2017 Strategic Membership Plan
The Utilities Technology Council (UTC) is a global trade association dedicated to serving critical infrastructure providers in the electric, gas, and water industries. Through advocacy, education and collaboration, UTC creates a favorable business, regulatory and technological environment for companies that own, manage or provide critical telecommunications systems in support of their core business. UTC was founded in 1948, to advocate for the allocation of additional radio spectrum for power utilities. Over the last 68 years, UTC has evolved into an organization that represents electric, gas, and water utilities, as well as natural gas pipelines and transportation providers.

There is a seismic shift taking place within the global utility and critical infrastructure industries; Telecom professionals are being recast into IT organizations, IT is being converged with operational technology (OT), and security is becoming increasingly important and a shared responsibility. There is also increasing demand to use electric distribution infrastructure for attachment of wireline and wireless facilities by telecom, private and governmental entities, and state and federal regulators continue to overstep and impact utility systems. All these changes mean that UTC needs to evolve in order to remain relevant. This evolution will enable UTC to not only help its traditional utility telecommunications professionals, but also to aid this new, converged constituency navigating this shifting environment, and to support them in their efforts to deliver optimal solutions to the utility organizations they serve.

These shifts in the electric, gas, and water sectors are occurring within the context of government policies that seek to promote certain environmental outcomes, forging customer engagement and as a result of technological innovation in telecommunications and IT. In the case of the electric sector, the increasing use of distributed generation and the evolution of storage technology mean that the electric utility industry must use telecommunications and IT applications to understand their systems at a much more granular level than ever before. The enhanced deployment of such technologies is essential to ensure reliable service and to meet customer demands. Finally, all critical infrastructure sectors must deploy ever more sophisticated security strategies in order to manage the cybersecurity risks that come with these technologies.
<table>
<thead>
<tr>
<th>Vision</th>
<th>Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>UTC is the trusted advisor to utilities and other critical infrastructure providers globally. The Council serves as the source and resource for our members to deploy technologies and solutions that deliver secure, reliable and affordable mission critical services.</td>
<td>UTC shapes the future of utility mission critical technologies by driving innovation, fostering collaboration and influencing public policy.</td>
</tr>
<tr>
<td>UTCC is the source for public policy advocacy and access to information and communications technologies expertise for utilities and other critical infrastructure industries.</td>
<td>UTCC’s purpose is to create a favourable regulatory, business and technical environment for its members.</td>
</tr>
<tr>
<td>UTAL is the main reference on solutions and services in telecommunication and operational technology for mission-critical companies.</td>
<td>UUTC promotes the generation and dissemination of knowledge in areas of telecommunication and operational technology for critical infrastructure companies as well as representing and defending the interests of this sector with public and private entities.</td>
</tr>
<tr>
<td>UUTC is a trusted partner to utilities, serving as the source and resource for our members to deploy technologies and solutions that deliver secure, reliable and affordable mission critical services.</td>
<td>AUTC is a non-profit trade association owned by utilities. Our mission is to shape the future of utility mission critical technologies by driving innovation, fostering collaboration, and influencing public policy.</td>
</tr>
<tr>
<td>EUTC is the trusted advisor; source and resource of information and knowledge for its members and relevant policy makers regarding telecommunication technologies required by utilities and other critical infrastructure providers.</td>
<td>EUTC is a non-profit organization delivering education, collaboration, best practices and thought leadership in telecommunication technology to utilities, other critical infrastructure providers and regulators, ensuring efficient, secure, sustainable and affordable smart infrastructure solutions.</td>
</tr>
</tbody>
</table>

In 2016, to ensure that UTC is positioned to assist its existing members and to drive membership growth, the association refined its mission and vision statements to support the activities of its U.S. and global entities.
In the U.S., UTC is the only organization that gives utilities of all ownership types a forum to discuss common telecommunications and technology challenges, opportunities and solutions. UTC also facilitates relationships between core utility members and key vendors, who can also join UTC as associate members.

UTC also provides educational opportunities to telecommunications and, more recently, IT professionals on pertinent issues and often at a highly technical level. UTC will begin to offer more basic topics for engineers, analysts and technicians new to the field.

In the U.S., UTC advocates in Washington, D.C., and in targeted states, on the key policy issues related to private utility networks including access to spectrum, IP transition, tower lighting, drone use, and cybersecurity. Globally, UTC’s independent operating units in Canada, Europe and Africa, and its affiliate in Latin America, also engage with their regulatory and legislative bodies on similar issues as described above. In addition, UTC provides opportunities for other utilities throughout the globe to engage as international members. Finally, through its global advisory council, UTC has engaged with global organizations such as CITEL (Inter-American Telecommunications Commission), IEEE, CEPT (European Conference of Postal and Telecommunications Administrations), ITU (International Telecommunications Union), FTTH (Fiber to the Home) Council, and ETSI (European Telecommunications Standards Institute), among others.

While the factors listed above are unique to UTC and valuable for our members, it is essential that the UTC organization communicate this value to its existing and potential members on an ongoing basis. Fortifying this “value proposition” is dependent on effective marketing and outreach strategies, as well as working constructively with key industry stakeholders (APPA, AGA, EEI, EPRI, NRECA, domestic and global regulatory bodies such as those listed above) and valued technology partners. UTC will include in this outreach millennials and individuals of ethnic, racial, and gender diversity through both mentorship and leadership. The UTC leadership will strive to create a network throughout the UTC Regions and Board of Directors to enhance these inclusion efforts.

Leveraging technology advancements, such as web-based interaction (NETWORKS), social media engagement (Twitter, LinkedIn, etc.) and effective use of multimedia, are critical components to this communication as are relying on more basic, but effective, interactions like email alerts, conference calls, and in-person meetings.
Establishing and maintaining strong communication conduits between the global UTC organizations and 10 domestic regions are also important to achieving the membership retention and recruitment growth goals as we can learn from each other’s successes and missteps on a global basis – in various arenas, both from technical and policy standpoints.

Membership is our key “reason for being” at UTC. Therefore, membership retention and growth must always be our number one priority, and will in turn enable growth in other areas such as sponsorships and research. Over the past several years, UTC has noted a decline in its core utility membership across all of its operating units.

To combat the current membership trend, UTC has developed a Strategic Membership Plan (SMP) as a subset of the overarching UTC strategic plan to focus on:

- Prioritizing membership activities and services
- Ensuring excellent customer service by staff on behalf of the members
- Generating revenue
- Identifying ways to improve and promote UTC’s value
In 2015, UTC adopted an overarching strategic plan that includes these six major strategic initiatives for UTC for the years 2016-2018:

1. Provide Thought Leadership and a Unified Industry Voice
2. Provide Industry Research
3. Develop Community Knowledge Sharing/Integration/Solutions Development
4. Provide Advocacy
5. Provide Professional Education
6. Enhance Organizational and Operational Alignment

The 2017 SMP pulls out the pieces of the overarching UTC strategic plan that focus on membership.

The 2017 SMP first identifies long-term objectives for providing optimal member service and attracting new members and then focuses on shorter-term goals for completion in 2017. Having evaluated existing resources, the plan identifies a number of specific tasks that the association will undertake to achieve these 2017 goals. This plan is intended to be evaluated by UTC leadership’s Forward Planning Committee on an annual basis and updated accordingly. Given the essential nature of membership to UTC, this annual update will be undertaken in perpetuity.

It is important to note that the UTC Board of Directors formed a “Dues Structure Working Group” in November 2016, to evaluate issues like mergers and acquisitions in the private utility sector, and the potential for generation and transmission cooperatives and wholesale public power utilities to join UTC on behalf of their distribution members, among others. While related to membership, that effort may take several months and is better handled in a Board-appointed working group. Certainly, the outcome of that review will be approved by the Board and communicated to the broader membership at the appropriate time. Furthermore, any other action items associated with that effort would be evaluated and assimilated into this SMP where appropriate.
Over the next 5-10 years, UTC’s focus on ensuring membership value and excellent member service will result in increased revenues from both dues and non-dues revenue thereby improving the financial health of the organization and enabling a continuous cycle of improved member value. The broad objectives we will undertake to achieve the overarching strategic initiatives are:

- Ensure excellent customer service by UTC staff on behalf of the members with such service being evaluated via UTC-solicited feedback from the members on a regular basis. Manage resources such that customer service can be prioritized.

- Create excellent member communications pathways, building on existing platforms and practices, and including social media, recruitment collateral highlighting the value of membership, membership talking points, and an accurate membership database that is continuously updated to ensure such communication.

- Foster member engagement (on national and regional levels) via enhanced committees, exceptional conferences, easy to access online communities, development of UTC policy resolutions (to be voted on by membership), tailored offerings for different communities of members, and opportunities for young professionals/early career members to obtain leadership development skills and professional growth.

- Become a trusted resource for policy makers in the U.S. and the applicable global regions, and achieve policy successes. Provide a library of succinct policy briefs and other written materials and infographics that can be used by policy makers, UTC members, the media, and other interested stakeholders. Ensure that these materials are refreshed on an ongoing basis.

- Provide targeted and excellent educational offerings for utility members, as identified through membership surveys/outreach. Where appropriate, partner with other like-minded organizations to optimize resources.

- Ensure that dues and pricing policies drive membership (non-members cannot be free riders) and are consistent, workable, understandable, and enable UTC to provide optimal member service. Such dues and pricing policies must derive from the value of UTC membership/participation. Modifications to these policies must be communicated to members often and early.

- Promote the utility technology workforce by growing the UTC Foundation such that it is self-sustaining.
It is important to note that UTC has undertaken a number of steps over the last few years to enhance membership value. Such activities will continue and/or be expanded to achieve the long-term objectives listed above.

In addition to creating a new mission and vision, UTC’s Board of Directors has been streamlined and its committees, divisions and councils given new operating principles and goals to improve membership engagement. Over the last year, UTC has also redesigned its website, launched the NETWORKS platform to enable member interaction, created new membership collateral and enhanced our renewal process with a membership packet and call plan. UTC has also developed an on-boarding process, and a process to capture UTC lead generation for prospective new members.

Building on these activities, UTC in 2017 will meet the following goals:

1. Attract no fewer than seven net new core utility members and 28 net new associate members. This aligns with the goals set in the FY 2017 budget approved by the UTC Board on September 1, and that has been incorporated into UTC staff goals tied to compensation.

2. Undertake a statistically relevant membership survey that will be completed and analyzed by mid-2017. Communicate need for survey to members in various forums to encourage completion.

3. Continue to refine internal staff processes and protocols to enable excellent customer service for members. Enable training as needed.

4. Implement, monitor, and manage membership communications strategy using various platforms for such communications. Refine as needed based on member feedback.

5. Create UTC policy resolution development process and implement within 2017.

6. Finalize mission and vision and strategic plan for the UTC Foundation and identify at least one recipient of UTCF funds by the 2017 annual conference.

7. Coordinate with the U.S. regions to create regional membership outreach plans that involve UTC members in each region.

8. Develop international regions’ membership plans.

9. Involve vendor “evangelists” with outreach to targeted non-member utilities.
In order to accomplish the 2017 near term goals — a strong tactical plan is required. Our key objective is to increase new core and associate members while continuing to maintain a high level of membership renewals. Below are actionable tactics as they relate to the 2017 goals.

1) Attract no fewer than seven net new core utility members and 28 net new associate members. This aligns with the goals set in the FY 2017 budget approved by the UTC Board on September 1, and that has been incorporated into UTC staff goals tied to compensation.

Tactics:

♦ Lapsed Member – develop and execute a lapsed member recruitment campaign.
  ♦ The campaign will be designed to highlight recent changes in UTC’s governance structure, mission and vision and encourage involvement through the new committee model.

♦ Identify “at-risk’ members and implement program to retain such members.

♦ Create high-value target list of potential new members, engaging UTC leadership, staff, the membership committee and regional leadership in the process of building potential member lead contact lists.

♦ Of this list of core utility members, schedule at least 10 in-person meetings of UTC leadership (regional and/or national) in 2017.

♦ Develop member recruitment tools and resources to complement membership packets and online communities.

♦ Call targets to follow up on correspondence and other outreach efforts.

♦ Confirm lead generation methodology that members and staff can utilize to track engagement efforts. A simple spreadsheet with tracking fields can suffice as the effort begins.

♦ Partner with other industry organizations’ meetings where current and potential members may attend. Leverage opportunities to promote UTC membership through speaking or exhibiting opportunities.

♦ Dovetail industry meetings at which UTC staff attends with meetings with existing and potential members.
2) Undertake a statistically relevant membership survey that will be completed and analyzed by mid-2017. Communicate need for survey to members in various forums to encourage completion.

**Tactics:**
- Determine if the membership survey should be conducted by an outside organization or developed internally.
- Determine our desired outcomes for the survey. Have changes in the markets impacted membership or are there industry trends toward technology innovations dictating a need for new education or training resources UTC can provide? Are there policy or regulatory issues that warrant membership?
  - Determine how results are measured and applied.
  - Define the scope, purpose and rationale for conducting a membership survey.
  - What isn’t working or adding value to membership?
  - How are we doing?
  - What needs to change?
  - What actionable items are we hoping to obtain through the survey?
- Determine target audience(s).
- Determine delivery and response capture tools and results analysis methodology.
- Create a separate survey for lapsed/non-members. Data will be valuable for building recruitment strategies and resources.
- Phone calls to existing and lapsed members will be a part of survey plan and cross-referenced with activities listed above.

3) Continue to refine internal staff processes and protocols to enable excellent customer service for members. Enable training as needed.

**Tactics:**
- Derive customer service goals from responses to membership survey in addition to deploying association norms. Hold employees accountable for such goals.
- Ensure that all staff members have access and training on membership resources (NetForum, NETWORKS, primarily).
- Standardize customer service norms that all staff will adhere to and employ.
- Ensure staff has access to all membership resources including enrollment forms, pricing models, and membership collateral.
4) Implement, monitor, and manage membership communications strategy using various platforms for such communications. Refine as needed based on member feedback.

**Tactics:**
- Create discrete email lists for communicating policy-related matters that need immediate attention/review.
- Develop strategy and action plan for industry engagement through speaking opportunities, event attendance or exhibit/sponsorship engagement. This coincides with tactic listed under goal number one.
- Define which event and/or engagement plan has the greatest Return On Investment (ROI) for UTC. Invest in opportunities that present ability to increase ROI.
- Foster continual relationships with industry trade press and other media outlets to further expand UTC’s reach in the industry.
- Publish the UTC Calendar of events up to a year in advance (rolling basis) to ensure availability for interested parties.

5) Create UTC policy resolution development process and implement within 2017.

**Tactics:**
- Review various ways that other trade associations develop their policy priorities and positions on an ongoing basis (i.e.; development of policy resolutions).
- Work with the Public Policy Division (PPD) to determine the best policy development process for UTC.
- Create a draft policy development process for consideration by the PPD and then the executive committee and Board by May 2017.
- Once approved, implement.

6) Finalize mission and vision and strategic plan for the UTC Foundation and identify at least one recipient of UTCF funds by the 2017 annual conference.

**Tactics:**
- Conduct face-to-face meetings in October 2016 and January 2017, to finalize Mission & Vision and determine funding allocations.
- Create committees and financial infrastructure for 2017.
- Determine details of 2017 “gift” and other details of giving criteria/guidelines to use in future years.
- Monitor the finances closely and determine deadline for viability of UTC Foundation as a stand-alone entity from a resources standpoint.
7) Coordinate with the U.S. regions to create regional membership outreach plans that involve UTC members in each region.

**Tactics:**
- Membership Development Subcommittee Chairs to work along with Regional Division Chairs to assign one regional officer to the membership subcommittee.
- Educate regional officers about SPM objectives.
- Acknowledge and leverage regional differences for greater membership value.
- High value target list should be segmented by regions and sent to all regional officers. Identify contacts or relationships to help in the recruitment process.
- Provide regional representatives with recruitment collateral, talking points, target contact data and objectives to engage leads.
- Leverage regional relationships to recruit lapsed members.
- Develop lapsed member pool by region and provide to officers as part of recruitment effort.
- Leverage regional relationships to recruit new leads located within regional footprints.
- Enlist regional assistance to target non-member vendor organizations. Encourage core members to share value of membership.
- Establish tracking and follow-up strategies to ensure that staff is supporting the volunteer member.
- Plan calling tree effort and schedule “Recruitment Week” effort to drive new membership.
- Test process and revaluate strategy/plan.

8) Develop international regions' membership plans.

**Tactic:**
- Once UTC has confirmed its membership plan, then the other regions will work with staff to create an appropriate model for their global regions.

9) Involve vendor “evangelists” with outreach to targeted non-member utilities.

**Tactics:**
- Identify valued technology partners that are interested in promoting UTC membership and brand. Ensure that identified vendors understand the request and that expectations are clear on both ends.
- Include vendor participants in UTC subcommittees in the group with which to engage in initial outreach.
- Establish an ad hoc task force of “Vendor Liaisons” to team with the Membership Committee and establish plans for engaging utilities on behalf of UTC.
- Create resources that vendors can leave behind or circulate that promote membership and benefits (should dovetail or be identical to collateral listed above).
- Establish a methodology to capture leads and provide avenues for staff follow-up.
- Establish regular calls between Membership Committee and Vendor Liaison Task Force to review and discuss outcomes or lesson learned.
When thinking about goals for the SMP, it is important to map each one to the SMP’s Long-term OBJECTIVES and the UTC Strategic INITIATIVES. The mind map below is a representation of this plan’s GOALS, which are mapped to the UTC Strategic Initiatives. It may look confusing, but the truth shows the strength of the SMP and the intertwining of the goals, objectives and initiatives.

2016-2018 UTC Strategic Initiatives
1. Provide Thought Leadership and a Unified Industry Voice
2. Provide Industry Research
3. Develop Community Knowledge Sharing/Integration/Solutions Development
4. Provide Advocacy
5. Provide Professional Education
6. Enhance Organizational and Operational Alignment
The 2017 SMP is an aggressive effort to address UTC’s current membership situation. While there are other areas that could be included in the 2017 membership plan, the goals are a reflection of the top priorities for the association given our existing resources and staff. Other activities will likely be folded into the plan in the out-years. The successful outcome of the 2017 SMP requires commitment from leadership, staff and our membership. With that commitment, these goals will be achieved.