



# **STRATEGIC PLAN**

## **2017-2022**

Adopted:  
August 18, 2017

## PURPOSE

ACEC of Louisiana (ACEC/L) exists to protect, educate and advance the business of consulting engineering.

*“The Business Side of Engineering”*

## VISION

Membership in ACEC of Louisiana will be considered essential by engineering firms and affiliate professionals by acquiring ACEC of Louisiana’s core values: service, integrity, protect and assistance in industry, professionalism, and networking.

## VALUE PROPOSITION

ACEC of Louisiana is committed to providing a competitive advantage for its member firms through the following:

- Political advocacy to foster a positive business climate.
- Industry advocacy to provide a strong voice for our profession.
- Qualifications-Based Selection (QBS) procurement support to maximize the benefits to members, clients and the communities we serve.
- Member educational programs to improve business performance, develop leaders, and assist firms in meeting professional continuing education requirements
- Collaborative partnerships to provide networking opportunities and heighten the image of ACEC/L.
- Member firm promotion to enhance client awareness and elevate industry image.
- Membership value through cost saving benefits and affinity programs.

## **Strategic Goal #1: Increase Membership by 25% through diversification and engagement**

Actively recruit and retain members by offering benefits, affinity programs and association resources that leverage membership value and enhance member firms' success

### Key Action Items:

- 1.1 Grow the Firm Membership Count by 5% annually resulting in 185 firms by July, 2022.
  - 1.1.1 Activate Quarterly Membership Committee Meetings that will lead to recruitment and retention;
  - 1.1.2 Annually review and update membership recruitment material to demonstrate membership value;
  - 1.1.3 Develop and maintain a comprehensive list of potential member firms, prioritizing the list for recruitment efforts and assign Membership Committee Members to make contact;
  - 1.1.4 Assign one Strategic and one Potential Member Firm to each Executive Board Member;
  - 1.1.5 Assign one Potential Member Firm to each Board Member; and
  - 1.1.6 Explore membership outreach within ACECL's organizational diversity, reflecting that of our Industry.
- 1.2 Grow the Firm Personnel County by 3% annually resulting in 4,800 Personnel by July, 2022.
- 1.3 Annually achieve a minimum of 90% Firm Retention rate.
  - 1.3.1 Develop a Membership Capture Plan for new member firms to help them understand the benefits of membership;
  - 1.3.2 Develop a Membership Retention Plan identifying inactive members and develop a plan to personally reach out to each firm to encourage greater participation; and
  - 1.3.3 Survey the membership to gauge organizational satisfaction and areas needing attention.

## **Strategic Goal #2: Become Recognized as the Voice and Advocate of the Engineering Business Community**

Strengthen the brand of ACEC/L that provides measureable value to members by enhancing a stronger public relations/communications program; creating a stronger governmental relations program; and creating educational programs to achieve financial success of member firms.

### Key Action Items:

- 1.1 Enhance the brand of ACEC/L and create additional awareness of our activities and accomplishments.
  - 1.1.1 Create a marketing committee to investigate and develop new methods, tools and opportunities to fully support this strategic goal;
  - 1.1.2 Promote the successes of ACEC and its member firms to general and target audiences through all appropriate public relations channels
  - 1.1.3 Seek all opportunities to educate lawmakers and the general public on the need for, and benefits of, increased funding for Louisiana's infrastructure.
  
- 1.2 Enhance organizational effectiveness in achieving legislative and public policy initiatives to the benefit of the engineering industry and member firms.
  - 1.2.1 Create and implement an ACEC/L PAC;
  - 1.2.2 Create a culture within the membership that supports consistently meeting PAC goals by increasing member awareness of political advocacy through multiple communication channels;
  - 1.2.3 Monitor the business and legislative climate and proactively work to improve the environment for members and the industry; and
  - 1.2.4 Work collaboratively and assertively with the member organizations of the architects, contractors, surveyors and other engineering organizations to leverage resources.

- 1.3 Provide educational opportunities regarding the business of engineering. This will demonstrate our measureable value to member firms, as we help to grow their talent and thus financial success, and to our industry as we help to grow its leaders.
  - 1.3.1 Develop a recommended list of appropriate educational opportunities (curriculum) related to various business roles within a member firm;
  - 1.3.2 Continue to offer and strive to grow, successful events including the Emerging Leaders Program, the Project Outlook Seminar, the Critical Issues Summit, and the ACEC Deep South Summer Convention;
  - 1.3.3 Partner with other member organizations and public/private entities to attract and offer industry recognized programs for ACEC/L member firms; and
  - 1.3.4 Develop and publicize an annual training calendar that will allow member firms to better utilize and participate in ACEC/L training.

**Strategic Goal #3: Become Recognized as by all Louisiana Engineering Companies as the Primary Source on Business Practices**

Develop a plan to establish ACEC/L as the primary source on business practices for Louisiana engineering companies.

- 1.1 Develop a business outreach/network program to engineering firms
  - 1.1.1 Organize a Business Council to identify business needs of members.
- 1.2 Develop a business education program locally for member firms;
  - 1.2.1 Organize and implement a Spring Business Forum.
- 1.3 Develop a job posting board for member firms;
  - 1.3.1 Utilize website and newsletter for employers with job openings.
- 1.4 Assist LES and LAPELS with issues pertaining to the business of engineering;
  - 1.4.1 Dedicated organization with LES President and LAPELS Chairman; and

- 1.4.2 Coordination of joint ACEC/L and LES luncheons.
- 1.5 Inform the engineering community of the business services and support ACEC offers to the member firms both from state and national;
  - 1.5.1 Survey membership for their business needs and concerns and address those in the Business Forums; and
  - 1.5.2 Monthly communication to member firms on issues affecting the engineering business.
- 1.6 Address legislative issues affecting the engineering business; and
- 1.7 Get involved in the national ACEC Business Council.
  - 1.7.1 Share National ACEC information with ACEC/L members including newsletter article after the Spring and Fall ACEC Conferences.

#### **Strategic Goal #4: Maintain a Highly Effective Board and Committee Structure**

Assess the current Board and Committee structure in order to develop a plan to implement a highly effective board and committee structure and ensure the Bylaws are amended as same.

- 1.1 Set up a system which encourages/automatically brings new members onto the Board of Governors;
  - 1.1.1 Implement Board term limits;
  - 1.1.2 Encourage local chapters to appoint Vice-Presidents and/or Secretary-Treasurer at chapter level; and
  - 1.1.3 The National Director shall be on no fewer than one (1) National ACEC Committee.
- 1.2 Change board and staff titles/descriptions to those in alignment with ACEC National Board and staff;
- 1.3 Review and implement new Committee structure to enable membership firms of all disciplines to participate; and
- 1.4 Implement formal new board training program.

## **Strategic Goal #5: Enhance the Financial Strength of ACEC/L**

Develop a plan to improve the financial performance of ACEC/L

- 1.1 Review membership fee structure; and
- 1.2 Diversify revenue sources through:
  - 1.2.1 Increasing affiliate membership;
  - 1.2.2 Exploring the feasibility of additional training(s), EEA Awards and/or VIP Banquet at conclusion of Project Outlook;
  - 1.2.3 Aggressively promote the Business Insurance Trust;
  - 1.2.4 Explore annual media advertising opportunities for membership firms;
  - 1.2.5 Review reserve fund investment practices; and
  - 1.2.6 Gather aggregation data and information for a nominal fee.