



ABOUT MEMA

The Maine Energy Marketers Association (MEMA) was founded in 1954 and is made up of approximately 300 members representing 90% of the marketplace volume. The structure of MEMA includes Trusts for health insurance and workers compensation, an educational foundation and a political action committee (PAC).

ABOUT THE PLAN

MEMA has developed a 2019-2021 Strategic Plan based on the organization's values and mission. The Strategic Plan is comprised of five key goals that are each supported by specific strategies. The association will empower professional staff, as well as committees, to advance the plan. Progress on the plan will be monitored and reported on by appointed "goal champions."



OUR VALUES

Accountability.
Transparency.
Innovation.



OUR MISSION

To promote and represent the energy marketing industry for the economic vitality of Maine.

MOVING THE STRATEGIC PLAN FORWARD: OUR GOALS

1 | ADVOCACY:

Strengthen advocacy for industry interests [Committees: Heating Fuels, Convenience Retailing and Transport Fuels]

- **Set the Agenda** - Maintain a comprehensive approach to advocacy with issue identification and development, position statements, etc.
- **Leadership Positioning** - Identify and position industry members to serve on public and private appointed or elected boards, committees and councils with a focus on energy, i.e. Efficiency Maine, Governor's Energy Task Force, Technology Council, etc.
- **Political Action Committee** - Increase PAC impact by increasing percentage of members giving and the amount of contributions. (Consider appointment of a committee to undertake fundraising and guide the PAC.)
- **Collaboration** - Identify state, regional and national organizations with which to collaborate to support lobbying efforts.
- **Grassroots Involvement** - Strengthen advocacy through member understanding and involvement. Encourage members to know their lawmakers locally.

2 | MEMBER VALUE:

Provide value and support for members [Committees: Membership, Golf, Convention, Education]

- **Business Equity** - Communicate the impact MEMA has on increasing a company's long-term value from start-up (technical expertise) to transition (success planning.)
- **Return on Investment** - Ensure awareness and the value of MEMA benefits and services --- including advocacy and education.
- **Networking** - Continue to offer unique opportunities to connect members to experts, suppliers, leaders, staff and other members to provide solutions and support.
- **Golden Handcuff Benefit** - Work towards development of a benefit so valuable that members are seeking access and would not drop out of MEMA.
- **Information Access** - Consider creation and package of how-to guides, forms, compliance guides, industry surveys, etc. as MEMA-developed intellectual property accessible by members-only.

→ **Annual Conference** - Maintain the quality, attendance and revenue of the trade show and conference.

→ **Dues Model** - Explore dues models that may enhance membership growth, i.e. incentives, credits, tiers, etc..

3 | WORKFORCE:

Support workforce development through outreach and education [Committees: Education]

- **School Relations** - Maximize relationships between educational institutions, MEMA and the Educational Foundation.
- **Workforce Acquisition** - Develop channels to increase interest and acquire workers, with targets of counter-seasonal workforce, new-Americans, military veterans, women, etc. Communicate a positive image of the industry and career opportunities.
- **Education** - Broaden educational offerings to support workforce development, including courses in administration, driving, hazmat, etc.
- **Retention** - Provide continuing education on topics such as LP 101, LP 102, CTEP certification, and additional hands-on courses. (Survey members to identify their needs.)

4 | IMPACT:

Communicate our impact and the energy story [Committee: Advertising/NORA]

- **Tell the Story** - Develop the appropriate story and messaging to advance the industry, improve consumer understanding and influence decision makers. Use the PR firm to develop a comprehensive plan for effective delivery. Optimize NORA funds. Leverage the opportunity to reach 400,000 residential customers through members.
 - **Internet** - Maintain a continuous social media presence with strategic messaging.
 - **Media Relations** - Continue relationships with traditional media (i.e. trade press, newspapers, television) to "tell the story."
 - **Community Giving** - Profile members who give back to their communities and respond in times of crisis with articles in Random, Facebook, etc.

→ **Economic Impact** - Complete the 2018 economic impact study and create tools to communicate impact to stakeholders and decision makers.

5 | GROWTH:

Drive growth in each segment of MEMA, [Committees: Finance, Nominating Health Trust and Workers Comp Trust]

- **Health and Workers Comp Trusts** - Continue to build both Trusts as a benefit of membership and support for MEMA.
- **Membership Growth** - Grow membership base with a focus on a formula of net value per member, and maintain retention rate of at least 88%.
- **Governance and Management Efficiency** - Ensure the sustainability and development of the board of directors, committees and professional staff. Use dashboards to keep board informed of trends and growth.
- **Collaborative Opportunities** - Be open to providing support, services and collaboration with similar state and regional, related nonprofit organizations.
- **Convenience Store Market** - Expand services and activities for convenience store sector.

NEXT STEPS:

- Review of the Report by Officers and CEO
- Approval by a Motion of the Board of Directors
- Appointment of Strategic Plan Champion to Monitor and Report
- Alignment of Committees
- Member Awareness
- Integration into Board Meetings
- Annual Review of Achievements
- Three Year Update