

ACEC Ohio Long Range Strategic Plan

2017-2020



ACEC OHIO STRATEGIC PLAN 2017-2020

Key Goal - Elevate ACEC Ohio so it is the recognized advocate by all for the engineering business in Ohio.

We will achieve this goal by increasing the effectiveness of our Board, President, Committees, Chapters, and Political Action Committee.

1. **Branding** - Improve ACEC Ohio branding.
 - a. Modified Vision and Mission Statements
 - i. Vision –ACEC Ohio will be the leading advocate, authority, and voice for the promotion and protection of engineering businesses in Ohio.
 - ii. Mission - Advocate for the advancement and protection of the engineering business.
2. **Legislative Advocacy** - Increase ACEC Ohio's level of legislative advocacy.
 - a. Provide on-going training to membership on issues, activities and strategy.
 - b. Advance the capabilities of the grass roots initiative. Develop an ACEC Ohio buddy plan that identifies member(s) to serve as liaison coordinator(s) for regular personal connection to key identified legislators.
 - c. Facilitate integration of key legislative representatives with membership through awareness and advocacy activities. Goal is by year 1 to have representation and engagement events with each Chapter on not less than annual basis, by year 3 frequency of occurrence to increase to a quarterly basis. Targeted guest(s) to be a local regional legislator identified by PAC as a key member and recipient. These events to be coordinated by ACEC Ohio's chapter and committee specialists.
 - d. Promote joint alliance relationships with other organizations that share common values on issues of importance to ACEC Ohio. Build an increased awareness of the importance of the engineering business industry through active engagement and collaboration with AIA, AGC, OCA, ABA, OML, and major metropolitan Chamber of Commerce's. Budget for as appropriate an affiliate membership in key targeted organizations of interest.
 - e. Promote regular engagement of ACEC Ohio leadership with senior directors at Jobs Ohio, ODOT, OFCC, OEPA, OPWC.
 - f. Promote regular engagement of ACEC Leadership with Governor's, Senate President's and Speaker of the House offices.

3. **Financial Resources** - Increase resources to improve organizational effectiveness.

- a. Non-Dues income
 - i. Affiliate Membership
 - 1. Increase the number of Affiliate Members by 4 in each of the next 5 years.
 - 2. Investigate a tiered Affiliate Membership dues structure.
 - ii. Sponsorship income
 - 1. Annual Meeting sponsorships.
 - 2. Engineering Excellence Awards sponsorships.
 - 3. ODOT/ACEC Partnering Conference sponsorships.
 - a. Discuss with ODOT before implementation to determine if they have any specific concerns with event sponsorships.
 - 4. Monthly newsletter sponsorship.
 - iii. Develop a program to increase educational program income.
- b. Dues income.
 - i. Increase the cost per index number by 5% for the 2017-2018 fiscal year from \$341.25/index number to \$358.30/index number.
 - ii. Adjust cost per index number annually in following fiscal years by the Consumer Price Index for All Urban Consumers (CPI-U) for Midwest Urban Areas – 50,000 to 1,500,000 as published by the Bureau of Labor Statistics.
<https://www.bls.gov/news.release/cpi.t04.htm>

4. **Board** - Improve Governance

- a. Change Board meetings to Bi-Monthly meetings beginning in 2017-2018 fiscal year. The meetings will be held in August, October, December, February, April, June.
- b. Evaluate moving to quarterly Board Meetings in the 2018 – 2019 fiscal year during the 2017-2018 fiscal year.
- c. Reduce Board size from the current 17-member Board to 13 members by eliminating three of seven at-large directors and the Alternate National Director as these terms expire.

5. **President** - Improve effectiveness to focus on Advocacy, Relationships, and Membership by better allocation of resources.

- a. The President will review all current responsibilities and develop a plan to shift responsibilities to Administrative Assistant and/or additional staff member, where possible, to free time to focus on core functions of the position. A report will be presented to Executive Committee by October 2017.
- b. The Executive Committee will complete an annual review of the President's performance during March of each year and report the results to the Board in April of each year.

6. **Committees** - Improve Committee Effectiveness

a. General

- i. Change committee chair terms to two years and require each committee have a co-chair who is expected to move into the chair position.
- ii. Committees to meet during non-Board meeting months, where possible.
- iii. Chairs of Transportation, Government Affairs and Membership Committees shall be Board Members or attend all Board Meetings, if they are not Board members.
- iv. Chairs of all committees are responsible for the total function of the committees. This includes setting meeting dates and locations, and preparing agendas, and minutes for Board Meetings.
- v. Committee Chair positions will be staggered two-year terms so that half of all Committee Chairs change each year.

b. Membership Committee

- i. Establish a Membership Committee which is chaired by a Board member as a Standing Committee. The Membership Committee will:
 1. Assist National in their recruitment of specific firms for membership.
 2. Develop a list of specific firms, not on National's list, for targeting for membership each year and focus efforts on these firms.
 3. Solicit Board members as key contacts to targeted firms.
 4. Work with Chapters to target regional firms for membership at the Chapter level.
 5. Track Index Number and report the number and change/trend at every Board Meeting.
 6. Conduct an online annual survey of member firms to take the pulse of our members to identify how well ACEC Ohio is delivering on its value proposition.
- ii. Grow the number of member firms 2% each year.

7. **Chapters** - Improve Chapter/ACEC Ohio relationship, function, and alignment.
- a. Establish a ACEC Ohio Chapter Integration Task Force consisting of Board Members and Chapter leadership from all Chapters to study this issue and present an implementation plan by April 2018. The Task Force will review the following:
 - i. How aligned are the Chapter purposes and goals with ACEC Ohio and how can this be improved?
 - ii. Are there gaps in branding chapter events to indicate affiliation with the state organization?
 - iii. How can ACEC Ohio continuously engage and assist chapters with the development and planning of innovative topics for meetings or events?
 - iv. What is the appropriate agenda for Chapter meetings?
 - v. What is the appropriate frequency for Chapter meetings?
 - vi. How Chapter officer positions can become a training opportunity for future ACEC Ohio board member.
 - vii. What level of involvement should the state organization have in selecting and training chapter leaders?
 - viii. How do chapter leaders best engage with the ACEC Ohio Board?
 - ix. Can the State and Chapter dues structure be modified so ACEC Ohio and Chapter dues are combined into one fee which will provide membership in ACEC Ohio and all Chapters using a unified membership model.
 - x. How can ACEC Ohio and Chapters best work together to facilitate Chapter transactions, activities etc.
 - xi. Determine methods to leverage important Chapter local advocacy relationships (e.g. affiliates, political, etc.) with ACEC Ohio.
 - xii. Non-members would be welcome to attend Chapter events one time at no cost as a recruiting tool.

8. **PAC**

- a. Double state PAC level resources from 2016-2017 baseline (\$27,500) and number of fundraising events within 3 years.
- b. Fully fund PAC events by sponsorship.
- c. Establish PAC events in all regions of the State.
- d. Increase National PAC level participation to a top 10 ranking within 3 years.
- e. Increase the number of firms achieving their PAC goals by 10% per year until 100% fulfillment is met and then maintained.
- f. The terms of service for PAC Trustees shall commence on the first day of January.