



AMERICAN COUNCIL OF ENGINEERING COMPANIES
of Virginia

2021-2023 Strategic Plan

VISION 2023

- Proactive and effective advocate
- Trusted source for policy makers
- Provider of accessible education and meaningful connection
- Proponent for interest and pride in the profession
- Champion for diversity and inclusion
- Indispensable ally for firm leaders

2021 Strategic Priorities

Advocacy: ACEC VA is the acknowledged expert voice for consulting engineering businesses in Virginia.

- Be anticipatory and proactive re: industry issues/needs, advocate for economic recovery/stimulus funding for our member firms, increase member engagement in advocacy efforts and strengthen connection with policy makers

Education: ACEC VA provides education, leadership opportunities and training to shape the future of the engineering industry in Virginia.

- Focus on programs that have on-demand and revenue generating potential

Business: ACEC VA provides resources/tools for members to grow their business.

- Provide relevant content and connections for member firms that they cannot get anywhere else to assist them in running their businesses

Membership: Increase membership recruitment and retention and measure engagement in defined areas/categories.

- Champion inclusivity and involve/connect more people within member firms

ACEC *Virginia* is the leader of engineering associations in Virginia, helping your firm to develop, connect, and engage to Build Your Business.



ACEC VA VISION 2023

Looking back over the past three years, recognized as one of the most disruptive times in recent history, ACEC Virginia held strong as the leader of engineering associations in Virginia and proactively advanced its core purpose of helping its member firms develop, connect and engage to “build their businesses.”

ACEC VA galvanized its members, and other technical and professional engineering focused organizations, in successfully advocating for the industry as it related to funding and other engineering related legislative issues. ACEC VA strengthened relationships with policy makers and is known as a trusted resource for knowledge, data and connection to key industry players.

ACEC VA’s leadership in providing information, resources and peer exchange opportunities to its members has strengthened perceived value in membership. Members considered ACEC VA a “go to” resource for navigating changes that impacted the industry including COVID-19, economic uncertainty, social unrest, political tension, climate related natural disasters and an increased pace of change.

ACEC VA worked in partnership with Virginia’s higher education community to create a collaborative structure to enhance relations between ACEC VA member firms, faculty and students. ACEC VA dedicated resources and engaged volunteer leadership to work with the educational community to facilitate connection, align curriculum, increase diversity, advance STEM at the K-12 level and generate increased interest in the engineering profession.

As a result of increasing value to members, offering leadership development program (for emerging leaders to C-suite executives), creating more accessible educational content and leveraging connection opportunities, ACEC VA is experiencing its highest levels of engagement within member firms.

ACEC VA’s members and volunteer leaders meaningfully contribute to the association/industry and represent a broad spectrum of firms and the diverse and ever-changing workforce associated with those firms.

As ACEC VA embarks on its next strategic planning process, it will have a new Executive Director at the helm and be poised to continue to address evolving needs, be the source for industry knowledge and leadership and advance ACEC VA’s mission.

- ✓ Proactive and effective advocate
- ✓ Trusted guidance for policy makers
- ✓ Provider of accessible education and meaningful connection
- ✓ Proponent for interest and pride in the profession
- ✓ Champion for diversity and inclusion
- ✓ Indispensable resource for firm leaders

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2021 - 2023 Strategic Plan

Advocacy: ACEC VA is the acknowledged expert voice for consulting engineering businesses in Virginia.

2021 Priority: Be anticipatory and proactive re: industry issues/needs, advocate for economic recovery/stimulus funding for our member firms, increase member engagement in advocacy efforts and strengthen connection with policy makers

Strategies:

- Continue robust lobbying efforts during session by sponsoring appropriate legislation, monitoring bills, providing expert testimony, and communicating results
- Expand grassroots engagement by increasing the number of in-district visits/virtual events and providing support (ex: talking points, whitepapers) to members
- Increase ECVFAC donations by expanding firm donation strategy
- Continue to work with allied organizations to amplify the impact of the expert voice of the engineering industry in Virginia
- Effectively communicate the importance and value to society of the profession

Education: ACEC VA provides education, leadership opportunities and training to shape the future of the engineering industry in Virginia.

2021 Priority: Focus on programs that have on-demand and revenue generating potential

Strategies:

- Leverage technology to expand offerings and increase engagement
- Continue to offer professional development for other employee roles at member firms vs. engineers (design professionals and support staff)
- Call on alumni of leadership programs to increase engagement, seek volunteer leadership roles and find meaningful ways to serve the industry

Business: ACEC VA provides resources/tools for members to grow their business.

2021 Priority: Provide relevant content and connections for member firms that they cannot get anywhere else to assist them in running their businesses

Strategies:

- Engage members in being proactive re: industry issues through existing formats and “think tank” style discussions which will also serve as input opportunities re: future needs/education topics
- Effectively market/communicate value proposition of the association
- Provide safe, flexible approach to in person events as the COVID-19 pandemic evolves
- Continue to provide leadership and executive training that is focused on business needs
- Develop statewide trends report and/or benchmarking surveys as warranted

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Membership: Increase membership recruitment and retention and measure engagement in defined areas/categories.

2021 Priority: Champion inclusivity and involve/connect more people within member firms

Strategies:

- Explore feasibility of an online portal/forum for member exchange at state/regional level
- Increase outreach to member firms by ACEC VA Regional VPs (note: target members who have recently reengaged with increased virtual offerings)
- Expand connection opportunities for leadership program alumni
- Continue efforts to involve/engage young professionals
- Continue to survey members to update annual net promoter score and determine where members are deriving the most value from their membership
- Expand and implement strategic communications plan to reinforce value of membership
- Continue to evolve offerings to appeal to deeper staff level at firms to increase the number of people active in ACEC *Virginia* in each firm vs. solely engineers

Mega Issues: Issues of overriding strategic importance to the organization and are “items of the future” to be discussed at board meetings using knowledge-based decision making.

2021 Mega Issues:

- Diversity & Inclusion
- STEM Engineering Education Ecosystem

2021 Priority: Convene stakeholders for each mega issue to define ACEC Virginia’s role and approach to leading/creating positive change, develop SMART (specific, measurable, actionable, reasonable, timebound) goals action plans for implementation in 2022 and beyond.

Potential Strategies – Diversity & Inclusion

- Learn more/leverage ACEC’s diversity strategy/plan
- Create inclusive opportunities “voice for all” – Women’s Resource Group, expand offerings
- Review every program to ensure inclusivity (career stage, gender, ethnicity, etc.) and demonstrate to member firms how they can champion inclusiveness as well
- Attract diverse recruits/candidates to profession
- Nomination committee –emphasize need for more diverse leadership across positions - Board/committee leadership
- Women’s Leadership Group – tasked with D&I initiative
- Measure diversity in attendance/engagement – how does ACEC VA influence the firms who are the decision makers re: who participates – great potential roundtable discussion

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Potential Strategies – STEM Engineering Education Ecosystem

- Create a pipeline for open communication between universities and ACEC VA, leverage emerging leaders
- Be proactively involved in working with colleges re: workforce readiness
- Need to engage professors/faculty to advocate for “consulting” as engineering career option
- Strengthen relationships between firm leaders and college/university Deans
- Partner with colleges/educators re: opportunities re: K-12
- Champion diversity & inclusion by creating awareness of engineering as a great career choice for women and minorities starting in elementary education
- Add to “on demand” library of content: What does an engineer do? (leverage existing resources and catalog for benefit of educators)

ACEC VA leadership to engage in annual discussion to update strategic priorities.

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