STRATEGIC PLAN

ADOPTED:

MAY 15, 2002

LAST UPDATED:

OCTOBER 14, 2015
STRATEGIC GOAL # 1:

BECOME RECOGNIZED BY ALL ENGINEERING COMPANIES IN THE UNITED STATES AS THEIR LEGISLATIVE ADVOCATE FOR THE PROMOTION AND PROTECTION OF THEIR BUSINESS INTERESTS.

Key Action Items

1.1 Initiate, advocate and help to pass at least one bill or regulatory measure each year at the federal and state levels to improve the business environment for engineering companies and their clients.

1.2 Promote contracting-out of engineering services at the federal and state levels, including studies on the cost effectiveness of utilizing private sector services.

1.3 Promote QBS and VBDS in federal, state, local and private contracting as well as in international funding programs. Such advocacy will extend to legislation incorporating the use of QBS in alternative project delivery methods such as Public-Private Partnerships (P3s) and Design-Build.

1.4 Eliminate unreasonable tort liability for engineering companies.

1.5 Promote reforms in federal wage-and-hour, ergonomics, and other labor laws and regulations.

1.6 Work with energy sector clients to secure passage of legislative and regulatory initiatives at the federal and state levels to expand market opportunities for the engineering industry.

1.7 Continuously advocate for sufficient federal and state funding to maintain and improve the nation’s infrastructure.

STRATEGIC GOAL # 2:

BECOME RECOGNIZED BY ALL ENGINEERING COMPANIES IN THE UNITED STATES AS THEIR PRIMARY RESOURCE ON BUSINESS PRACTICES.

Key Action Items

2.1 Continually develop products and services to assist member firms in improving their business expertise, upgrading the quality of their services and achieving their financial goals.

2.2 Become the recognized authority and advocate for Value-Based Delivery Systems and the individual delivery systems encompassed by this concept.

2.3 Promote the use of “Best Business Practices” by member firms in their business management.

2.4 Work to achieve greater mobility in professional and corporate licensure.

2.5 Promote the use of sustainable design through educational offerings and participation in the Institute for Sustainable Infrastructure.

2.6 Provide educational programs that develop the future leaders of our member firms, the engineering industry, and ACEC.
**STRATEGIC GOAL # 3:**

**BECOME RECOGNIZED BY ALL STAKEHOLDERS IN THE BUILT ENVIRONMENT AS THE NATIONAL VOICE OF THE ENGINEERING INDUSTRY.**

**Key Action Items:**

3.1 Publicize ACEC’s advocacy and business programs listed in Strategic Goals # 1 and 2 to general and targeted audiences through all appropriate public relations channels.

3.2 Promote the legislative and regulatory achievements of ACEC and its member firms to general and targeted audiences through all appropriate public relations channels.

3.3 Promote ACEC’s Core Values for “Creating a Better Future.”

3.4 Develop the Engineering Excellence Awards as the highest expression of ACEC’s Core Values and the nation’s premiere program recognizing engineering achievement.

3.5 Work with other stakeholders on targeted media outreach – including social media – to educate lawmakers and the general public on the role of the engineering industry in society, and the need for and benefits of increased funding for infrastructure projects.

**STRATEGIC GOAL # 4:**

**SUSTAIN ACEC/PAC AT A MINIMUM LEVEL OF A $1 MILLION A YEAR PAC WHILE CAPTURING THE INFLUENCE OF OUR MOST POLITICALLY ACTIVE INDIVIDUAL MEMBERS.**

**Key Action Items**

4.1 The volunteer leadership at the National and State levels is expected to embrace as a personal obligation supporting the PAC financially and is expected to take proactive steps to gain commitment from member principals, current and future, to contribute to the PAC.

4.2 Encourage all of the ACEC and M.O. state leadership, including committee chairs and committee members, to join the Congressional Club, Millennium Club, Chairman’s Club or Capitol Club.

4.3 Increase fundraising by providing more opportunities for all segments of ACEC to contribute to the PAC.

4.4 Publicize the benefits and successes of ACEC/PAC regularly and effectively so that member firm principals will see and appreciate the value of contributing to the PAC.

4.5 Establish annual intermediate target goals by state to help gauge progress in reaching the $1 million per year goal.

4.6 Encourage all states through Vice Chairs and State Board members to meet their annual PAC goals and provide extra staff assistance and support to those states with the largest PAC goals.
4.7 Request that all member organizations/states include as an annual goal for their state Executive Director to achieve the annual ACEC national PAC goal.

4.8 Encourage each Member Organization’s leadership to include as part of the M.O.’s annual program, and the programs of any chapter or regional subdivisions, the achievement of the ACEC/PAC goal.

4.9 Enlist our most politically active members in the Chairman’s Club and Capitol Club to capitalize on their contributions and relationships in support of ACEC legislative initiatives and recognize/reward them accordingly for their support.

4.10 Enlist principals of all member firms to encourage their employees to financially support ACEC/PAC either through direct contributions or through federal PAC-to-PAC contributions as permitted by law.

4.11 Each MO is expected to achieve its annual state ACEC/PAC goal regardless of whether the $1 million overall goal is reached.

**STRATEGIC GOAL # 5:**

**GROW THE MINUTEMAN FUND TO RESPOND TO CRITICAL STATE ISSUES AND FEDERAL CASES WHILE MAINTAINING A “WAR CHEST” OF $2 MILLION.**

**Key Action Items**

5.1 Encourage all member firms to participate in the Minuteman Fund by contributing 10% of their ACEC dues to the Fund in compliance with the Board of Directors’ resolution of 1995.

5.2 Encourage all of the ACEC and M.O. leadership, including committee chairs and members, to contribute individually to the Minuteman Fund.

5.3 Reinforce the connection between Minuteman fundraising and the achievement of M.O. and national legislative objectives.

5.4 Encourage grant requests to support major ACEC policy initiatives, including passing important state legislation, supporting public referendums in support of infrastructure investment, and providing amicus brief assistance in major state and federal court cases.

**STRATEGIC GOAL # 6:**

**GROW THE NUMBER OF MEMBER FIRMS BY 2% EACH YEAR, GROW THE NUMBER OF MEMBER FIRM EMPLOYEES BY 3% EACH YEAR, AND RECRUIT 90% OF THE ELIGIBLE ENR TOP 500 DESIGN FIRMS AS ACEC MEMBERS BY 2020.**

**Key Action Items**

6.1 Carry out an aggressive, nationwide membership campaign in cooperation with the M.O.s.

6.2 Enhance ACEC’s membership recruitment grant program that helps to finance the cost of a recruiter to work with M.O.s to enlist new member firms.
6.3 Work in cooperation with all M.O.s to help establish their annual target membership goals based on Strategic Goal # 6. Publicize these annual goals, and give national recognition to the M.O.s that meet or exceed their goals to reward them for their efforts and encourage the other M.O.s to achieve their goals.

6.4 Implement an “absolute” cap of 5,000 employees, upon which national dues are calculated. Then encourage all members to full report employee counts so that ACEC may more accurately present the numbers of employees ACEC represents.

6.5 Work with member firms to add more employees to the ACEC database, enhancing the Council’s grassroots outreach capabilities, and enabling ACEC and the MOs to encourage greater numbers of “engaged” employees so that changes for continued retention are bolstered. Place emphasis on younger and mid-level employees.

6.6 Involve more member firm volunteers in the recruitment process, especially by having them join the Membership Committee.

6.7 Carry out a targeted membership campaign for firms that serve the private client, energy and industrial sectors.