



AMERICAN COUNCIL OF ENGINEERING COMPANIES  
*of Michigan*

# STRATEGIC PLAN 2016-2019

**ADOPTED:**  
**July 1, 2016**

## PURPOSE

ACEC of Michigan exists to enhance business practices and foster a favorable business climate for its member firms.

## VISION

Membership in ACEC of Michigan will be considered essential by Engineering firms and allied professionals serving the natural and built environments.

## VALUE PROPOSITION

ACEC of Michigan 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 procurement support to maximize the benefit 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/M.
- ✓ Member firm promotion to enhance client awareness and elevate industry image.
- ✓ Membership value through robust benefit and affinity programs.

# Strategic Goal #1: Advocacy

**Improve the business environment by being the leading industry and political advocate for all Michigan engineering firms and allied professionals.**

## Key Action Items:

- 1.1 Political and Legislative Advocacy.
  - 1.1.1 Monitor the business and legislative climate and proactively work to improve the environment for members and the industry.
  - 1.1.2 Work collaboratively and assertively with the member organizations of the Architects, Engineers and Surveyors Legislative Committee (AESLC) to leverage the resources of a shared lobbyist.
  - 1.1.3 Work persistently to grow both our state and national Political Action Committees (PACs).
  - 1.1.4 Create a culture within the membership that supports consistently meeting PAC goals by October 31 each year.
  - 1.1.5 Drive broader PAC participation from professionals in member firms by increasing member awareness of political advocacy through activities, events and multiple communication channels.
  - 1.1.6 Broaden PAC leadership to better advocate, educate and solicit contributions from the membership.
  - 1.1.7 Continuously monitor and report progress towards achieving advocacy goals and PAC contributions, and recognize and celebrate those who contribute to each.
- 1.2 Business/Industry Advocacy.
  - 1.2.1 Monitor business issues with client groups that impact member firms and respond as the voice of the industry.
  - 1.2.2 Require the use of a Qualifications-Based Selection process when procuring design professional services on all public projects by 2019.
  - 1.2.3 Advocate for contracts that fairly assign liability and risk.
  - 1.2.4 Work to achieve greater mobility in professional licensure and corporate practice to strengthen the marketplace reach of member firms.

## **Strategic Goal #2: Member Education**

**Become the preferred resource in Michigan for leadership, management and technical education to help member and industry firms continuously improve business performance.**

### **Key Action Items:**

- 2.1 Identify and communicate essential leadership, management, and technical best practices.
  - 2.1.1 Identify appropriate alternative training delivery options including seminars, webinars, downloads, boot camps, on-sites, etc. to meet various member firm needs.
  - 2.1.2 Develop a recommended list of appropriate educational opportunities (curriculum) related to various roles within a member firm (project engineer, project manager, principal, etc.).
  - 2.1.3 Develop and publicize an annual training calendar that will allow member firms to better utilize and participate in ACEC/M training.
  - 2.1.4 Partner with other education providers to attract and offer industry recognized programs at reduced costs for ACEC/M member firms.
  - 2.1.5 Continue promoting and supporting the Emerging Leaders Program (ELP) and evaluate leading this effort locally in the future.
- 2.2 Offer and promote ACEC/M training opportunities that will specifically assist licensed Michigan design professionals in meeting the State's continuing education requirements.
- 2.3 Assist with on-boarding new member firms to meet their immediate educational needs. Create information to educate new member firms on the benefits and services ACEC/M provides.
- 2.4 Maintain a membership emphasis on complying with issues of competence, avoiding conflicts of interest, and following applicable laws and ethical business practices, so as to establish and communicate standards of integrity and organizational reputation.

## **Strategic Goal #3: Promotion, Recognition and Networking**

**Develop and implement a comprehensive and consistent Public Awareness Promotional Campaign to communicate the expertise, creativity and high value services available to clients by member firms.**

### **Key Action Items:**

- 3.1 Develop partnerships with up to three (3) complimentary industry organizations to collaborate on business issues, improve recognition of ACEC and its member firms, and to broaden the support for key industry issues by 2019.
- 3.2 Continue to offer, and strive to grow, successful events including the MDOT-ACEC Partnering Workshop, Engineering & Surveying Excellence Gala, and the Michigan Infrastructure Conference that create the opportunity to showcase engineering achievements and network with potential clients.
- 3.3 Create a marketing committee within the 1<sup>st</sup> year of the plan to investigate new methods, tools and opportunities to fully support this strategic goal.
- 3.4 Promote the successes of ACEC and its member firms to general and targeted audiences through all appropriate public relations channels.
- 3.5 Seek all opportunities to educate lawmakers and the general public on the need for, and benefits of, increased funding for Michigan's infrastructure.
- 3.6 Investigate and evaluate new market opportunities to establish a robust public relations and positioning plan including awards programs, conference participation, sponsorships, networking, communications and publishing.

## **Strategic Goal #4: Membership Value and Association Growth**

**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:**

- 4.1 Create a membership committee in 2016 that will lead the recruitment and retention effort.
- 4.2 Grow membership to a minimum of 120 member firms by July 1, 2019. Achieve a minimum 97% retention rate through increased contact and involvement of member firms.
- 4.3 Offer appropriate and valuable member benefits and affinity programs.
- 4.4 Survey the membership to gauge organizational satisfaction and areas needing attention.
- 4.5 ACEC organizational diversity shall reflect that of our industry.
- 4.6 Annually review and update membership recruitment material to demonstrate membership value.
- 4.7 Annually develop a comprehensive list of potential member companies, prioritize the list for recruitment efforts, and assign committee members to make contacts.
- 4.8 Develop a mentorship program for new member firms to help them understand the benefits of membership.
- 4.9 Identify inactive members and develop a plan to personally reach out to each firm to encourage greater participation.
- 4.10 Identify member firms whose key contacts are near retirement age and work to develop new firm contacts for these firms.
- 4.11 Engage key contacts of new and existing firms to reinvigorate involvement and increase membership retention.