



2023-2028 STRATEGIC PLAN

American Society of Civil Engineers - St. Louis Section

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2 EXECUTIVE SUMMARY

The ASCE St. Louis Section Strategic Plan for 2023-2028 is provided in this document. The Introduction section includes background information for this Strategic Plan, as well as basic information about our organization. Next, the 2023-2028 Strategic Plan is discussed in detail.

A strategic plan is a road map for the future – it defines the direction for the Section and is used to help make decisions on allocating resources, such as time and money. The plan communicates a common set of goals that help everyone align their programs and actions to the future. It provides clarity of your mission to new members and leaders. It outlasts any one member or leader.

The Vision developed to guide the Strategic Plan states:

The St. Louis Section fosters a diverse, collaborative, and welcoming community of engaged members who are trusted leaders in creating a safe, sustainable, and resilient environment while supporting the development of the next generation of civil engineers.

The Mission Statement developed to support the Strategic Plan states:

The ASCE St Louis Section is a community for Civil Engineers which provides our members with professional and technical development opportunities, promotes the profession through outreach to the public and future civil engineers, and advocates for safe and sustainable infrastructure.

As part of the planning process, ASCE St. Louis performed a SWOT Analysis to identify the Section's Strengths, Weaknesses, Opportunities, and Threats.

ASCE St. Louis identified 6 goal themes and wrote corresponding SMART goals to accomplish over the next five years. The themes are:

1. Community / Pre-college Outreach
2. Partnerships
3. Creating Member Value
4. Younger Members
5. Diversity & Membership
6. Section Operations

Action plans were developed to define the steps to be taken to accomplish each goal, when each step needs to be completed, and who is responsible for each step being completed.

3 INTRODUCTION

3.1 BACKGROUND

The ASCE St. Louis Section was well overdue for a new Strategic Plan that would guide board decisions to ensure a successful Section for many years to come. The last strategic planning was undertaken in 2011, when Section Leaders held a planning session and produced a planning document, as well as an overhaul of the Section's Handbook. Many of the goals/process/activities included in that plan are now regular established practices of the Section. However, a lot has changed in our world since 2011, most notably the COVID-19 pandemic starting in 2020 that limited or modified Section activities for several years. We adapted quickly to virtual luncheons and board meetings, and generally moving activities online to reduce the spread of the virus in our communities. Our workplaces changed - many of our members moved to full or part time remote work, dress codes relaxed, and attitudes to work/life balance have shifted. As we have emerged from the restrictions associated with the pandemic, the leadership of the Section thought it was a good time to evaluate the strengths and weaknesses of our Section, poll our membership to find out what they want, and set new goals for the coming years.

During the process of updating the strategic plan, it was important that a wide variety of perspectives were considered and included in its development. A membership survey was first conducted to gain input from our general membership and establish trends to guide decision making. Section board members, committee chairs, and institute chairs have all contributed to the strategic plan update. ASCE Region 7 Director Edward Stafford was invited to facilitate the strategic planning, as he had done for several other ASCE organizations. His guidance was key to maintaining respectful communication and thinking creatively as a group. This plan was developed in person over two planning sessions with additional follow-up with smaller groups.

Using this document as a roadmap, the intent is for the Section leadership to measure and review the progress of the goals set herein on an annual basis. Once the timeline of this plan has run out, it is up to the St. Louis Section Leadership to establish a new plan to guide them further into the future.

3.2 HISTORY AND PHILOSOPHY

The St. Louis Section was organized in February 1888, as the "St. Louis Association of Members of the American Society of Civil Engineers" and has been representing civil engineers in the St. Louis Metro region ever since. We encompass the Eastern half of Missouri and five Illinois counties immediately to the east of St. Louis, serving over 1100 members and five area student chapters.

We support local future and current civil engineers (architectural; coasts, oceans, ports and rivers; construction; environmental and water resources; geotechnical; structural; transportation) in their chosen fields to make Missouri, the country, and the world a better and safer place to live.

4 THE 2023-2028 ASCE ST. LOUIS SECTION STRATEGIC PLAN

4.1 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 St. Louis Section Strategic Planning Committee is as follows:

The St. Louis Section fosters a diverse, collaborative, and welcoming community of engaged members who are trusted leaders in creating a safe, sustainable, and resilient environment while supporting the development of the next generation of civil engineers.

4.2 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 St. Louis Section Strategic Planning Committee is as follows:

The ASCE St Louis Section is a community for Civil Engineers which provides our members with professional and technical development opportunities, promotes the profession through outreach to the public and future civil engineers, and advocates for safe and sustainable infrastructure.

4.3 SWOT ANALYSIS

To move forward with a new Strategic Plan for the ASCE St. Louis Section, it was important to perform an overall assessment of where the Section currently stood. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. The SWOT Analysis was developed based on the input from the Strategic Plan working group. The SWOT Analysis provides a document to guide the St. Louis Section in the development of the overall strategic initiatives.

Table 4.3.1 shows the strengths, weaknesses, opportunities, and threats in a bulleted form. The list was the result of a brainstorming activity and is in an unedited form.

Table 4.3.1 SWOT Analysis

Strengths
Luncheon/PDHs
YMG
Core Leadership/Institutional Knowledge
MO/IL Legislative Days
Five Universities
Technical institutes
Finances/Budget/Scholarship
Membership survey

Opportunities
Public Sector Recruitment
Partnerships w/ other groups
Multiple Luncheons/month/yr
Recruitment/Outreach from/to our universities
Traveling Luncheons around the Section
95% Members who didn't engage in the survey
More reach from lunch topics
Multi-Institute Conference (All of them)
More inclusive meetings
Public engagement

Weaknesses
Time on Board
Inflexibility
Wide Section Boundaries
Universities spread out geographically
Participation in events appear to be the same
Lunch topics not broad reach
Institute membership priority over Section
Old school feel
Committees of 1

Threats
Loss of corporations/support
Competition from similar groups
Location for luncheons
Regional Bias

4.4 OBJECTIVES AND GOALS

Through an initial brainstorming session to establish objectives to move us toward our Vision, several themes were established as focus areas for our Section in the next 3-5 years. A SMART Goal was then written for each theme.

SMART Goals are:

- S – Specific of what is to be accomplished
- M – Measurable goals have an ability to track progress
- A – Attainable goals that are challenging but possible
- R – Relevant or Responsible – Aligned with the vision and assigned to specific members or units
- T – Time based goals have an end date

The following themes and goals established:

1. Community / Pre-college Outreach
2. Partnerships
3. Creating Member Value
4. Younger Members
5. Diversity & Membership
6. Section Operations

The corresponding SMART Goals are shown below in Table 4.4.1:

Table 4.4.1 SMART Goals

1. COMMUNITY / PRE-COLLEGE OUTREACH
SMART GOAL:
Expand our network of civil engineering outreach by volunteering with the number of schools per county as described below within 3 years. - St. Louis City - 1 - St. Louis County - 2 - St. Charles County - 1 - Metro East - 1 - Jefferson County - 1
2. PARTNERSHIPS
SMART GOAL:
Expand our professional footprint in the Construction/Architecture/Engineering professional and academic community by partnering with 1 new outside organization each year.
3. CREATING MEMBER VALUE
SMART GOAL:
Increase unique participants by 5% year over year in 5 years.
4. YOUNGER MEMBERS
SMART GOAL:
Increase number of active Younger Members (attending >50% of events) by 50% in 5 years.
5. DIVERSITY & MEMBERSHIP
SMART GOAL:
Increase diversity in the Section to reflect the civil engineering profession.
6. SECTION OPERATIONS
SMART GOAL:
Fill all committee chairs in 2 years and recruit one additional member for all committees within 3 years.

4.5 ACTION PLAN

To ensure our success, each SMART goal was further analyzed to establish Action Plans, or steps to be taken by Section members/Committees/Institutes to accomplish the goal. Action plans were written by small groups that will lead the execution of the plans over the course of the next 3-5 years.

1. COMMUNITY / PRE-COLLEGE OUTREACH		
SMART GOAL:		
Expand our network of civil engineering outreach by volunteering with the number of schools per county as described below within 3 years. - St. Louis City - 1 - St. Louis County - 2 - St. Charles County - 1 - Metro East - 1 - Jefferson County - 1		
Action Plan:		
STEPS	WHO?	WHEN?
Identify at least one point of contact for STEM at schools (focus initially on high school within each area	Pre-College Outreach	Ongoing
Expand committee beyond just one chair	Pre-College Outreach Chair	3-5 years
Cities of the Future roll-out to Science Center Spring 2024. Organize an outreach event like we did with Dream Big.	Board to Identify a Chair	Q4 of 2023
Follow up to schools who attend Cities of the Future event for additional outreach	Pre-College Outreach	4 weeks after premiere
Maintain general outline for presentations which can be customized to each school group. Look into centralized storage database.	Pre-College Outreach	Ongoing
Evaluate targets/contacts each year	Pre-College Outreach	Each year (June)

2. PARTNERSHIPS		
SMART GOAL:		
Expand our professional footprint in the Construction/Architecture/Engineering professional and academic community by partnering with 1 new outside organization each year, while maintaining existing partnerships.		
Action Plan:		
STEPS	WHO?	WHEN?
Develop list of organizations & contacts	Programs / President	May 2023
Identify target groups that align with leadership’s vision	President / President-Elect	Annually
Identify and plan the event, coordinating with the partner organization (i.e. luncheon, charity event, happy hour, technical tour, etc.)	Programs / other committee	Annually

3. CREATING MEMBER VALUE		
SMART GOAL:		
Increase unique participants by 5% year over year in 5 years.		
Action Plan:		
STEPS	WHO?	WHEN?
Establish baseline number to compare growth year over year	Programs	Fall 2024 (Year 1)
Create process for tracking unique participants <ul style="list-style-type: none"> Idea: Take poll at luncheons for new participants 	Programs & President	Fall 2024 (Year 1)
Create plan to stay in touch with new participants	President & Programs	Fall 2026 (Year 3)
Create plan to incentivize members to bring new participants to events	Programs	Fall 2026 (Year 3)
Organize new event in spring geared towards new participants that are already ASCE members	Membership	Spring 2024
Create plan to improve monthly meetings (luncheons) to be more appealing to members	Programs	Fall 2024 (Year 1)
Improve quality of luncheon speakers. Consider subcommittee to find speakers rather than assigning to the institute.	TBD	Fall 2024 (Planning Meeting)

4. YOUNGER MEMBERS		
SMART GOAL:		
Increase number of active Younger Members (attending >50% of events) by 50% in 5 years.		
Action Plan:		
STEPS	WHO?	WHEN?
Host at least 6 well-advertised Happy Hour events	YMG	Each year
Complete 2-3 outreach events with K-12 students	YMG	Each year
Connect with each student chapter every year through an event, presentation, or other activity	YMG	Each year
Engage our members in 1-2 professional events every year	YMG	Each year
Develop email campaign that advertises the Younger Member Group to our current members to forward to younger colleagues to encourage involvement	YMG	February 2024

5. DIVERSITY & MEMBERSHIP		
SMART GOAL:		
Increase diversity in the Section and civil engineering profession to better reflect the objectives of the Society.		
Action Plan:		
STEPS	WHO?	WHEN?
Define a baseline for demographics in St. Louis Section, profession, St. Louis region	Membership	January 2024
Define what demographics to focus on	Membership & DEI	January 2024
Understand the Society's position on Diversity, Equity, and Inclusion (DEI)	DEI	January 2024
Participate in 3 annual Pre-college STEM activities targeted to minority communities <ul style="list-style-type: none"> Idea: Target diverse schools for IMAX movie event 	Pre-college Outreach & DEI	October 2025 (Year 2)
Identify 3 other minority organizations to partner with	DEI	October 2025 (Year 2)

6. SECTION OPERATIONS		
SMART GOAL:		
Fill all committee chairs in 2 years and recruit one additional member for all committees within 3 years.		
Action Plan:		
STEPS	WHO?	WHEN?
Identify a Younger Member as a Board Liaison to strengthen the pipeline for recruiting Committee Chairs from the YMG	President	January 2024
Send out communication to those identified from the survey as wanting to get more involved. List open chair and co-chair opportunities.	President-Elect	March 2024
Encourage Committee Chairs to recruit/identify a co-chair in the next 6 months	Directors	June 2024
Highlight committees, institutes, and upcoming volunteer activities at luncheons (i.e. short presentation, announcement, or table)	President & Directors	Ongoing

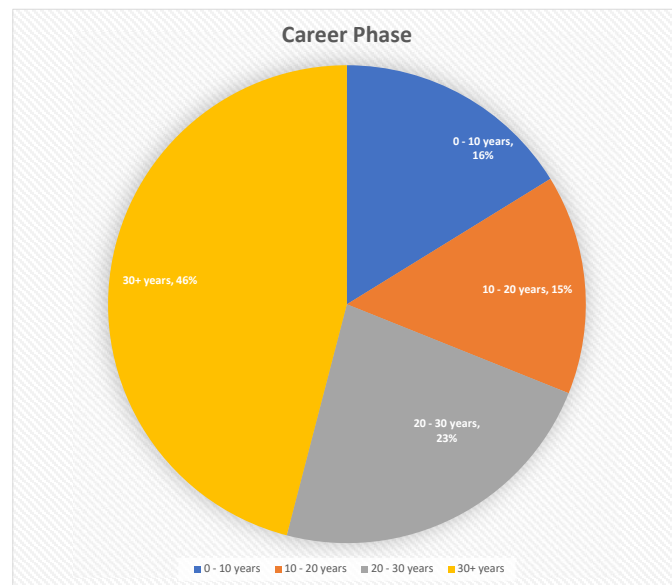
5 APPENDIX A – 2023 MEMBERSHIP SURVEY DATA

ASCE St. Louis Section 2023 Membership Survey

March 13, 2023 – March 24, 2023

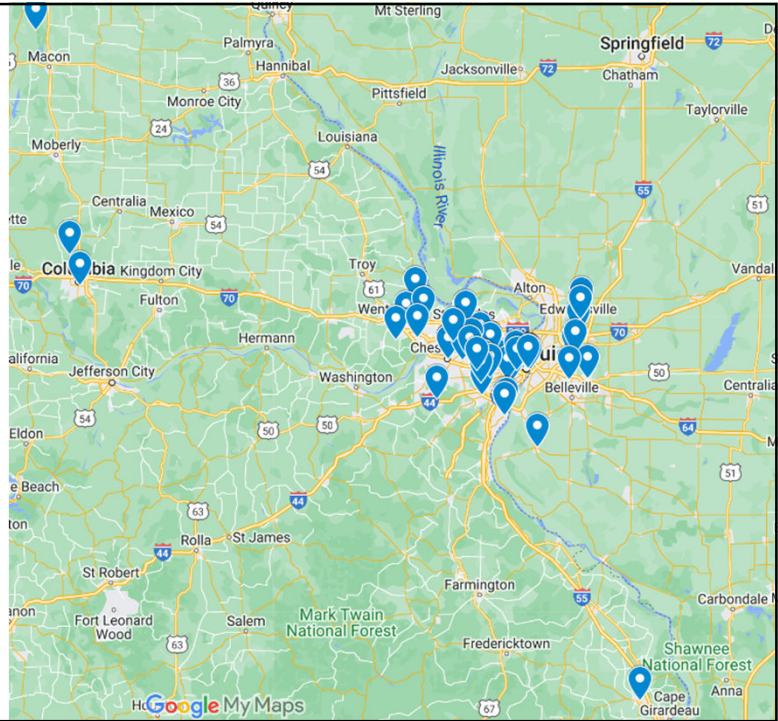
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(1) Please
choose the
career
experience level
you fall into.



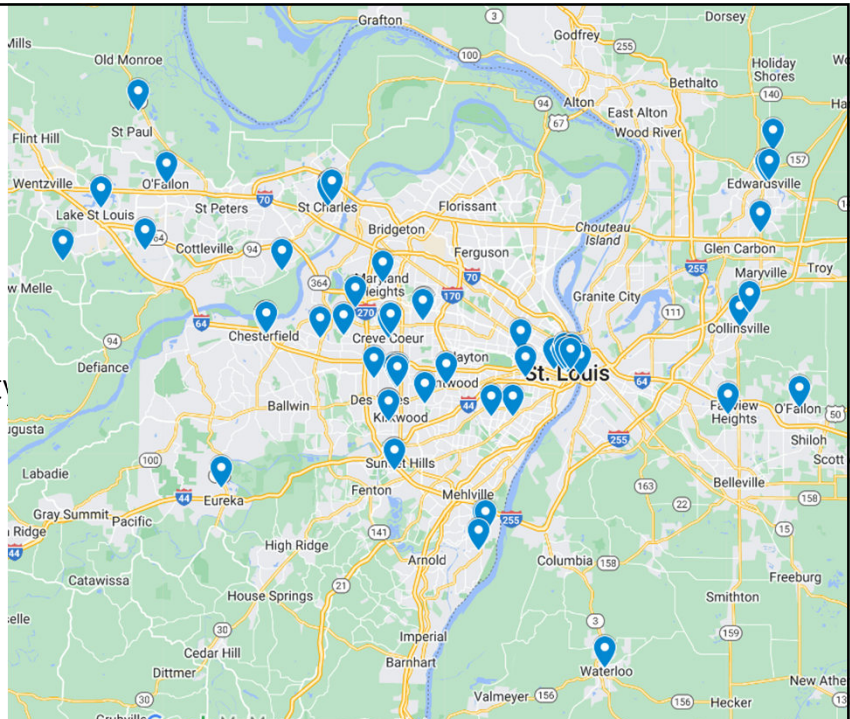
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(2) OPTIONAL - Please provide a geographic location of home or work you are comfortable with providing (city or county with state or zip code):



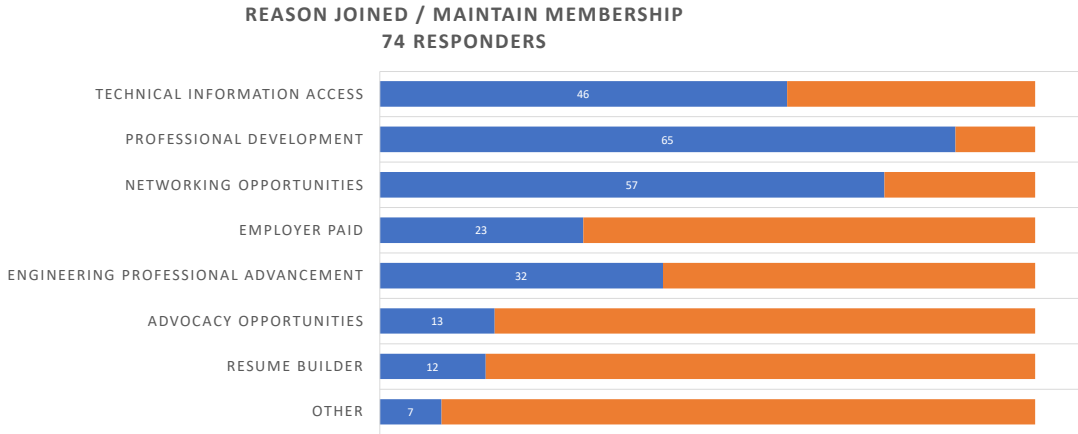
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(2) OPTIONAL - Please provide a geographic location of home or work you are comfortable with providing (city or county with state or zip code):



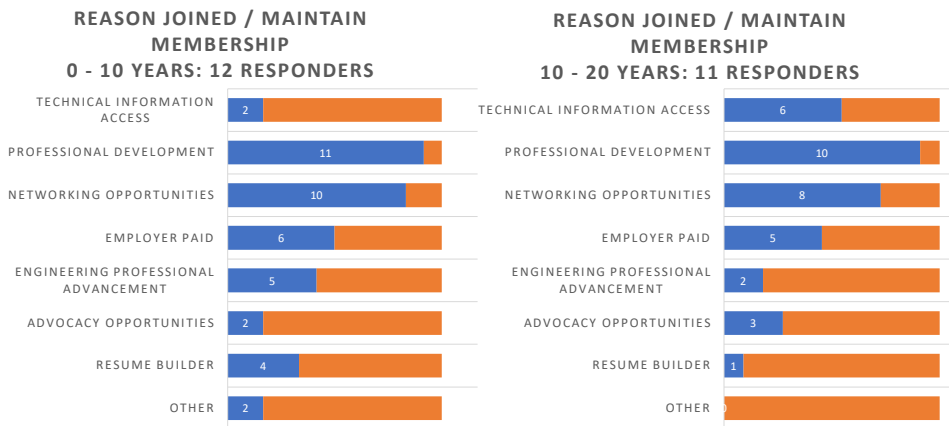
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(3) Why did you join and continue to be a member of ASCE? (Select all that apply.)



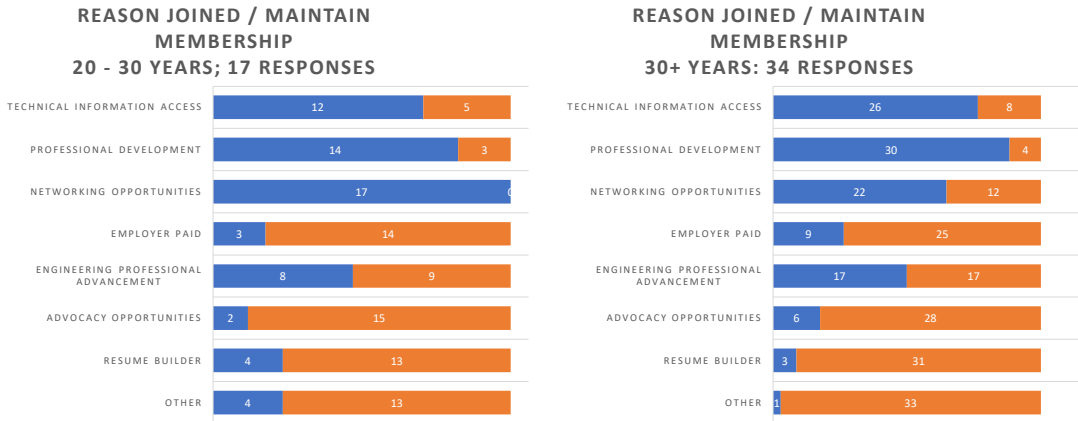
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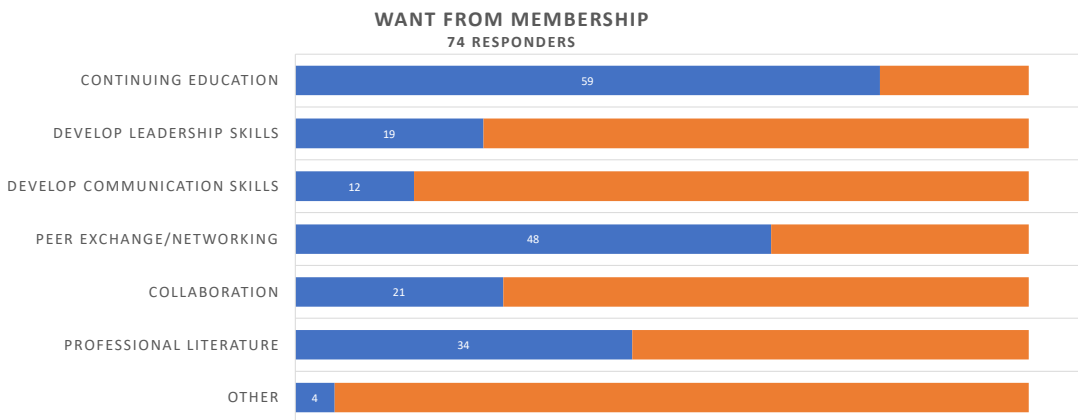
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(3) Why did you join and continue to be a member of ASCE? (Select all that apply.)



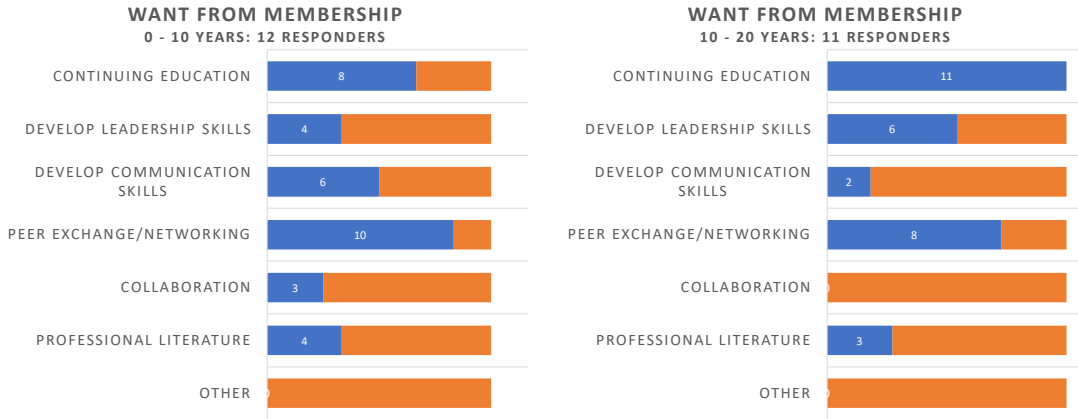
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(4) What are you looking to get out of your ASCE Membership generally? (Select all that apply.)



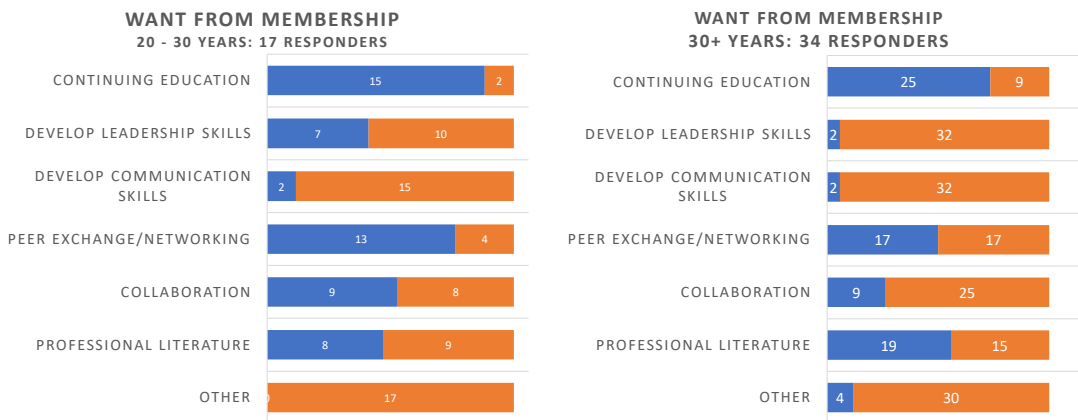
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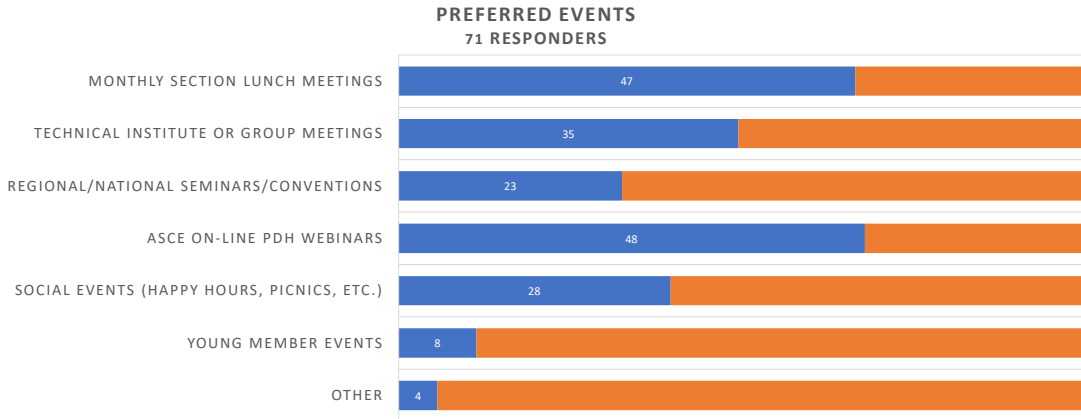
9

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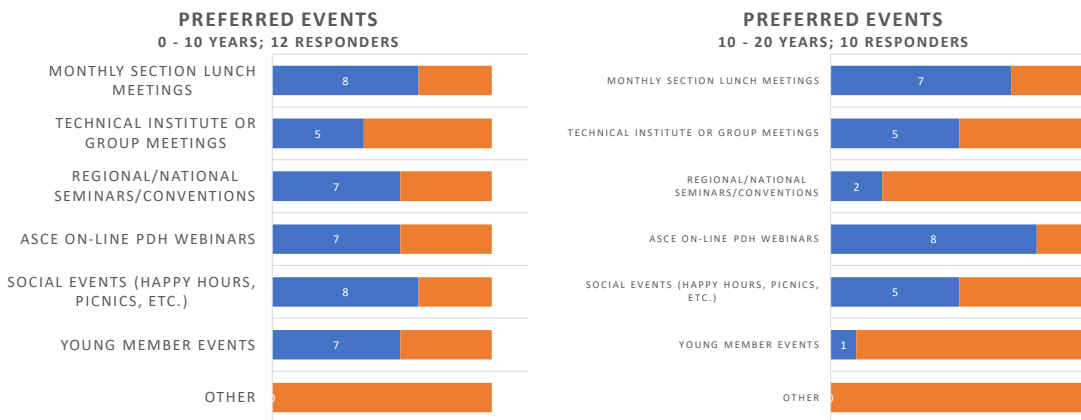
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(5) What type of ASCE events are you most interested in attending? (Select all that apply.)



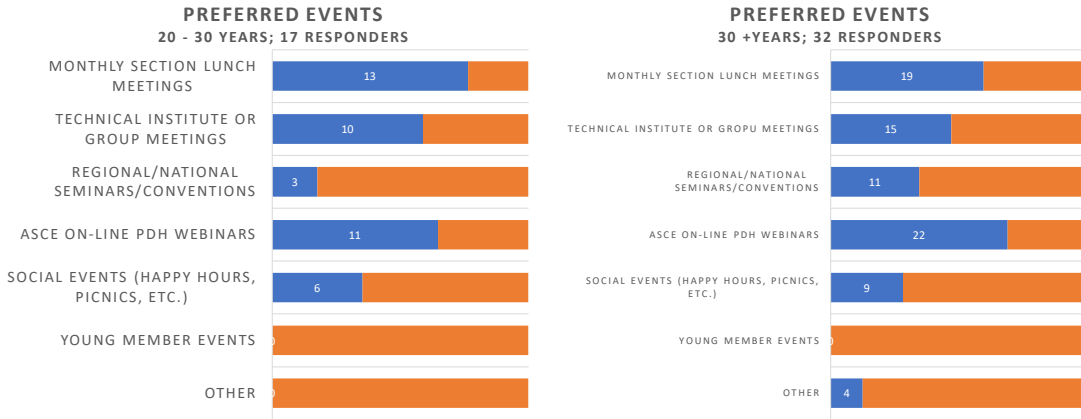
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(5) What type of ASCE events are you most interested in attending? (Select all that apply.)



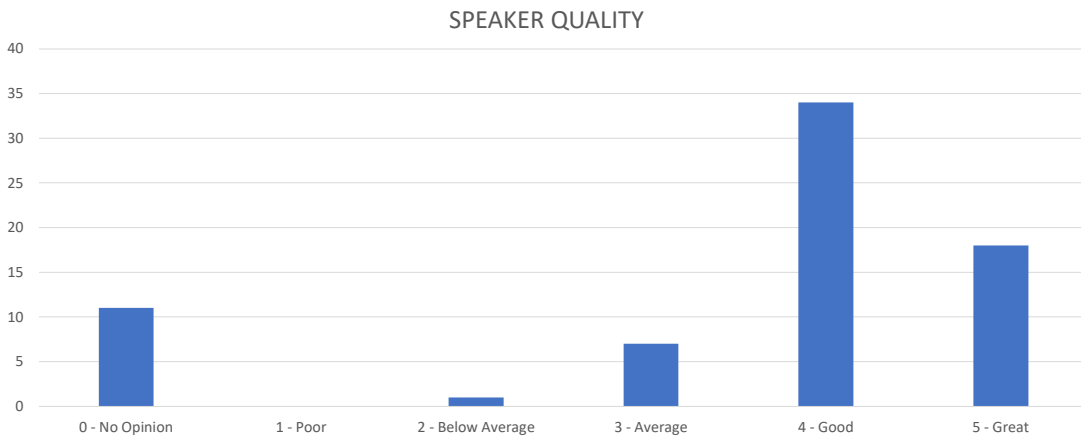
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(5) What type of ASCE events are you most interested in attending? (Select all that apply.)



13

(6) Please rate the quality of the speakers at ASCE events you have attended. (5 = great, 1 = poor, 0 = no opinion.)

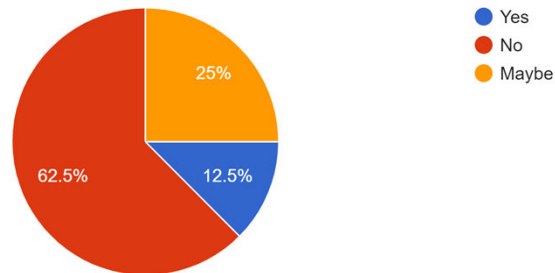


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(7) Would you be interested in speaking/presenting at an ASCE event?

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72 responses



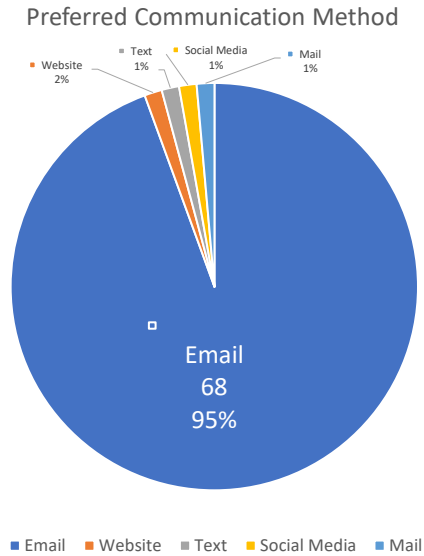
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(8) If you are interested in speaking or presenting at an ASCE event, what topic would you like to present on?

- Technical or Professional Development
- Architectural engineering
- How to be an effective communicator with the younger generation
- Geotechnical
- Future World Vision
- Transportation, Advocacy
- Civil Engineering career paths for High School and College Students
- Bridge project
- Project Management
- History & Heritage
- Water Resources
- Seismic Engineering
- River Engineering, Flood Hydrology, Open-Channel Hydraulics
- Safety Studies
- Missouri SAVE Coalition
- Local civil engineering history
- H & H, Projects
- Technical career choices
- I have a bunch!

16

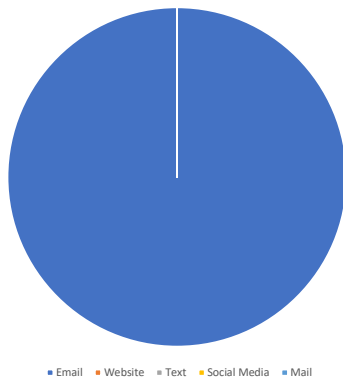
(9) What is the best way for you to receive information?



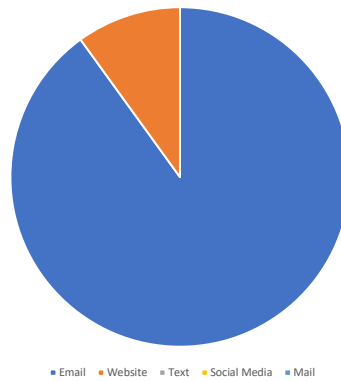
17

(9) What is the best way for you to receive information?

Preferred Communication Method
0 - 10 Years; 12 Responders



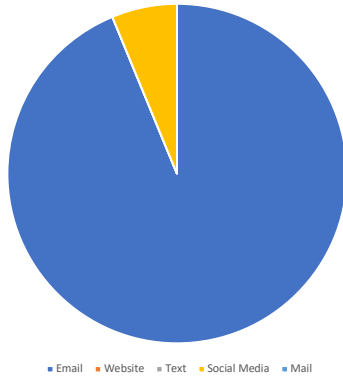
Preferred Communication Method
10 - 20 Years; 9 Responders



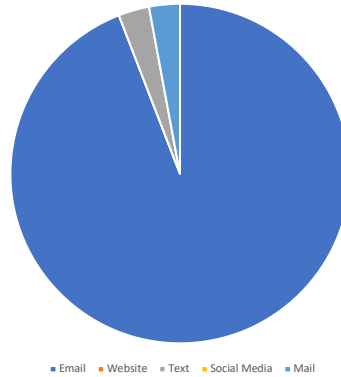
18

(9) What is the best way for you to receive information?

Preferred Communication Method
20 - 30 Years; 15 Responders



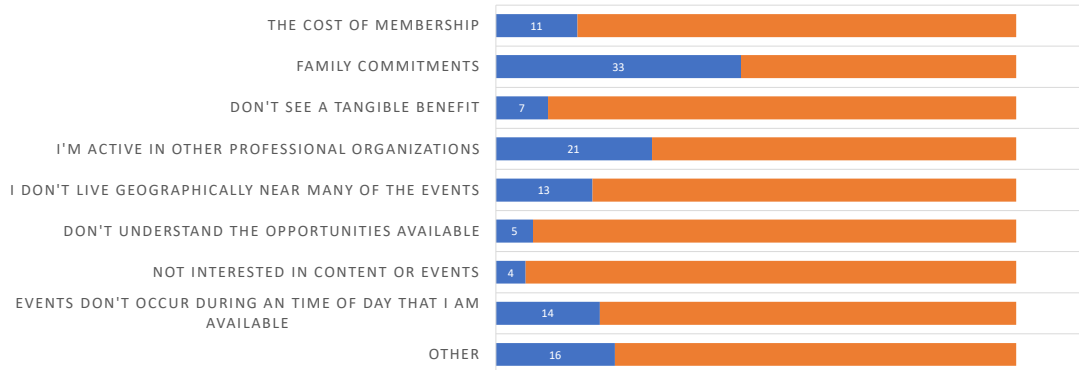
Preferred Communication Method
30+ Years; 32 Responders



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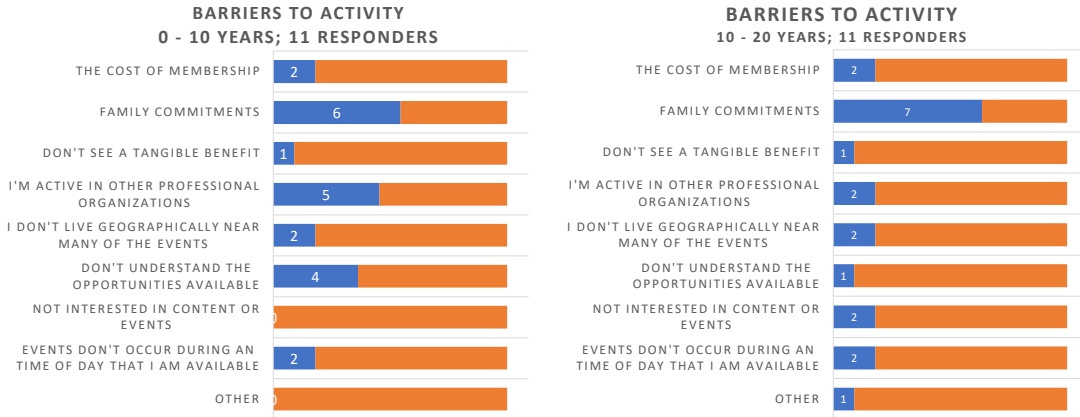
(10) What barriers to do you face to becoming more active in ASCE. (Select all that apply.)

BARRIERS TO ACTIVITY
70 RESPONDERS



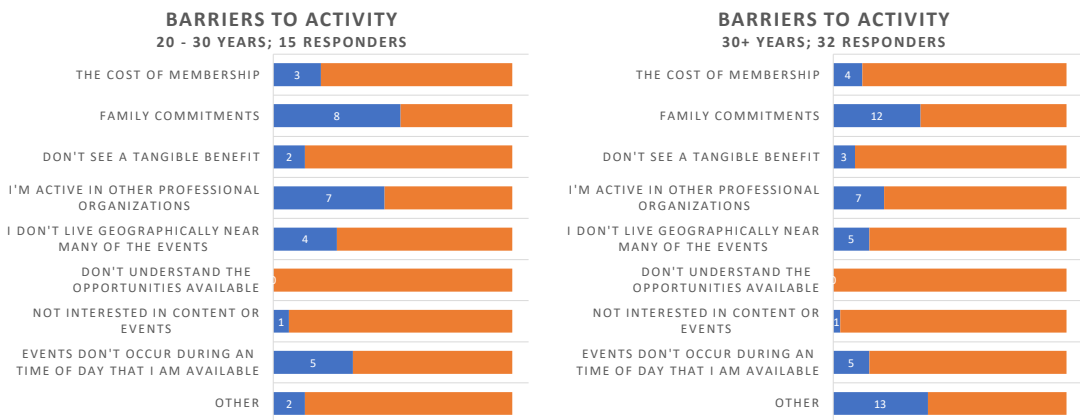
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21

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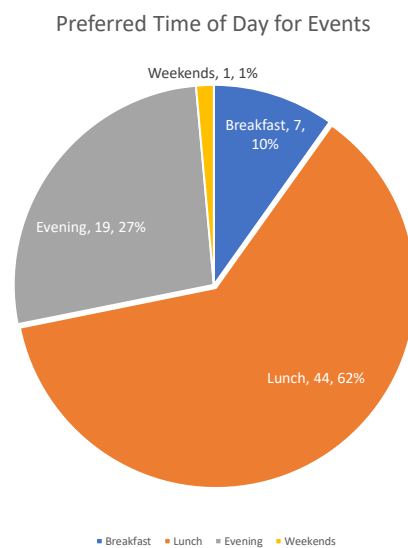
22

(10) What barriers to do you face to becoming more active in ASCE. (Select all that apply.)

- OTHER BARRIERS
 - 3 – WORK COMMITMENTS
 - 3 – RETIRED
 - 1 – AGE
 - 1 – OTHER TIME COMMITMENTS

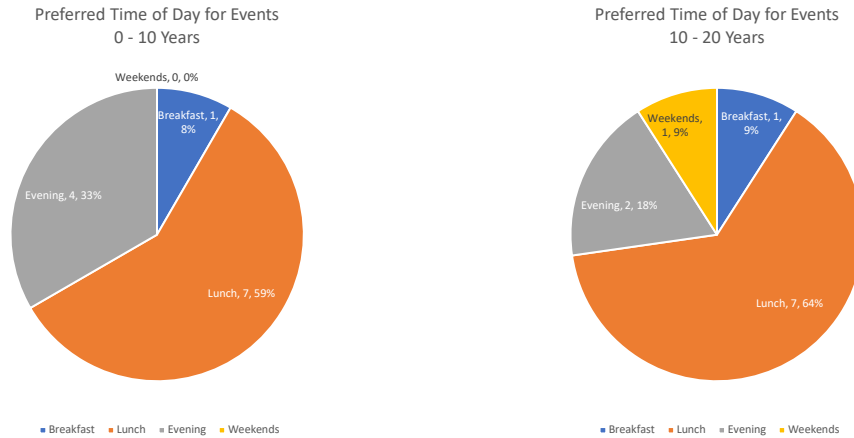
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(11) What time of day is best to attend ASCE events?



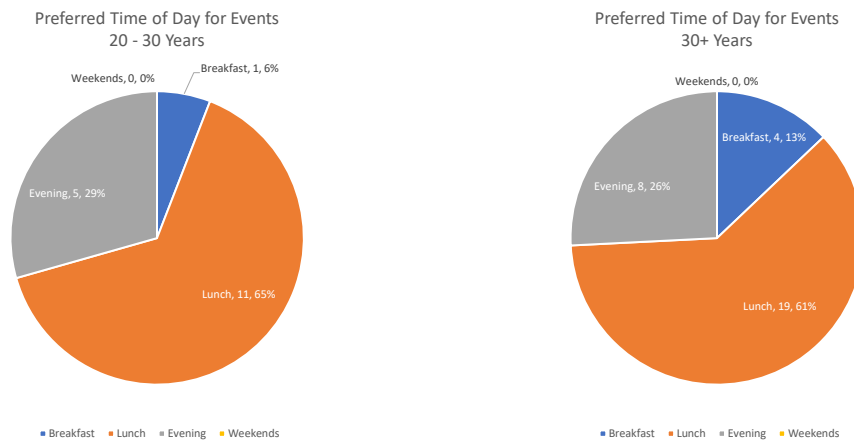
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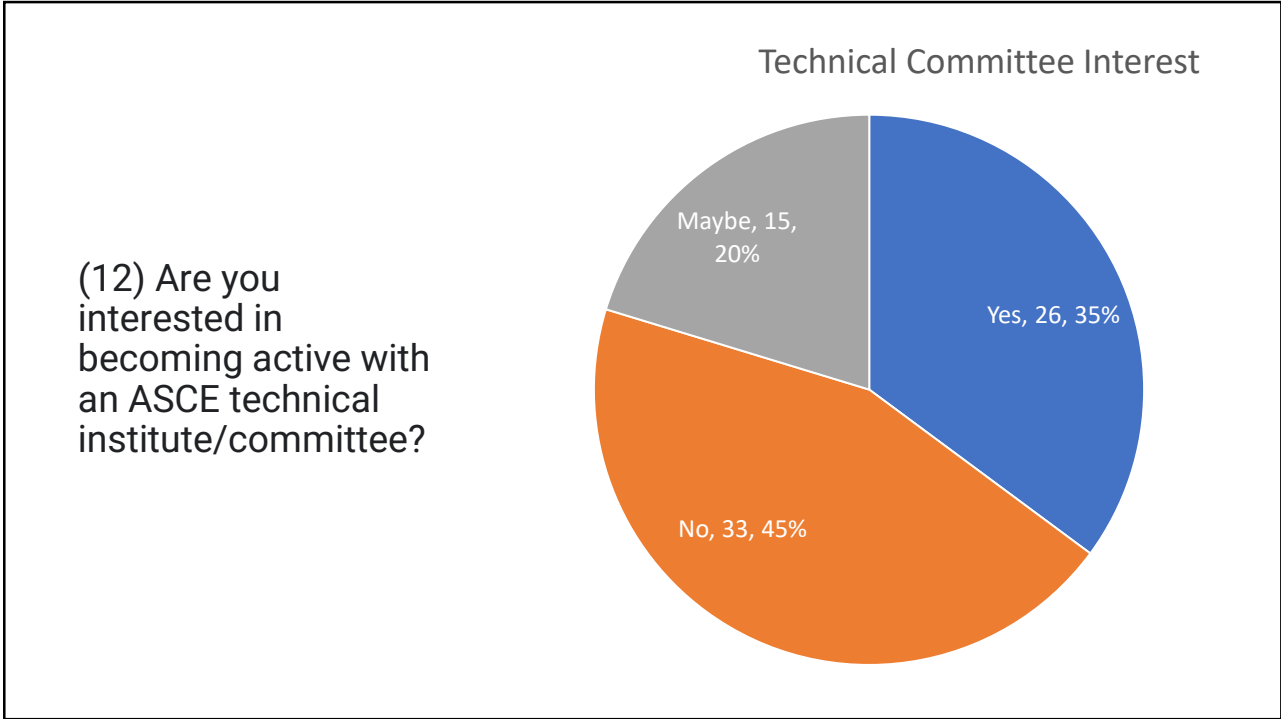


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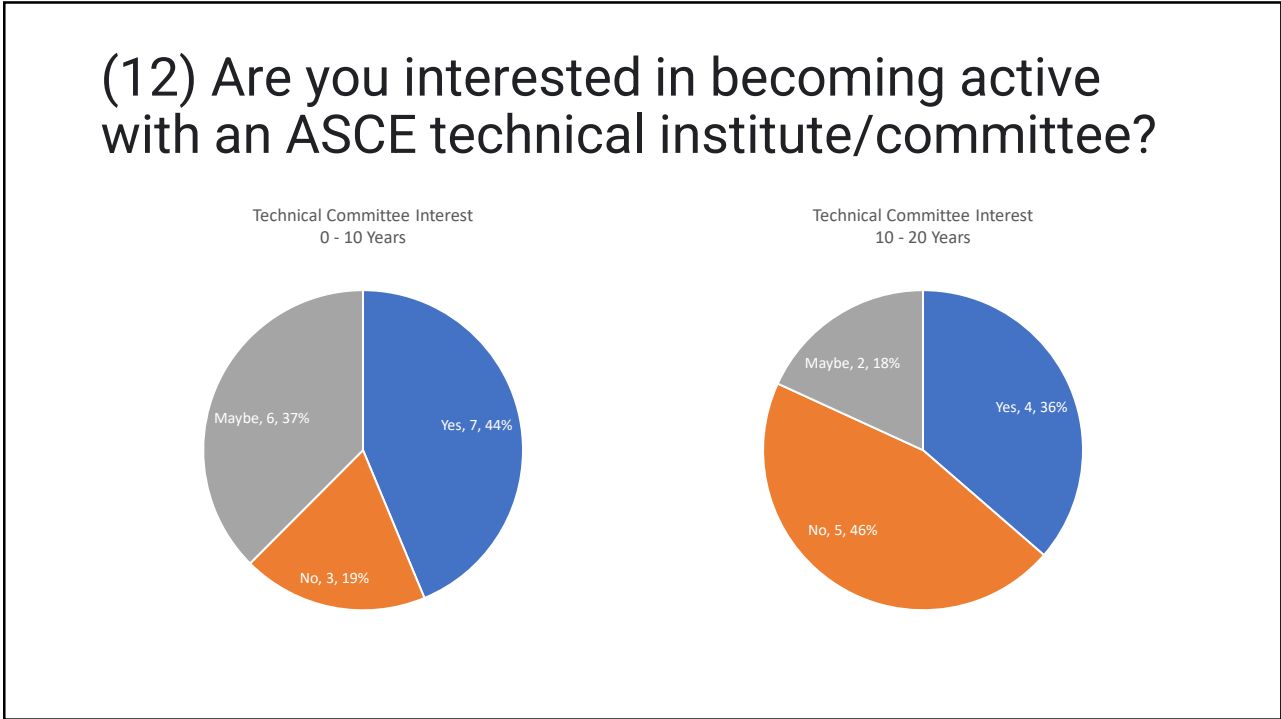
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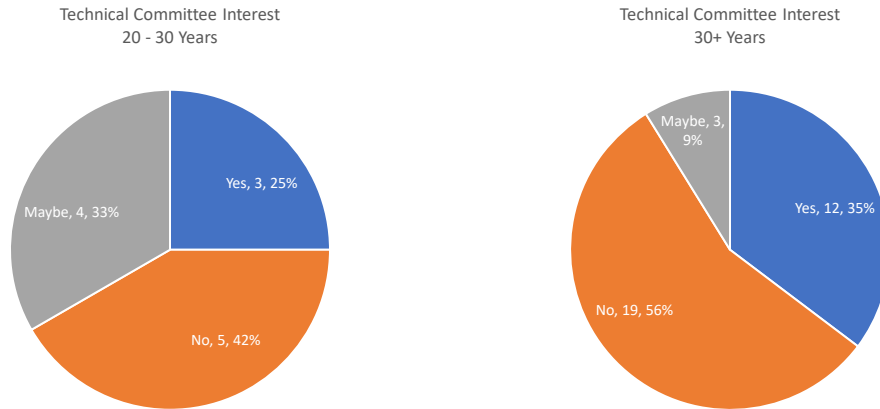


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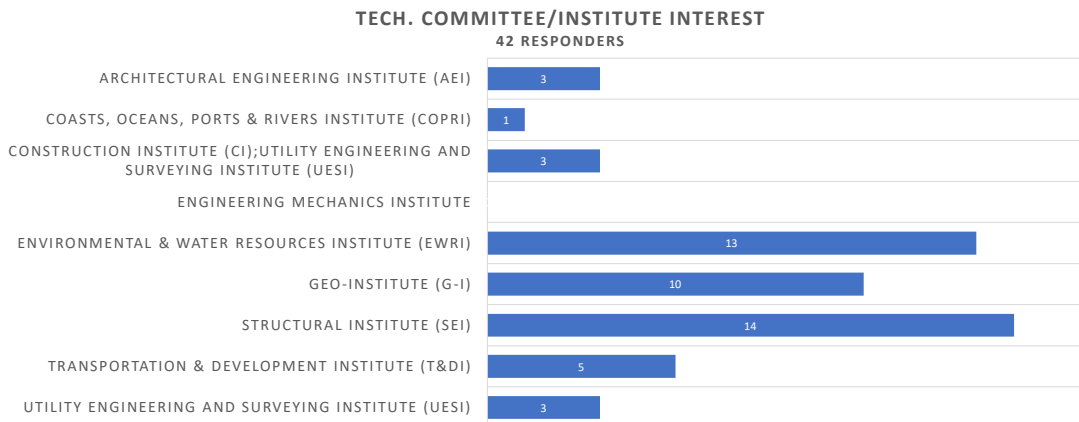
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(12) Are you interested in becoming active with an ASCE technical institute/committee?



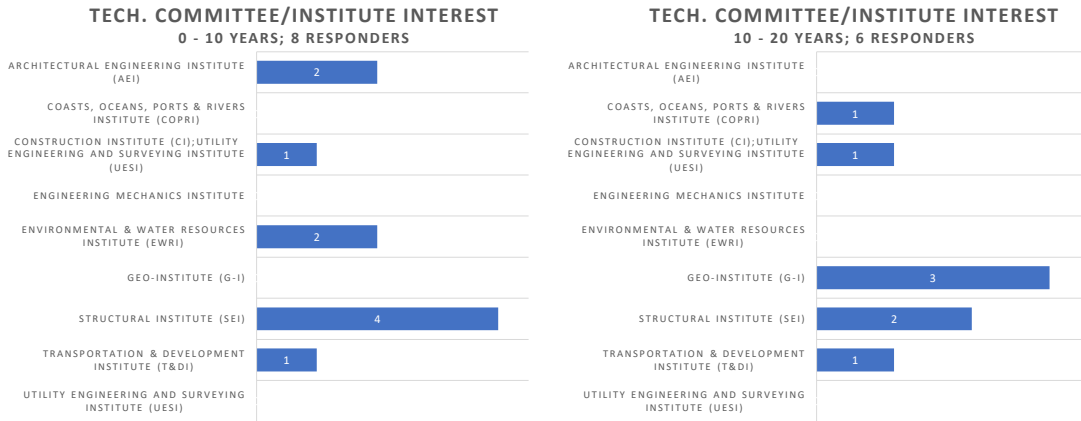
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(13) If you are interested in an ASCE technical committee or institute, what group are you interested in becoming active in? (Select all that apply.)



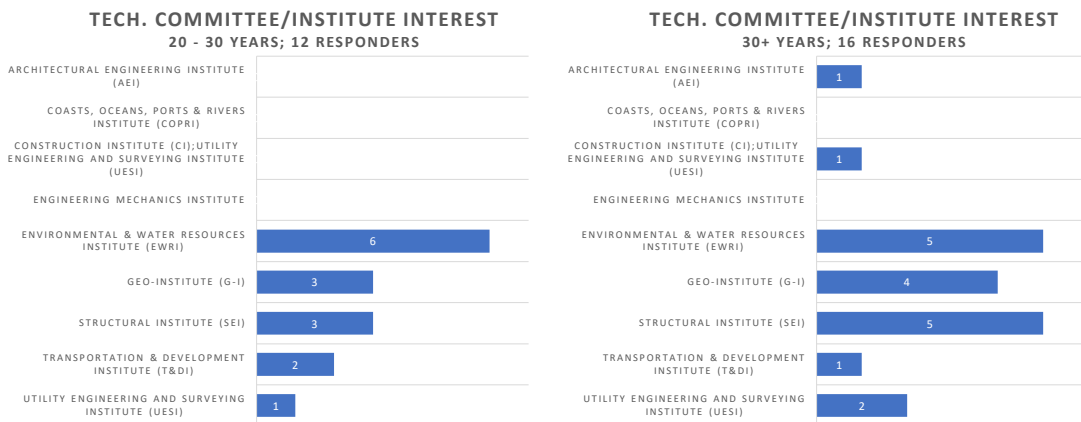
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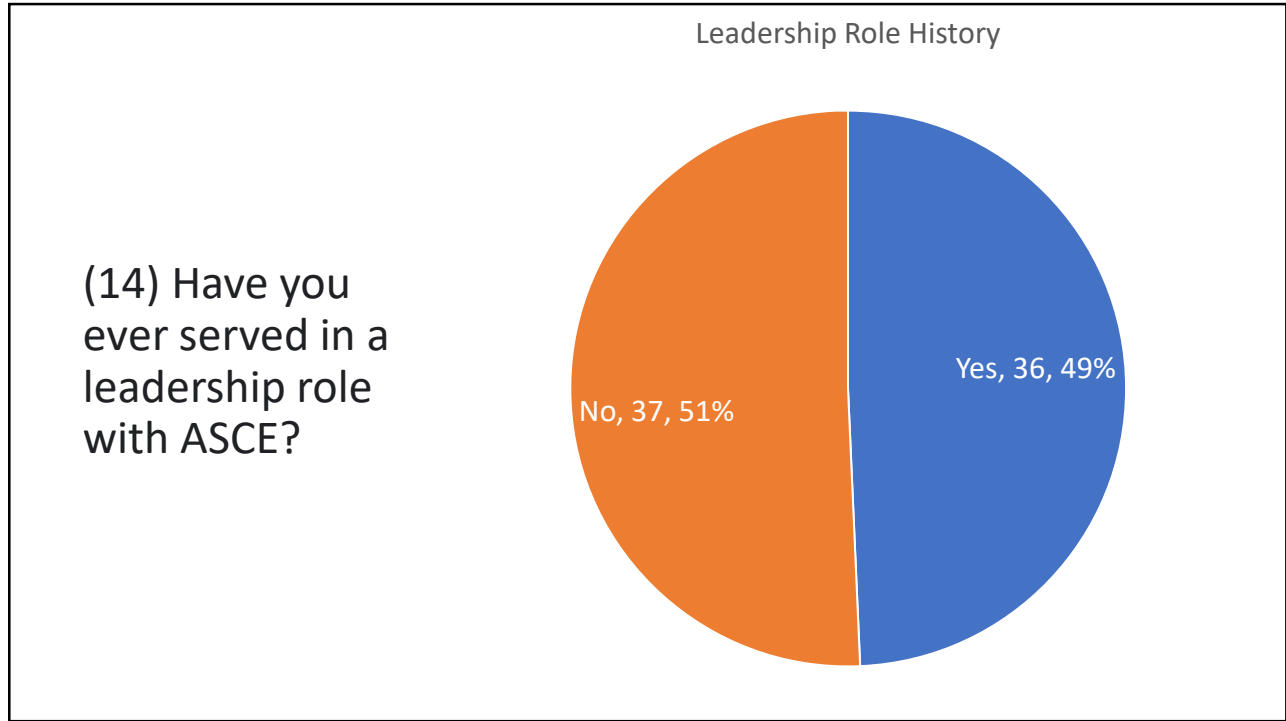


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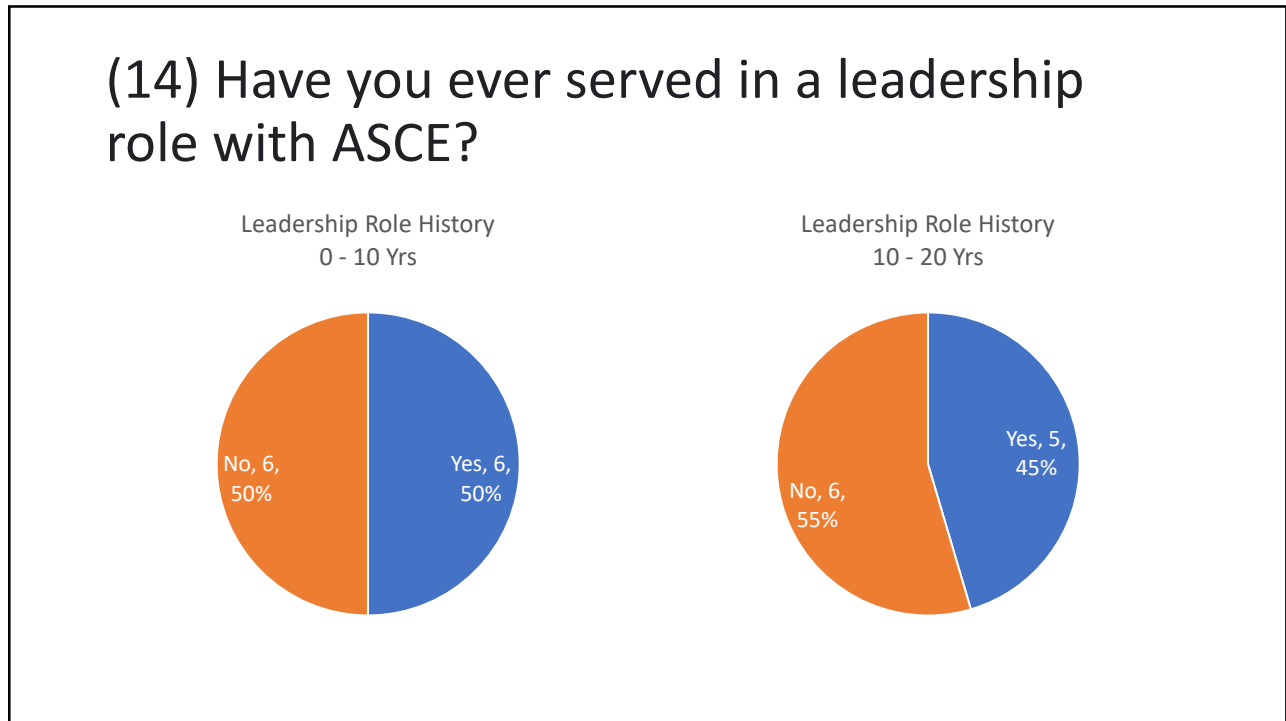
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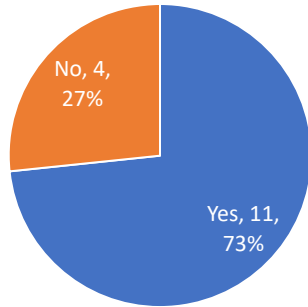
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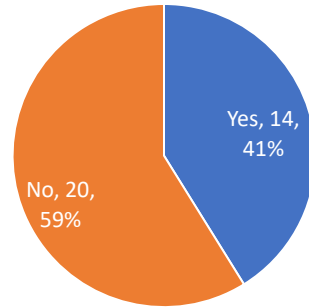
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(14) Have you ever served in a leadership role with ASCE?

Leadership Role History
20 - 30 Yrs



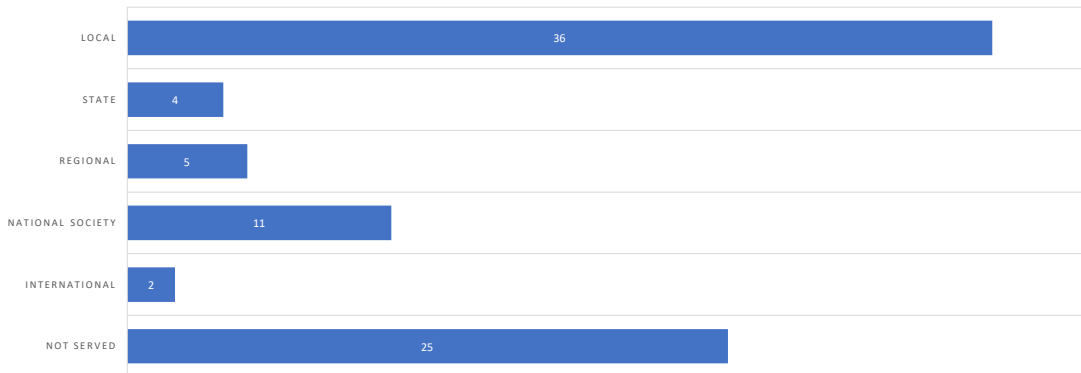
Leadership Role History
30+ Yrs



35

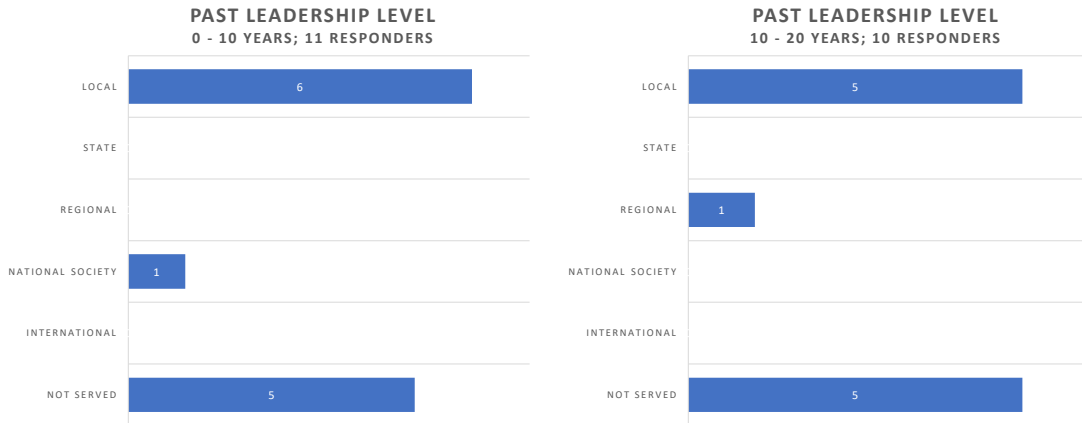
(15) If you have served in an ASCE leadership role, at what level? (Check all that apply.)

PAST LEADERSHIP LEVEL
63 RESPONDERS



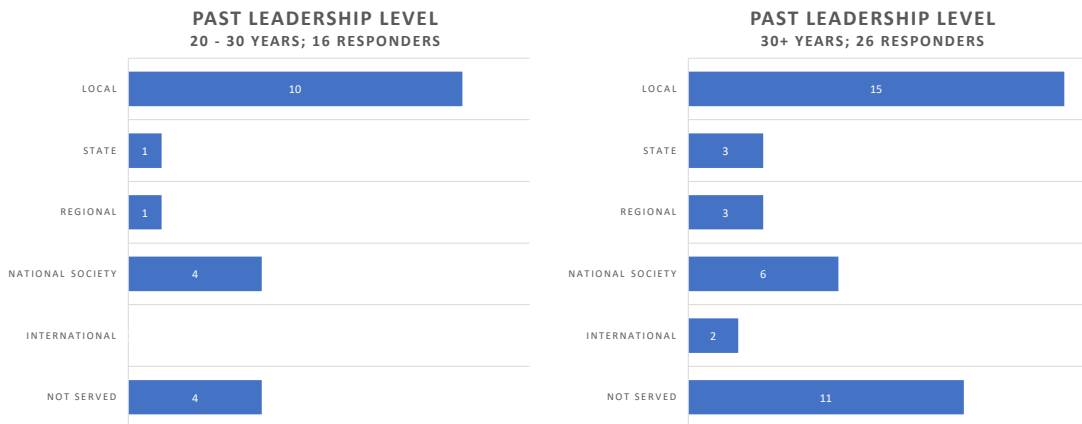
36

(15) If you have served in an ASCE leadership role, at what level? (Check all that apply.)

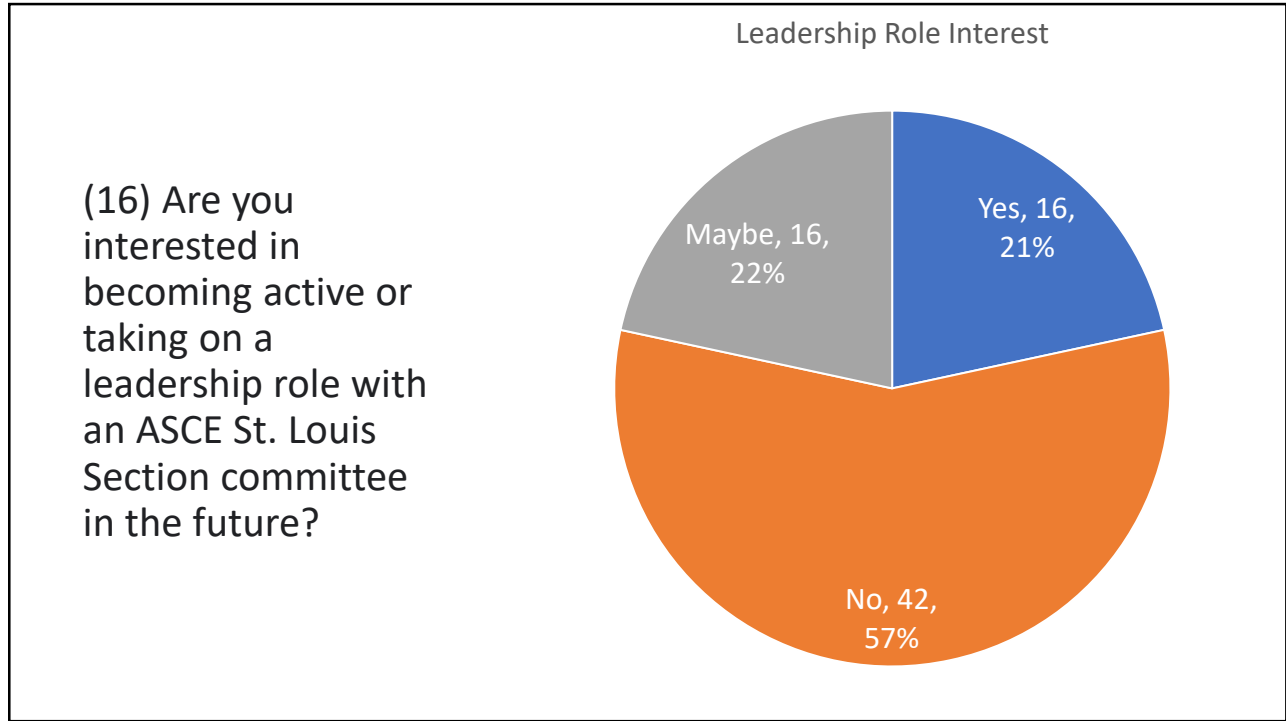


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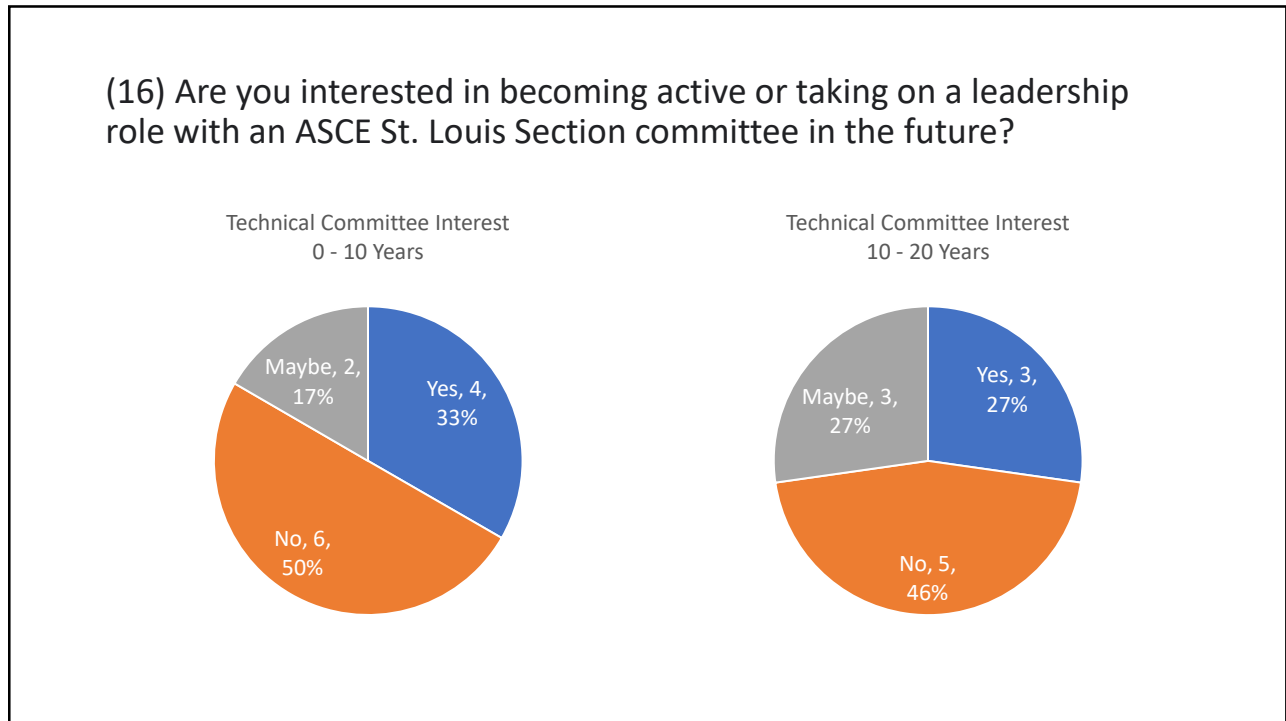
(15) If you have served in an ASCE leadership role, at what level? (Check all that apply.)



38

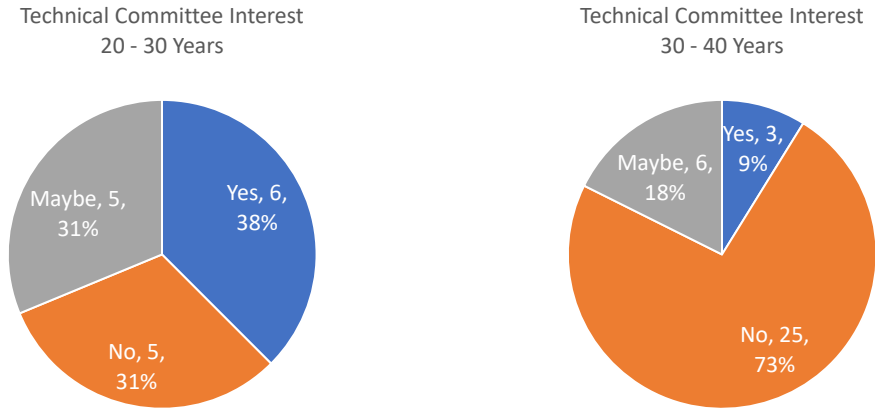


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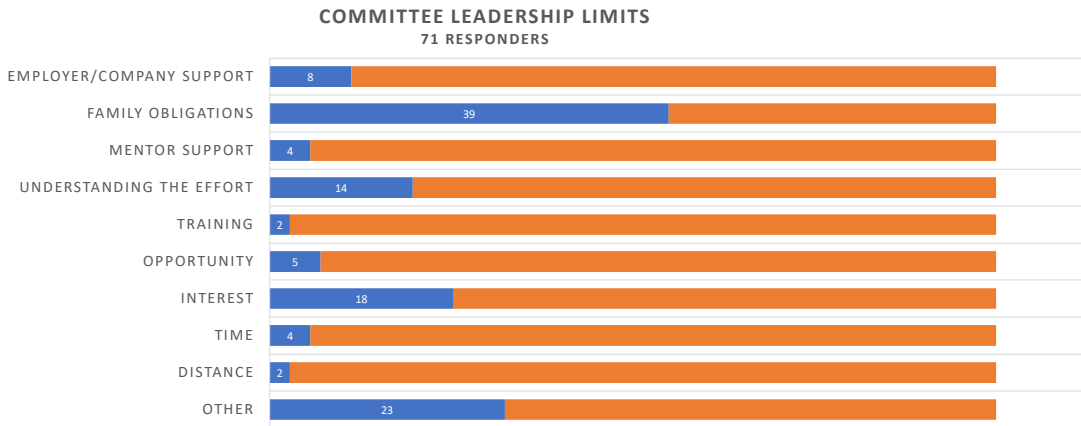
40

(16) Are you interested in becoming active or taking on a leadership role with an ASCE St. Louis Section committee in the future?



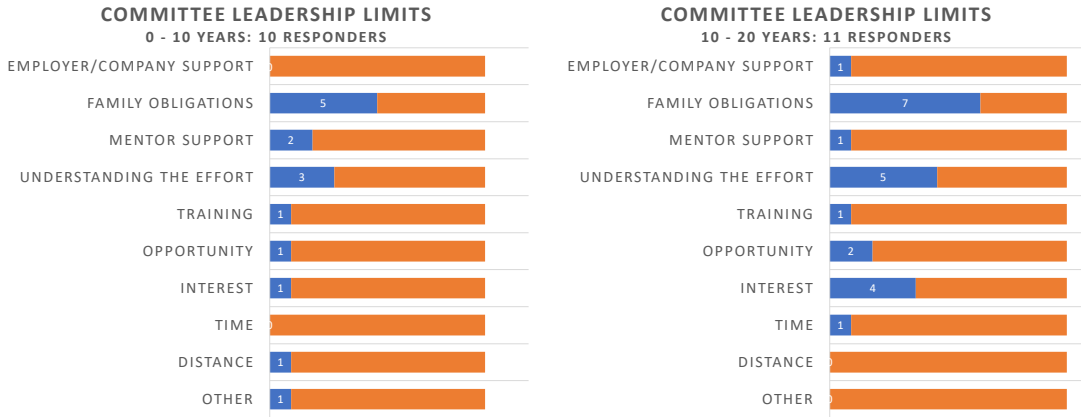
41

(17) What limits your ability to participate with an ASCE committee or take on a leadership role? (Check all that apply.)



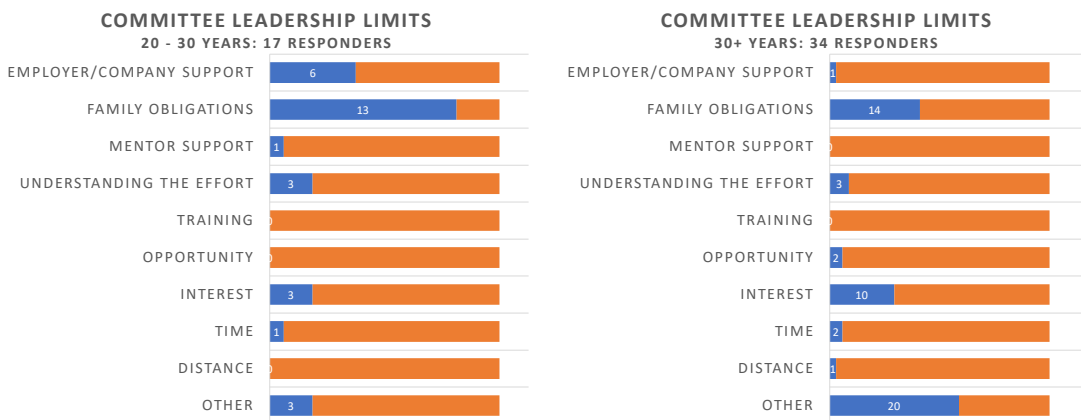
42

(17) What limits your ability to participate with an ASCE committee or take on a leadership role? (Check all that apply.)



43

(17) What limits your ability to participate with an ASCE committee or take on a leadership role? (Check all that apply.)



44

(17) What limits your ability to participate with an ASCE committee or take on a leadership role? (Check all that apply.)

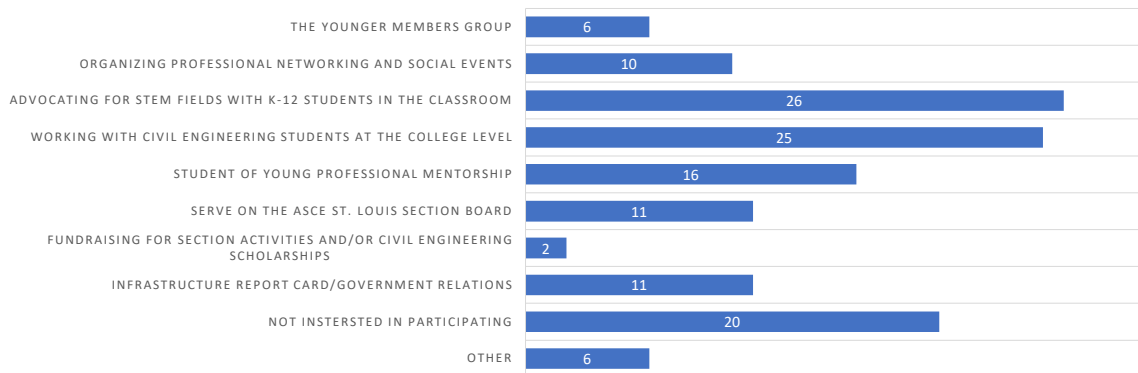
OTHER

4	Age
4	Work/Professional Commitments
3	Retirement
2	Current ASCE obligations
1	Health
1	Student, limited schedule
1	Time commitment
1	Travel

45

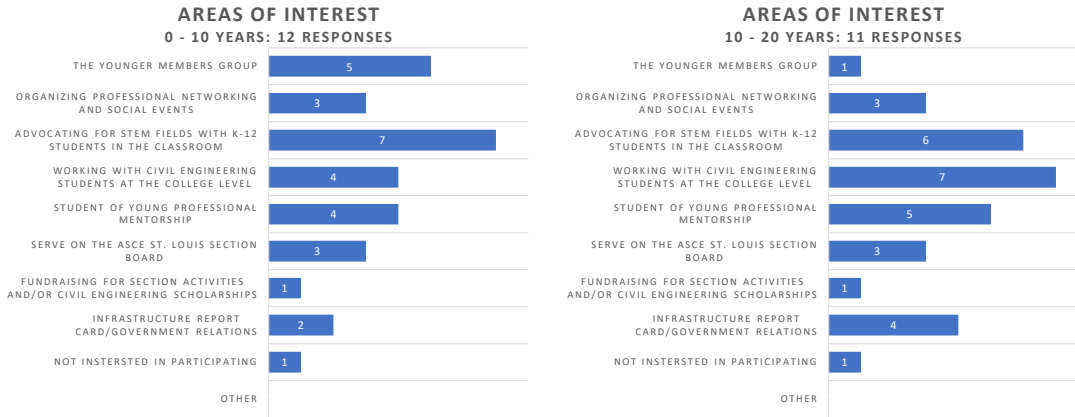
(18) What areas would you be interested in participating in or leading? (Check all that apply.)

AREAS OF INTEREST
64 RESPONDERS



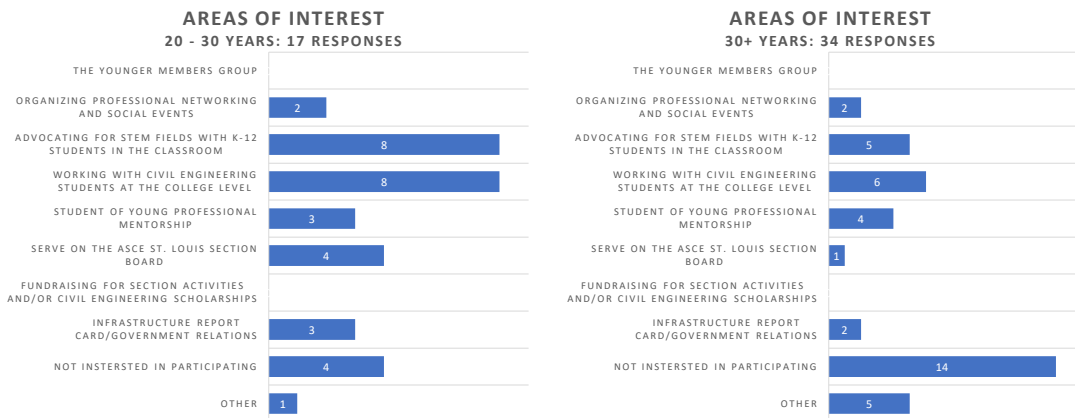
46

(18) What areas would you be interested in participating in or leading? (Check all that apply.)



47

(18) What areas would you be interested in participating in or leading? (Check all that apply.)



48

(19) What would you like to see the ASCE St. Louis Section provide to the membership in the next 5 years?

Expanded networking and professional development opportunities.
Architectural Engineering Institute (AEI) in St. Louis
More opportunities to inform and recruit younger members
More no-cost PDH opportunities to dues paying members.
Continuing educational opportunities via Zoom
more membership interest, needs revamp, tough to change. glad to see this initiative
Government Affairs University Training; Younger Member and College Student Chapter engagement and support; establish a Life Member Forum to help keep our life members engaged.
more diversity in our membership
PDHs
T&DI Group improved function

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(19) What would you like to see the ASCE St. Louis Section provide to the membership in the next 5 years?

Expansion further into Illinois
Opportunities to volunteer and connect with younger members and students to build a strong network of young professionals led by a more experienced mentor.
PDH opportunities; project site visits
Better communication, consistency, and inclusion of new members. Maybe put out a regular schedule of events for the ASCE term, events that happen monthly that ASCE members can attend.
Site Visits
Continue more face-to-face activities in the wake of COVID and pending EClub move
More outreach and education for what the field provides to the public.
Continuing Education
I like the current efforts ASCE St. Louis Section is performing.
Good quality speakers for continuing education, conduit for information of what is happening in the STL area that affects engineering, support of the technical institutes

50

(19) What would you like to see the ASCE St. Louis Section provide to the membership in the next 5 years?

Collaborations with other engineering orgs
Report card on how it improved cultural diversity in the industry, supported under privileged/low-income communities so kids could focus on educational growth/development, and sponsored/supported kids who are interested in STEM programs.
Continued luncheons with great speakers; more advocacy with local and regional governments to do better with infrastructure and natural resources as well as promote good sound CE design (ensure up-to-date building design codes)
More webinars
embrace the hybrid format to expand the reach of programming to members who are unable to attend events in person due to travel time constraints
Social or family events, such as a baseball or soccer game, Grant's Farm, Transportation Museum, Great Rivers Greenway, Arch
Growing young and new members
Less expensive membership for retired people.

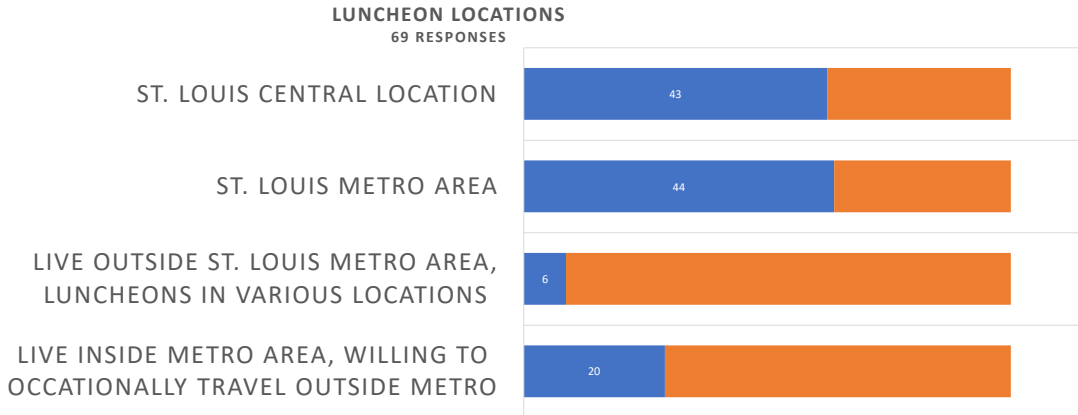
51

(19) What would you like to see the ASCE St. Louis Section provide to the membership in the next 5 years?

Continue with current level of Service and Events
Keep doing what you are doing.
Continued networking opportunities, student outreach, and mentoring opportunities
Additional opportunities for technical content is always my favorite thing. I'd love to see more collaborations with universities and emerging technologies so that I can stay up to date and remain current with engineering trends.
Continue as before; don't follow trends.
Continued access to monthly luncheons for retired members.
Professional Development - PDHs for technical topics
Recurring in person social and/or technical get togethers including speaker presentations, site tours, happy hours, celebrations, seminars.
Ongoing List of 5 Year, 10 Year Look Ahead Major Investments In St Louis Region
PDH opportunities

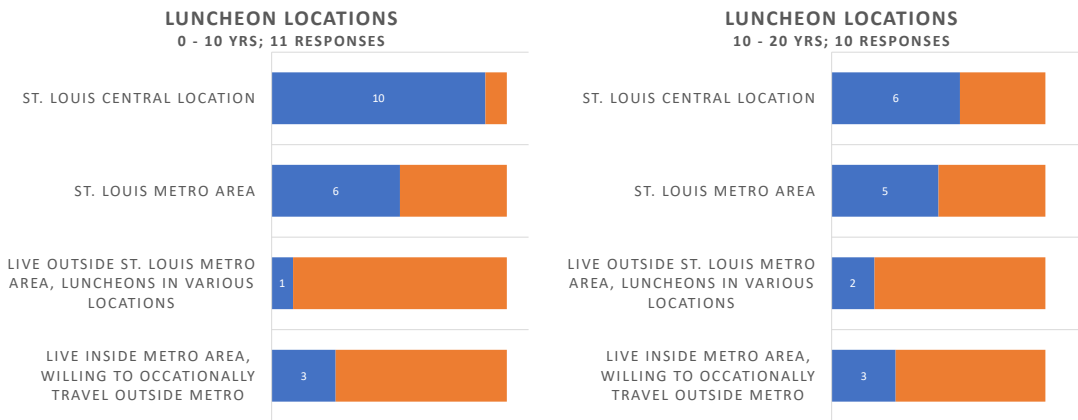
52

(21) Future Luncheon Location (check all that apply).



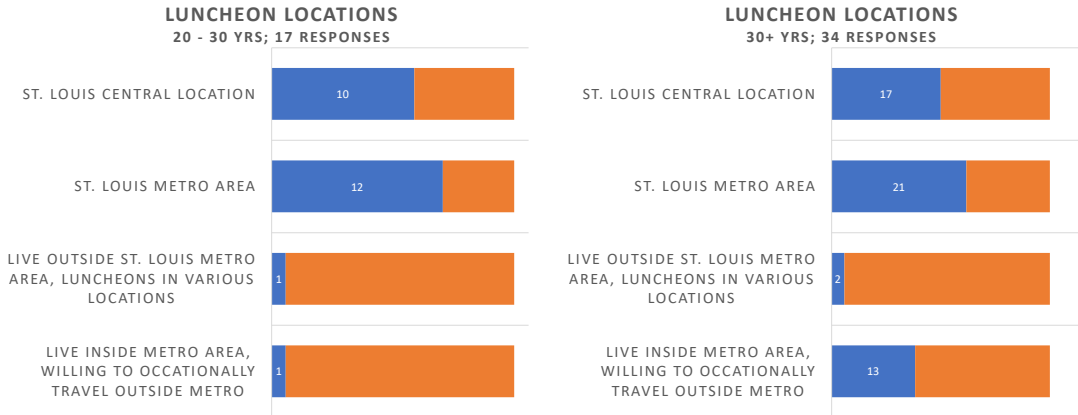
53

(21) Future Luncheon Location (check all that apply).



54

(21) Future Luncheon Location (check all that apply).



55

(22) Thoughts on Luncheon Locations

Share with student chapters and have more participation amongst them and younger members
Keep parking simple and free. Perhaps larger CE firms and organizations may be able to accommodate 50 attendees and help keep the venue and catering costs low.
Please explain the Engineering availability problem.
Meetings at the various Campus would encourage more interactions with students.
Rotating around sounds interesting
I work in Collinsville and would be willing to drive up to an hour for meetings.
It would be interesting to see different venues, but ultimately I think Engineers like consistency.
Ease of parking is a must
Like to avoid rotating times and places for regular lunches, other events OK
It may be easier to attract a more geographically diverse crowd if you have it out of the central core of Metro St. Louis. The most geographically Central and easiest spot to reach for all members is in the I-270/I-44 intersection area.

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(22) Thoughts on Luncheon Locations

Proximity to a highway is important
Wish I could watch virtually when I'm not able to physically attend.
You could have one or two via virtual (zoom)?? I do prefer the live presentations though.
St Charles area would be good for me.
I would be interested in the "geographic area" option if it was for something special, ie Professional Field Trip.
Having the ability to livestream events would expand reach to members outside the Metro area
If significant travel is involved, perhaps we should have a dinner or evening meeting
like the engineer's club location
I think holding the luncheon at the same location makes it easier for people to remember where to go.
During my career, the St. Louis Section has offered many interesting opportunities. However, on most occasions, when the date of the actual event arrived, I had either pressing work or family commitments / priorities that prevented me from attending. Please retain the ability for members to decide to attend on the day of the event.
I do not know if the Masonry Institute is big enough but I know they frequently host speaker seminars.
Parking Security has become more of a priority for me recently