



Strategic Plan

September 2019



Executive Summary

The American Council of Engineering Companies of North Carolina (ACEC/NC) is the premier organization in North Carolina that represents the business interests of the engineering industry in our state. ACEC/NC also provides legislative advocacy for member companies and strives to build relationships between the private and public sectors of the engineering industry.

Council members – over 200 firms throughout the state – are engaged in a wide range of engineering projects that propel the economy and enhance and safeguard our state's quality of life. These projects allow our citizens to drink clean water, enjoy a healthy life, take advantage of new technologies, and travel safely and efficiently.

Nationally, ACEC's roots date back to 1909 when a loosely-organized group of engineers in private practice established the American Institute of Consulting Engineers (AICE), the forerunner of ACEC. Now ACEC is a federation of 52 state and regional councils representing the great breadth of America's engineering industry.

ACEC/NC was founded in 1969. Today member firms employ more than 10,000 engineers, architects, land surveyors, scientists, and other specialists who are responsible for many thousands of private and public projects annually. Member firms range in size from a single registered professional engineer to corporations employing thousands of professionals.






Vision

ACEC/NC represents a broad spectrum of professional engineering firms and the diverse and ever-changing workforce associated with those firms. All professional engineering firms are drawn to the vibrant engagement offered by ACEC/NC for each sector of their businesses, regardless of their size, geographical location, or markets served. Members at all levels are participating in ACEC/NC and collaborating with each other through the Council's extensive networking channels including Conferences, Symposiums, Expos, Committees, Forums, and other Community and Industry Groups.

ACEC/NC actively promotes itself and is sought out as the knowledge resource for government, media, academia, and private industry. The Council is the "go to" resource for industry leadership. Its professional member firms are valued and respected for their contributions to national, state, and local community infrastructures. Member firms are succeeding through ACEC/NC's influential voice and thought leadership.

Mission



ACEC/NC is the premier organization in North Carolina that represents the business interests of the engineering industry in our state. ACEC/NC's mission is to promote the business interests of engineering companies by providing legislative advocacy and business services.

Goals & Objectives

Goals of a strategic plan represent the desired result you want to achieve for the long-term success of the organization.

An objective defines the specific, measurable actions each stakeholder must take to achieve the overall goals.

1. Influential Leader in the North Carolina Community

Goal: ACEC/NC is an influential leader in the North Carolina community.

Objectives:

1. Advance ACEC/NC's advocacy influence and be an influential legislative and regulatory leader in North Carolina
 - a. North Carolina General Assembly (NCGA)
 - b. Other North Carolina State agencies
 - c. North Carolina Board of Examiners for Engineers and Surveyors
 - d. Federal agencies
 - e. Strategic partnerships with other organizations and associations
 - f. Public
 - g. Engineering Companies for North Carolina (ECNC)
 - h. North Carolina Political Action Committee (ACEC/NC (State)PAC)

2. Be the leading source of industry-wide knowledge and expertise
 - a. Media- Social/Print/Video
 - b. Strategic alliances
 - c. Leverage and educate membership
 - d. The public at large

2. Expansive Membership

Goal: ACEC/NC is recognized as an inclusive organization where all member firms are engaged and can achieve their full potential.

Objectives:

1. Recruitment
2. Engagement
 - a. Retention
 - b. Diversity and Inclusion
 - i. Firm types
 - Practice Areas
 - Geography
 - Size
 - Sectors
 - ii. Individuals
 - Generation
 - Experience
 - Gender
 - Nationality

This goal will be accomplished through a communication plan focused on:

- New member education
- Existing member education
- Target member education

3. Essential Value Proposition to the Industry

Goal: ACEC/NC provides an essential value proposition to its member firms that leads to the overall success of professional engineering firms in North Carolina.

Objectives:

1. Trends and Forecasting
 - a. Include forecasting and/or economic speakers and topics in every event or conference that ACEC/NC hosts
 - b. Utilize ACEC National resources
 - c. Leverage strategic partner resources

2. Best Business Practices that support the success of our member firms by providing a forum for the sharing of best business practices
 - a. Create responsibilities within staff and Board to connect with member firms on a regular basis
 - b. Revamp Board meeting agenda to strategically align with our goals and mission
 - c. Develop an onboarding engagement protocol for new member firms
 - d. Board member lunch and learn initiative focused on markets outside of the Triangle
 - e. Public relations and communication (internal and external)
 - Participation from various levels of leadership from member firms to serve on each committee
 - Leverage and empower committee leadership
 - Increase transparency throughout the organization
 - Be responsive during a crisis
 - Enhance communication tools through the website, social media and email updates
 - Create an active senior leaders' forum
 - f. Develop a platform for member feedback

Initiatives

Initiatives are tasks to support the objectives and reach our goals.

1. Develop a Communication strategy that can be utilized for all the goals and objectives. Task force – Derek, Steven, Iona, Mike, Meredith and Fred. RFQ process through selection to be completed by end of 2019. Included in this initiative is the website revamp.
2. Influential leader group will develop a strategic direction with objectives to provide the committees during the Board/Committee workshop. The Board liaisons should discuss with Jim by end of 2019.
3. Schedule a Board/Committee Task Force Workshop. This is an “all-board-member” effort. The Board will discuss this workshop before the next Board meeting. To be completed by the end of 2019. Goals of the workshop:
 - a. Evaluate direction of committees
 - b. Provide leadership within organization
 - c. Board members act as a liaison to the committee’s larger goals of ACEC/NC
4. Strategic Plan communicated from Board President to membership starting in January 2020 at Breakfast with the Board and other events.
5. Board decisions and updates are communicated to the membership from the Board President through multi-channel communication platforms.
6. Committee decisions and updates are communicated to the membership from the Committee Chair through multi-channel communication platforms.
7. Send weekly email updates.



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