Board of Directors, Thursday, April 23, 2020

Mission

Promote the business success of our professional member firms through collaboration, advocacy, leadership development, and knowledge exchange.

Vision

To be the trusted partner, valued resource, and recognized voice for consulting engineers dedicated to the advancement of Oklahoma.

Key Objectives / Goals:

I. Improve knowledge exchange across member firms by 12/31/20 by:

- a. Adding announcements at Council meetings highlighting national products and programs.
- b. Adding session at Council meetings covering information on where to find:
 - i. resources on the website.
 - ii. available programs.
 - iii. educational tools.
 - iv. available technical information.
- c. Creating on-line video of the same content (above) to serve as an on-going tutorial of what is available and where to find it.
- d. Improving the Council's website to include enhanced database of resources and easier user experience.

II. Improve our relationships with key partners including state, county, municipal, and private entities by:

- a. Determining feasibility of establishing separate partnering programs/committees with multiple sectors such as Water/Wastewater, Vertical Build, Oklahoma City/Tulsa Municipal Public Works, etc. Following the identification of the new partnering entities, implement the structure/process for establishing the new alliance(s). Target date of new alliance(s) kick-off by 12/31/21.
- b. Providing an Association information booth at a minimum of 2 professional conferences each year, e.g., Oklahoma Municipal League, American Society of Civil Engineers, American Institute of Architects, etc. Target date of first year completion by 12/31/21.
- c. Conducting a minimum of four presentations at professional association meetings per year focused on providing an overview of ACEC of Oklahoma.

III. Improve our legislative advocacy by promoting the value of quality engineering services.

- a. Develop web page dedicated to Qualifications Based Selection (QBS). Site will include promoting the benefits of QBS, list supporting organizations and agencies, etc. Target date of launch 12/31/21.
- b. Create collateral material and presentations for stakeholders promoting the benefits of QBS, contacts, etc.
- c. Identify resources necessary to monitor legislation at the state, county, and municipal levels.

IV. Improve our brand by promoting the value of professional engineering services in creating and maintaining the built environment and quality of life. Key deliverables include:

- a. Engage the services of a public relations firm to further develop our message, talking points, and collateral material by 7/1/21. New resources to include:
 - i. Expanding our social media coverage
 - ii. Increasing television & print media coverage including stories on member firms' contribution to the quality of life and other relevant stories.
 - iii. Revising, publicizing, and promoting the ACEC Awards Program.
- b. Educate and equip our President/CEO, Board, and Council members to communicate our message using training seminars, workshops, and other venues. Target audiences include legislators in all levels of government, schools, and private firms.
- c. Determine focus for educational opportunities for students. Opportunities include:
 - i. Promote scholarship programs.
 - ii. Establish a promotion day for STEM students.
 - iii. Sponsor STEM kits for teachers.
 - iv. Form partnership with Oklahoma Society of Professional Engineers.
 - v. Establish ACEC program for member firm interns. Include an intern exchange portal on our website.
 - vi. Promote Engineers Without Borders

- V. Increase membership and diversity of member firms. Member firm target increase of 15-20% by 12/31/23. Key changes include:**
- a. Create and administer market survey focused on collecting data to better understand needs of non-transportation firms. Survey items to include which entities are interested in forming a more strategic partnership (see Goal II, item “a” above). Target date of survey completion by 12/31/20.
 - b. Enhance the culture of ACEC by identifying and implementing key areas of change in all areas of the Association including:
 - i. Structure of Board – include non-transportation representation embodying inclusion and diversity.
 - ii. Review by-laws to ensure language, rules, and procedures encourage diversity in member practice areas.
 - iii. Ensure available resources, tools, and information distributed on website address needs of newly added non-transportation firms.
 - iv. Improve other areas as identified.

Potential Barriers Needing Addressed

Potential Barrier	Description	Key Requirements
1. Talent	The new President/CEO is limited in their ability to successfully move the strategy forward.	<ul style="list-style-type: none"> • Effective selection process • Successful outsourcing of specific goals / actions. • Effective delegation of responsibilities to member volunteers.
2. Scope of changes	Need to ensure the goals are prioritized and implemented over a reasonable period.	<ul style="list-style-type: none"> • Elicit new leaders input regarding realistic timeframe for implementation of goals.
3. Financials	Limited funding to cover the cost of implementing the goals.	<ul style="list-style-type: none"> • Board must address new budgetary items associated with the strategy/goals. • Funding of all initiatives will determine implementation timeframe.
4. Lack of member buy-in	Lack of member buy-in to the strategy/goals limits volunteering of time, resources, and verbal support to others.	<ul style="list-style-type: none"> • The President/CEO and Board must establish member buy-in to the changes by: <ul style="list-style-type: none"> • clear and frequent communications. • collecting input as appropriate. • making necessary adjustments based on member feedback.