



# **STRATEGIC PLAN**

**ADOPTED:**

**APRIL 9, 2015**

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## **STRATEGIC GOAL # 1:**

**BECOME RECOGNIZED BY ALL ENGINEERING COMPANIES IN ALABAMA AS THEIR LEGISLATIVE ADVOCATE FOR THE PROMOTION AND PROTECTION OF THEIR BUSINESS INTERESTS.**

### **Key Action Items**

- 1.1 Monitor, initiate, advocate and provide input on potential legislation as appropriate at the state and local levels to improve the business environment for engineering companies and their clients.
- 1.2 Promote contracting-out of engineering services at the state and local levels, including participating in studies on the cost effectiveness of utilizing private sector services.
- 1.3 Promote QBS and VBDS in state, local and private contracting. Such advocacy will extend to providing input on legislation incorporating the use of QBS in alternative project delivery methods such as Public-Private Partnerships (P3s) and Design-Build.
- 1.4 Eliminate unreasonable tort liability for engineering companies.
- 1.5 Promote reforms in state wage-and-hour, ergonomics, and other labor laws and regulations.
- 1.6 Continuously advocate for sufficient federal and state funding to maintain and improve the nation's infrastructure.

## **STRATEGIC GOAL # 2:**

**BECOME RECOGNIZED BY ALL ENGINEERING COMPANIES IN ALABAMA AS THEIR PRIMARY RESOURCE ON BUSINESS PRACTICES.**

### **Key Action Items**

- 2.1 Continually develop products and services to assist member firms in improving their business expertise, upgrading the quality of their services and achieving their financial goals.
- 2.2 Become the recognized authority and advocate for Qualifications Based Selection and Value-Based Delivery Systems and the individual delivery systems encompassed by this concept.
- 2.3 Promote the use of "Best Business Practices" by member firms in their business management.
- 2.4 Provide educational programs that develop the future leaders of our member firms, the engineering industry, and ACEC.

### **STRATEGIC GOAL # 3:**

#### **BECOME RECOGNIZED BY ALL STAKEHOLDERS IN THE BUILT ENVIRONMENT AS THE VOICE OF THE ENGINEERING INDUSTRY.**

##### **Key Action Items:**

- 3.1 Publicize ACEC's advocacy and business programs listed in Strategic Goals # 1 and 2 to general and targeted audiences through all appropriate public relations channels.
- 3.2 Promote the legislative and regulatory achievements of ACEC and its member firms to general and targeted audiences through all appropriate public relations channels.
- 3.3 Develop the Engineering Excellence Awards as the highest expression of ACEC's Core Values and the state's premiere program recognizing engineering achievement. Goal in Alabama, to increase level of participation by Member Firms.
- 3.4 Work with other stakeholders on targeted media outreach – including social media – to educate lawmakers and the general public on the role of the engineering industry in society, and the need for and benefits of increased funding for infrastructure projects.

### **STRATEGIC GOAL # 4:**

#### **SUPPORT THE NATIONAL ACEC/PAC AND THE STATE ALABAMA ENGINEER'S PAC WHILE "CAPTURING" THE INFLUENCE OF OUR MOST POLITICALLY ACTIVE INDIVIDUAL MEMBERS.**

##### **Key Action Items**

- 4.1 The volunteer leadership at the National and State levels is expected to embrace as a personal obligation supporting both PACs financially and is expected to take proactive steps to gain commitment from member principals, current and future, to contribute to the PACs.
- 4.2 Encourage all of the ACEC of Alabama state leadership, including officers, board members, committee chairs and committee members, to join the Congressional Club, Millennium Club, Chairman's Club or Capitol Club.
- 4.3 Increase fundraising by providing more opportunities for all segments of ACEC of Alabama to contribute to the PAC.
- 4.4 Publicize the benefits and successes of ACEC/PAC and the Alabama Engineers PAC regularly and effectively so that member firm principals will see and appreciate the value of contributing to the PACs.
- 4.5 Review national PAC goals and status at each ACEC of AL Board Meeting and develop interim action plans to ensure achieving goals each year.

- 4.6 Work with ACEC Vice-Chairs and State Board members to meet the annual PAC goals and leverage assistance and support of ACEC.
- 4.7 Encourage as an annual goal for the state Executive Director to achieve the annual ACEC national PAC goal and the annual Engineer's PAC goal.
- 4.8 ACEC Alabama state leadership should include as part of the annual program, and the programs of any chapter or regional subdivisions, discussion of the importance of achieving the ACEC/PAC goals.
- 4.9 Enlist our most politically active members in the Chairman's Club and Capitol Club to capitalize on their contributions and relationships in support of ACEC legislative initiatives and recognize/reward them accordingly for their support.
- 4.10 Enlist principals of all member firms to encourage their employees to financially support ACEC/PAC and the Engineer's PAC through direct contributions as permitted by law.

### **STRATEGIC GOAL # 5:**

**SUPPORT FUNDING OF THE MINUTEMAN FUND TO RESPOND TO CRITICAL STATE ISSUES AND FEDERAL CASES WHILE CONTINUING TO CALL ON THE FUND WHEN APPROPRIATE.**

#### **Key Action Items**

- 5.1 Encourage all member firms to participate in the Minuteman Fund by contributing 10% of their ACEC dues to the Fund.
- 5.2 Reinforce the connection between Minuteman fundraising and the achievement of ACEC of Alabama and national legislative objectives.
- 5.3 Continue to pursue grant requests to support major ACEC Alabama policy initiatives, including passing important state legislation, supporting public referendums in support of infrastructure investment, and providing amicus brief assistance in major state and federal court cases.

### **STRATEGIC GOAL # 6:**

**GROW THE NUMBER OF MEMBER FIRMS BY 4% EACH YEAR,  
GROW THE NUMBER OF MEMBER FIRM EMPLOYEES BY 4% EACH YEAR, AND  
RECRUIT ANY ELIGIBLE ENR TOP 500 DESIGN FIRMS AS ACEC OF AL MEMBERS.**

#### **Key Action Items**

- 6.1 Carry out an aggressive membership campaign in cooperation with the resources of ACEC.
- 6.2 Consider, in cooperation with ACEC, the creation of more special interest committees in the manner of the Council of Professional Surveyors and the Council of American Structural Engineers to attract additional specialized firms.

- 6.3 Consider, in cooperation with ACEC, creation of more special interest forums in the manner of the Legal Counsels Forum to provide a center for all non-engineering professions and special groups within our member firms.
- 6.4 Consider the ACEC membership recruitment grant program that helps to finance the cost of a recruiter to work with ACEC of AL to enlist new member firms.
- 6.5 Carry out a targeted membership campaign for firms that serve the energy, industrial, or other sectors as appropriate in Alabama
- 6.6 Consider growing the associate member list by recruiting high profile employers that have made commitments to being active state citizens (Airbus Americas, Hyundai, Austal USA, etc.) and that benefit from the improvement of the engineering business environment and the quality of engineering staff and resources in the state as achieved through a stronger ACEC of AL.