

A photograph of a landscape featuring several white wind turbines on a green, grassy hill. In the foreground, a herd of cows is grazing. The background shows rolling hills and a clear blue sky with some clouds. A dark grey rectangular box is overlaid on the upper part of the image, containing the title text.

# UTC Strategic Plan: 2022-2024

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# Strategic Context

# Top Strategic Forces Impacting UTC and Members

Emerging  
technologies

Cybersecurity/  
security threats

Regulatory/  
legislative/public  
affairs at all levels  
of government

Climate  
change/extreme  
weather/  
decarbonization

Workforce  
development  
needs/knowledge  
loss



Utilities  
Technology  
Council™

[utc.org](http://utc.org)

A photograph of a wind farm on a rolling green hill. Several white wind turbines are visible, with a large one in the foreground on the right. The hill is covered in green grass and has some cows grazing. In the background, there are more hills and a clear blue sky with some light clouds.

# Mission, Vision, Values

# Mission – What We Do

## **Mission:**

UTC and its members shape the future of utilities to deploy technologies and solutions that deliver secure, reliable and affordable critical services.

# Vision – How We Do It

## **Vision:**

UTC drives innovation, fosters collaboration and influences public policy to utilities and other critical infrastructure providers.

# Values – The Way We Do It

## Proposed Values

- We build trust and thought leadership with integrity.
- We adapt to changing environments.
- We innovate through collaboration.
- We intentionally represent inclusion and equity for all.



A photograph of a wind farm on a green, rolling hill. Several white wind turbines are visible, with one in the foreground on the right and others receding into the distance. The sky is blue with light clouds. A semi-transparent dark grey rectangle is overlaid on the upper part of the image, containing the title text.

# Strategic Pillars



# Final Strategic Pillars

- Advocacy & Policy
- Education & Technology Solutions
- Member Engagement
- Operational Excellence

# Advocacy & Policy

- **Public Affairs:** Make technology issues transparent to a broader base of stakeholders, including policymakers, to understand the impact on the industry. Tell our story in a compelling way.
- **Regulatory/Legislative:** Identify and support advocacy needs of members. Identify future-facing concerns (e.g., legislation like the infrastructure plan). Establish partnerships at all levels of the government.
- **Technology Threats:** Collaborate with stakeholders, including members, to develop content and provide advocacy on technology threats in the industry (e.g., cybersecurity threats and best practices, supply chain threats and best practices, emerging/disruptive technologies, etc.).

# Education & Technology Solutions

- **Content:** Offer educational opportunities by delivering training, white papers and other useful materials that support and inspire innovation, including technical and non-technical, mission-critical issues, such as workforce development.
- **Collaboration & Innovation:** Provide a channel/platform that brings our members and other business partners together to share industry knowledge on emerging technologies that test and deploy emerging and innovative technologies. Form alliances to collaborate and field test technology solutions.

# Member Engagement

- Engage existing members and invite new members to join committees around emerging technologies and innovation.
- Deepen our outreach to a diverse group of utility technology professionals, including business, public policy, and HR).
- Strategically develop our member-driven initiatives via our committees, association alliances and industry stakeholders.

# Operational Excellence

- **Education:** Deliver quality educational content that meets the needs of our members.
- **Value:** Work efficiently and collaboratively to address the membership – analyzing and maximizing member value. Guarantee quality of UTC programs using industry benchmarks. Identify and incorporate best practices to protect our members from physical and cyberthreats.
- **Finance and Operations:** Safeguard the health and security of the association for the long-term by implementing new monetization strategies for educational content, membership convenings and member-driven projects. Collaborate with internal and external stakeholders being true to UTC's values that result in a healthy financial outlook and efficient operations for the association.
- ~~Collaborate with other departments, including Finance, IT, HR, Facilities Management, etc.~~

A photograph of a wind farm on a rolling green hill. Several white wind turbines are visible, with one in the foreground on the right and others receding into the distance. The hill is covered in lush green grass, and a few cows are grazing. In the background, there are more hills and a clear blue sky with some light clouds.

# Strategic View

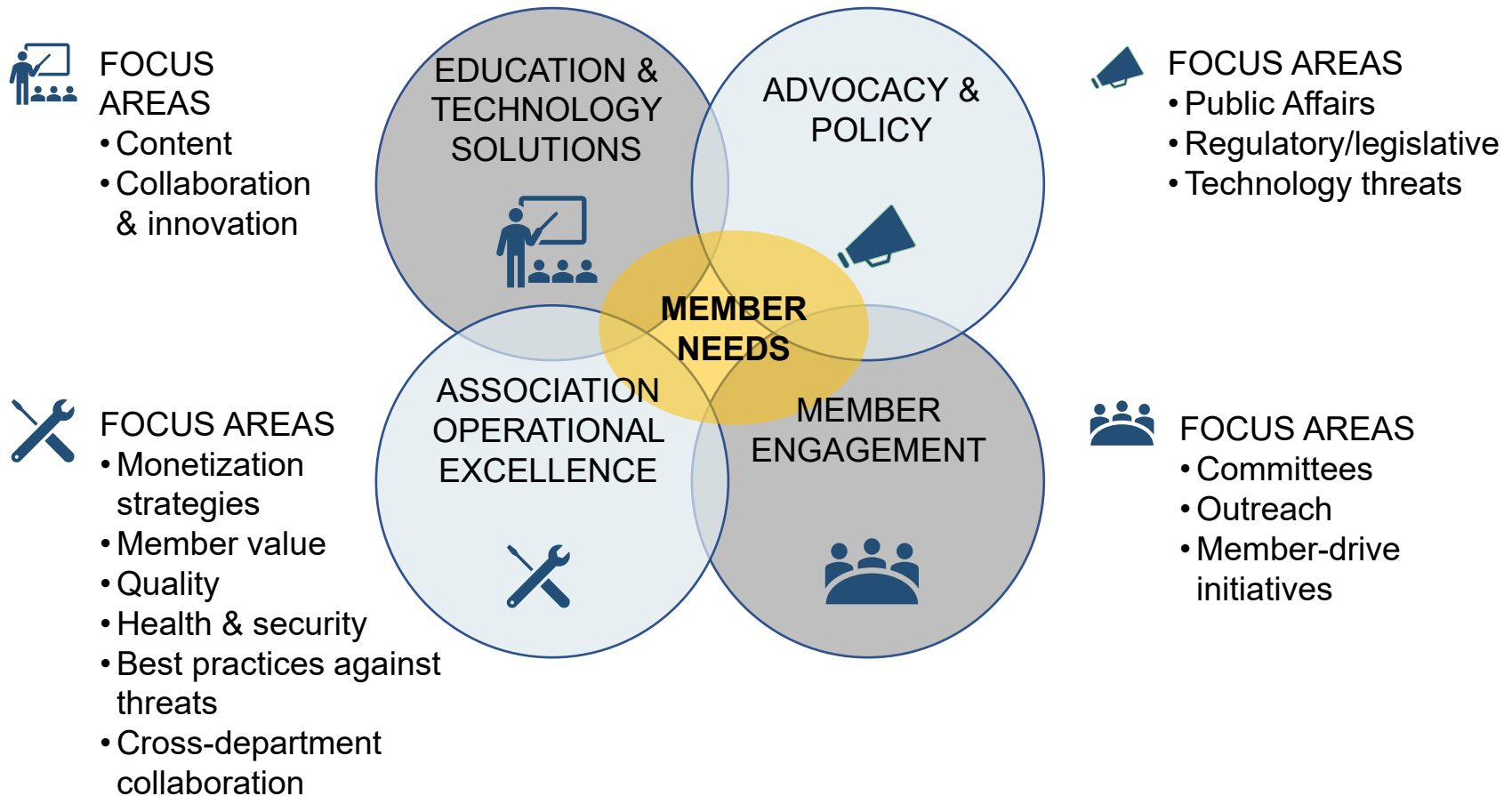


## MISSION

UTC and its members shape the future of utilities to deploy technologies and solutions that deliver secure, reliable and affordable critical services.

## VISION

UTC drives innovation, fosters collaboration and influences public policy to utilities and other critical infrastructure providers.



## VALUES



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## VISION

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## MISSION

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**MEMBERS**

### EDUCATION & TECHNOLOGY SOLUTIONS

#### FOCUS AREAS

- Content
- Collaboration & innovation



### ADVOCACY & POLICY

#### FOCUS AREAS

- Public Affairs
- Regulatory/ legislative
- Technology threats



### MEMBER ENGAGEMENT

#### FOCUS AREAS

- Committees
- Outreach
- Member-drive initiatives



### ASSOCIATION OPERATIONAL EXCELLENCE

#### FOCUS AREAS

- Monetization strategies
- Member value
- Quality
- Health & security
- Best practices against threats
- Cross-department collaboration



**MEMBERS**

WELCOME

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## VALUES

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