



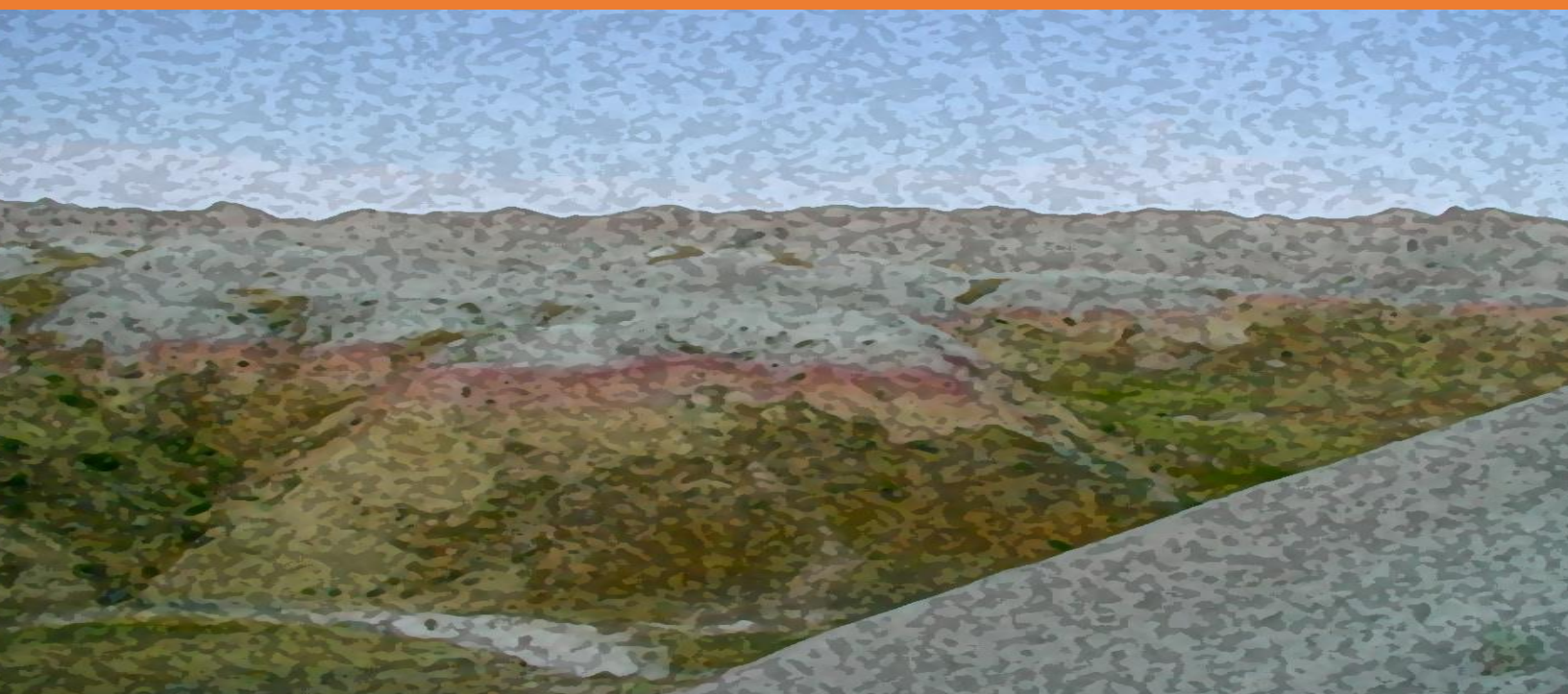
AMERICAN COUNCIL OF
ENGINEERING COMPANIES OF
SOUTH DAKOTA

ABSTRACT

The ACEC South Dakota Chapter developed a strategic plan to guide its projects and meetings, advocate for member organizations, provide professional develop, and communicate to and on behalf of engineering companies in South Dakota.

**2018 – 2020
STRATEGIC PLAN**

Member Workbook



EXECUTIVE SUMMARY

The American Council of Engineering Companies of South Dakota (ACEC/SD) launched a strategic planning process in November 2017. ACEC/SD leadership requested the first cohort of the Emerging Leaders Program to reach out to member organizations to determine what the members valued about ACEC/SD and what suggestions members had for improvements. The Emerging Leaders developed recommendations and presented their findings at the ACEC/SD strategic planning meeting on November 8, 2017. Their findings were summarized into three themes:

1. Influence important legislation facing members and their clients.
2. Provide a value proposition to member organizations.
3. Improve communication to members and non-members.

The ACEC/SD contracted Sage Project Consultants (Sage) to facilitate and draft the strategic plan. In preparation for the planning meeting, Sage contacted other ACEC state chapters to obtain copies of their strategic plan. A separate report, *State-by-State Strategic Plan Comparison*, was issued to ACEC/SD. The aim of the report was to be a resource of how other ACEC state chapters are addressing strategic priorities. If there was a particular plan that was an inspiration to ACEC/SD, the authors encouraged the members to contact the ACEC state chapter to further vet and clarify strategies.

The state chapter environmental scan summary noted the top three goals from the national and other state chapters were to:

- Become recognized by all engineering companies as their legislative advocate for the promotion and protection of their business interests.
- Become recognized by all engineering companies as their primary resource on business practices.
- Increase membership.

The consultant led strategic planning meetings on November 8, 2017 and January 24, 2018.

In summary, ACEC/SD is implementing the following five strategies to increase the capacity of their organization:

1. Advocate for the business interests of consulting engineering firms in South Dakota.
2. Recruit and retain membership of engineering firms.
3. Offer education in business practices for member firms and professional development for engineering firm employees.
4. Provide relevant information in a timely manner.
5. Continuously improve ACEC/SD infrastructure.

The plan was approved in January 2018 and the chapter began executing the action plans immediately.

The resulting goals and objectives can be tied back to the findings. The findings are listed on the left, while the objectives that address the findings are listed on the right.



MISSION, VISION, AND VALUES

WHO WE SERVE

South Dakota engineering company principals and their employees

MISSION STATEMENT

The American Council of Engineering Companies of South Dakota's mission is to enhance the public understanding and image of the consulting engineering profession, proactively represent the profession in public affairs and legislative issues, and provide a forum for discussion and continued business education.

VISION STATEMENT

To be the recognized advocate and collective voice for engineering firms in South Dakota.

VALUES

LEADERSHIP. Be the relevant voice for the engineering community.

ADVOCACY. Pursue public and private partnering platform to establish a clear political direction.

COMMITMENT. Actively engage member firms and increase involvement and influence on key industry issues.

COMMUNICATION. Provide timely and transparent communication.

VALUE PROPOSITION: ACEC of South Dakota is committed to providing a competitive advantage for its member firms through the following:

- Political advocacy to foster a positive business climate.
- Industry advocacy to provide a strong voice for our profession.
- Qualifications-Based Selection procurement support to maximize the benefit to members, clients and the community we serve.
- Member educational programs to improve business performance, develop leaders, and assist firms in meeting professional continuing education requirements.
- Collaborative partnerships to provide networking opportunities and heighten the image of ACEC of South Dakota.
- Member firm promotion to enhance client awareness and elevate industry image.
- Membership value through robust benefit and affinity programs.

COMMITTEE ROLES

The Executive Director and Committees are responsible for the completion of the strategic plan. The committees will meet between the quarterly meetings to plan and complete activities important to the advancement of the ACEC/SD mission. For the purposes of the plan, special committee may be formed at the discretion of Board to complete projects. The roles of the strategic plan and each committee are outlined below:

Executive Director (ED)	Advocacy Committee / ED
<ul style="list-style-type: none"> • Coordinate all meetings and educational events. • Manage the update the website and keep relevant. • Create printed materials. • Release announcements and stories to press. • Manage social media. • Collect member organization testimonials. • Create board and key volunteers’ advocacy speeches. • Manage and execute fundraising events. • Identify, cultivate and solicit donors for funding. • Recognize donors. • Find and pursue other creative funding sources. • Manage Goal D strategic plan objectives and activities. 	<ul style="list-style-type: none"> • Manage the ACEC lobbyist and work with him/her to prepare for legislative session efforts. • Review all prospective bills and state a position with input of member organizations. • Provide language edits to bills, as necessary. • Propose bills with partners, as necessary. • Raise funding for the PAC and Minuteman Fund. Communicate successes of each effort. • Manage Goal A strategic plan objectives and activities.
Program and Membership Committee / ED	Executive Committee
<ul style="list-style-type: none"> • Develop education agenda each year with input from member organization. • Recruit education speakers. • Oversee agenda development to incorporate education and alignment to strategic plan. • Oversee and manage recruitment and retention activities. • Oversee and manage Emerging Leader program. • Manage Goal B/C strategic plan objectives and activities. 	<ul style="list-style-type: none"> • Create and manage policies. • Create and manage personnel policy manual (to include the Executive Director position). • Evaluate written job expectations and annually complete a performance evaluation. • Draft board job descriptions. • Recruit board members. • Screen, orient and train board members. (ED) • Develop and recommend annual budget. (ED) • Manage books and compare to budget; make interventions, update budget as necessary. (ED) • Oversee financial audit.

GOALS AND OBJECTIVES

Goal A: Advocate

Objective A.1. Proactively prepare for legislative activities at the local and/or national level each year.

Activities:

Elect a Committee Chair for the Advocacy Committee.	Board of Directors	
Recruit 3 - 4 volunteers to actively serve on the Advocacy Committee.	Advocacy Committee Chair	
Hire a watch-dog and/or lobbyist to monitor prospective bill language at the state level and/or assist in developing bill language that protects engineering firm interests.	Executive Director (ED) / Advocacy Committee	
When state and/or national legislative activities merit the need, provide a legislative update via email and newsletter.	ED	
Provide a forum to determine position on bills. Consider teleconferences to discuss relevant matters on a periodic basis. Channel all communication through ACEC/SD versus through individual member organizations level.	ED / Advocacy Committee	
Partner with like-minded organizations to influence bill language and advocate positions on bills.	ED / Advocacy Committee	
Coordinate communication to legislators. Develop form letters, when necessary, regarding legislation.	ED	
Hold a regular meeting in Pierre during legislative session. Develop an action plan to engage legislators.	ED / Advocacy Committee	
Assess the effectiveness of legislative action after each annual session.	ED / Advocacy Committee	April annually

Objective A.2. Meet or exceed the national ACEC/PAC goal and support state-level advocacy efforts through direct contributions from member organizations, as needed.

Activities:

Lead effort for donations to national ACEC/PAC.	National Director	
Publicize the benefits and successes of ACEC/PAC so member firms can understand the value of contributing to the PAC.	ED / Advocacy Committee	
Evaluate requirements and restrictions for a state-level PAC and determine value.	ED / Advocacy Committee	
Determine if ACEC/SD should hold PAC fundraising events. If a go, consider wine raffle and/or events concurrent to member meetings, training, and social events.	ED / Advocacy Committee	

Objective A.3. Raise \$1,000 for the ACEC Minuteman Fund to respond to critical state issues and federal cases. Call on the fund in South Dakota, if necessary.

Activities:

Publicize the benefits and successes of ACEC Minuteman Fund effectively so that member firms can see and appreciate the value.	ED / Advocacy Committee	
Add the Minuteman Fund to the dues form. Per national ACEC strategic plan, suggest 10% of ACEC dues. Launch in 2018.	ED	1Q2018

Goal B: Membership

Objective B.1. Retain 100% current member firms (baseline 29 member firms of 91 total firms in 2017). By the end of the plan period (2020), target 75% of the member firms to be active in one or more capacities and 50% or greater attend ACEC/SD meetings.

Activities:

Elect a Committee Chair for the Membership Committee.	Executive Committee	
Recruit 3 - 4 volunteers to actively serve on the Membership Committee.	Executive Committee	
Maintain a list of member firm and indicate level of activity including but not limited to meeting attendance, board service, advocacy service, and/or task force service.	ED	
Assign members to contact firms that pay dues but are not active. Determine the reasons/ barriers for firms' representative not to participant.	Membership Committee	
Based on feedback, adjust the action items within the strategic plan to address barriers.	ED / Membership Committee	
Determine feasibility of engaging non-principals into ACEC activities. Determine level of engagement.	ED / Membership Committee	

Objective B.2. Recruit additional engineering firms to join ACEC/SD. Target 33-member firms by year end 2019 and 36 by year end 2020.

Activities:

Create print materials that can also be uploaded on the website that defines the national and state value proposition for member organizations.	ED	
Develop talking points for members and Executive Director to recruit new member firms.	ED / Membership Committee	
Target 10 engineering firms to recruit in 2018. Assign members to contact and visit with principal(s). Prepare members for visits by reviewing talking points, National ACEC Power of ACEC video, and print materials.	ED / Membership Committee	
Target 10 engineering firms to recruit in 2019. Assign members to contact and visit with principal(s).	Assigned member who recruited new member	
On-board new member firms by personally inviting them to meetings and encourage them to participate in planning and participating in educational and advocacy offerings.	Assigned member who recruited new member	

Objective B.3. Develop action plan for associate firm membership. Recruit 5 -8 associate members to join ACEC/SD by year end 2020.

Activities:

In alignment with the strategic plan, adjust the bylaws to define and outline associate firm membership.	Membership Committee	
Create print materials that can also be uploaded on the website that defines the value proposition for associate firms.	ED	
Develop talking points for members and Executive Director to recruit associate member firms.	ED / Membership Committee	
Target 5 associate firms to recruit in 2018. Assign members to contact and visit with principal(s). Prepare members for visits by reviewing talking points, National ACEC Power of ACEC video, and print materials.	ED / Membership Committee	
Target 10 associate firms to recruit in 2019. Assign members to contact and visit with principal(s).	Assigned member who recruited new member	
On-board new associate firms by personally inviting them to meetings and encourage them to participate in planning and participating in educational and advocacy offerings.	Assigned member who recruited new member	

Goal C: Business Practices and Professional Development

Objective C.1. Provide education during meetings for leadership, management and technical education to help member firms improve business performance.

Activities:

By October each year, outline a recommended list of educational opportunities (curriculum) related to various roles within a member firm (project engineer, project manager, principal, etc.).	ED / Membership Committee	
Offer and promote training opportunities that will assist licensed engineering professionals in meeting the State’s continuing education requirements. Coordinate continuing education units.	ED	
Identify appropriate alternative training delivery options including webinars, downloads, and face-to-face meetings to meet various member firm needs.	ED / Membership Committee	
Develop and publicize an annual training calendar that will allow member firms to better plan and participate in ACEC/SD training.	ED	
Engage other professional organizations and leverage their existing conferences to gain exposure to their membership	ED / Membership Committee	
Schedule a social or networking gathering in conjunction with each meeting.	ED / Membership Committee	
Plan one large social networking event annually, in conjunction with a member meeting.	ED / Membership Committee	

Proposed Meeting Schedule

January	Pierre; Legislative focus Decide on emerging leaders for following year
April	Meet day before or after SDES conference
Summer	Firm sponsored 4-man golf event with dinner. (2 from firm; 2 outside firm, i.e. clients, legislators)
Fall	Day 1 – Afternoon session, evening social event Day 2 – Morning session

Objective C.2: Continue the Emerging Leader Program to develop leadership capacity in member firms.

Activities:

Invite active Emerging Leaders and alums to participate in ACEC/SD task forces and / or committees. Continue to engage alums through avenues of communication.	ED / Membership Committee	
Recruit non-active members to participate in the Emerging Leaders Program to get them involved.	ED / Membership Committee	
By April 2018, decide on candidates for the Emerging Leaders Program cohort for the following year.	Member firms	
Set timeline and form special committee to execute and manage the Emerging Leaders Program.	ED / Membership Committee	
Execute and manage the Emerging Leader Program.	Each firm	
Evaluate program during and after the program by interviewing candidates and their member firm principals.	ED / Membership Committee	

Goal D: Communication

Objective D.1. Modernize the ACEC/SD website and prioritize keeping content up-to-date, fresh, and relevant.

Activities:

Identify a task force to define website requirements and oversee project.	Board of Directors	
Issue an RFP to modernize and update websites.	Website Special Committee	
Create a budget for maintenance and updates. Consider innovative solutions such as a contractor or member firm marketing resources.	Board of Directors	
Access National ACEC resources to populate the ACEC/SD website. (Refer to Alabama, Indiana, and New York chapter sites for ideas.)	Website Special Committee	
Create a members only section that includes, but not limited to, the following: meeting minutes, recordings, presentations, financial reports.	ED	
Outline membership benefits and overview of organization	Membership Committee	
Develop a member's blog and forum.	ED	
Post links to relevant news articles.	ED	
Update the website at least monthly.	ED	

Objective D.2. Issue a quarterly newsletter that informs and engages active and prospective member firms and their employees.

Activities:

Each quarter, assign articles to members and/or Executive Director.	Executive Committee	
Highlight member firm accomplishments in each newsletter.	ED	
Highlight members, member firms, and Emerging Leaders in each newsletter.	ED	
Post newsletter on website. E-mail newsletter via Constant Contact. Post link to newsletter on social media.	ED	

Objective D.3. Maintain an active and relevant social media presence.

Activities:

Determine what platform(s) to use.	ED / Executive Committee	
On a weekly basis, search for and post relevant news content.	ED	
Post ACEC/SD events and link for registration.	ED	

Goal E: Infrastructure

Objective E.1. Conduct Executive Director performance review discussions once per year.

<u>Task</u>	<u>Lead</u>	<u>Timeline</u>
Establish expectations and evaluate Executive Director's performance.	Executive Committee	Annual on hire date
Establish expectations and evaluate contractors' performance, if appropriate.	ED	

Objective E.2. Update all governance documents by 4Q2019.

<u>Task</u>	<u>Lead</u>	<u>Timeline</u>
Update bylaws to reflect strategic plan.	ED / Executive Committee	4Q2019
Develop a member handbook and post on website. (Reference strategic plan.)	ED / Executive Committee	

PERFORMANCE MEASURES

The following table identifies performance measures for the 2018 – 2020 plan.

	2017	2018	2019	2020 GOAL
A.3: Funds raised for PAC	\$5,425			
A.4: Funds raised for Minuteman Fund	\$0			
B.1: Number of firms active in ACEC/SD	17 of 29			
B.1: Percent of member firms that attended meetings	59%			
B.1/B.2: Number of member firms	29 of 91			36

CALL TO ACTION

Join us in our mission to provide education and advocate for engineering firms. You can make a difference by completing one of the following activities:

- Join ACEC of South Dakota.
- Attend our member education and social events.
- Attend our fundraising events.
- Serve on our Board of Directors.
- Volunteer on our committees.
- Send letters to the State Legislators.

**American Council of Engineering
Companies of South Dakota**

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