

Goals	Action Steps	Leadership	Internal Stakeholders	External Stakeholders	Benchmarks	Developing / In-Process / On-going / Completed	Progress	
FOCUS: Position ACEC/MO as THE leading voice of engineering companies in Missouri								
Brand	Develop a brand that breaks down the barriers for all stakeholders (including the public) to understand the vast diversity and importance of engineers in society.	- Engage a professional marketing firm to help establish the brand. - Identify key audiences to focus engagement around the engineering profession. - Remove barriers making the engineering profession easy to consume.	ACEC/MO Staff, Board, Future Leaders	ACEC/MO Members	Legislators, Engineers, the general public		Developing	Setting up an initial call with Marketing. Step 1 work on engagement with legislators and raising profile. Start with membership wide survey. Will include other engineering orgs in the survey. Use the survey to create talking points. Step 2 will create website. "engineeringmatters". Use photos from past award submittals from the website.
Position	Position the American Council of Engineering Companies of Missouri as THE leading voice of engineering companies in Missouri.	- Engage a professional marketing firm to help establish the brand. - Identify key audiences to focus engagement around the engineering profession. - Remove barriers making the engineering profession easy to consume.	ACEC/MO Staff, Board, Future Leaders	ACEC/MO Members	Legislators, Engineers, the general public			
Develop	Develop a communications plan to disseminate your brand and values to both internal and external stakeholders.	- Develop an annual communications plan that allows for "plug-and-play" but also allows flexibility to respond to changing environments and allows the ability to seize opportunities as they emerge.	ACEC/MO Staff, Board, Future Leaders	ACEC/MO Members	Legislators, Engineers, the general public			
FOCUS: Reinforce ACEC/MO as THE advocate of engineering companies in Missouri								
Build	Build out the association's ability to invest in meaningful candidate campaign support at the state level and continue to meet National's goals at the federal level.	- Continue work on adding events to increase fundraising for the State PAC. - Work on ways to incentivize members to donate to National PAC.	ACEC/MO Staff, Board, National PAC Champion	ACEC/MO Members	Legislature, ACEC National		In-Process	Over \$43k at the state level, 4 months in. Within \$6k of national PAC with Sporting Clays and several individual contributions to go.
Promote	Continue to engage the Executive and Legislative branches of government to support the work of, and advocate for, member companies.	- Serve as the leader in advocacy efforts not just for companies, but for the entire engineering profession in Missouri. - Coordinate with other groups such as MSPE, APWA, ASCE, etc.	ACEC/MO Staff, Board	ACEC/MO, MSPE, APWA, ASCE, etc.	Legislature, Executive Branch Officials		Developing	Working on an engineer lobby day. APWA on board. MSPE on board. Working on date.
Engage	Engage member firms and their employees in advocacy efforts at the local, state and federal level.	- Recruit ACEC members who are willing to engage in advocacy and education efforts. Look into developing an advocacy committee for members who enjoy engaging in direct conversations with policy makers. - Assist and encourage ACEC members to recruit fellow members for advocacy efforts.	ACEC/MO Staff, Board, Members, Future Leaders	ACEC/MO Members	Legislature, Executive Branch Officials		Developing	Morgan is identifying people engaging multiple events. Allowing people to meet them on their home turf. How can we engage the FLA group? Jeff City coffee with legislators? Do we need a junior board? A young professionals group? FLA member present the check?

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FOCUS: Diversify and enhance opportunities for emerging leaders throughout the ACEC/MO network							
Build	Build out growth opportunities for leadership development through the Future Leaders Academy.	Develop a leadership structure for the Future Leaders Academy that allows emerging leaders the opportunity to grow and engage in future development.	FLA Committee, FLA Leadership and ACEC/MO staff				Need some brainstorming around this. Board should charge the FLA Committee with creating actions around this. Committee has been charged with electing a class president and duties to go along. Should we add 1 member to the board for a year. Anne Schoer is the chair of the committee. Buddy to reach out to Anne.
Diversify	Work with Future Leaders Academy to develop a long-range plan to support diversity and inclusion in leadership structures and the engineering profession.	Engage the Future Leaders Academy to build out a long range plan to engage ACEC/MO member companies in strategies that support diversity and inclusion in their leadership structures.	FLA Committee, FLA Leadership and ACEC/MO staff				
Encourage	Encourage members to embrace engagement opportunities for emerging leaders in all lines of business.	Action steps need to be fleshed out during the brand development and positioning process.	FLA Committee, FLA Leadership and ACEC/MO staff				
FOCUS: Serve Missouri engineering companies as their primary resource on business practices							
Pursue	Continue programs on best business practices and industry trends.	Promote and conduct business practice seminars to member firms and their employees.	Business Practices Committee, ACEC/MO staff				Need to charge the Committee with thinking about this one. Tony to take the lead with the committee to put a plan around.
Promote	Promotion of Professional Procurement Process (QBS).	<ul style="list-style-type: none"> - 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 ACEC/MO staff any proposal requests which do not conform to QBS procedures. - Monitor trends in design/build and other project delivery methods that may impact QBS. 	Business Practices Committee, ACEC/MO staff				
Advance	Continue to enhance networking opportunities for member companies.	Continue to be thoughtful in networking opportunities, be flexible to meet the needs of professionals and emerging leaders to all lines of business.	Business Practices Committee, ACEC/MO staff				
Proceed	Act as a clearinghouse of business practice information for member firms.	Review current practices while working on the brand and communications plan.	Business Practices Committee, ACEC/MO staff				

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FOCUS: Purposeful Management: Start, Stop, Continue							
Focus	Use limited resources wisely: human capital and financial resources.	Develop a cost/benefit analysis that includes not just financial resources but also human capital.	ACEC/MO Board of Directors, Budget Committee and ACEC/MO staff				On-Going Need to make sure we are providing value. We survey members after key activities for value.
Eliminate	Eliminate outdated processes and use readily available technology to better serve members.	Develop a cost/benefit analysis that includes not just financial resources but also human capital.	ACEC/MO Board of Directors, Budget Committee and ACEC/MO staff				On-Going / Completed ACEC MO staff have evaluated current spending and have made adjustments (i.e., rent, phones, insurance, website, dues structure, etc.)
Ensure	Ensure that the association has the resources it needs to grow into the future.	Review member investment and returns. What resources does the association need to serve its members and meet the organization's priorities.	ACEC/MO Board of Directors, Budget Committee and ACEC/MO staff				Developing Should the organization consider hiring an additional staff member? Need to discuss at the November meeting.
Strength	Don't be penny wise and pound foolish, use the power of your collective resources to move the industry forward.	Investment is important to move the industry forward. Deploy resources needed to gain returns.	ACEC/MO Board of Directors, Budget Committee and ACEC/MO staff				