ACEC Strategic Plan
Overview
SUCCESSFUL STRATEGIC PLANNING

INCLUSIVE  FORWARD-LOOKING  RESPONSIVE  CONTINUOUS

(c) American Council of Engineering Companies
SUCCESSFUL STRATEGIC PLANS

- Bold
- A Stretch
- Balanced
- Focused
- Measurable
Strategic Planning

- Longer-term
- Driven by the vision
- Responsive to external environment
- Alignment of programs and services
- Establishes direction
- Leadership is accountable

Operational Planning

- Annual planning
- Driven by the strategic plan and ongoing operations
- Improvements on existing programs and services
- Establishes work priorities
- Staff and volunteer work groups are accountable

Resources
Protect

Hold on to the Past
Responsive
Efficient

Create

Foresight
Visionary
Influential
Messy

BALANCE
Open to the Opinions of Others

Desire to be Bold, but Realistic

Willingness to Change

Commitment to Implementation

Enjoyable Experience!

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SPC Timeline 2018 - 2020

Convene, Communicate, Create...

August 2018 Chair Assembles SPC Members.

January 2019 First SPC Working Group Session

2019 April/May Research Phase Continues – Member Survey, Focus Groups, Telephone Interviews/Board Report

2019 October Recommendations to Board, Adopt new Plan

August 2018 Chair Assembles SPC Members.

March, 2019 Second Working Group Session – Futurist

June/July 2019 SPC Writing Phase begins Meet to Write Report

Fall 2019/2020+ Implementation of the Plan and Next Steps.

We are here
ACEC’s PLAN

Over 1,000 participants offered input...

- Telephone Interviews
- Member Survey
- Focus Groups
- Listening Sessions
- Board Briefing
- ExCom Briefing
- Futurist Research
- Webinars
SPC Manhours

- January 24, 2019 – Washington, D.C. (Design Session)
- June 27-28, 2019 – New York City (Draft the Plan)
- July 17, 2019 – Chicago (Finalizing the Draft)
ACEC Communicates About the Plan

October, 2018 – Chair Manish Kothari announces Plan effort and Committee in Las Vegas, Darr discusses during General session.

January/February 2019 – End of Year Letter from Darr to full membership, Jan. 2. Last Word, Engineering Inc. – “From ACEC to You”; President’s Monthly Update reports on Strategic Planning Committee “Design Session.”

March/April, 2019 - Invitations sent to stakeholders to participate in Strategic Plan input sessions in May.

April, 2019 – Email from Manish Kothari to NAECE with update on Strategic Planning process.

May, 2019 – Update to Board of Directors by Kelly and Meyer; Update to membership at Opening General Session by Manish Kothari.

June 6 and 26, 2019 – Included in Darr’s presentation to MO leaders at Leadership Orientation sessions.

July/August 2019 Engineering Inc. – “From ACEC to You”; Engineering Inc. – “Membership Survey Wrap Up”; President’s Monthly Update reports on Strategic Planning Committee meeting in New York City President’s Monthly Update reports on Strategic Planning Committee; Webinar on draft Strategic Plan for MO Executive Directors.

September, 2019 – President’s Monthly Update reports on draft Plan and webinar to Executive Directors.
Core Purpose: Advance a business environment that enables our professional member firms to deliver safe, impactful, and sustainable solutions.

Core Ideology = Core Purpose + Core Values
Core Ideology = Core Purpose + Core Values

Core Values

- Agile and visionary leadership
- Integrity and professionalism
- Inclusion and diversity
- Excellence through innovation
- Trusted Advisors
Long-term Envisioned Future, 10+ Years = Vision + Vivid Description

Vision
The American Council of Engineering Companies (ACEC) is the thought leader driving the delivery of valued engineering and other professional services for a better world.
“ACEC and its member firms are at the center of creating a more sustainable, safe, secure, and technically advanced built environment. The Council represents a broad spectrum of firms providing engineering and other professional services and a diverse and ever-changing workforce associated with those firms...”
Goals and Objectives

- Leading Business Strategy
- Embodying Inclusivity & Diversity
- Expanded & Influential Membership
- Essential Value to Society
- Vibrant Member Engagement
Leading Business Strategy

**Goal:** ACEC is a critical resource for the development of business strategy for member firms.

**Objectives:**
1. Achieve widely accepted adoption of model contracts that recognize and value the essential nature of the professional services provided by our member firms.
2. Enhance ACEC’s proactive and influential legislative and regulatory strategy and grow the ACEC effective PAC to further advance ACEC’s advocacy influence.
3. Become the leading source of industry-wide research, forecasts, trend analysis and education.
4. Adopt strategies to benefit member firms in recognition of the negative trend of commoditization of engineering services.
Goal: ACEC is recognized as a welcoming organization where members are involved and can achieve their full potential.

Objectives:
1. Improve the diversity of ACEC leadership.
2. Enhance the diversity of ACEC membership.
3. Increase ACEC engagement of diverse individuals from member firms.
Expanded & Influential Membership

Goal: ACEC membership is robust and has grown through broader representation of firms working in professional services.

Objectives:
1. Increase membership from firms who primarily provide services to the private sector.
2. Advance the business of engineering and expand ACEC’s influence by broadening membership opportunities for other professional service firms from within the built environment.
3. Aggressively grow non-dues revenues to offset ACEC’s reliance on member dues.
4. Demonstrate a clear track record where ACEC has established itself as an influential thought leader.
Goal: ACEC member firms engineering the built environment are recognized as essential to the quality of life every day.

Objectives:
1. Elevate policy makers’, decision-makers’, and other influencers’ understanding of the essential role of member firms.
2. Increase media coverage of the member firms’ contribution to the quality of life.
3. Future generations understand how member firms make a difference and are great places to build a career.
Vibrant Member Engagement

Goal: ACEC and its effective PAC have active and vibrant participation of its membership.

Objectives:
1. C-Suites of member firms are actively participating.
2. Future generations are actively participating.
3. Members are actively engaging in Member Organizations, Committees, Forums, and Coalitions.
4. Increase the effectiveness of leadership development opportunities.
5. Increase member engagement in ACEC/PAC.
6. Leverage engagement of experienced volunteer leaders.
What’s next?

How will the Plan be implemented?
Will there be more opportunity for input?
What role will MO’s play?
QUESTIONS