The meeting was convened at 10:00 a.m. In attendance:

**KC Corps:**
- Rex Ostrander
- John Holm
- Jim Turner
- Tim Kurgan
- Justin Hughes

**ACEC/MO:**
- Jess Commerford
- John Denlinger
- Diane Heckemeyer (for John Frerking)
- Roland Hauck (for Jessica Borries)
- Tom Poer, Co-Chair

**ACEC/KS:**
- Eric Cenovich
- Eric Reed
- Rick Worrell & Jason Davis (for Les Hamilton)
- Sheryl Gallagher (for Matt McQuality)
- Jason Sweet, Co-Chair

1. **USACE Topic: Budget, Supplemental, and Leadership Priorities - Rex Ostrander**
   - Budget approved towards Border Wall
     - SWD is engaged with SWF as Lead
     - NWK to provide some, undefined, support
   - Storm Supplemental
     - $17B supplemental is largest ever
     - NWK piece unclear right now
     - Possible involvement with Houston dams
   - Infrastructure Bill
     - NWK role also unclear
     - Large Backlog with dams that could see some funding
   - LTG Semonite, USACE Commander Priorities
     - Aggressively pursuing reforms on how the USACE does thing
     - Execution
       - Create a reasonable schedule then execute
       - Tasked Gen Spellman, NWD, with defining process
     - Knowledge Management
       - Retain Knowledge, Make it Available
       - Lessons Learned
         - Asking ACEC how we do it
     - Build Engineering Technical Capacity
     - Reform Hiring
o Construction Management Career Paths
  ▪ Expand across DoD
o Streamline Procurement
  ▪ Speed is focus
o Interagency/International Support
o Upgrade Infrastructure
  ▪ Large backlog
o USACE Branding
  ▪ Public perception
  ▪ Regulatory reform and project pace
o Contracting Process
  ▪ Accept some risk
o IT Support
o Training
  ▪ Too much? Outdated?
o Delivering small projects
  ▪ Investigate standards applied
  ▪ >$100M Standards do not apply to $5M projects

- Spellman Priorities (leaving NWD 15 May for HQ, Deputy Commanding General for CW)
  o Transition for Sr Leadership
  o Safety Culture
  o MO River Recovery Program

- Guttormsen
  o Execution
  o Be Ready
  o Take care of people
  ▪ Retention
  o Communication

2. KS Legislative Update - Rick Worrell
- Infrastructure Program
  o KS Public/Private Funding topic of discussion
    ▪ Fed/State match currently 80/20 split
    ▪ Proposed to flip, but that could change
- Education is dominating discussion in Topeka
- Water funding proposal out of Committee
  o $100M
  o Question: Will education put water on back-burner?

3. USACE Program Brief - Tim Kurgan (see attached briefing)

4. ACEC Study of Consulting Costs - Jason Sweet

5. ACEC KS & MO Survey Development on Selection and Debriefing (see attached draft)

   Additional questions and topics discussed for consideration:
   - Define debrief methods
Is there a preferred method?

- Separate clear from fair
  - Two different questions
- Add question about timeliness
- Ask firm size
  - Provide ranges to retain anonymity
- Consider how to ask about DBE Designations
  - Should that be asked?
- Include survey introduction
  - Remove barriers to entry into Federal market
- Question about utilization of contracts?
- Target survey responses and summary at next quarterly meeting

6. ACEC MO Legislative Update (Infrastructure Bill and Nation’s Water Infrastructure attached)

7. Partnering Agreement (see attached National and Local versions)
   - Questions about how USACE ACEC Partnership is to accomplish some items listed.
   - USACE does have some interest in signing a partnership agreement.
     - Need to run it by others in District

8. Date and location of next committee meeting set for 13 July 2018 at USACE KC.
“The views, opinions and findings contained in this report are those of the authors(s) and should not be construed as an official Department of the Army position, policy or decision, unless so designated by other official documentation.”
AGENDA

• Kansas City District Missions
• Program Trends
• Civil Works Priorities
• Military Program Priorities
• Environmental Program Priorities
• Questions / Discussion
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Actual Actual Actual Actual Actual Pbud Only Pbud Only Projected Projected
Civil Works Priorities FY18

- Grand River Basin GI Study
- Flood Control and Coastal Emergency Contract (FCCE) Awards
  - Federal Levees: MRLS 512-513R
  - Non Fed Levees: Mo Valley, Sugar Tree Bottoms, Morrison, A-1, Labadie 4, 5 & 6, Berger, Cambridge, and Northeast Saline
- St Joseph, MO - L455 Construction Contract
- MRRP Interception Rearing Complex Contracts
- Truman Lake: SCADA & relay upgrades, air handling units replacement, install waterstop at monolith joints 7/8, install waterstop at monolith joints 9/10 and repair joint 11/12
- Other Lake Projects: Pomona Bridge Painting, Tuttle Creek Gate Controls, Kanopolis Rock/Sediment Removal, Kanopolis Trash Racks, Long Branch Tower Structural Repairs
CIVIL CONTRACT STATUS

AE IDIQ’s
• Five Planning and Design Services contracts
  • Expire late 2018/early 2019
  • Replacement contracts to be procured in FY18

• Two Mapping and Surveying contracts
  • Expire mid-2019

• One Geotech Lab contract
  • Expires mid-2019

Two RMC AE Support Contracts
• Expired Jan 2018
• Currently procuring 1 SATOC contract with anticipated award in 3QFY18

MATOC’s
• Four Missouri River BSNP contracts
  • Expired Aug 2017
  • Replacement contract procurement in process with anticipated award in 2QFY18
## NWK MILCON Program Trend Assessment

**Updated: 9 March 2018**

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**NOTES:**
- Army Program Based on FY17 BES & Draft Program Objective Memorandum (POM) FY17-21, Army G-3/5/7 TSS Facility Master Plan.
- Air Force Program Based on Draft FYDP FY18-22 (Army and AF totals are for construction obligations only).
- Other * POJ, TAM, AFCS, NORTHCOM, HNC, NWS, LCAAP.
Military Programs Priorities FY18

- Next NGA West (N2W) Program
- Ft. Leonard Wood Hospital
- AF& Army MILCON Support
- AF& Army SRM/OMA Support
- Newly Planned Contract Tools
NEXT NGA WEST (N2W) PROGRAM

Program Scope: Total Program Amount ~ $1B
- NGA Replacement Facility in North St Louis
- Primary Facility 712,000 sf Secure Analytics

Design: Design-Build RFP under development

Construction Acquisition: Design-Build (2-Phase Selection)
- Phase 2 Solicitation: Apr 2018
- Phase 2 Selection: Mar 2019

Ancillary Contracts:
- Construction Management Services: 3 Small Business IDIQs
  Advertised 19 MAR 18

Small Business Acquisition:
- Integrated Project Office (IPO) (FY19)
- Access Control Points (ACP), 2 each (FY21)
- Remote Inspection Facility (RIF) (FY21)
- Visitor Control Center (VCC) Surface Parking (FY22)
- Landscaping (FY23)
Ft. Leonard Wood Hospital

- **PA amount is $381.3M**
- **Five contracts anticipated:**
  - **Contract One.** Design Build (Two Phase), Full & Open. Scope: Hospital (256K SF), Outpatient Clinic (188K SF), Central Utility Plant (CUP), Helipad, Generators, Roads, Rough Grading
  - **Contract Two.** Design Build (One Step), SATOC Task Order. Scope: Construct Temporary Helipad
  - **Contract Three.** Design Bid Build, Small Business Set-Aside. Scope: Site Improvements (prior to demolition)
  - **Contract Four.** Design Bid Build, Small Business Set-Aside. Scope: Demolition of existing Hospital & Outpatient Clinic, Including Hazardous Material Abatement & Material Recycling
  - **Contract Five.** Design Bid Build, Small Business Set-Aside: Site Improvements (following demolition) and Optical Fabrication Lab (Existing CUP Alteration)
- **Contract One.** Advertise Phase 1 RFP (Quals only) 6 Apr 18, Down-select (3 firms) 24 Aug 18, Advertise Phase 2 RFP 31 Jan 19, Award 27 Aug 19
- **Contract Two.** Advertise RFP 29 Jun 18, Award 30 Aug 18
- **Contracts Three–Five.** Future years
AF ARMY MILCON PROGRAM

Increased MILCON with AF and ARMY for FY2018 as compared to last few years. Forecasting ~ 7 actions (other than N2W and Hospital), value >$80M

- WAFB – FY16 Consolidated Stealth Ops DBB
  - UR 2 Phase solicitation - Adv FEB 2018
- FR – FY18 UMMCA Covered Storage Area DBB
- LWD – FY17 Fire Station Renovation/Repurposing DBB
- LWD – FY18 Blood Processing Center D/B
  - Seed project for $95M SB MATOC – Advertise FEB 2018
- LWD – FY18 ECIP Heat/Power System DBB
- MAFB – FY18 Combat Arms Facility DB
- KANG – FY18 ERCIP Geothermal Bldgs 36, 37, 40, and 41 DB

Next MEGA – WAFB Weapons Storage Area – Inc 1 in FY22, ~$550M

ECIP = Energy Conservation Investment program
ERCIP = Energy Resilience and Conservation Investment Program
SRM/INSTALLATION SUPPORT PROGRAM

SRM with AF and ARMY forecasted steady for FY2018 as compared to last few years. Forecasting ~40 actions, value >$75M

Contract Tools: MATOCs, SATOCs, POCAs, AE’s, JOCs

Mission Focus:

– Historic Building Renovation
– Building Renovation/Repurposing
– Housing Repairs/Maintenance
– Repaving projects
– General infrastructure
MILITARY IDIQ CONTRACT STATUS

Construction

Small Business MATOC ($95M)
  • Phase I was advertised on 13 February
  • Seed project award date is 27 August 2018

AE and Other Services

Value Engineering ($9.5M)
  • Re-advertised full and open on 9 FEB
  • Award target is 31 May 2018

Military AE Design Services ($9.5M)
  • Award target is 1 May 2018

N2W Construction Management Services ($9.5M)
  • Synopsis will be issued by 19 March 18
  • Award target is 27 September 2018
### NWK HTRW Program Trend Assessment

#### Table

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Environmental Program Priorities FY18

- FUDS FY18 Funding Plus-Up is a strong potential. Nationwide estimate is $40M. Amount available to NWK and/or NWD is currently unknown.

- EPA FY18 Budget remains uncertain under new Administration. Nationwide Priority of Top 21 Sites Released by EPA Administrator. NWK providing direct support for 3 of the identified sites.

- EPA National Contracting Strategy.
  - Long-Term: Impacts remain unknown. Fewer acquisitions possible for both investigation/design and remediation. Potential new FY18 projects identified for NWK execution by EPA R2.
  - Short-Term: Kansas City District anticipates little impact to the current business practices currently in-place.

- Acquisitions: Continue to ensure adequate contracts (type & capacity) are in-place to execute environmental mission. Resource issues and changing contractual requirements have resulted in procurement delays pushing some actions into FY19.

*Current and Proposed Acquisition Actions Are Detailed Below*
Environmental Program Priorities FY18

In-Progress Acquisitions – AE Services (NAICS 541330)

- NWD MEGA Small Business A-E Services MATOC
  - $12M value
  - Target of 3 firms
  - SF330s received and currently under evaluation
  - Anticipated Award: 4th QTR FY18

- NWD MEGA Unrestricted A-E Services Contracts MATOC
  - $120M pool
  - Target of 5 firms
  - SF330s received and currently under evaluation
  - Anticipated Award: Aug 2018
Environmental Program Priorities FY18

Upcoming Acquisitions – AE Services (NAICS 541330)

- NWD MEGA HUBZone A-E Services MATOC
  - $6M value
  - Target of 3 firms
  - Request for SF330s Anticipated: 4th QTR FY18
  - Anticipated Award: 3rd or 4th QTR FY19
Environmental Program Priorities FY18

Upcoming Acquisitions – PRACs (NAICS 562910)

– NWD MEGA Small Business - PRAC MATOC
  • $88.125M or $176.25 value
  • Target of 5 or 10 firms
  • Anticipated Solicitation: TBD
  • Anticipated Award: Late FY19

– NWD MEGA SDVOSB - PRAC MATOC
  • $22.5M value
  • Target of 5 firms
  • Anticipated Solicitation: TBD
  • Anticipated Award: Late FY19
Environmental Program Priorities FY18

Upcoming Acquisitions – PRACs (NAICS 562910)

- Non-MEGA site specific SATOC for the Welsbach Superfund Site
  - $100M value
  - Target of 1 firm
  - Anticipating set-aside for small business
  - Anticipated Solicitation: 2nd QTR FY19
  - Anticipated Award: 1st QTR FY20 – Dependent on Project Requirements

- Non-MEGA 8(a) PRAC SATOC
  - $4M value
  - Sole Source
  - Anticipated Award: TBD – Likely FY19
COL Douglas Guttormsen  
District Engineer  
816-389-3202

Rex Ostrander  
Deputy for Project Management  
816-389-3210

Arthur Saulsberry  
Deputy for Small Business  
816-389-3927
Doing Business with the Kansas City District Corps of Engineers

1. NORTHWESTERN DIVISION CORPS OF ENGINEERS
   WWW.NWD.USACE.ARMY.MIL

2. KANSAS CITY DISTRICT, CORPS OF ENGINEERS
   WWW.NWK.USACE.ARMY.MIL

3. IS YOUR BUSINESS “SMALL?”
   WWW.NAICS.COM

4. MARKET RESEARCH TO LOCATE OPPORTUNITIES:
   WWW.FEDBIZOPPS.GOV

5. PROCUREMENT TECHNICAL ASSISTANCE CENTERS:
   HTTP://WWW.DLA.MIL/DB/PROCUREM.HTM

6. MARKET RESEARCH AND REGISTRATION:
   WWW.CCR.GOV

7. OPPORTUNITIES AS A SUBCONTRACTOR:
   HTTP://WEB.SBA.GOV/SUBNET/

8. ARMY RESOURCES:
   WWW.SELLINGTOARMY.INFO

9. 52.204-11 – REPORTING REQUIREMENTS ARRA:
   HTTP://FARSITE.HILL.AF.MIL/VFFARA.HTM

10. PROCUREMENT TECHNICAL ASSISTANCE CENTERS:
    WWW.DLA.MIL/DB/PROCUREM.HTM

11. A GUIDE TO WINNING FEDERAL CONTRACTS:
    WWW.SBA.GOV/TRAINING

12. OPENING DOORS TO FEDERAL CONTRACTING OPPORTUNITIES:
    WWW.SBA.GOV/OPENINGDOORS

13. ASSISTANCE IS OBTAINING FEDERAL CONTRACTS:
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<td>Hazardous Toxic Radiologic Waste</td>
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<td>Interagency and International Services</td>
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<td>Performance Oriented Construction Activities Contract</td>
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<td>JOC</td>
<td>Job Order Contract</td>
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DRAFT ACEC KS/MO Survey Questions

• Have you or your company ever participated in competition for contracts with US Army Corps of Engineers – Kansas City District (USACE NWK)?
  o If “No”, what has prevented you from doing so?

• I find contract announcements from USACE NWK to be clear on service requirements.
  o Strongly Disagree – Disagree – Neutral – Agree – Strongly Agree
  o Comments

• I find USACE NWK’s selection criteria scoring to be clear and fair.
  o Strongly Disagree – Disagree – Neutral – Agree – Strongly Agree
  o Comments

• I find debrief methods and information from USACE NWK are helpful in subsequent contract pursuits.
  o Strongly Disagree – Disagree – Neutral – Agree – Strongly Agree
  o Comments

• What suggestions do you have for USACE NWK to improve their procurement process?
In this document, the issue at hand is the passage of the Water Resources Development Act (WRDA) in 2018. ACEC emphasizes the need to authorize new Corps of Engineers projects to address flood control, navigation, water supply, and to include funding and financing mechanisms in WRDA to assist cities and local communities. The focus is on the expansion of EPA’s State Revolving Fund (SRF) programs and the Water Infrastructure Finance and Innovation Act (WIFIA).

The background of this issue highlights the vast backlog of over 1,000 water resources projects totaling $96 billion, against a construction budget of less than $2 billion annually. Addressing this funding deficit is critical for national economic security. The extent of the nation’s major water infrastructure needs is daunting, with a backlog of over 1,000 projects totaling $96 billion, against a construction budget of less than $2 billion annually. The economic value of goods moving through our ports each year is $1.4 trillion, and cargo valued at $230 billion moves on the nation’s inland waterways. According to a 2016 FEMA report, $1 invested in flood protection yields $8 in savings, and annual flood damage prevented through Corps of Engineers projects is estimated to exceed $67 billion.

Congress should address this challenge through increased investments in core federal programs that support water and wastewater infrastructure, including the SRF programs and USDA’s rural water program. The following key points are proposed:

- **Make passage of WRDA a priority for 2018** – to authorize needed Corps water resources projects.
- **Help communities invest in critical water/wastewater projects** – through increased funding for the SRF programs and passage of legislation (HR 4492/S 2329 and HR 4902/S 2329) to reauthorize and improve the WIFIA program.
- **Oppose new materials mandates** – to ensure that engineers have maximum flexibility to work with water utility clients to design solutions best suited to meet system needs.
### Senate Environment and Public Works

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### House Transportation and Infrastructure Committee

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A National Infrastructure Plan

ISSUE
Investing in the nation’s critical infrastructure has attracted strong, bipartisan support in Congress over the years. The President’s support for infrastructure as a key piece of his agenda has created a unique opportunity in 2017 to pass legislation that will enhance the nation’s transportation, water, energy, and communications infrastructure, while creating jobs and boosting competitiveness in the global marketplace. ACEC urges Congress to enact a bold infrastructure package that includes (a) robust funding for core federal programs, (b) innovative financing mechanisms to promote Public-Private Partnerships (P3s), with provisions to encourage the use of U.S. engineering firms, and (c) responsible regulatory reforms to facilitate efficient project delivery.

BACKGROUND
Congress has supported a series of bipartisan infrastructure bills in recent years – including the FAST Act, WRRDA, and the WIIN Act – to reauthorize and expand federal programs and funding for the nation’s transportation and water systems.

Despite these successes, our nation’s infrastructure remains severely deficient and underfunded. According to the USDOT, improving the condition and performance of highways and bridges requires $142 billion annually from all levels of government; we currently invest approximately $105 billion. For public transit, current investment totals $17 billion per year, while the cost of preservation and expansion needs is 50% higher. Airports have identified $100 billion in capital needs over the next 5 years, while current funding sources only provide for half of that total.

For water and wastewater, the EPA and the Government Accountability Office (GAO) have documented over $500 billion in funding shortfalls over the next 20 years.

Problems with inadequate funding are compounded by regulatory uncertainties which drive up costs and delay the safety, environmental, and economic benefits of investment. Congress has made progress in passing bipartisan reforms in recent years to streamline regulatory reviews for projects, but more can be done to advance responsible reforms to promote more efficient project delivery.

A more efficient and streamlined regulatory process will also be needed to facilitate new investments in energy infrastructure – such as pipelines and electricity transmission – estimated to be $30 billion annually over the next 3 to 5 years. Reforms such as establishing a lead agency for permit reviews and expediting the permitting process will help to modernize the nation’s energy system.

KEY POINTS
- A national infrastructure plan should combine incentives to promote private investment, such as tax-preferred financing, with additional investments in core federal programs that support road, bridge, transit, airport, water and wastewater, and other critical needs throughout the country.
- Congress should promote the use of U.S. engineering firms on P3 projects, and additional direct funding should be allocated through existing programs to ensure effectiveness and efficiency.
- Congress must include a long-term, sustainable solution for the Highway Trust Fund, which will be depleted again in 2020. More than $140 billion has been transferred into the HTF since 2008 because of the failure to address systemic funding shortfalls with real revenue solutions.
- Federal investments should be coupled with reforms to streamline reviews and permitting for infrastructure and energy projects.
### Senate Committee on Commerce, Science, & Transportation

#### Republicans
- John Thune (SD)
  - **Chairman**
- Roger Wicker (MS)
- Roy Blunt (MO)
- Ted Cruz (TX)
- Deb Fischer (NE)
- Jerry Moran (KS)
- Dan Sullivan (AK)
- Dean Heller (NV)
- Jim Inhofe (OK)
- Mike Lee (UT)
- Ron Johnson (WI)
- Shelley Moore Capito (WV)
- Todd Young (IN)

#### Democrats
- Bill Nelson (FL)
  - **Ranking Member**
- Maria Cantwell (WA)
- Amy Klobuchar (MN)
- Richard Blumenthal (CT)
- Brian Schatz (HI)
- Edward Markey (MA)
- Cory Booker (NJ)
- Tom Udall (NM)
- Gary Peters (MI)
- Tammy Baldwin (WI)
- Tammy Duckworth (IL)
- Maggie Hassan (NH)
- Catherine Cortez Masto (NV)

### Senate Committee on Environment & Public Works

#### Republicans
- John Barrasso (WY)
  - **Chairman**
- Jim Inhofe (OK)
- Ben Carper (DE)
  - **Ranking Member**
- Roger Wicker (MS)
- Shelley Moore Capito (WV)
- Jerry Moran (KS)
- Dan Sullivan (AK)
- Richard Shelby (AL)

#### Democrats
- Tom Carper (DE)
- Bernie Sanders (I-VT)
- Kirsten Gillibrand (NY)
- Cory Booker (NJ)
- Edward Markey (MA)
- Tammy Duckworth (IL)
- Kamala Harris (CA)

### House Committee on Transportation & Infrastructure

#### Republicans
- Bill Shuster (PA)
  - **Chairman**
- Don Young (AK)
- John Duncan (TN)
- Frank LoBiondo (NJ)
- Sam Graves (MO)
- Duncan Hunter (CA)
- Rick Crawford (AR)
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U. S. ARMY CORPS OF ENGINEERS
AND
AMERICAN COUNCIL OF ENGINEERING COMPANIES

PARTNERING AGREEMENT

The U.S. Army Corps of Engineers (USACE) and the American Council of Engineering Companies (ACEC) seek through this agreement to sustain a meaningful partnership between our organizations and among our member organizations. Our common purpose is to provide quality and responsive engineering and consulting services to the nation and the world.

Goals and Objectives of Our Partnering Agreement:

• Ensure an open and constructive dialogue between ACEC and USACE at all levels.
• Support the changing roles and needs of USACE and the engineering community.
• Foster an attitude that explores opportunities and strives to resolve issues in a win-win manner.
• Enhance professionalism and integrity throughout the design and construction industry.
• Promote improved business practices that enhance quality, value, sustainability, and a secure public infrastructure.
• Invest in the future by promoting training, continuing education, new technology, and research and development for design and construction of quality public infrastructure.
• Support qualifications-based selection for procurement of A/E services.
• Support the use of project delivery methods that best serve the public interest.
• Support a technically capable USACE and a strong U.S. engineering industry.
• Collaborate to expand U.S. business opportunities in the global marketplace.

This agreement is a framework for action to achieve the above goals and objectives. It updates the original partnering agreement signed on October 16, 1992, and last renewed on April 23, 2013. The agreement is hereby extended to May 2022, at which time it shall be reviewed to ensure that its goals and objectives are being pursued by both parties.

Agreed to this day, June 15, 2017

______________________________  ________________________________
Todd T. Semonite             Sergio A. Pecori
Lieutenant General, U.S. Army                Chairman (2017-2018), ACEC
Commander, USACE

______________________________  ________________________________
Dr. Larry D. McCallister    David A. Raymond
Chief, Engineering and Construction   President and CEO, ACEC
Directorate of Civil Works
The U.S. Army Corps of Engineers (USACE) and the American Council of Engineering Companies (ACEC) entered into a Partnering Agreement on March 12, 2001 to seek to sustain a meaningful partnership. This agreement between the U.S. Army Corps of Engineers, Kansas City District (Kansas City District), the American Council of Engineering Companies of Missouri (ACEC/MO), and the American Council of Engineering Companies of Kansas (ACEC/KS) implements that agreement at the local level. Our common purpose is to provide quality and responsive engineering and consulting services to the nation and the world with special emphasis on the mission of the Kansas City District, Corps of Engineers.

Goals and Objectives

- Ensure a cooperative dialogue between the Kansas City District, ACEC/MO, and ACEC/KS at all levels.
- Clarify and understand the changing roles of USACE and the private sector.
- Foster an attitude that explores opportunities and resolves issues.
- Enhance professionalism and integrity throughout the design and construction industry.
- Promote quality and value through improved business practices.
- Invest in the future by promoting new technology, continuing education, and research and development.
- Promote qualifications-based-selection procurement of A-E services.
- Promote the use of project delivery methods that best serve the public interest.
- Support a healthy USACE and a strong U.S. Engineering industry through engagement with the public, legislature, and key stakeholders.
- Collaborate to expand U.S. business opportunities in global marketplace.
- Improve communications and teamwork at all organizational levels.
- Promote outreach and encouragement of engineering education and involvement of youth.
- Improve communications / public relations associated with engineering accomplishments.

This agreement is a framework for action and it shall be reviewed annually (typically, at meeting following appointment of new members) to ensure that its objectives are being met.

Agreed to this day January 23, 2013

_____________________   _____________________  _____________________
Colonel Anthony J. Hofmann  Bruce A. Wylie    Scott Heidner
Kansas City Corps of Engineers  President  Executive Director
District Commander  ACEC Missouri  ACEC Kansas

Highlighted text shows areas different from the National Partnering Agreement dated June 15, 2017