



## 2017 - 2019 UEDA Strategic Plan

**February 26, 2017**

Every two years the Utility Economic Development Association (UEDA) Board of Directors develops a Strategic Plan for the next two years. It sets forth the mission and goals for the organization. This document provides information on the outcome of this discussion. It outlines areas of focus for the UEDA, delineates specific goals set by the Board of Directors and provides details.

*Procedure:* The previous two year Strategic Plan is reviewed by the current President, Executive/Managing Directors, Officers and the Board of Directors during a bi-annual planning meeting held in conjunction with the UEDA's Winter Forum. This is done during the second year of a President's term. At this time the Board reviews and modifies the past Strategic Plan in order to create an updated operational plan and metric for the next two years. After approval of a final version by the Board, the new Strategic Plan is posted on the UEDA website where it is available to all UEDA members. All UEDA members are notified of this by email after the plan has been posted.

### Background

The UEDA is a chartered 501(c)(6) not-for-profit corporation dedicated to supporting economic development by partnering with investor-owned electric and gas utilities. Strong economic development programs benefit member utilities in many strategic ways. They help corporations take advantage of emerging trends, provide leadership in service areas, assist with job creation and promote a positive corporate perception among customers.

Strong economic development programs benefit investor owned electric and gas utilities in many strategic ways. They can help corporations take advantage of emerging trends, provide positive leadership in service areas, assist in job creation and promote a positive corporate perception among customers.

The primary objectives of member economic development activities are to:

- Increase corporate revenue and profitability.
- Create/retain jobs to enhance economic vitality in member service territories.
- Generate political and external benefits.
- Enhance corporate image and reputation.

Emphasis on these objectives may vary as member companies adapt to external pressures and industry changes, but well-conceived economic development programs can play a key role in helping corporations achieve their individual goals.



## Mission

Continue to maintain the UEDA as the premier organization for economic and business development practitioners in investor-owned electric & gas utilities with a focus on preparing member companies to meet rapidly changing customer needs and adapting to technological advances.

The UEDA accomplishes this mission and enhances the value of its membership through continuing education, networking opportunities and advocacy efforts that champion the profile of utility economic development within the industry and profession.

## 2017 - 2019 UEDA Goals & Targets

- Maintain membership at realistic Active and Associate member levels.
- Enhance membership value for Active and Associate Members by providing meaningful valuable information.
- Develop education programs to foster excellence in Utility Economic Development and Business Development, including conducting two Forums each year to provide valuable information and networking opportunities to members.
- Develop the next generation of Utility Economic and Business Development leadership.
- Be recognized as industry “Thought Leaders” through involvement in other allied industry groups (*i.e. EEI, EUCI, IAMC, etc.*).
- Assure financial solvency to organizational strength by maintaining one year’s administrative operating budget as a reserve.

**Goal:** Achieve minimum targeted active and associate membership levels.  
(**Membership Committee**)

- Enlist new members to the organization to achieve a minimum of 70 active members and 20 associate members
- Review and revise a membership model as necessary to reflect industry composition
- Expand membership to other investor-owned gas and electric utilities
- Research, review and evaluate the possibility of including other regulated utilities (*i.e. Pipeline, Rail, Electric Transmission, Water, Telecom, Fiber, etc.*)

**Goal:** Enhance membership value for active and associate members by providing meaningful and valuable information. (**Membership Committee**)

- Develop opportunities for networking contact between UEDA Forums.
- Formalize membership retention program.
- Publicize UEDA member information through press releases and social media outlets.

- Encourage UEDA board members to include their association leadership role in bios.
- Maintain IEDC accreditation.
- Include all members in surveys and share results when compiled.
- Investigate the value of using current research resources (*i.e. Survey Monkey*) in new areas of membership interest.

**Goal:** Develop education programs to foster excellence in Utility Economic and Business Development. (**Program and Education Committee**)

Conduct two high quality Forums each year:

- Include program topic reflecting changes in industry. (*i.e. Peer-to-Peer “What’s Up? / “What Scares You”? sessions, M&A update, etc.*)
- Maintain at least 60 person paid participant level
- Achieve top quartile evaluations (*3.5+ ranking average*)
- Encourage host utility (or utilities) to promote Forums to local allies and new internal audiences (*i.e. public affairs and business development managers*)
- Investigate feasibility and implement inter-forum UEDA member education opportunities where possible.

**Goal:** Develop the next generation of Utility Economic and Business Development Leadership (**New: Young Leaders Committee**)

- Create a UEDA young leader group drawn from active member companies
- Establish targeted networking at UEDA Forums
- Explore professional development/certification for Young Leaders (*i.e. Seminars, Webinars, etc.*)

**Goal:** Become recognized as industry “Thought Leaders” through increased involvement in external economic development and industry groups (*e.g. EEI, EUCI, IAMC, IEDC, IMN Data Center Conference, etc.*) (**New: President’s Outreach Committee**)

- Create / participate in at least 4 sessions held by allied organizations to highlight Utility Economic Development and the UEDA (*i.e. Oklahoma University Economic Development Institute; OUEDI, IAMC, IEDC, EEI, Site Selectors Guild, AGA, etc.*)

**Goal:** Assure financial solvency and organizational strength by maintaining one year’s administrative operating budget as a reserve (**Executive Committee**)

- Maintain one year’s administrative operating budget as a reserve / rainy-day-fund.

## Addendum 1

### **Strategic Areas of Focus**

#### **UEDA Active and Associate Membership Value:**

- Provide outstanding Forums for Active and Associate Members.
- Create networking opportunities for economic development professionals at all levels of member companies.
- Conduct benchmarking, staffing and compensation surveys and share research and best practices across the utility industry and the field of economic development.
- Provide Active Members with cutting-edge industry and economic development information to better achieve corporate goals.
- Promote professional development for member economic development professionals.
- Prepare member companies to meet rapidly changing customer needs and adapting to technological advances.
- Continuously solicit feedback from members on UEDA value, areas of interest and opportunities to enhance its positive contribution to members.
- Actively promote the UEDA regionally and nationally.
- Strive to provide value to Associate Members and sponsors.
- Develop alliances to benefit economic development and the utility industry.
- Maintain the following standing committees in combination or individually: Communications Committee, Education Committee, Executive Committee, Membership Committee, Nominating Committee, Program Committee Sponsorship Committee and Young Leaders Committee.
- Maintain ad hoc Outreach and other committees at the discretion of the UEDA President.

#### **Promotion:**

- Raise the profile of utility economic development through active promotion of the profession and the UEDA.
- Seek to shape the future of utility economic development with our members.
- Position the UEDA as the organization to turn to for utility information and as a resource in the field of economic development.
- Make use of appropriate current and emerging electronic media and social networks.

### Organizational Development:

- Foster and develop an active and involved Board of Directors and Committees.
- Ensure high-quality professional association management.
- Use the committee structure whenever possible.
- Develop participation and involvement of economic development staff at all levels of member companies as required.
- Develop future Board Members and Officers through succession planning and committee involvement.
- Solicit feedback from members on UEDA structure and operations.
- Provide Executive Committee feedback to UEDA staff during annual contract negotiations.
- Conduct UEDA bylaw review as required by the Board of Directors (Ad hoc committee will be headed by UEDA Vice President. Review and proposed revisions to be submitted to Board of Directors for approval prior to Summer Forum Board Meetings. Members must vote and accept revisions during membership meeting.)

## Addendum 2

### **UEDA Committees**

#### ***Standing Committees***

##### **Communication Committee**

*Chair: Ammanual Moore, BGE; Joe Russo, National Grid*

- Broaden understanding and create preference of UEDA as a leading niched association by utilizing appropriate communications tools.

##### **Education Committee**

*Chair: Ed Sitar, ComEd; Nancy Norr, Minnesota Power*

- Maintain UEDA's educational value to members by planning and implementing educational programs prior to UEDA Forums.

##### **Membership Committee**

*Co-Chairs: Rick Edwards, Northwestern Energy; John Engelmann, KCP&L*

- Enhance membership value for active and associate members by providing meaningful valuable information.

##### **Nominating Committee**

*Chair: Nancy Norr, Minnesota Power*

- Maintain UEDA's leadership by identifying new leaders and managing annual elections for the membership and Board of Directors.

##### **Program Committee**

*Co-Chairs: Troy Gagliano, Portland General Electric; Mark King, DTE Energy*

- Develop two UEDA educational/networking Forums each year along with member host utilities.

##### **Sponsorship Committee**

*Chair: Debbie Gray, LGE-KU Energy*

- Help ensure UEDA's financial viability by promoting and obtaining sponsorships for the UEDA and its forums.

##### **Young Leaders Committee**

*Chairs: Crystal Stiles, Florida Power & Light*

- Develop the next generation of Utility Economic and Business Development Leadership

#### ***Ad Hoc Committees***

##### **President's Outreach Committee**

*Chair: John Engelmann, KCP&L, UEDA President*

- Provide UEDA thought leadership through involvement in external economic development and industry groups