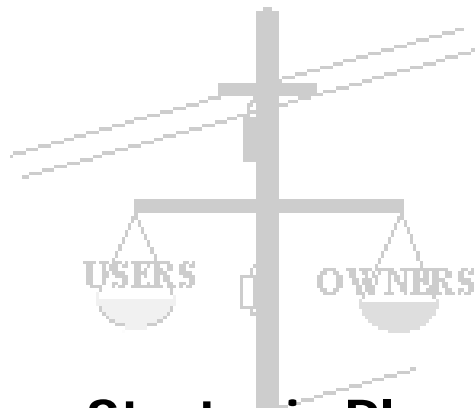


Oregon Joint
USE
Association



Strategic Plan

October 2004

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	2
EXECUTIVE SUMMARY	3
MISSION AND VISION	3
CORE SERVICES	3
GOALS	4
FUTURE VISION	4
ORGANIZATIONAL BACKGROUND	5
THE STRATEGIC PLANNING PROCESS	6
THE SURVEY PROCESS	7
MEMBER EXPECTATIONS.....	7
AREAS OF CONCERN.....	7
THE MISSION STATEMENT	9
THE VISION STATEMENT	10
STRENGTHS	11
WEAKNESSES	12
THREATS	13
OPPORTUNITIES	13
GOALS AND OBJECTIVES	14
<i>Goal 1. Develop and administer a certification program to promote safety compliance.</i>	14
<i>Goal 2. Provide mentoring and networking opportunities</i>	15
<i>Goal 3. Develop, train, and maintain a pool of knowledgeable, credible instructors to ensure the availability of ample training resources.</i>	16
<i>Goal 4. Become an active participant in joint use issues outside the state of Oregon.</i>	17
<i>Goal 5. Develop and promote an effective joint use inspection/correction program.</i>	18
<i>Goal 6. Serve as a clearinghouse and resource for locating instructors and training material.</i> ...	19
<i>Goal 7. Develop an effective marketing plan for promoting the OJUA.</i>	20
<i>Goal 8. Develop and implement Statewide joint use standards.</i>	21
<i>Goal 9. Develop model agreements for tree trimming, pole transfers, and other joint use scenarios.</i>	22
<i>Goal 10. Train and maintain a sufficient number of members from a full cross section of OJUA membership in all standing committees.</i>	23
PERFORMANCE INDICATORS	24
STRATEGIC PLAN SURVEY AND SURVEY RESULTS	25
OJUA ACCOMPLISHMENTS, 2001 – 2004	30

ACKNOWLEDGEMENTS

At the March 17, 2004, meeting of the Oregon Joint Use Association Executive Committee (OJUA), Chairman Mark Oberle announced the appointment of a Strategic Planning Committee. All OJUA committee chairs were appointed to serve on the committee together with members of the Executive Committee. Ultimately, the committee was comprised of three representatives from the power industry, three representatives from communications, and two government representatives:

JEFFREY KENT, Qwest - OJUA Executive Committee Member
Served as Chair of the Strategic Planning Committee

WILLIAM C. (BILL) WOODS, Comcast – Executive Committee Chair

MARK BEAUDRY, Beaver Creek Cooperative – Publicity & Education Committee Chair

RICHARD GRAY, City of Portland – Legislative Committee Chair

MARK OBERLE, EWEB – Inspection/Correction Committee Chair

JOHN SULLIVAN, PGE – Standards Committee Chair

LEN GOODWIN, City of Springfield – Conflict Resolution Committee Chair

ROGER KUHLMAN, Salem Electric – Executive Committee Member

*Staff Support: Genoa Ingram and Laoreal Williams
Western Advocates, Inc.*

EXECUTIVE SUMMARY

This strategic plan was developed by the OJUA Strategic Planning Committee with the assistance of Western Advocates, Inc. The process included a review of the organization's history, compilation of individual responses to a survey of current OJUA members and non-member interested parties, and three strategic planning sessions held on April 23, May 4 and May 27, 2004. Additional work following the planning session added detail and definition to the goals and objectives intended to carry the OJUA into the future.

Mission and Vision

The **Mission Statement** of the OJUA concisely describes the association's purpose:

“To be a resource that builds trust, cooperation and organization between support structure (pole) owners, users and government entities that will result in a safe, efficient use of the Right of Way and a self-sustaining nonprofit association”

The **Vision Statement**, as amended by the Strategic Planning Committee, captures the association's original vision at the time of its inception and builds on that vision for the future:

“To develop recommended solutions for pole joint use issues that recognize industry changes, promote education, and build trust between pole owners and pole users that accomplish the following: Fair, reasonable and consistent standards; Standardized communication and processes; Managed costs; Safe facilities (compliance with NESC); Accountability for all participants; Established incentives and penalties (clear rules for compliance and enforcement); Clear rental rate methodology; Clear compliance definition; Unauthorized attachment rules and sanctions; Diverse interests protected; Efficient use of rights of way; Serve as advocate and advisor on joint use issues.”

Core Services

Based on the mission and vision statements, the committee identified the following services as the core of the association:

- Create a cooperative and collaborative environment for all pole facility owners and users.
- Provide accessible, quality, and affordable training.
- Provide an avenue for resolution of conflicts within the industry.
- Recommend and adopt industry standards and methodology in the areas of model contract language, facility identification, and inspection/correction practices.
- Provide management and oversight of the association that will insure financial stability.
- Promote and expand membership to the broadest extent possible.

Goals

Following a review of survey responses from both OJUA members and non-members, the Strategic Planning Committee identified the following goals for implementation **within the next 5 years**:

- Goal 1** – Develop and administer a certification program to promote safety compliance.
- Goal 2** - Provide mentoring and networking opportunities.
- Goal 3** - Develop, train, and maintain a pool of knowledgeable, credible instructors to ensure the availability of ample training resources.
- Goal 4** - Become an active participant in joint use issues outside the state of Oregon.
- Goal 5** -Develop and promote an effective joint use inspection/correction program.
- Goal 6** - Serve as a clearinghouse and resource for locating instructors and training material.
- Goal 7** - Develop an effective marketing plan for promoting the OJUA.
- Goal 8** - Develop and implement Statewide joint use standards.
- Goal 9** - Develop model agreements for tree trimming, pole transfers, and other joint use scenarios.
- Goal 10**– Train and maintain a sufficient number of members from a full cross section of OJUA membership in all standing committees.

Future Vision

Following a review of survey responses from both members and non-members, the Strategic Planning Committee identified the following long term goals for implementation **within the next 5-20 years**:

- Expand self-regulation within the joint use industry.
- Develop and implement a plan and methodology for centralized joint use management.
- Implement local OJUA Chapters throughout the state.
- Develop alternate funding sources to fund the OJUA and its projects.
- Encourage the use of OJUA as a clearinghouse for legislative proposals relating to joint use issues.

ORGANIZATIONAL BACKGROUND

In November 1999 a task force was established by the Oregon Legislature to advise the Oregon Public Utility Commission on issues pertaining to joint utility issues. The task force submitted proposed rules for determining appropriate sanctions for unauthorized attachments and criteria for certifying compliance with laws regulating pole attachments. Based on the initial work of the task force and, recognizing ongoing industry needs, the OJUA was formed.

The OJUA is a self-sustaining, non-profit association that acts as a resource to build trust, cooperation, and organization between support structure (pole) owners, users and government entities that will result in a safe efficient use of the Right of Way. To meet the needs of its members and the public, the OJUA Board appointed the following committees:

Executive Committee: Provides oversight of all OJUA committees as well as the general operation and management of the association, including budget planning and financial operations, prioritization of goals, adoption and implementation of policies.

Legislative Committee: Reviews legislative proposals of interest to joint pole facility owners and users upon request and makes recommendations to the OJUA Board and Executive Committee as to possible action. During the legislative interim, the committee works with various interests within the OJUA to reach consensus and solutions on matters of statewide interest. The Committee encourages advance review of legislative proposals by member organizations prior to submittal to the legislature.

Standards Committee: Studies and makes recommendations regarding standardized joint use policies and practices (including oversight of pilot projects involving facility identification); coordination of mapping efforts; development of model language for permit application forms and contract components; and development of methodology for reaching fair, equitable, and predictable rental agreements. The ultimate goal of the Standards Committee is to produce a manual of statewide joint use standards.

Conflict Resolution Committee: Reviews facts of both member and non-member disputes and offers objective peer recommendations for fair and amicable solutions. The committee's recommendations may be taken into consideration by the OPUC should conflicts proceed to the next level.

Publicity and Education Committee: Develops and recommends methods of marketing the OJUA by developing training programs that meet the needs of pole owners and users, provides oversight for training sessions and annual meetings within the association's approved budgets, and develops promotional materials on behalf of the OJUA.

THE STRATEGIC PLANNING PROCESS

In early April 2004, the Oregon Joint Use Association conducted an email survey of all association members and interested parties to seek input in the association's strategic planning process. The survey asked participants to list the association's priorities for the coming year and to identify its focus for the next 3-5 years. A copy of the survey and responses received are attached to this document as Exhibit A.

Armed with these survey results, the Strategic Planning Committee met on April 23, 2004, to review the association's business plan as adopted in 2000. The committee noted that most of the goals of that plan have been accomplished (see Exhibit B).

The Committee met again on May 4 and 27 and to set new goals and objectives for the association. To ensure that member needs and priorities were incorporated into the strategic plan, the committee adopted a specific methodology incorporating the following components:

- Establish member priorities and expectations.
- Identify concerns regarding the association.
- Review the Mission Statement (giving careful consideration to member expectations).
- Review and revise (if needed) the Vision Statements.
- Identify the strengths of the association.
- Identify the weaknesses of the association.
- Identify areas of opportunity for the association.
- Identify potential threats to the association.
- Establish realistic goals and objectives.
- Identify implementation strategies for each objective.

The Committee held its final meeting on July 12, 2004 to incorporate final edits.

THE SURVEY PROCESS

Member Expectations

Based on the results of the survey, the committee identified member priorities for the immediate future as well as for the short term future:

OJUA's Highest Priority for the Coming Year (*in order of priority*)

1. Inspection/Correction Programs
2. Compliance
3. Training and Education
4. Conflict Resolution
5. Membership Growth & Enhancement
6. Industry Standards/Best Practices
7. Prioritization of Repairs

OJUA's Focus for Next Three to Five Years (*in order of priority*)

1. Training and Education
2. Industry Standards/Best Practices
3. Conflict Resolution
4. Inspection/Correction Programs
5. Regulatory/Legislative
6. Membership Growth & Enhancement
7. Compliance/Rental Reduction

Survey respondents clearly placed emphasis on the value of quality training opportunities and, to a lesser extent, the implementation of an OJUA certification program for anyone working on pole facilities within the state. Finally, there was indication that respondents expect the OJUA to wield more power within the industry, as well as with regulatory bodies, than it currently does.

Areas of Concern

Most of the survey responses regarding areas in need of change within the OJUA related to increased membership and participation. Respondents included the following written comments:

- Increase membership in all areas.
- Achieve 100 percent membership among power and communication companies operating within Oregon.
- Achieve 100 percent participation by pole owners and renters.
- Get more local governments involved.

Respondents also expressed concerns with regard to the OJUA Board of Directors itself, including concerns about the need to expand meeting frequency and locations, length of board member tenure, the board member selection process, and a lack of timely implementation of board decisions and policies. Respondents suggested that the board return to a monthly meeting schedule and that board meetings be rotated geographically around the state to allow access to meetings by members outside the Portland-Salem areas. Other respondents expressed concern about the frequency of travel demands placed on board members and meeting attendees; one respondent suggested teleconferencing the board meetings for the purpose of reducing travel and time commitments.

And, recognizing the importance and complexities of developing statewide standards, there were recommendations that full time technical staff was needed to assist the Standards Committee.

THE MISSION STATEMENT

The Mission Statement is intended to describe the central purpose and role of the Oregon Joint Use Association; the basic premise for the organization's existence. The OJUA adopted the following Mission Statement when it was established in 2000. In reviewing the original statement, the Strategic Planning Committee determined that, with minor modification, it still represents an accurate assessment of the association's mission:

“To be a resource that builds trust, cooperation and organization between support structure (pole) owners, users and government entities that will result in a safe efficient use of the Right of Way and a self-sustaining nonprofit association.”

THE VISION STATEMENT

After careful consideration, discussion, and review of survey responses, the Strategic Planning Committee agreed to recommend modification of the **Vision Statement** of the OJUA to better define a clear roadmap for where the association is going.

“To develop recommended solutions for pole joint use issues that recognize industry changes, promote education, and build trust between pole owners and pole users that accomplish the following: Fair, reasonable and consistent standards; Standardized communication and processes; Managed costs; Safe facilities (compliance with NESC); Accountability for all participants; Established incentives and penalties (clear rules for compliance and enforcement); Clear rental rate methodology; Clear compliance definition; Unauthorized attachment rules and sanctions; Diverse interests protected; and Efficient use of rights of way; serve as advocate and advisor on joint use issues.”

STRENGTHS

The OJUA's strengths represent its *internal* resources and capabilities that can be used as a basis for developing a viable association capable of meeting the needs and expectations of its members. The Strategic Planning Committee identified the following association strengths:

- Diverse membership
- Member support and interest
- Members who are experienced and knowledgeable
- Proven track record
- Financial stability
- Environmentally conscious (i.e. efficient use of right-of-way)
- Conviction/belief in the association's goals and purpose
- Reputation
- Support from regulatory authority

WEAKNESSES

The Strategic Planning Committee identified the following areas that reflect a need for additional resources and planning:

- Not all interested parties are members of OJUA
- Lack of power and authority
- Response times (for resolution of issues)
- Time availability for volunteers serving in leadership positions
- Lack of technical resources
- Inexperience
- Stable means of funding association activities
- Lack of an education/training curriculum
- Failure of the association to live up to its full potential

THREATS

There are threatening conditions in the internal and external environment that may not be under the Association’s control. However, by remaining aware of them, the Association can develop plans and programs to either mitigate or respond when a threat becomes real. By recognizing possible threats, an organization can greatly reduce the potential for damage.

Internal Threats	External Threats
<ol style="list-style-type: none">1. Lack of focus2. Diversity/polarization of opinions3. Volunteer burn-out4. Potential for splinter groups within association5. Lack of planning for leadership succession6. Failure to meet member needs	<ol style="list-style-type: none">1. Pressure from employer companies2. Other organizations offering similar services3. Regulatory pressures4. Legislative action5. Economic factors

OPPORTUNITIES

Based on the OJUA’s identified strengths and weaknesses, the Strategic Planning Committee identified the following opportunities in keeping with the association’s mission and vision statements:

- Expansion of joint use in underground facilities
- Strong potential for rapid membership growth
- Implementation of a strong training program would attract new members, increase economic viability and promote safe practices within the industry
- To be recognized as the authority on joint use issues
- Become a clearinghouse that provides technical resources (such as a database of code interpretation and changes) managed and maintained by full time technical staff
- Develop a larger pool of members dedicated to the resolution of issues.
- Develop a diverse portfolio of funding sources.

GOALS AND OBJECTIVES

In order to achieve the mission and vision of the OJUA and to meet the needs and expectations of its members, realistic goals and objectives must be established. Goals and objectives are necessary to provide the individual members and the organization as a whole with clear direction.

Goal 1.	Develop and administer a certification program to promote safety compliance.
----------------	-------------------------------------------------------------------------------------

Objective 1-1

Timelines: December 2006

Responsibility: Publicity and Education Committee

Critical Tasks: Develop and implement an OJUA certification program

Goal 2. Provide mentoring and networking opportunities.

Objective 2-1

Timelines: December 2005

Responsibility: Publicity and Education Committee.

Critical Tasks: Develop and make recommendations for a mentoring program within the OJUA

Goal 3. Develop, train, and maintain a pool of knowledgeable, credible instructors to ensure the availability of ample training resources.

Objective 3-1

Timelines: December 2008

Responsibility: Publicity and Education Committee; Executive Committee

Critical Tasks: Identify current and potential trainers

Develop a specific joint use training curriculum

Goal 4. Become an active participant in joint use issues outside the state of Oregon.

Objective 4-1

Timelines: Ongoing

Responsibility: All

Critical Tasks: Participate in regional and national joint use events

Communicate with joint use entities in other states about joint use issues and the OJUA

Goal 5. Develop and promote an effective joint use inspection/correction program.

Objective 5-1

- Timelines:** December 2007
- Responsibility:** Standards Committee; Inspection-Correction Committee
- Critical Tasks:** Create a mapping overlay of all service areas within the state and make it available for use by all OJUA members to assist in coordinating inspections.
- Develop and make recommendations regarding a coordinated inspection program.

Goal 6. Serve as a clearinghouse and resource for locating instructors and training material.

Objective 6-1

Timelines: Ongoing

Responsibility: Publicity and Education Committee

Critical Tasks: Identify areas of instruction

Identify potential instructors who are willing to assist the OJUA in its training efforts

Goal 7. Develop an effective marketing plan for promoting the OJUA.

Objective 7-1

Timelines: December 2006

Responsibility: Publicity and Education Committee

Critical Tasks: Identify non-members to target for membership

Promote membership in the OJUA including the following:

- Use of membership tools such as a current and informative OJUA brochure, letters of invitation from leadership and other materials which can be used to promote the OJUA
- Develop and promote quality training opportunities offered by the OJUA to members and non-members

Goal 8. Develop and implement Statewide joint use standards.

Objective 8-1

Timelines: June 2005

Responsibility: Standards Committee

Critical Tasks: Complete pilot tagging project

Develop a process for recommendation and approval of suggested standards

Compile a list of areas in which standardized practices are needed

Develop subcommittees within the OJUA Standards Committee to undertake development of specific standards

Goal 9. Develop model agreements for tree trimming, pole transfers, and other joint use scenarios.

Objective 9-1

Timelines: December 2006

Responsibility: Standards Committee

Critical Tasks: Determine what agreements are needed

Recruit subcommittee participants

Explore existing agreements

Develop model language

Set benchmarks for review and revision of model language

Goal 10. Train and maintain a sufficient number of members from a full cross section of OJUA membership in all standing committees.

Objective 10-1

Timelines: December 2005

Responsibility: All Committee Chairs

Critical Tasks: Recruit members (2004)

Assess training needs

Develop a training program for Committee members relevant to each standing committee

PERFORMANCE INDICATORS

In order to determine whether the OJUA is meeting its objectives, clear and measurable standards must be in place. This will allow the association to evaluate its performance over time through observation of changes in key performance indicators.

WHILE ALL GOALS SHOULD BE MET, THE FOLLOWING FOUR PERFORMANCE INDICATORS REPRESENT MEASURABLE BENCHMARKS FOR RECOGNIZING THE ASSOCIATION’S GROWTH.

1. The majority of At least 75 per cent of pole owners and 75 per cent of pole users in Oregon will be members of the OJUA
2. The OJUA will sponsor at least three training opportunities per year and no less than 50 registrants will attend each session.
3. At least 50 percent of the association’s revenue will be generated from sources other than membership dues.
4. 90 percent of OJUA members will rate the association’s services as “very good” or better (on a scale ranging from “Excellent” to “Poor”).
5. Each owner/operator shall have at least one representative who has attended an OJUA sponsored training session.

EXHIBIT A

Strategic Plan Survey and Survey Results

**Oregon Joint Use Association
Strategic Plan Survey**

Dear Industry Representative:

*The Board of Directors will soon begin updating OJUA's strategic plan to help guide the association's efforts over the next five years. Knowing that not all interested parties are able to participate in association board meetings, the board devised the following survey to solicit member input to help develop the strategic plan. Please take a few moments to complete the survey below. **Return your completed survey by April 16** to OJUA, 1286 Court St NE, Salem, OR 97301; fax 503-364-9919; email: info@ojua.org.*

Q1. Which one of the following issues do you believe should be the OJUA's highest priority for the coming year? (please select only one response)

- | | |
|--------------------------------------|---------------------------|
| 1. Compliance/Rental Reduction | 5. Membership |
| 2. Conflict Resolution | 6. Regulatory/Legislative |
| 3. Industry Standards/Best Practices | 7. Training and Education |
| 4. Inspection/Correction Programs | 8. Other_____ |

Q2. In your opinion, which of the following should be the focus of OJUA's activities during the next three to five years? (please circle all that apply)

- | | |
|--------------------------------------|---------------------------|
| 1. Compliance/Rental Reduction | 5. Membership |
| 2. Conflict Resolution | 6. Regulatory/Legislative |
| 3. Industry Standards/Best Practices | 7. Training and Education |
| 4. Inspection/Correction Programs | 8. Other_____ |

Q3. If you could change one thing about the OJUA, what would it be?

Q4. Have you ever attended any of the OJUA Workshops or Annual Meetings?

1. Yes 2. No (skip to Q7) 3. Don't Know (skip to Q7)

Q5. If you answered yes to Q5, how satisfied were you with the overall event?

- | | |
|-------------------|------------------|
| 1. Very Satisfied | 3. Not Satisfied |
| 2. Satisfied | 4. Don't Know |

OJUA STRATEGIC PLAN SURVEY SUMMARY

In early April 2004, the Oregon Joint Use Association conducted an email survey of all association members and interested parties to seek assistance in the association's strategic planning process. To date, 16 completed surveys have been returned. The survey results have been compiled and are provided below.

OJUA's Highest Priority for the Coming Year

- Inspection/Correction Programs (4)
- Compliance/Rental Reduction (3)
- Training and Education (3)
- Conflict Resolution (2)
- Membership (2)
- Industry Standards/Best Practices (1)
- Other—Prioritization of Repairs (1)

OJUA Focus for Next 3 – 5 years

- Training & Education (12)
- Industry Standards/Best Practices (10)
- Conflict Resolution (8)
- Inspection/Correction Programs (7)
- Regulatory/Legislative (6)
- Membership (5)
- Compliance/Rental Reduction (1)

If You Could Change One Thing About OJUA...

- I WOULD GIVE THE ORGANIZATION A BIT MORE POWER.
- MEETING LOCATIONS--A MORE SOUTHERN OREGON LOCATION WOULD BE MORE CONVENIENT THAN SALEM OR PORTLAND. EUGENE IS FAIRLY CENTRAL.
- GO BACK TO MONTHLY MEETINGS.
- GET MORE LOCAL GOVERNMENTS INVOLVED
- ABILITY TO CONFERENCE CALL INTO BOARD MEETINGS TO REDUCE TRAVEL OBLIGATIONS, PARTICULARLY FOR ENTITIES OUTSIDE THE METROPOLITAN AREAS.
- IT WOULD BE NICE IF THINGS COULD HAPPEN FASTER. THIS IS TOUGH REALIZING THAT ALL OF THE PEOPLE WHO PARTICIPATE ALSO HAVE FULL TIME JOBS IN THEIR RESPECTIVE INDUSTRIES.
- THE TENURE OF THE BOARD MEMBERS SHOULD BE SHORTER.
- NEEDS A STRONG DISPUTE RESOLUTION PROCESS.

- INCREASE MEMBERSHIP IN ALL AREAS.
- THE ADDITION OF A FULL TIME TECHNICAL PERSON DEDICATED TO ADVANCING JOINT USE STANDARDS.
- HAVE 100% OF THE ELECTRIC AND COMMUNICATIONS COMPANIES IN OREGON BE OJUA MEMBERS.
- I WOULD LIKE TO SEE OJUA PUT TOGETHER A CERTIFICATION PROGRAM, OR BETTER YET, AN APPRENTICE/JOURNEYMAN CERTIFICATION FOR INSPECTORS, AND FOR OVERSEEING THE PROGRAM. PAPERWORK, SUPERVISORY, ETC., THIS MIGHT ENTAIL A STANDARDIZED FORM FOR INSPECTIONS, AND STANDARDIZED POLICIES AND PROCEDURES FOR REPORTING BETWEEN UTILITIES.
- MORE TRAINING
- THE ORGANIZATION SHOULD HAVE 100% PARTICIPATION BY POLE OWNERS AND RENTERS.

Attended Workshops/Annual Meetings

All respondents have attended at least one workshop or annual meeting hosted by OJUA.

Satisfaction With Overall Event

Very Satisfied (3)
Satisfied (13)

Most Valuable Training OJUA Could Provide

- INSPECTION, MAINTENANCE, AND COMPLIANCE.
- EXACTLY WHERE THEY'RE AT NOW--NESC
- CATV 101, PHONE 101, POWER 101. THESE WOULD DISCUSS TERMINOLOGY, CONSTRUCTION REQUIREMENTS, EQUIPMENT THAT ARE BASIC TO THE INDUSTRY, TO GET A BETTER UNDERSTANDING OF WHY THINGS ARE ON THE POLE THE WAY THEY ARE. ALSO NEED SOME VISUAL AIDS FOR THE VARIOUS EQUIPMENT.
- TEACH PHONE AND CABLE THEY NEED APPROPRIATE RESOURCES TO EFFECTIVELY MANAGE THEIR JOINT USE.
- LOAD ANALYSIS TRAINING
- THOROUGH NESC TRAINING FOR ANYONE WHO IS GOING TO BE AN ELECTRIC UTILITY POLES, AND ASKING EACH OF THOSE EMPLOYEES TO SIGN A PLEDGE NOT TO KNOWINGLY VIOLATE SAFETY RULES.
- NESC AND JOINT USE.
- NESC CERTIFICATION
- TRAINING RELATED TO CODE COMPLIANCE.

- CROSS TRAINING SO ELECTRIC COULD KNOW THE STANDARDS FOR TELECOM AND CABLE CONSTRUCTION, AND VICE VERSA. IT WOULD HELP EVERYONE UNDERSTAND THE PROBLEMS OF OTHER UTILITIES.
- TRAINING FOR TELECOMMUNICATION WORKERS.
- NESC
- TRAINING FOR COMMUNICATION PERSONNEL WORKING ON JOINT USE POLES.

OJUA's Success At Meeting Stated Mission (1 to 10 scale, 1=poor, 10=excellent)

Overall mean score of 6.9

OJUA Membership

All respondents are current association members

Description of Company

Cooperative (4)
Cable TV (4)
Public Utility (2)
Municipal Utility (2)
Small Telephone (2)
Investor Owned Utility (1)
ILEC (1)
Government Entity (1)

Respondent Position

Management (10)
Engineering (2)
Administrative (1)
Field Operations (1)
Other—Joint Use Coordinator (1), Regulatory Affairs (1)

EXHIBIT B

OJUA Accomplishments, 2001 – 2004

In December of 2000, the OJUA adopted a Strategic plan that set out specific goals and objectives to be met by 2006. A checkmark indicates which goals and objectives have been met.

2001 Goal

✓ To develop the infrastructure for the OJUA and to begin communicating services available to members and potential members.

2002-2006 Goal

✓ By 2006, we will have a fully functioning self-sustaining association that educates, establishes partnerships, and is the source of information and communication between pole owners and users.

2001 Objectives

- ✓ 1. Develop a marketing brochure that will detail the mission, objectives, benefits and costs to potential members.
- ✓ 2. Develop a financial plan that identifies the funding sources (see money, dues and other strategies for income generation) and a budgeting process.
- ✓ 3. Develop a membership strategy that taps into variety of sources (electric, phone, cities, associations, vendors, cable, wireless, competitive telecom, contractors, etc.)
- ✓ 4. Develop an infrastructure and administrative side of the OJUA (financial planning, office management, processing requests, customer services, etc.)
- ✓ 5. Develop services to be provided by the OJUA; conflict resolution, standards, legislative review, and publicity and education.

Long Term Objectives (2002-2006)

- ✓ 1. Services are fully established and functioning; conflict resolution, standards, legislative review, and publicity and education.
- ✓ 2. Education programs and resources are in place at the local and statewide level.
- ✓ 3. Partnerships are developed at the local, statewide, and federal levels.
- 4. The OJUA is self-sustaining; dues cover all expenses.
[NOTE: While the OJUA is self-sustaining, the budget is supplemented by other income such as dispute resolution fees and training registrations.]
- ✓ 5. The OJUA is minimizing legislative issues through its services.