

ACEC OF ALABAMA 2009 STRATEGIC PLAN

VISION

To be recognized as the lead organization promoting the business interests of companies providing professional knowledge and quality services for the built environment

MISSION

To improve the business practice of and achieve recognition for our member firms in Alabama

VALUES

- Ethical conduct
- Cooperation
- Professional development
- Fellowship
- Quality
- Advocacy
- Public welfare
- Participation
- Commitment
- Inclusiveness
- Sustainability

STAKEHOLDERS AND GOALS

Members

- Improve business practices and enhance the business environment

Public

- Protect and improve the health, safety, and welfare of the public in the natural and built environments
- Promote sustainability in the natural and built environment

Actual and Potential Clients

- Promote member firms and QBS through education, awareness, and effective public relations

Professional and educational communities

- Provide professional development opportunities
- Build and maintain relationships that allow two-way communication on business practice issues

Political Community

- Be a resource and an advocate for issues that impact our members

Related Associations

- Maintain relationships to address issues as they arise

Non-members

- Ensure that all firms are aware of the mission of ACECA and recruit the firms that share our values.

Staff

- Attract and retain professional staff to support the mission

Member's families

- Incorporate families into the programs when possible

STRENGTHS

- Quality staff
- Legislative influence
- Networking
- Key principal/CEO participation
- Educational programs

WEAKNESSES

- Decreasing membership
- Time demands on member firms and staff
- Lack of business practice training
- Costs/membership fees
- Little involvement from MEP
- Public Relations

OPPORTUNITIES

- Business Practice training
- Attract new members
- Legislative activities
- Lead a partnership of engineering organizations within the state
- Increase awareness and visibility
- Incorporate non-active LDS graduates

THREATS

- Economy
- Competition from other organizations
- Complacency
- Reduced membership
- Loss of QBS

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OBJECTIVES

	09-10	10-11	11-12
Regular members	67	67	75
Index	395	405	425
AE-PAC (Members)	75,000	100,000	125,000
ACEC-PAC	11,576		
Legislative meeting participation	40%	40%	40%
Non-Dues income	125,000	150,000	200,000
% Member participation	50%	50%	50%

CRITICAL ISSUES/KEY DECISIONS

- Membership
 - Recruiting
 - Retaining
- Increase value to members and communicate
- Non-dues income
- Balance between legislative activities and other member services
- Organizational structure and by-laws
- PAC - state and national

CRITICAL ISSUES/KEY DECISIONS

Membership

- Develop a more formal process to prospect and close new members based on type of member (President, Membership Chairman, President Elect, Regional VPs and Charles)
 - Staff keep data and prospect list up to date
 - Develop sales tools - list of benefits (Renee)
 - Understand the clients' needs
 - Involve the right leader within ACEC to close the sale (Past President or other leader with a connection to the prospect)
 - Membership Chair will coordinate the sales management function
 - Include MEP firms and other specialty firms
 - Target local offices of national firms who are members of the ACEC national
- Use the super-regional meetings to recruit new members (President, Membership Chairman, President Elect, Regional VPs and Charles)
 - Invite non-members at no or discounted fees
 - Ask VPs to call and personally invite selected non-members
 - Look for sponsors to cover meeting costs
 - Add all non-members to the prospect list
 - Collect feedback at the end of the program

CRITICAL ISSUES/KEY DECISIONS

Increase Value to Members

- Participate in joint meetings with related associations (Renee)
- Better define the value provided to members
 - Re-start the newsletter as an email on a quarterly basis (Renee)
 - Investigate the need for a membership directory (Staff with input from Board)
 - Investigate a redesign of the website (Staff with input from the Board)
- Include business practices in regional meetings (Business Practice Chairs and Regional VPs)
 - Conduct 2 meetings in each of four super-regions (Similar program for all three regions)
 - Regions are:
 - 1) Huntsville/Piedmont
 - 2) Birmingham/Tuscaloosa
 - 3) Montgomery/Dothan
 - 4) Mobile
- Review organizational structure and by-laws to better fit today's needs (Select Committee of Past Presidents)
 - Review committee structure
 - Review number of regions