

# 2021 STRATEGIC PLAN



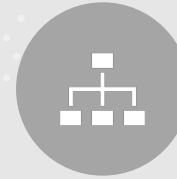
ST. LOUIS COUNCIL OF CONSTRUCTION CONSUMERS



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# I. Executive Summary

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The SLC3 has existed for 50 years and was founded to provide a means for collaboration among large consumers of constructions for the intent of establishing best practices for better project delivery. The Council as often referred, is seen today is the premiere organization to earn continuing education credits from monthly training and education programs, network with all stakeholders in the AEC industry, and support diversity and inclusion efforts in our region.

The organization is led solely by owner member representatives. Officers, members of the Executive Committee and the Board of Directors all must be owner members per the By-Laws. Chairs are also supposed to be owners only and Co-Chairs can be associate members.

The four key pillars for the rebranding name, SLC3 include: Innovation, Education, Equity Empowerment, and Collaboration.

The organization is under new leadership since September 2018, after 27 years when the former President/Executive Director retired. The new executive director subsequently hired an event/administrative coordinator to support the diverse needs of the small office. The mission and vision of the SLC3 is led by the Executive Director daily with the guidance of the EC and Board as well as leadership and support from the various committees. It's the only organization in the construction industry in the St. Louis region combining all stakeholders together.



# I. Executive Summary

## Committee Overview

### STRATEGIC PLANNING MEMBERS:

Staff/Planning Leader: Kelly Jackson, Executive Director

Geoff Drumm (Bunge) – Board Member, Training & Education Committee

Michael Hargrave (BJC Healthcare) – Board Member, Safety Committee/Chair

Ken Beckmann (Ameren) – Treasurer, Workforce Dev.

Lonny Boring (Great Rivers Greenway) – Board Member, Diversity Committee

Anna Leavey (GRG/Anna Leavey) – 2<sup>nd</sup> Vice President, Diversity Committee Past Co-Chair

Kevin Studer (Northstar Management) – President, Training & Education Past Chair/Committee, Awards

Cliff Waits (Ameren) – Executive Committee Member/Board

Dennis White (STLCC) – Owner Member Facilitator

Mark Winschel (The Opus Group) – Board Member, Golf Committee, Executive Committee, President-Elect

Sal Valadez (LiUNA/Assoc. Member) – Diversity Committee, Safety Committee, Awards Committee

David Kehm (Christner/Assoc. Member) – Membership Committee Co-Chair, Golf Committee Co-Chair

Noted contributors: Keith Fuller (STLCC) – Chair of Diversity, Julie Ledbetter (Washington University) – Chair of Diversity, Rebecca Hutchison (SLC3 Admin. Coordinator/Event Coordinator), Deborah Kempf (Kadean) – Co-Chair Safety, Kirby Kraft (Bayer) – Co-Chair Safety, Bob Conte (Retired Bayer), Past Chair of the Board, Barb Cox (SSM Health) – Secretary and Awards Chair



## II. Organizational Understanding

### OVERVIEW

#### a. Current Overview & Status

The Strategic Planning Committee has chosen to change its preferred DBA name from the SLCCC to SLC3. The DBA is confused with other entities and hard to say. The branding identity was also discussed, and a new logo and color palette selected as part of the process.

##### WE ARE:

The SLC3 is a community of design and construction industry professionals with a common interest in the betterment of our region through prioritizing innovation, continuing education, equity empowerment and all-inclusive workforce collaboration. Our community includes owners, designers, consultants, contractors, developers, trades, legal counsel, accounting, banking, insurance, marketing, and other service providers.

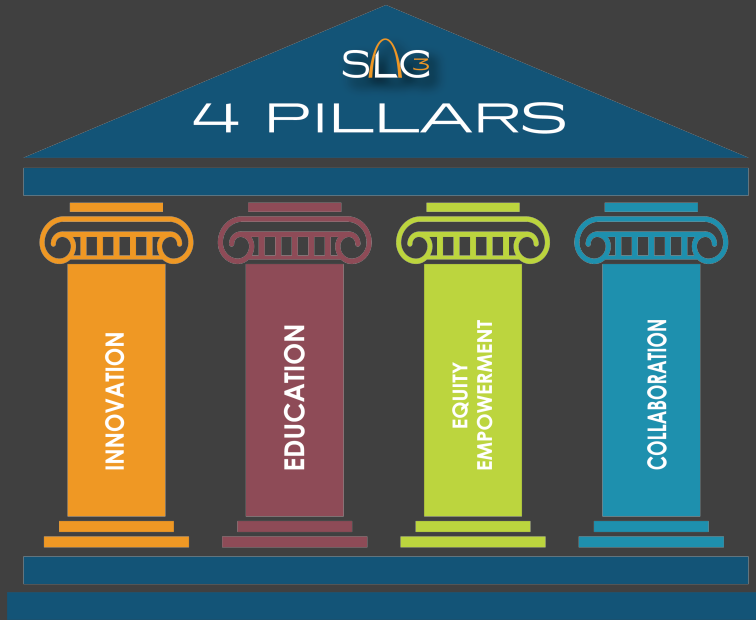
The SLC3 is viable with several financial supports including:

- Membership Dues (Bulk of income)
- Annual and Program Sponsorships
- Golf and Clay Shoots (Registration & Sponsorships)
- Program Registration





## II. Organizational Understanding



### b. Vision & Mission Statements

#### VISION STATEMENT:

To be the regional leader in the design and construction industry for championing innovation through the promotion of best practices, continuing education, and unmatched collaboration and relationship building among all stakeholders in the St. Louis Region.

#### MISSION STATEMENT:

Building a better future by uniting the greater St. Louis region's design and construction community in achieving innovation, offering advanced education, equity empowerment, and fostering collaboration among all stakeholders.

#### PREVIOUS VISION STATEMENT:

To be recognized as the regional leader championing promotion of project delivery best practices through exceptional educational programs, information dissemination and collaboration.

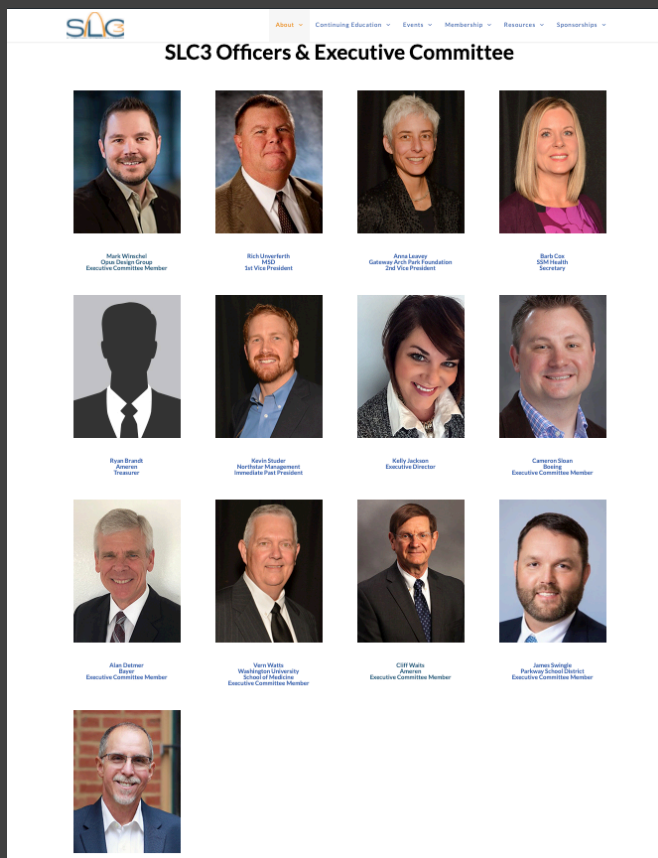
#### PREVIOUS MISSION STATEMENT:

Owner Advocate organization for achievement of best value in project delivery.



## II. Organizational Understanding

# LEADERSHIP



## C. 2021 Organization Leadership and Function

### Executive Leadership

President

Mark Winschel (The Opus Group)

Executive Director

Kelly Jackson

Immediate Past President

Kevin Studer (NorthStar Mgt)

1<sup>st</sup> Vice President

Rich Unverferth (MSD)

2<sup>nd</sup> Vice President

Anna Leavey (Leavey Consulting)

Secretary

Barb Cox (SSM Health)

Treasurer

Ryan Brandt (Ameren)

### Remaining Executive Committee

Vern Watts (Washington University)

Alan Detmer (Bayer)

James Swingle (Parkway School District)

Michael Hargrave (BJC Healthcare)

Cliff Waits (Ameren) (retiring in April 2021)

Julie Ledbetter (Washington University)

Francis Niemeier (Ameren)

Cameron Sloan (Boeing)

### Staff:

Kelly Jackson – Executive Director

Rebecca Hutchison – Event and Administrative Coordinator

### Board Members By Company (23 Owners):

Todd Merseal (Afton Chemical)

Cliff Waits (Ameren)

Alan Detmer (Bayer)

Larry Jackson (Bi-State/Metro)

Michael Hargrave (BJC Healthcare)

Cameron Sloan (Boeing)

Geoff Drumm (Bunge)

Rich Bradley (City of St. Louis)

Lonny Boring (Great Rivers Greenway)

David Kaltwasser (ICL Performance Products)

Gerald Beckmann (Lambert Airport)

Mark Hunter (Mallinkrodt)

Catherine Grasso (Mercy)

Rich Unverferth (MSD)

Kevin Studer (Northstar Mgt.)

James Swingle (Parkway School District)

Barb Cox (SSM Health)

Keith Fuller (St. Louis Community College)

Veta Jeffery (St. Louis County)

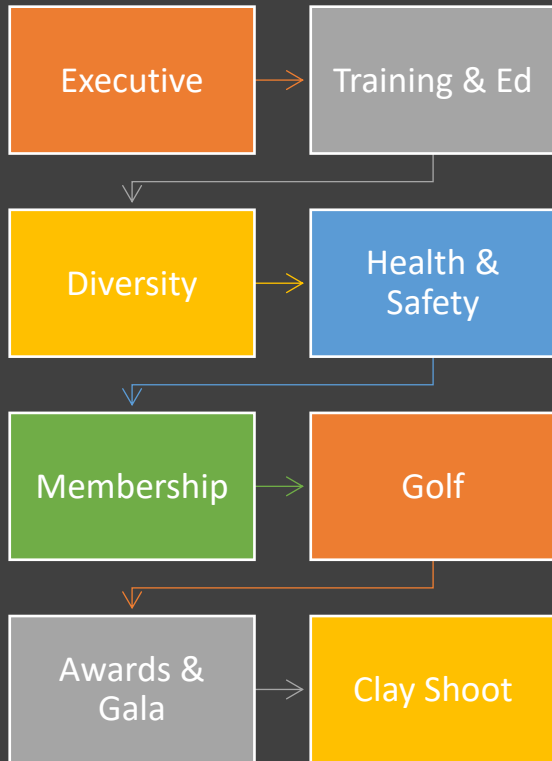
Otis Williams (St. Louis Development Corporation)

Mark Winschel (The Opus Group)

J.D. Long (Washington University)



## II. Organizational Understanding



## C. 2021 Organization Leadership and Function

### Committee Chairs & Co-Chairs

Executive (Mark Winschel, The Opus Group)

Training and Education (Monica Conners, Ameren) and (Katie Goldberg, IMEG)

Safety and Health (Michael Hargrave, BJC Healthcare) and (Deborah Kempf, Kadean Construction)

Diversity (Julie Ledbetter, Washington University) and (Jeanie Brewster, Certify Now)

Membership (Francis Niemeier, Ameren) and (David Kehm, Christner)

Golf (Tom Estrel, Bunge) and (David Kehm, Christner)

Awards (Barb Cox, SSM Health) and (Art Buckowitz, IWR (BP) and (Nicole Adewale, ABNA (Div.))

Clay Shoot (Ted Guhr, Tarlton) and (Catherine Grasso, Mercy)

Strategic Planning Committee (Kelly Jackson, SLC3)

### Subcommittees/Affiliations:

Diversity Advancement Committee (Christy Cunningham)

Emerging Leaders (Ryan Brandt, Ameren)

Women In Construction (WIC) – Brandy Scheer, Scheer Resources

Construction Alliance (AGC) (Owner Member Only)

SLCC (Owner Members Only)

Joint Engineering Collaborative

AGC/SLC3 Liaison (Owners Only)

MCA Liaison

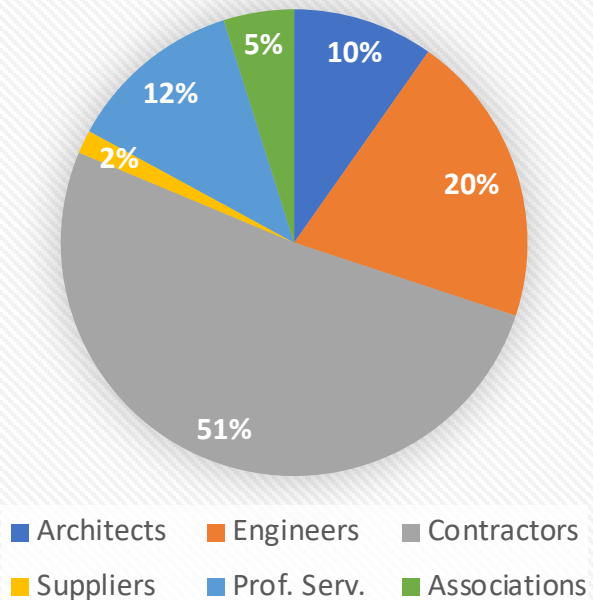
MGA Liaison

Workforce



## II. Organizational Understanding

### Associate Breakdown



## d. Membership Overview

### Markets + Professions

The membership structure includes several member types which our defined to the right. The largest population of members are associate members. Owners currently include 23 owner organizations. Membership lists follow.

Members come from a vast variety of industries/services:

#### Markets:

- Industrial and Manufacturing
- Federal Government
- Local Government/Municipal
- Higher Education
- K-12 Education
- Housing
- Retail
- Corporate/Office
- Recreational
- Transportation
- Hospitality/Hotel

#### Professions:

- Architecture
- Engineering
- Environmental Science
- Geotechnical
- IT
- MEP Engineering
- Structural Engineering
- Project Management
- Program Management
- Facility Management
- Real Estate
- Development
- Furniture
- Marketing/Communications
- Insurance and Bonding
- Laborers

### Membership Types:

Council membership is composed of some of the largest construction consumers in the metropolitan area. Because of the size and volume of their construction activities, the Council is recognized as the voice of Owners in the St. Louis region. Owner members as defined earlier hold authority over the organization and are given leadership roles. Associate and Emerging Members support the organization on the various committees.

#### Note:

It has become more vital for sustainability to appreciate the makeup of associate memberships. Many associate members are members so they can network with other associate members. Understanding who the primary associate members are will increase "secondary" associate members to join. Example are mechanical contractors who have various suppliers and partners looking to do business with them directly regardless of the end-user.



## II. Organizational Understanding

# DEMOGRAPHICS

### d. Demographic Analysis

#### Owner Members

The makeup of owner member representatives spans several generations with a larger population in the Baby Boomer and Generation X demographics. A significant majority of the representative owner members are also male.

Historically the SLCCC has had leadership on the Executive Committee and Board members who advanced in their careers and typically hold a senior level management or management role. The current view of the Board for example still matches historical demographics.

Representatives participating in SLC3 offerings span more generations today. In the last couple of years, participation appears to include millennials, gen X and Baby Boomers. Although ages are not captured when collecting registrations, it is through observation we are catering to multi-generations for our programs and events. There have been multi-generations in the past however the numbers of the youngest generation are far greater than before and in just a couple of years we will have four engage generations due the older workers working longer and fresh out of college graduates wanting to be more engaged in trade associations and involved in community organizations and efforts.

This analysis implies we not only need to address the needs of our owner members at all levels of their careers, but we also see a strong trend of baby boomers retiring, retired or near retirement. Their replacements however are often skipping a generation and including older Gen Y. This is likely due to the size of the generation and less Gen X employees servicing in the roles. This means our offerings must be evaluated to meet the needs and wants of a much younger generation than the SLCCC has typically catered to in the past 50 years. This also means future organization leaders will be younger than their predecessors. This results in a different leadership philosophy, less experience, potentially less knowledge and less interest in donating the time their predecessors once contributed.



## II. Organizational Understanding

# DEMOGRAPHICS

### d. Demographic Analysis

#### Associate Members

Many associate member representatives have retired in the last two years. This is likely to remain consistent for the next five years. The SLC3 has had support on committees by well seasoned individuals in sales, in technical fields/professions and in senior management. There is a regular turnover in sales roles with many of the company business development professionals moving from one company to the next. They often do help with membership dues and with participation on committees and attending events/programs.

The makeup of the type of member and the professions are unlikely to make any major shifts going forward. However, commitment to the organization is a jeopardy as many of the "replacements" due to retirement are not yet familiar with the organization therefore their individual buy-in or passion for the SLCCC is not there. This is impacting the support on committees and for sponsorships. This has impacted the membership losses as well. Senior management of associate memberships and the business development professionals make up the largest populations of active members.

Engagement and continually building new relationships with the next generations is key to the sustainability of the organization. Additionally, continually to access the needs of the membership is critical on a yearly basis. The Millennial generation is overshadowing the GenX due to size in population and the value determined is not necessarily aligned with older generations. They also are much more informed and adept to technology and accessing information in more ways. Older generations tend to stick to what they know and where they know to get information.

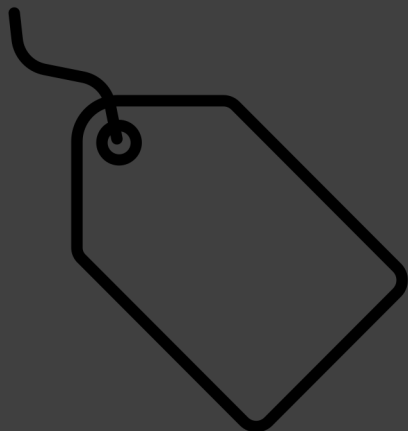
GenX professionals are often in leadership roles and less likely to seek training opportunities unless looking for continued education credits.

The additional consideration about our generational makeup is to understand the changing needs and wants. The desire to attend networking events is likely to remain consistent, but the activities should be expanded especially for genders. Variety of opportunities will attract more younger generations as does seeing others like themselves.



## II. Organizational Understanding

### PRICING



#### e. Pricing

Our pricing model is based on company memberships. This enables larger companies to provide membership benefits to a large audience pool. This value changes however the smaller the company.

Owner companies have full benefits vs. associates such as Board positions, can serve on any committee, Chair committees, and receive free registrations for education programs.

Associate members always pay a fee for programs unless they are a program or annual education sponsor with program benefits.

Annual memberships have seen a small increase in the last five years. Due to the size of the Owners, it's difficult to get approval for membership. Reaching decision makers who provide approvals for payments rely mainly on advocates for membership desiring to be involved in the organization. It's rare owner non-members join the organization without marketing them directly first. Pricing changes for owner dues was not discussed for change at this time. Associate dues however were discussed and suggestions to bring in tiered dues was mentioned based on size of company. This method is regularly followed by similar associations such as Chambers of Commerce. It's recommended due to the Pandemic that dues at minimum for associates be increased for 2022 but not for 2021. A new membership was instituted however for DBE firms which means \$1M or less in revenue. They will pay a reduced rate of \$725 per year to increase the number of small company memberships. This changed the Emerging Membership's 3<sup>rd</sup> year as well to \$725. By the fourth year they either qualify for the DBE or Associate Membership. This should increase revenues due to increases in membership for small companies.

Sponsorships are also planned to be increased. Annual sponsorships will be increased, and more value benefits added. Golf sponsorships will be minimally adjusted and may just include hole/tee sponsorships. They will be increased

#### Annual Calendar Year Memberships

##### Owner Memberships (include program attendance):

Sustaining Membership \$5,500  
Corporate Membership \$2,750  
Public Membership \$1,650

##### Associate Memberships:

Associate Membership \$1,100  
DBE Membership \$725  
Emerging Membership 1<sup>st</sup> yr \$275, 2<sup>nd</sup> yr \$550, 3<sup>rd</sup> yr \$725

Student Membership \$100  
Retired Member - Owner - \$0  
Retired Member - Associate - \$50

#### Programs

Education programs can vary by the program however typical pricing is as follows:

##### Live

\$40 Member  
\$75 Non-Member  
\$30 Student/Retiree Non-Owner

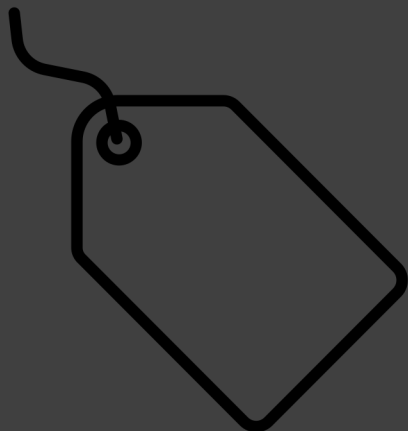
##### Virtual

\$15 Member  
\$25-\$30 Non-Member  
\$15 Student/Retiree Non-Owner



## II. Organizational Understanding

### PRICING



#### e. Pricing Cont.

to \$200 per hole vs. \$150. Clay sponsorships already increased in late 2020 and will remain the same. Monetizing other special events will be determined by the committees and Executive Director but will keep in mind the need to generate additional revenues.

Although some expenses were reduced in 2020, expenses increased in computer software/hardware and the lease rent has also increased and will increase further due to planned moved for much improved office space. Payroll and benefits demand also increase additional income needs.

Pricing was adjusted in 2020 due to the pandemic for education programs. Expenses were incurred for webinar and virtual programming, but to makeup for lost perceived value which as the loss of networking at education events. The programs by in large were free to all members and a small charge for non-members. However, given there are monthly expenses for virtual platforms and program revenue support additional overhead costs this is not sustainable for the organization for 2021. Member benefits will include free programming and resources not previously provided; however, the majority of the planned education programs will have a lower fee structure.

Another note is the demand for hot breakfasts and for specific accommodations. These costs have risen, and the fee structure set for 2018 was not enough to offset expenses to produce a net profit. To provide the caliber of events desired by members, the price per person averages about \$29 per person. The difference is not going to produce sustainable income to offset growing operating expenses. Strategies such as sponsorships are being pursued however there is no guarantee for generating a net profit per program to support operations.

#### **Average cost of live education programs per person:**

\$29

#### **Typical number of non-paid registrations due to speakers and owners:**

15

#### **Event platform/design/promotion tool costs per month:**

\$600



## II. Organizational Understanding

### Resources

#### f. Resources

The SLC3 relies on extensive support of the membership to support a staff consisting of two. Owner members expected to volunteer in leadership roles which include operational leadership in Executive and Board Roles. Officers and Board members are completely voluntary.

Committees are heavily supported by many associate memberships with very few owner members participating.

Staff includes an Executive Director and an Event and Administrative Coordinator. Both staff members fill many capacities to round out the needs for the organization.

The Executive Director has many skillsets which avoids the need for additional support staff such as expertise in graphic design, copywriting, PR, social media marketing, and website development. Many skills are depended on by a two-person staff.

#### **Largest Volunteer Needs:**

Approx. 30 for Golf each year  
6 for Clay Shoot  
2 for live programs due to safety

#### **Volunteers Used for:**

Committee Support  
Committee Leadership  
Operational Management  
Programming  
Event Planning/Support  
Safety  
Registration



III.

## Vision/Mission/Branding

# VISION & MISSION RENEWAL

SLC3

## 4 PILLARS

INNOVATION

EDUCATION

EQUITY  
EMPOWERMENT

COLLABORATION

### a. Vision/Mission Understanding & Key Pillars

Determining the mission of the SLCCC or SLC3 today meant reviewing our offerings and how they ranked. Are they different? Are they well understood? Are they well executed? The Strategic Planning Committee determined these top 9 offerings of the SLC3. This led to a new mission and vision statement and a focus on four key pillars of the organization:

1. Innovation
2. Education
3. Equity Empowerment
4. Collaboration

#### MISSION STATEMENT:

Building a better future by uniting the greater St. Louis region's design and construction community in achieving innovation, offering advanced education, equity empowerment, and fostering collaboration among all stakeholders.

#### VISION STATEMENT:

To be the regional leader in the design and construction industry for championing innovation through the promotion of best practices, continuing education, and unmatched collaboration and relationship building among all stakeholders in the St. Louis Region.

Top Offerings Ranked in Order:

1. **Training and Education Programs** to obtain continuing education credits
2. Relationship building through **networking** with all stakeholders in the industry via events/programs
3. **Pulse on industry:** Trends, Economic Forecasts, Technology, Safety, Innovation
4. **Resources:** Trends, Information, Advocacy for diversity and inclusion
5. **Creation of guidelines** for the industry
6. **Information Exchange**
7. **Connectivity to organizations**
8. **Workforce Development**



III.

## Vision/Mission/Branding

### STRENGTHS

#### b. Branding (SWOT)

- Health & Safety – Provides a platform to bring labor, trades, owners together for improving safety culture and substance abuse issues.
  - Training and Education – Improving the region is something the programs can help to accomplish.
  - Diversity Equity – Improving the region and putting ideas into action
  - Policy – Voice for change in policy
  - Networking – Need a way to networking with owners, partners, contractors, designers and we offer all of it. Associates and owners both have expressed more interest in networking at all our events.
  - “Healthy Region”
  - Staff with many skillsets/expertise to accomplish all tasks – lessening need for additional staff or outsourcing
- Recognizes that process improvement means more \$ to spend.
  - Enhances Collaboration
  - Advocate and Influence in the AEC industry
  - Builds Partnerships
  - Advocates Diversity and Inclusion Improvements within Owners and Prime firms
  - Regional Update Information that is useful
  - Understanding Owner Top Concerns
  - Changes and Uses in Technology
  - Forecasting
  - Toolbox of contractors and designers
  - Leadership Development



III.

Vision/Mission/Branding

## WEAKNESSES

### b. Branding (SWOT)

- Owner involvement is too low
  - Leadership Inspiration – Lack of Champion in Organization
  - Committee Chairs with limited responsibilities/accountability
  - Limited Resources and Accountability to meet goals
  - Lack of clear identity in the region or clear differentiation of offerings (branding)
  - Exec Dir Time Commitments (not enough time for all tasks)
  - Inability to reach the owners
  - Limited number of owners participating and volunteering
  - Lack of understanding of what the “field” level safety professionals need and access to them
  - Previous experience wasn’t beneficial from past members
- Too easy to not be a member and can attend most events
  - Workforce Committee?
  - Cost for programs a little high for members
  - Owner Cost Structure too high?
  - Message of benefits
  - Expectations from new members to use SLCCC for marketing only
  - Lack of Committee “Charter” or Set of Expectations
  - Lack of Committee Goals
  - Covid Impacts on volunteers
  - Staff resources stretched, require many skillsets with less



III.

Vision/Mission/Branding

**OPPORTUNITIES**

## b. Branding (SWOT)

- Understanding our market to meet more needs
- Partnerships with other organizations
- Dissemination of more educational information
- Commercial Development Membership
- Increase Industrial Members
- Increased Design Firm Membership
- Non-member participation at programs and events (customers)
- Improve Sponsorship Benefits & Increase Sponsorships
- Workforce Changes Impact (do we have a role) (Aging/Generation)
- Increase Visibility
- Rebrand to ignite renewed interest
- Engage More Millennials
- Increasing Engagement of M/WBE's
- Increase Social Media Presence
- Garner support of associate prime firms for contractor/sub firm memberships
- Institute more Virtual Chat Rooms – By Category/Committee
- Increased visits on website (more offerings i.e. blog, resources, jobs)
- Increased resources via communication tools
- Expand membership to include more architects, marketing, banking, technology, educational, and other related fields; establish student memberships.
- Institute board officer and member orientation, along with annual refresher sessions.
- Explore increased advertising as a revenue stream.
- Become a unique, industry leading hub by fostering networking, education, innovation, and collaboration.
- Further outreach of M/WBEs to engage in town halls towards achieving goals
- Owner Chats regarding diversity, inclusion, equity



### III.

## Vision/Mission/Branding

## THREATS

### b. Branding (SWOT)

- Decreased interest due to lack of differentiation and value of offerings vs. competing organizations
- Turnover of long-time owner and associate member representatives (loss of knowledge, loyalty, passion for volunteering)
- Reduced Perceived value or expectations
- Loss of Networking opportunities due to pandemic
- Cost of Dues – Flat Rate vs. Scaled, Not positioned for smaller organizations
- Staff doing more with less
- \*Potential Competing Organizations include local chapters: (SMPS, CREW, AGC of MO, CII, LCI, Construction Forum, Various Engineering Organizations) Note: They are also partners to us but do pull sponsorship dollars which may not prevent support.
- Improvement on Communicating Successes/Accomplishments
- Owner Furloughs/Outsourcing
- Potential Dues & Attendance Decline in 2021 Due to Pandemic
- Lack of involvement from member representatives (often just 1 or 2 members participating from a company)
- Competition: other nonprofits are perceived like SLCCC but less costly to participate in.
- Lack of information on where expectations of current and potential members are in relation to current conditions.
- The pandemic makes it difficult to predict how the organization will/should move forward next.
- Potential reduction of project work impacting member's financials to support the SLCCC
- View of diversity efforts not moving the needle
- Competing organizations providing value such as diversity committee benefits for free
- Less support of sponsorships due to 2021 economics
- Could be defunct without more engagement of Gen X, Gen Y, and Gen Z. Refers to changing over of membership representative due to retirement. Not many representatives have shared organization benefits of other members of the company to engage them.
- Lack of proactive response to needs and wants. History of being reactive or behind the curve.
- Lack of strong positioning in region regarding overall benefits of organization.
- Illness/Injury of Staff (lack of replacement)



III.

Vision/Mission/Branding

**S/W OVERVIEW**

## b. Branding Identity (Top Key Words/Insights/How We Serve Needs)

Top Key Words	Top Reasons to be Involved?	Needs Met?	How?
<b>Collaboration</b> *Training/Education from highest authority	Understand Owner Concerns	Collaboration with labor, contractors, designers  Better Training & Knowledge from Owners	Training & Education Programs
<b>Owner Voice</b>	Improve Region Through our offerings	Voice of Change Through Owners	Training & Education Programs
<b>Community Betterment</b> <b>Social Justice</b>	Networking Opportunities  Improve Region Through Training & Ed Programs	Collaboration with all stakeholders	Diversity & Inclusion/Cultural Competence  Training & Education Programs
<b>Industry Knowledge</b>	Knowledge – Forecasts, Trends, Technology, Leadership – Staying Current	Addressing Key Issues of the Day CEUs Continued Learning Ramping up Workforce	Training & Education Programs  Board Involvement – Partnerships
<b>Advocacy/Influence</b>	Advocacy & Influence	Improving Safety and project results	Training & Education Programs and Safety Forums
<b>Safety</b>	Safety Improvement and Awareness and Staying Current	Improved Safety	Safety & Substance Abuse Forums & Guidelines Blog
<b>Networking</b>	Network Enhancement	Building Partnerships & Resource Toolbox, Improving relationships with peers and providers	Networking at Programs and Events
<b>Best Practices</b>	Improve Processes to Max Budget	Best Practices Training/Education	Training & Education
<b>Diversity and Inclusion (Equity)</b>	Interest in Diversity and Inclusion	Networking	Advocacy & Diversity Program/Committee



### III.

## Vision/Mission/Branding

## POSITIONING

### c. Positioning Statement

There has never been a direct focus on positioning of the SLCCC.

Discussions on who we are took place, but a detailed look into our positioning and overall branding identity hasn't occurred until now. The positioning statement is written for the purposes of answering the question "What or Who we are?"

Should answer what, who, why, how, and where. Consider it the elevator pitch.

WE ARE:

The SLCCC is a community of design and construction industry professionals with a common interest in the betterment of the St. Louis Metro region through prioritizing innovation, continuing education, equity empowerment and all-inclusive workforce collaboration. Our community includes owners, designers, consultants, contractors, developers, trades, legal counsel, accounting, banking, insurance, marketing, and other service providers.



III.

Vision/Mission/Branding

## TAGLINE

### d. Tagline

To be on top of mind of our consumers, we must have a tagline that is easy to remember and tells our story in seconds. The Committee agreed that it was important to maintain our focus on our location and include our four key pillars. In addition, we would include specifically who our consumers are to better identify who our membership is and who we want them to be. We also understand we have stakeholders that include affiliates and customers vs. just members.

Tagline:

The Greater St. Louis Region's All-Inclusive AEC Community for Innovation, Education, Equity Empowerment, and Collaboration

**Owners | Designers | Contractors |  
Trades | Consultants | Financial |  
Legal | Associations | Suppliers |  
Other**



### III. Vision/Mission/Branding

## IDENTITY



#### e. Identity

##### NAMING:

It was widely agreed to change the DBA to SLC3. SLCCC is described as difficult to say and too like other organizations such as STLCC and SLCC. Often our own members misname or mis-type our DBA. SLC3 was voted on by the committee and selected.

##### LOGO:

The logo was also discussed and recommendations for changes made. The name also warranted a revised logo. Several logo designs were presented, and two logos prevailed as top choices. The logo chosen here was selected by a landslide from the Committee and Staff.

2<sup>nd</sup> Place





### III. Vision/Mission/Branding

## IDENTITY



### e. Identity

For the purpose of documentation  
here are the other logos  
considered.





### III. Financials

## SUSTAINABILITY

#### a. Financial Sustainability

The financials have been reviewed in the Organization Understanding section. This section is dedicated to Sustainability. Specific Goals for achieving sustainability as an organization include:

1. Dues must be collected promptly at the beginning of each year.
2. All program and events must be paid prior to the program and event. (Note: this has been accomplished, but crucial for sustainability.
3. Changes in Owner and Associate dues will not occur for 2021 but need to be considered for increase in 2022. And potentially the types revisited.
4. Sponsorship amounts will be raised to generate more sponsorship revenue to offset rising operating costs. This includes annual sponsorships and golf sponsorships. Clay Shoot already increased in 2020.
5. Virtual programs will not be free but will have a fee of \$15 per member and \$30 for non-members for most meetings. Live programs will be \$45 per member and \$75 for non-members. This helps to offset rising catering costs.
6. Increased memberships are crucial as a baseline of offsetting operational costs. It primarily covers salary/benefits of staff.
7. Second highest revenue generating event is the Golf Tournament. On average it generates \$55K for the Council with registration and sponsorships. Changes in sponsorship opportunities will increase the net revenue and help to provide a better cushion for less successful years or more challenging economic years and continue to support operations.
8. Conservative approaches to site selections for events and operational costs will continue to be necessary.
9. Networking events generally generate higher net incomes. Since 2021 will be limited to offer these events it will be difficult to generate incomes similar to 2019 and earlier. However, once past the pandemic and continued insecurities of networking, we should take advantage of popular networking events to not only demonstrate value already perceived but increase membership and engagement, and ultimately sustainability.
10. Increase effort in early part of the year for new membership, to avoid prorated fees. This does generate more income.



### III. Financials

## ANNUAL SPONSORSHIPS

#### b. Annual Sponsorships



#### ANNUAL SPONSOR LEVELS

##### PLATINUM SPONSOR – \$3,750/yr

Company Name/Logo on Event Promotions w/link (val. \$3,500)  
Featured Company Logo on SLCCC Website Linked to Your Website (v. \$500)

Total Value \$8,020

Social Media Exposure via Program Posts (v. \$500)

Sponsor Signage at Monthly Programs (v. \$400)

\***Verbal** & Visual Recognition via PowerPoint at Programs (v. \$1,000)

Promoted at Board and Executive Committee Meetings

**PLUS...**

\*11 Complimentary Education Event Registrations (v. \$320)

Golf Tee Sponsorship (v. \$200)

\*Social Media Post Recognition (v. \$650)

\*1 Feature Highlighted Recognition at Ed Program/Website (v. \$450)

Additional Prominence as Platinum Sponsor

1 Program Sponsorship (\*Excludes Owner Roundtable) (v. \$500)

##### GOLD SPONSOR – \$2,250.00 /yr

Company Name/Logo on Event Promotions w/link (val. \$3,500)  
Featured Company Logo on SLCCC Website **Linked** to Your Website (v. \$500)

Total Value \$5,660

Sponsor Signage at Monthly Programs (v. \$400)

Verbal & Visual Recognition via PowerPoint at Ed Programs (v. \$1000)

Promoted at Board and Executive Committee Meetings

**PLUS...**

4 Complimentary Event Registrations (v. \$160)

Gold Sponsor Social Media **Post** Recognition with link 2x (v. \$100)

##### SILVER SPONSOR – \$850.00 /yr

Company Name/Logo on Event Promotions (Not Linked) (val. \$2,500)  
Featured Company Logo on SLCCC Website Linked to Your Website (v. \$500)

Total Value \$3,400

Sponsor Signage at Monthly Programs (v. \$400)

Listed at all Training and Education Programs (11)

Promoted at Board and Executive Committee Meetings

##### NEW MEMBER SPONSOR – \$2,500.00 /yr

Special promotion through social media, newsletter, and new member section of website. \*Exclusive yearly.

SLCCC events are hosted monthly throughout the year. Our mailing database has over 3,000 buyers and influencers of Construction, Contractors & Design Professionals. Your sponsorship enables us to ensure our mission is fulfilled in innovation, education, equity empowerment and collaboration.

#### Individual Event Sponsor: \$500/program

- Verbal Recognition from the podium - attendance of 60+
- Premium Mention During Webinar/Virtual Meeting\*
- SLCCC website & social media recognition
- Featured Logo on Program Flyer, Emails, Materials
- Opportunity to display materials at a table or provide in program packet
- Powerpoint Visibility
- Banners/Signage at events
- BONUS: Complimentary registration for 3 people
- Exposure to over 3,000 members of the AEC Industry Including Owner and Associate Members

Please contact Kelly Jackson to discuss sponsorships.  
Or please email [info@slccc.net](mailto:info@slccc.net) this form. Thank you!

Company: \_\_\_\_\_

Contact: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Sponsorship Level Desired: \_\_\_\_\_

#### HOW TO REACH US

ST. LOUIS COUNCIL OF CONSTRUCTION CONSUMERS - 180 W. EIDMAN ROAD, SUITE 127, MANCHESTER, MO 63021-5724  
T/ 636.394.6200 F/ 636.394.9641 E/ [INFO@SLCCC.NET](mailto:INFO@SLCCC.NET) - SLCCC.NET



## III. Financials **BUDGET**

### b. Budget

Separate document.



V.

## Objectives/Goals/Tactics

### 2021 OBJECTIVES

#### a. Key Objectives 2021

- Expand membership to include more architects, marketing, banking, technology, educational, developers, brokers, and other related fields; establish student memberships.
- Become a unique, industry leading hub by fostering networking, education, innovation, and collaboration.
- Offer Exceptional Continuing Education Programs
- Be a Conduit for Collaboration, Idea Sharing, and Best Practices
- Promote Equity in the AEC Industry
- Bring Leadership to Project Delivery Best Practices, Safety, Innovation, and Technology
- Be the Go-to Resource for the STL Construction Industry
- Connect Owners, Contractors, Designer and related services



V.

## Objectives/Goals/Tactics

### 2021 OBJECTIVES

#### a. Key Objectives 2021

1. Create stronger positioning in region
2. Increase engagement among both owners and associates
3. Provide greater responsibilities and accountability of members to achieve mission and goals of organization and lessen burden of staff resources
4. Increase awareness in region of offerings and value of organization
5. Increase membership of owners and associates
6. Communicate and celebrate the SLCCC's 50<sup>th</sup> Anniversary
7. Provide on trend safety programs that provide great value for owner and associate members based on input from field safety professionals
8. Increase equity empowerment through creating more means of understanding equity to achieve diversity and inclusion results.
9. Improve owners understanding of and commitment to economic inclusion along with opportunities to work directly with owners.



## V. Objectives/Goals/Tactics

### 2021 GOALS

#### b. Key Goals 2021

Goals were not only discussed among the Strategic Planning Committee but also established via committees as well. These committee goals are more specific and well-defined as well as shared via committees. These goals are in line with the overall mission, vision and objectives outlined for the SLC3 and 2021.

The top 5 goals were selected by this committee as a focus for 2021 for the organization overall. More details follows view tactics and objectives. Goals were established and are measurable. They are meet the goals for the Executive Director as established by the President, the Board and the ED.

1. Demonstrate Value
2. Membership Retention
3. Membership Growth (Size, Type, Diversity)
4. Improve Engagement (Esp. Younger Reps)
5. Ensure Revenue Sustainability and growth



## V. Objectives/Goals/Tactics

### 2021 TACTICS

#### b. Key Tactics 2021

Tactical statements refer to opportunities and reflect threats outlined for 2021. Substantial evidence of needs of owners and associate members is still lacking. Surveys were conducted in several ways regarding benefits, strengths/weaknesses of the organization, interest in programs as well as requests for future programming etc. Increased efforts of better understanding needs will continue. The challenge is getting responses.

This year is a change in Executive leadership of the Executive Committee, especially the President of the Board.

Net revenue must increase due to increasing expenses such as program platforms, website, 50<sup>th</sup> Anniversary, increasing costs of venues, and increased costs of design software no previously used prior to 9/2018. Significant changes have been made to the appearance of all communications and require additional monthly costs. In addition, office costs will increase in 2021 due to expected move. Office has been at the same location for 29 years.

- Transition Planning
- Revise sponsorships
- Charters/Roles & Responsibilities drafted for every committee
- Increase revenue through dues, sponsorships and programs/events
- Increase young professional involvement
- Increase women and minority involvement
- Understand the Needs of Membership
- Increase Sponsorship Revenues



## V. Objectives/Goals/Tactics

### PLAN (SEPARATE)

#### c. Plan

The working plan is included via separate document for the purposes of maintaining and updating the plan.



## V. Objectives/Goals/Tactics

### d. Calendar



Jan 21	Speaking of Change: Communicating in Dynamically Changing Environments Virtual Program (8-9:30 a.m.)
Feb 18	Winter Safety Virtual Forum - Stress Management Workshop (7:30a.m.-9:30 a.m.)
Feb 25	Diversity Town Hall Virtual Series 1.0 - Good, Challenging, And Future Possibilities 1.0 (8-9:30 a.m.)
Mar 18	Virtual LEAN Construction Program (8-9:30 a.m.)
April 8	COCA Tour & Networking Event (8-9:30 a.m.)
May 3	Annual Golf Tournament and Dinner (All Day - Whitmoor Country Club)
May 20	Diversity Town Hall Virtual Series 2.0 (8-9a.m.)
Jun 17	Mid-Year Economic Review with the Federal Reserve (7:30 a.m. - 9:30 a.m.)
July 15	Project Tour & Networking (3-6 p.m.)
Aug 10	Best Practices and Diversity Awards Gala - Hilton at Frontenac (5 -8:30 p.m.)
Aug 19	Best Practices in Design Build 2.0 Education Program
Aug 26	Diversity Town Hall Virtual Series 3.0 (8-9a.m.)
Sep 9	Fall Safety Forum: Safety and Technology Trends (7:30 -11 a.m. Breakfast Served)
Sep 23	Owner's Roundtable & Owner's Top Concerns (7:30 a.m. - 9:30 a.m.)
Oct 22	Design & Technology Conference with the AGC (8 a.m - 4 p.m.)
Oct 29	9 <sup>th</sup> Annual Sporting Clays & Dinner - Strathalbyn Farms (10 a.m.- 7 p.m.)
Nov 11	50 <sup>th</sup> Anniversary Member Only Event (4:30 p.m.-7:30 p.m.)
Nov 18	SLC3 Annual Diversity Workshop (Owners, Contractors, Primes and Subs) (7:30 -10 a.m.)
Dec 9	AEC Update & Economic Forecast 2022 (7:30-9:30 a.m.)



NOTE: Most SLCCC programs have been designed to meet the requirements in Missouri regulations for Professional Development Hours (PDH) and the AIA guidelines for Learning Unit (LU) hours. For each program, the Council produces an Agenda/Certificate for participants which is available on the website under the "Resources" tab, stating the title, date, speakers, content and number of PDH and LU hours the program qualifies for to obtain hours. \*Virtual is with Zoom and visual participant discussion Webinar means participants will not be visible and will communicate solely through chat.

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## VI. Analysis and Evaluation

### OVERVIEW

#### a. Overview

The plan will be reviewed by the Executive Committee, Board and Strategic Planning Committee. Under the leadership of the Executive Director the plan will be directed, implemented and evaluated using data to include:

- Financial Reports
- Membership Reports
- Website Analytics
- Program Evaluations
- Event Evaluations
- Surveys
- E-Campaign Reports

An accounting of accomplishing goals/objectives are the responsibilities of the Committee Chairs and Executive Director. The planning document will be updated and provided by the 1<sup>st</sup> Quarter Board Meeting 2022.



# SLC3 STRATEGIC PLAN

## 2021