

STRATEGIC PLAN

PURPOSE: Advance a business environment that enables our professional member firms to deliver safe, impactful, and sustainable solutions.

VALUES:

- Agile and visionary leadership
- Integrity and professionalism
- Inclusion and diversity
- Excellence through innovation
- Trusted advisors

VISION FOR THE FUTURE: ACEC is *the* thought leader driving the delivery of valued professional services for a better world:

Imagine a future where our families, friends, and neighbors can thrive. A place where our member firms are helping communities think about the future and delivering the next generation of innovative solutions that support how we live and work. Can you see a world where the purpose of our profession is valued and recognized as a place for a talented and diverse workforce to build a career?

ACEC and its member professional service firms are at the center of creating a more sustainable, safe, secure, and technically advanced built environment. The Council represents a broad spectrum of professional service firms and the diverse and ever-changing workforce associated with those firms. All professional service firms are drawn to the vibrant engagement offered by ACEC for each sector of their businesses, regardless of their size, geographical location, or markets served. Members at all levels are participating in ACEC and collaborating with each other through the Council's extensive networking channels including Member Organizations, Committees, Forums, and Coalitions.

ACEC 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 trends and data. Its professional member firms are valued and respected for their contributions to national, state, and local community infrastructures and to a better world. Member firms are succeeding through ACEC's influential voice and thought leadership. ACEC member firms are sought out and celebrated as *trusted advisors*, as the solutions provided by professional service firms are recognized for being as important to the world as the air we breathe and the water we drink.

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LEADING BUSINESS STRATEGY

GOAL:

ACEC is a critical resource for the development of business strategy for member firms.

OBJECTIVES:

1. Achieve the widely accepted adoption of model contracts that recognize and value the essential nature of the professional services provided by our member firms.
2. Enhance ACEC's proactive and influential legislative and regulatory strategy and grow ACEC's effective PAC to further advance ACEC's advocacy influence.
3. Become the leading source of industry-wide research, forecasts, trend analysis, and education.
4. Adopt strategies to benefit member firms in recognition of the impact of the commoditization of engineering services and other industry challenges.
5. Develop an array of strategies to effectively address present and anticipated workforce issues.

EMBODYING INCLUSION AND DIVERSITY

GOAL:

ACEC is recognized as a welcoming organization where all members are included, involved and can achieve their full potential.

OBJECTIVES:

1. Improve the diversity of ACEC leadership.
2. Enhance the diversity of ACEC membership.
3. Increase ACEC engagement of underrepresented individuals from member firms.

EXPANDED AND INFLUENTIAL MEMBERSHIP

GOAL:

ACEC membership is robust and has grown through broader representation of firms working in professional services.

OBJECTIVES:

1. Increase membership from firms who primarily provide services to the private sector.
2. Broaden membership from other professional service firms within the built environment.
3. Aggressively grow non-dues revenue to offset ACEC's reliance on member dues.
4. Demonstrate a clear track record where ACEC has established itself as an influential thought leader.

ESSENTIAL VALUE TO SOCIETY

GOAL:

ACEC member firms engineering the built environment are recognized as essential to quality of life every day.

OBJECTIVES:

1. Elevate policymakers', decision-makers' and other influencers' understanding of the essential role of member firms.
2. Increase media coverage of the member firms' contribution to the quality of life.
3. Future generations understand how member firms make a difference and are great places to build a career.
4. Promote the industry's role in enhancing economic and social equities in the built environment.

VIBRANT MEMBER ENGAGEMENT

GOAL:

ACEC and its effective PAC have active and vibrant participation of its membership.

OBJECTIVES:

1. C-suites of member firms are actively participating.
2. Future generations are actively participating.
3. Members are actively engaging in Member Organizations, Committees, Forums, and Coalitions.
4. Increase the effectiveness of leadership development opportunities.
5. Increase member engagement in ACEC/PAC.
6. Leverage engagement of experienced volunteer leaders.