



STRUCTURAL ENGINEERS ASSOCIATION OF CALIFORNIA 2016-2019 Long Range Plan

Planning Session January 23, 2016 Participants

Central California

Krista Looza
Scott Brenneman
Darren Huntingdale
Ryan Kersting

Northern California

Kate Stillwell
Darrick Hom
Dick Dreyer
Kelly Cobeen

Southern California

Michelle Kam-Biron
Jeff Ellis
Kevin O'Connell
Ken O'Dell

San Diego

Ryan Turner
Manny Sinha
Chris Kamp

Executive Director

Don Schinske

Planning Session Leader

Dan Goldes

Guests

Kevin Moore
Emily Guglielmo

Additional Board members 2016-2017 participating after the planning session:

Janah Risha (SEAOSC)
Robert Lyons (SEAOSC)
Taryn Williams (SEAONC)
Michael Braund (SEAOSD)



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Introduction

Representatives from SEAOC's four member organizations met on January 23, 2016 in Los Angeles, California for a planning session leading to this 2016-2018 SEAOC Long Range Plan. Over a period of approximately six months prior to the planning session, outreach to SEAOC members occurred to provide opportunities for member input. These included a web survey and an in-person planning session held in conjunction with the 2015 SEAOC Convention. The January 23 session was planned and conducted with the assistance of consultant Dan Goldes.

This 2016-2019 Plan is intended to guide the SEAOC board in their activities over the next three years. The plan identifies four **Objectives** or Focus Areas, followed by one or more **Strategies** for pursuing each Objective. It is recognized that further planning will be needed to determine next steps for most of the listed strategies. Thoughts provided on **Activities** that might be taken up in

pursuing each strategy. These are intended to serve as possible starting points for board consideration, but require further development and refinement. These are contained in the report on the planning session, prepared by Dan Goldes and attached to this plan for information.

It is intended that the SEAOC Board will identify several of the listed Strategies as first priorities, and create committee charges or ad hoc committees as required to identify activities to be pursued or other next steps. The SEAOC Board is encouraged to check in on progress on chosen strategies at each board meeting, and identify additional strategies for development as they are able.

The current SEAOC vision and mission statements are provided below for reference. These statements were not revisited or modified as part of the long range planning session.



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SEAOC Vision Statement

SEAOC is respected as an authoritative world leader in the practice of structural and earthquake engineering, as a nationally influential participant in structural code and standard development and as a valuable resource to practicing structural engineers in California.

The four **Objectives** in the Long Range Plan – Membership, Advocacy, Technical, and Stewardship – are addressed in the Vision Statement so:

Authoritative leader (**Advocacy**), Codes & standards (**Technical**), Engineer resource (**Membership**), Effective use of resources (**Stewardship**).

SEAOC Mission Statement

SEAOC's mission is to be the best structural engineering organization in the world. We seek to advance the state-of-the-art and the state-of-the-practice in structural engineering; to provide the public with structures of safe and dependable performance; to give the structural engineering profession the most current information and tools for structural analysis, design, and detailing and for effective business management; and to serve as a respected, leading, and proactive voice in structural code and standard development.

The four **Objectives** in the Long Range Plan – Membership, Advocacy, Technical, and Stewardship – are addressed in the Mission Statement so:

Membership

Provide structural engineering professionals with the most current information and tools for structural analysis, design, and detailing and for effective business management

Advocacy

Advance the state-of-the-art and the state-of-the-practice in structural engineering to provide the public with structures of safe and dependable performance

Technical

Serve as a respected, leading, and proactive voice in structural code and standard development.

Stewardship

Provide for an efficient and effective use of the resources available to SEAOC.



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1. Membership Objective

Enhance membership value by improving the members' experience with SEAOC, so as to better meet members' current needs, and to meet or exceed their expectations and hopes for the organization and the profession.

| GOAL | ACTION ITEM | TASK | ASSIGNED TO | DUE |
|--|--|---|----------------------|-----|
| 1.1. Communicate the value of SEAOC membership to current members | 1.1.1. Identify current member benefits and convey them to members regularly (via newsletter, website and dedicated space in member directory, presentations and webinars. | | Membership Committee | |
| | 1.2. Improve the value of membership | 1.2.1. Improve access to existing benefits, including better organization and presentation of publications and organizational documents on the SEAOC website. | Staff | |
| | 1.2.2. Provide single index of all SEAOC and MO publications. | | Staff | |
| | 1.2.3. Develop state policy and strategies to improve MO member access to education and publications at the other California MOs. | | Membership Committee | |
| | 1.2.4. Provide single location for members to access all SEAOC publications. | | Staff | |
| | 1.2.5. Develop policy for offering member discounts for SEAOC members for SEAOC and MO publications. | | | |



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| GOAL | ACTION ITEM | TASK | ASSIGNED TO | DUE |
|--|---|------|----------------------|-----|
| | 1.2.6. Develop additional member benefits (e.g. professional practice support, improved opportunities for recognition, scholarships) | | | |
| | 1.2.7. Develop a formal feedback mechanism for members to evaluate their membership and suggest improvements. | | | |
| 1.3. Improve member recruitment and retention | 1.3.1. SEAOC Membership Committee to share best practices re. about MO recruitment & retention strategies | | Membership Committee | |
| | 1.3.2. Identify areas where SEAOC assistance would be helpful, and identify possible statewide recruitment strategies and activities. | | Membership Committee | |
| | 1.3.3. Develop specific statewide strategies to improve engagement with current and prospective Younger Members. | | Membership Committee | |
| | 1.3.4. Consider developing benefits and recruitment strategies for non-engineering professionals and other prospective members | | Membership Committee | |



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2. Advocacy Objective

Advocate for SEAOC members, their practices, the SE profession and public safety. Build positive relationships with allied organizations, institutions, policy makers, the media, and the public to raise the status and understanding of the value of structural engineering, to encourage engagement of structural engineers, and to increase awareness of importance of membership and participation in SEAOC.

| GOAL | ACTION ITEM | TASK | ASSIGNED TO | DUE |
|---|---|------|--------------------------|-----|
| 2.1. Advocate for public policies that improve the built environment and the practice environment for Structural Engineers | 2.1.1. Develop position statements on the built environment, SE practice, and other issues to shape our proactive advocacy with state and local policymakers. | | Communications Committee | |
| | 2.1.2. Develop materials for SEAOC's policy agenda to present to policy makers and other stakeholders | | | |
| | 2.1.3. Inform SEAOC members of current and developing policy issues at the state and local level | | | |
| | 2.1.4. Legislative Committee will address state-level legislative and regulatory issues and confer with Professional Licensing and Professional Practice Committees re. licensing board issues. | | Legislative Committee | |
| | 2.1.5. Legislative Committee to engage membership in advocacy efforts via legislative alerts and updates. | | Legislative Committee | |



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|--|--|------|----------------------------------|-----|
| | 2.1.6. Legislative Committee and SEAOC staff to provide formal advocacy training to interested SEAOC members. | | | |
| 2.2. Influence local ordinances | 2.2.1. SEAOC to assist, where appropriate, in educating local jurisdictions about positions developed by MO technical committee | | | |
| | 2.2.2. State committees to support activities, provide resources to MOs for encouraging and guiding local provisions | | | |
| | 2.2.3. State committees should discuss local policy developments and opportunities. | | | |
| 2.3. Evaluate structural engineer role in current practice and how it should evolve | 2.3.1. Update 1999 SEAOC Recommended Guidelines for the Practice of Structural Engineering in California | | Professional Practices Committee | |
| | 2.3.2. Evaluate the structure of typical contracts where structural engineer is not prime as well as other contractual arrangements (e.g., contract directly with owner, etc.) and consider whether there are preferable arrangements. | | Professional Practices Committee | |
| | 2.3.3. Develop communication strategies to improve contractual relationships | | Professional Practices Committee | |
| 2.4. Educate SEAOC members on how to be better | 2.4.1. Coach members on how to promote the value of their services (and not just hours) to | | | |



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|--|---|------|--------------------|-----|
| advocate for their profession | reduce commoditization of profession. | | | |
| | 2.4.2. Provide members with resources to build their understanding of current legal and contracting issues. | | | |
| 2.5. Develop or improve relationships with professional organizations | 2.5.1. Identify common goals with related organizations (e.g., ACI, AIA, APT, ASCE, BOMA, CALBO, CPF, DBIA, ICC, NCSEA, etc.). | | Board of Directors | |
| | 2.5.2. Develop and implement co-branded event and/or initiative with allied organization(s). | | | |
| | 2.5.3. Seek opportunities to publish SEAOC articles and promote SEAOC events in publications of other organizations. | | | |
| 2.6. Increase public education efforts | 2.6.1. Promote SEAOC's expertise with key stakeholders such as the largest media outlets and provide association contacts that might include a "hotline phone or email" | | | |
| | 2.6.2. Develop material and host events and other opportunities to explain and promote the value of structural engineers and the importance of the built environment | | | |
| | 2.6.3. Develop a focused communication strategy that possible includes engagement | | | |



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|------|---|------|-------------|-----|
| | of external specialists in outreach. | | | |
| | 2.6.4. Consider partnering with like-minded allied organizations and institutions to promote common vision, mission or message. | | | |
| | 2.6.5. Investigate potential benefits of increasing direct outreach to high schools and universities | | | |



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3. Technical Resources Objective

SEAOC should continue to serve as a long-standing leader in the development of technical resources for the Structural Engineering profession.

| GOAL | ACTION ITEM | TASK | ASSIGNED TO | DUE |
|---|--|------|------------------------------|-----|
| 3.1. Develop technical resources | 3.1.1. Technical committees develop resources for professional use and for the public (average of one white paper or position and associated webinar per year). | | Technical Committees | |
| | 3.1.2. Publications Committee oversees production of major publications | | Publications Committee | |
| 3.2. Improve Effectiveness of SEAOC Technical Committees | 3.2.1. Improve communication between the committees, and between the committees and the Board, membership and NCSEA. | | Board of Directors | |
| | 3.2.2. Assign Board-level liaisons to each committee to serve as conduit for information to the board. | | Board of Directors | |
| | 3.2.3. Board to create schedule and worksheets/template for committees to develop annual charges and budget requests. Schedule should incorporate adequate times for MO committee chairs to be set and state-level committees populated. | | Staff | |
| | 3.2.4. Develop instruction packet for incoming committee chairs that includes the 1) schedule for providing and receiving | | Staff and Board of Directors | |



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| | information to board, 2) roster, 3) charges form, 4) budget form, and 5) Structural Standards Committee operating policy. | | | |
| | 3.2.5. Provide opportunities for cross-pollination of committees (e.g. joint technical committee lunch or dinner at convention, brainstorming session for committee members) | | Board | |
| | 3.2.6. Technical committees to communicate to membership regarding activities, documents produced. | | Technical Committees | |
| | 3.2.7. Coordinate SEAOC representation on NCSEA Committees and ensure communication between SEAOC representatives on NCSEA committees and corresponding SEAOC committees. | | Board and liaisons | |
| 3.3. Communicate to SEAOC members and public currently available technical resources from SEAOC and MOs | 3.3.1. See comments regarding publications in the Membership Objective | | | |
| | 3.3.2. MOs to evaluate the monthly meeting presentations of the other MOs to see if they might be a good presentation in their region as well. | | | |
| 3.4. Develop marketing capabilities to expand the | 3.4.1. To members | | Publications Committee | |



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| reach of technical resources and publications | 3.4.2. To other engineers | | Publications Committee | |
| | 3.4.3. To the building official/construction industry | | Publications Committee | |
| | 3.4.4. To policy makers and the public | | Publications Committee | |
| 3.5. Influence national codes | 3.5.1. Maintain involvement in national organizations developing standards and building codes. | | Structural Standards Committee | |
| 3.6. Improve SEAOC communication with the teaching/research community | 3.6.1. Communicate to researchers re. research areas of interest to us. | | Board and committees | |
| | 3.6.2. Create a SEAOC research needs publication that can be updated on a regular basis and post on a publicly accessible portion of the web site | | | |
| | 3.6.3. Create opportunities for regular researcher interaction with SEAOC | | | |
| | 3.6.4. Pursuing joint research projects (joint grant applications) | | | |
| | 3.6.5. Develop policy for SEAOC providing letters of support to research grant application | | | |



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|------------------------|--|------|-------------|-----|
| 3.7. Innovation | 3.7.1. As part of their mission, technical committees will identify areas of technical development and innovation, and communicate to the Board regarding possible projects that could benefit from SEAOC involvement. | | | |



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4. Stewardship Objective

SEAOC will make efficient of use its volunteer, financial and staff resources.

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|---------------------------------|---|------|---|-----|
| 4.1. Volunteer resources | 4.1.1. The SEAOC Board will regularly evaluate committee structure, alignment and effectiveness. Try to have corresponding state- and MO-level committee structure. | | Board of Directors task group | |
| | 4.1.2. The SEAOC Board will ensure timely processes are in place for approving committee charges and budgets at the annual convention Board meeting. | | | |
| | 4.1.3. Improve recognition of and/ or improve benefits for committee volunteers. | | | |
| 4.2. Financial resources | 4.2.1. The Board will strive to adopt an annual balanced budget. | | Board of Directors | |
| | 4.2.2. Conventions will be budgeted with the aim of covering more of the full association costs related to the convention, including board and committee travel and meeting expenses. | | Convention Committees, Staff, Treasurer | |
| | 4.2.3. Evaluate committee budgets and charges in the light of the proposed value of the activities to members. | | | |



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| | 4.2.4. Major publications must demonstrate a high probability of breaking even before they are undertaken. | | | |
| | 4.2.5. State should seek to expand non-dues revenue streams (e.g. educational offerings, publication and document sales, advertising) | | | |
| 4.3. Staff resources | 4.3.1. Conduct annual review of staff performance, time and resource allocation. | | Current and Past Presidents, President-elect | |