



2016 UTC ANNUAL REVIEW



Utilities
Technology
Council™

WWW.UTC.ORG | 202.872.0030

OUR CRITICAL MISSION

Whether the topic is renewable energy, water conservation or natural gas safety, or the attention is on cybersecurity or utility access to radio spectrum, the global utility industry remains a constant voice in all modernization discussions. At UTC, a key focus is to advocate for the most appropriate policies and regulations, while educating municipal leaders and community residents about the future of technology needed to sustain our infrastructures. As we look back over the last year, it is easy to see all the places that UTC leaders, committees and members have successfully led the charge.

UTC members, committees, working groups and the Board of Directors are called on time and time again to lead these discussions and ask the hard questions. While we all understand the core value of what we do, many times we take for granted the importance of our purpose. During our last Forward Planning meeting, we acknowledged that within critical infrastructure industries globally, telecom professionals are being transformed into IT organizations, IT is converging with OT, physical and cybersecurity are becoming a shared responsibility, and the energy/water nexus is gaining political attention. These evolutions mean that UTC also needs to evolve in order to maintain relevancy, not only with our traditional telecom membership, but also to this new converged community. In the months since the strategy meetings, the UTC Board of Directors approved the new UTC Mission and Vision statements below:

MISSION: UTC shapes the future of utility mission critical technologies by driving innovation, fostering collaboration, and influencing public policy.

VISION: 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.

These mission and vision statements help focus UTC for the future growth we expect. UTC goals are to help our members navigate this convergence journey and to deliver high impact benefits, knowledge creation and sharing, and practical tools to support our members' goals. Drawing on the experience and insights of both our utility members and valued technology partners, UTC will embrace the next year's challenges and opportunities, which will allow UTC members to affect the future of critical infrastructure.

Recent discussions regarding the Energy/Water Nexus and vulnerabilities in the power supply have given UTC the opportunity once again to provide thought leadership and a unified industry voice. Our global industry research around utility modernization business cases and utility enterprise-level communications key performance indicators will deliver added value to all UTC members as we benchmark data and share best practices.

The community of knowledge throughout UTC and the sharing within working groups and committees has always allowed us to focus on the areas that are most important to our members. I want to encourage each of you to become more involved in these key practice areas through our NetWorks online portal, working groups and subcommittees.

Over the last 12-months, we have grown in both number and participation levels, but there is so much more to do and many more opportunities for members to engage. Looking toward future growth, UTC will continue to focus on many areas of utility modernization including water, rural broadband, spectrum allocation, asset optimization, IP transition, cybersecurity and utility workforce changes. I challenge each of you to become more visible within our organization, share your experiences and best practices and help solve the problems yet to come. It is an honor to serve alongside so many dedicated individuals who carry out our critical mission.

A large, stylized image of a hand in a suit jacket holding a glowing globe. The globe is overlaid with a network of white lines and dots, with several icons of people in business attire connected to the network. The background is a dark blue gradient with a faint world map.

Connie Durcsak

CONNIE DURCSAK

*President and Chief Executive Officer
Utilities Telecom Council*

ABOUT UTC

The Utilities Telecom Council (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.

UTC is a dynamic organization that represents electric, gas and water utilities, natural gas pipelines, critical infrastructure companies and other industry stakeholders. With offices around the world, UTC provides information, products and services that help members:

- Manage their telecommunications and information technology more effectively and efficiently
- Voice their concerns to legislators and regulators
- Identify and capitalize on opportunities linked to deregulation worldwide
- Network with other utility leaders, telecom, technology and IT professionals

Serving the industry for more than 60 years, UTC's Mission is to shape the future of utility mission critical technologies by driving innovation, fostering collaboration and influencing public policy.

MEMBER BENEFITS IN ACTION

NETWORKS CONNECTS UTC'S MEMBERS LIKE NEVER BEFORE

First unveiled at UTC TELECOM & TECHNOLOGY 2015, members now have access to the NetWorks portals. Communities are forming, content is added daily and member have access to a wealth of knowledge in just a few clicks. A vast amount of important information exists within UTC members, industry partners and staff. NetWorks is your online community and a place to connect to peers and share knowledge.

Our collective knowledge base constantly evolves and we encourage collaboration among members. NetWorks is the hub for the multiple communities within UTC and supports the diverse array of professionals and interests.

With NetWorks you can:

- Participate in Communities that will link you with like-minded members and resources engaged in activities from regional interests to critical programs such as cybersecurity, spectrum access, rural broadband or wireless collocation and join use
- Build a Professional Network by accessing the full UTC membership roster and connecting with peers and resources
- Access Resource Libraries that will help you build a base of documents, articles, case studies, whitepapers and videos
- Participate in Discussion Boards where members can ask, and answer, questions about issues of immediate need, as well as address challenges just emerging over the horizon
- Access Microsites that give community members options for linking to, or even creating sub-portals for special events, committees or working groups within UTC
- Update your Information to be sure you have full access to all membership benefits

UTC offers a variety of professional development opportunities. Together, our unique cross-utility perspective, our exceptional technology partners and vendor solution providers, and our expert staff continually provide relevant content on issues that are shaping our rapidly evolving industry. UTC provides convenient accessibility for our members to access information. To access Networks, visit: <http://networks.utc.org>. Your UTC Member Login credentials are required.



DID YOU KNOW? UTC'S SERVICES, COUNCILS AND WORKING GROUPS ARE A GREAT RESOURCE

- UTC's Spectrum Services is your source for authorized certified frequency coordination for the Private Land Mobile Radio Services below 512 MHz and 800-900 MHz frequencies. UTC is the sole frequency coordinator authorized to coordinate channels previously allocated exclusively to the Power Radio Service. In addition, UTC maintains the national Power Line Carrier (PLC) database for the coordination of PLC use with licensed government radio services in the 10-490 kHz band.
- UtiliSite Council provides utilities the opportunity to engage and collaborate on joint use, pole attachment and wireless collocation issues as well as fiber lease opportunities. While joint use attachments, typically on utility poles, are widely governed by FCC or state tariffs, collocation agreements are typically the result of market-based negotiations between the utility and a wireless carrier or its agent. Technology advances and regulation changes evolve at an unprecedented pace; UtiliSite Council helps utility professionals stay abreast of and appropriately implement macro wireless collocation and joint use/pole attachments; and is paramount to the utilities' ability to generate revenue and minimize business risk. More than an information exchange, UtiliSite blends innovative collaboration, benchmarking, technical and market knowledge, and access to a network of experienced professionals to address the business, technology, and industry needs of its members and their customers.
- Rural Broadband Council advocated heavily for the FCC to grant access to Utilities to the Connect America Funding (FCC Funding to provide cost effective and faster internet service to underserved areas). We believe that leveraging existing utility infrastructure would provide reliable and less expensive service than what is currently offered through the wireless providers. In collaboration with its members, UTC advocates on behalf of its member utilities to ensure that lawmakers and regulators at the federal and state levels understand and address the unique needs of our members. The power of a unified voice supports your work to provide safe and reliable services to your customers.
- Security Council focuses on cyber and physical security challenges, which grow exponentially with each new attack. Some recent Security Council topics included Utility-led discussions on risk assessment approaches, NERC CIP lessons learned and operational security (OPSEC), Configuration Management and NERC CIP5, Security Risks in Wireless Communications, identity management for remote substations, and government cybersecurity resources program for utilities by NIST and DHS.
- The Smart Networks Council (SNC) efforts include implementation of the smart grid and grid modernization including Advanced Metering Infrastructure (AMI) deployments, demand response, distribution automation, distributed energy applications and home area networks for energy management. The SNC helps those responsible for advanced information communications technology (ICT) installations in support of energy and water utility modernization to select the best systems now and maximize their investments in existing ICT systems. The SNC's current focus is the IP network transition and the effects of the private line discontinuance on utilities.
- IT/OT Convergence

More information about UTC Services, Councils and Working Groups can be found on the NetWorks Portal

UTILITY MODERNIZATION

UTC listened to members' frustration at the absence of credible benchmark data to support critical modernization programs; Data that can support a viable business case and validate the numerous technical solutions available today. In late 2014, UTC launched the Utility Modernization Advisor (UMA) to address these issues. In developing this program, UTC sought to provide a trusted, data-driven and comprehensive approach that provides the mentoring support to teach utility staff how to perform the critical elements of program development. The UMA program supports activities in all phases of projects from creating a vision, strategy and benefits analysis through the procurement, contracting and project management tasks.

The UMA provides:

- Specific modernization program professional education and training on key industry issues and program methods to empower utilities' staff with the core insights to be successful
- Standardized processes and template documents to enable utility teams to deliver an efficient, cost effective and low risk project
- Benefit benchmark data based on dozens of actual successful utility business cases that were shared with UTC under strict Non-Disclosure Agreements to create typical maximum, minimum and average benefit values to help utilities understand how to measure their own benefits
- Guidance and education from leading industry experts performing as UMA Certified Implementation Mentors

The UMA program supports energy, water and gas utilities of all sizes and was created to address the complexities of modernizing operations; from networks, information and communication systems, to automation activities, demand response and related applications; by guiding them through an innovative and proven process.

2015 Utility Feedback from UMA Programs:

"We followed the UMA process and identified for ourselves that the real value of Modernizing our electric, water and street lighting business was much more than we thought - we didn't know what we didn't know and UMA gave us the tools, training and CIM support to really understand the program's complete realistic value."

– Reed Starkey, PM, Conway Corp

"As a General Manager who has done this twice, once with a consultant and now with UTC, there is no question, the UTC process teaches my team's smart people how to do it themselves and believe in the results – an invaluable industry tool."

– Steve Saum, General Manager Hope Water & Light

"Cleco developed a business case to support the project, but needed a systematic approach for the RFP and implementation phases. The UMA approach allowed Cleco to save money and meet its desired schedule while minimizing risk. Our project received ARRA funding, which brought with it specific timelines and reporting requirements. The process was systematic and logical, and the support team was just right for our organization."

– Troy West, General Manager - Technology & Corporate Services CLECO



UTILITY INNOVATION AND SPECTRUM

Utility critical infrastructure and communications networks necessitate continual focus from UTC. From government relations and advocacy to spectrum services and frequency coordination, UTC’s dedicated staff continually monitor and share key infrastructure innovations.

UTC’s Government and Industry Affairs produced a multitude of utility supporting outcomes over the last year, including:

- **IP Transition** - UTC filed comments asking the FCC to protect utilities from the impact of the IP transition as commercial carriers begin to discontinue private line services that utilities use to support SCADA and other mission critical applications. The FCC’s rulemaking proposal considered the impact on consumers and competitive local exchange carriers, but had not considered the impact on utilities. The FCC is now considering adoption of an order in this rulemaking proceeding and UTC is continuing to lead the charge to protect utilities so that carriers are required to provide advance notice prior to discontinuing service and they must provide reasonable substitute services to utilities when they transition from analog circuit switched networks to IP-based services.
- **Net Neutrality** - UTC filed comments that urged the FCC to exclude specialized services from net neutrality requirements that might impair the ability of carriers to provide priority access to utilities for certain mission critical applications, like SCADA. In January, the Commission issued its decision on net neutrality, which effectively granted the relief that UTC sought in its comments – excluding those carrier services from net neutrality requirements if the services were not “broadband Internet access services.”
- **900 MHz band** -UTC has commented at every stage of the process related to a proposal to realign the 900 MHz land mobile spectrum to support a 3X3 MHz broadband block that would be prioritized for critical infrastructure communications. UTC develops its position on the proposed realignment by conducting conference calls with its members, as part of a 900 MHz Working Group. Members are encouraged to work with UTC as this proposal continues to develop.
- **UTC succeeded in gaining NARUC adoption of a resolution in support of utility access to spectrum in support of public safety.** The resolution took issue with an FCC decision that described utility use of spectrum as primarily for business/enterprise purposes. The resolution underscored that utilities primarily use wireless communications to monitor and control the safe and reliable delivery of essential electric, gas and water services – which are essential for public safety, health, and social welfare. The resolution also paved the way for NARUC to file a letter with the Commission formally objecting to its decision that precluded utilities from purchasing spectrum on the secondary market from a licensee.

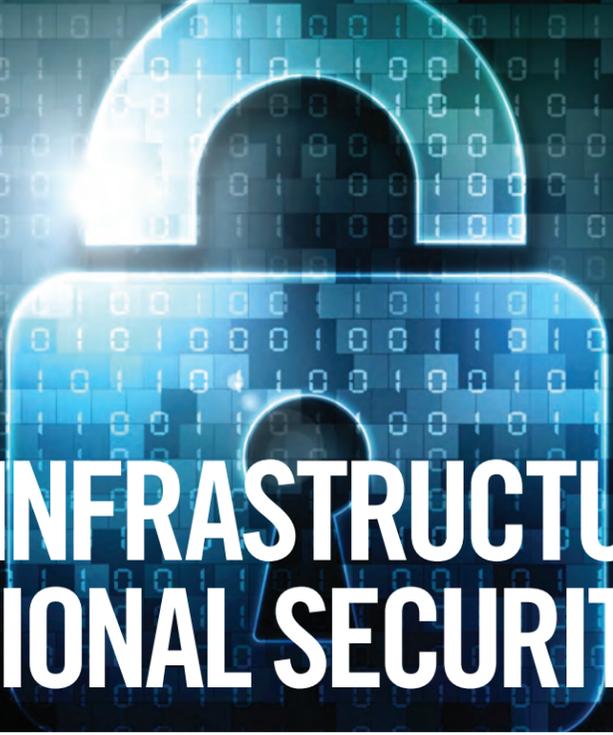


UTILITIES AND THE RURAL BROADBAND COUNCIL

UTC’s Rural Broadband Council (RBC) focuses on providing advanced communications for underserved rural areas, working with utilities and technology partners to establish best practices and sharing cost efficient deployments of high-speed communication networks. Rural electric cooperatives and municipal utilities are crucial to rural broadband access because of extensive communications and utility infrastructure deployed throughout their service territories. UTC advocate leveraging utility infrastructure in this way helps to reduce costs, boost speeds and improve reliability.

Over the last 12 months, UTC and the Rural Broadband Council succeeded in:

- **Promoting utility access to federal funding for access to rural broadband services.** The FCC issued an Order in December 2014 that provided a “carve-out” so that utilities (and others) that filed proposals to provide rural broadband experiments would be able compete with the ILECs for access to \$18 billion in federal funding over 10 years in those areas where they proposed to provide rural broadband experiments. As a result, a number of utilities filed RBE proposals and several were awarded grants by the FCC. Those that weren’t awarded RBE grants are still eligible to compete for additional funding as part of a reverse auction for access to additional funding that will occur next year.
- **Filing comments** in response to a Notice and Request for Comment by the Broadband Opportunity Council (BOC). These comments, which suggested several ways that the federal government could promote broadband deployment and adoption. In its comments, UTC explained that utilities were offering broadband in rural areas, and that the UTC Rural Broadband Council was assisting utilities with accessing federal funding for broadband deployment. UTC explained that utilities were required to obtain certification as “eligible telecommunications carriers” (ETCs) in order to qualify to receive funding to deploy broadband as part of the Connect America Fund.
- **Supporting preemption of state laws in Tennessee and North Carolina** that restricted utilities from providing broadband services. The Commission issued a decision in January that preempted those state laws. This decision is a landmark case for utilities, which will open up possibilities for them to offer broadband on a retail basis to their customers –not just in Tennessee and North Carolina, but in other states as well where similar preemption petitions are filed against similar restrictions.



UTILITY INFRASTRUCTURE AND NATIONAL SECURITY

Cyber and physical security remains at the forefront of political and media outlets and to the public, continues in state of near chaos. After years “smarter” solutions, many organizations still struggle to keep up with the attacks. How serious are the threats to our country’s essential utility infrastructure, such as electricity, gas, water and telecommunications? While utilities are investing in compliance minimums rather than full security, cybersecurity solutions remain challenging to implement. Security focus is now on industrial control system (ICS) security, as well as advanced metering infrastructure (AMI) security. The utility cybersecurity market is characterized by a frantic race to gain the upper hand against the attackers. UTC cybersecurity experts know that one size doesn’t fit all and cyber security investments will vary by utility type, size and regional deployments. However, there are many commonalities and much to be gained by shared knowledge. UTC is actively participating in cyber and physical security topics by:

- **Partnering with premier educational and training institutions** to deliver premier cybersecurity education, awareness, and training to UTC members around NERC CIP5, cost-effective technical cybersecurity training through SANS Institute, Carnegie Mellon University Software Engineering Institute (CMU SEI) CERT to deliver cost effective high-impact technical and management cybersecurity learning content, and coming soon! Thomas Edison State College (TESC) Critical Infrastructure Cybersecurity Graduate Certificate will be made available to UTC members at corporate rate

- **Developing practical approaches for emerging utility cybersecurity challenges** and publishing whitepapers about Cyber Supply Chain Risk Management for Utilities and a Roadmap for Implementation: practical step-by-step guidelines on how to address cybersecurity in procurement and throughout utility systems lifecycle
- **Moderating the IT/OT Security Architecture Working Group** and bringing together utility and industry leaders for peer-to-peer sharing of practices for using mobile devices in SCADA communications, patching, and securing IEDs
- **Providing expert advice and contributions to numerous national and international cybersecurity initiatives including:**
 - Energy and Communications critical infrastructure sectors’ work to develop sector-specific NIST Cybersecurity Framework implementation guidelines
 - NERC CIP5 Security Guidelines for the Electricity Sector: Control System Electronic Connectivity document that provides example architectures for connecting IT to OT and OT to OT
 - Global standards development efforts including IEC Conformity Assessment Board Working Group on Cybersecurity, development of ISA/IEC security metrics standard, and Project Editor of ISO/IEC 27036, Information Security for Supplier Relationships

UTC GLOBAL REACH

UTC’S GLOBAL ADVISORY COUNCIL



The UTC Global Advisory Council was formed in November 2013, with the responsibility for developing a program of work that would bring benefit to all UTC members throughout the world. The Global Advisory Council has brought together experts from all of the UTC international regions US, Canada, Europe, Latin America, and now Africa, for the purpose of sharing technical knowledge and professional understanding. In May 2015, in accordance with the GAC Operating Principles, a new chairman Mr. Geoffrey Trofimuk, Chair of UTC Canada, was appointed the Chair of the Global Advisory Council.

The Global Advisory Council focuses on four primary areas of work:

- **New wireless spectrum for future smart networks** – engagements deal with the technical requirements, bandwidth and frequency allocation, but also with wider economic benefits by addressing socio-economic factors, which rely on secure energy supplies and the role spectrum plays in minimizing power network interruptions. A key objective of the spectrum group is to get the issue of new utility spectrum on the agenda for future ITU World Radio Conferences (WRC). The GAC spectrum task force is now developing a strategy for coordination of all UTC regions promoting new spectrum onto the agenda for the WRC of 2019.
- **The Telcom Network KPI program group** has created a document, which sets out the key parameters, which are considered important in measuring utility telecom network performance. The results and a summary report were presented in a session at the UTC 2015 conference in Atlanta.
- **UTC Packet Network Working Group** was set up to harness the knowledge of members and offer a service to other utility members considering the move to packet services. A small number of utilities have been leading the transition of operational telecoms into packet solutions and a very small number have moved tele-protection in the packet environment. Under the GAC working group there were two workshops: the first at the EUTC annual conference in Monaco in October 2014 and the second, at the UTC conference in Atlanta in May 2015.
- **Cybersecurity** is a major issue for utility and mission critical organizations whether they reside in North America, South America, Europe or Africa. The majority of the work on standards, compliance, implementation and continual monitoring is being carried out in North America and in Europe. This group will be an effective information-sharing forum with representation from each of the UTC international regions and leadership from UTC’s expert resource in cybersecurity, Ms Nadya Bartol. Each UTC international region is creating local cybersecurity groups, which can address regional and local variations in how governments are defining standards and implementation of cybersecurity.

A NEW INTERNATIONAL REGION – AFRICA

In November 2014, UTC organized an Africa Utility Telecoms Summit in Johannesburg, South Africa. With the encouragement of many electricity and water companies in South Africa and in the surrounding countries, a request was put to the UTC Board of Directors at the February 2015 meeting. The request for approval to create Africa UTC included the proviso that an African organization could attract sufficient members to be financially independent. Approval for the creation of Africa UTC was unanimous.

Eskom, the national electricity organization of South Africa, and Ghana Grid will be founding members of Africa UTC. An inaugural meeting of AUTC is being scheduled for late 2015 with the first annual conference for early 2016.



UTC Canada advocates for the telecom, IT, and operations interests of Canadian electric, gas, and water utilities and oil and gas pipelines, whether publicly or privately owned, and for infrastructure organizations in Canada, especially with Industry Canada, Canadian Radio-television Telecommunications Commission, and other federal government organizations.

Our activities support focused networking opportunities and include advocacy and public policy efforts for the telecom and IT interests of our members with the Government of Canada, especially with Industry Canada. UTCC provides advocacy support through various legislative and regulatory efforts with focus on spectrum for utilities, and technology support in the area of smart networks, cybersecurity, emerging broadband wireless technologies, optical fiber networks, and wide area networks.

UTCC's annual conference is held every autumn. Visit us at www.utccanada.org for information on membership, programs, and activities.



Technology is rapidly changing the role of telecom in Europe's electric, gas, and water utilities, energy companies, and other critical infrastructure companies. Many are using their vast experience in building and managing sophisticated telecommunications networks to enter Europe's new competitive telecoms markets. Many are also facing issues introducing new wireless communications systems and managing internal telecoms businesses in a shared services environment.

EUTC is also involved in the ICT for Smart Distributed Generation Thematic Network funded by the European Commission. The general objective of this Thematic Network is to foster and promote large-scale integration of domestic and distributed micro generation and promote improvements in energy efficiency through the implementation of innovative ICT solutions into local smart power grids.

The European Utility Telecom Conference is held in the fall and is the largest gathering of telecommunications and technology executives from Europe's utilities and their technology partners. Visit us at www.eutc.org for more information.



The newly established UTCAL is prepared to meet the needs of telecommunications specialists working in energy, gas, and water companies. Bringing together the leading utility members and technology providers in Latin America, UTCAL fosters a constant exchange of knowledge and information, keeping its members updated on critical areas where technology is constantly changing.

UTCAL recognizes the increasingly critical role that telecommunications play in the safety and reliability of the region's critical infrastructure. Telecommunications technology will enable the exchange of critical information and maximize the benefits of Information and Communications Technologies. Together, working with regulators, members, and partners, we strive to enhance the essential services we provide to our customers.

Each year, industry professionals from across the region attend UTCAL's annual summit. Held in the spring, this event provides opportunities to learn and explore opportunities on spectrum allocation, technology, regulation, and the development of our energy and water networks. Visit us at www.utcamericalatina.org for more information.

2015-2016 UTC Board of Directors

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Middle Atlantic Region (Region 2)
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Dawna Qualls, Tennessee Valley Authority

Great Lakes Region (Region 4)
Mark Dobbs, Duke Energy Corporation

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Robert Mathews, Cleco Corporation

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Geoffrey Trofimuk, SaskPower

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Geoffrey Trofimuk, SaskPower

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Michael Keyser, BARC Electric

Smart Networks Council
Theo Woodard, CenterPoint Energy

UTC Spectrum Services Advisory Board
James Smith, NIPSCO (designee)

UtiliSite Council
Karen Flewharty, Oncor Electric Delivery Company

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Terms Expiring – May 2016

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Jeff Nichols, Sempra Energy

Allen Eichenberg, Consumers Energy Company

Dan Murray, Lincoln Electric System

Terms Expiring – May 2017

Roger Bryant, Southern Company

Chuck Hackney, CenterPoint Energy

Doug McGinnis, Exelon

John Nachilly, Northeast Utilities Service Corporation

Terms Expiring – May 2018

Chris Campbell, Salt River Project

Todd Marlowe, American Electric Power

Aaron Shearin, Southern California Edison

UTC America Latina Representative

Dymitr Wajsman (Acting)

UTC Canada Representatives

Geoffrey Trofimuk, SaskPower (Chair)

Past UTC Board Chairmen (most recent eight)

Jim Stahl, PacifiCorp

Leonard Leech, Nashville Electric

Jeff Selman, Tri-State Generation & Transmission

Jeff Katz, PSEG Services Corporation

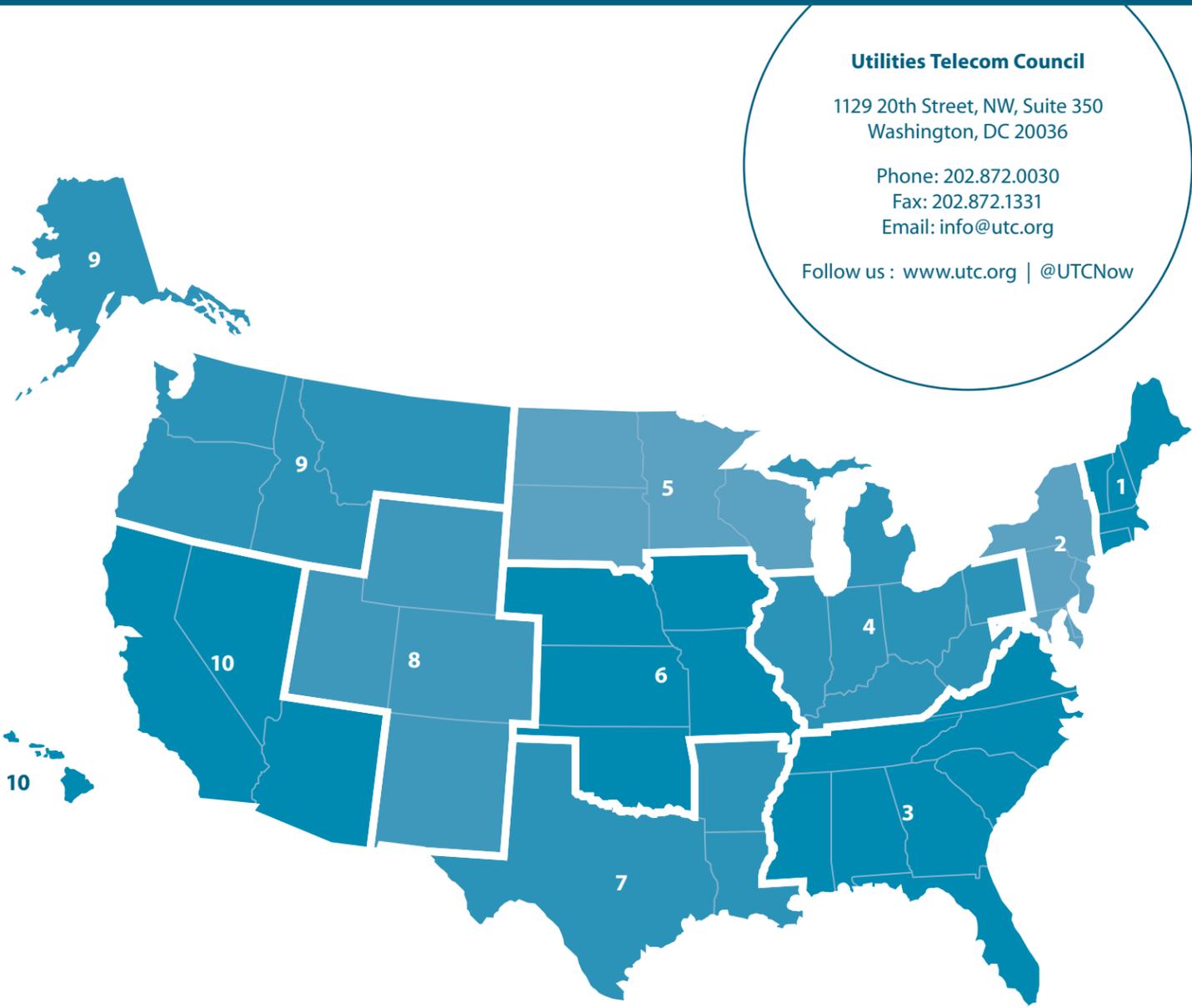
Troy West, Cleco Corporation

Ron Beck, Central Lincoln People's Utility District

Tom Perry, Santee Cooper

Mike Lowe, Blue Ridge Electric Membership Corporation

Jason Griffith, American Electric Power



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UTC Telecom & Technology 2016

colorado convention center, denver, co
 may 3-6, 2016

UTC TELECOM & TECHNOLOGY 2016 conference is your opportunity to join thousands of information and communications technology (ICT) professionals and technology partners May 3-6, 2016, in Denver, Co. Each day is filled with opportunities to learn from global experts who aren't solely talking about modernizing utilities – they're putting it to work.

Connect with other critical infrastructure IT/OT and telecommunications professionals on current trends, business challenges, and solutions that may directly benefit your organization. You'll appreciate the technical and solution-driven nature of this year's educational opportunities and build powerful professional resources in the Exhibit Hall.

Host Utility: 
 A Touchstone Energy Cooperative

2015

September 9-11
Region 1 & 2 Combined Meeting
 Stockton Seaview Hotel & Golf Club,
 Galloway, NJ

September 15
2015 Rural Broadband Summit
 Arlington, VA

September 16
6th Annual UTC and DOE Critical Infrastructure Communications Policy Summit
 The Willard Intercontinental Washington,
 Washington, DC

September 17
Utilities Cybersecurity and Supply Chain Risk Management Summit
 Arlington, VA

September 17-18
UTC Region 9 Technical Meeting
 Spokane, WA

September 22-25
Canadian Utilities Information & Communications Technology Conference
 The Westin Ottawa, Ottawa, ON

September 29 – October 2
EUTC Annual Conference
 Dublin, Ireland

October 1-2
Region 4 Meeting
 Grand Traverse Resort and Spa, Acme, MI

October 6
Cyber Supply Chain Risk Management – Practical Implementation
 Renaissance Mobile Riverview Plaza
 Hotel, Mobile, AL

October 6-8
Region 3 Fall Meeting and Expo
 Renaissance Mobile Riverview Plaza
 Hotel, Mobile, AL

October 15
UTC Region 10 Meeting
 San Jose Airport Garden Hotel, San Jose,
 CA

October 22
2015 Region 8 Fall Technical Meeting
 DoubleTree by Hilton Denver, Denver, CO

2016

February 2 - 5
Utilities Telecom Forum – (Regions 8,9,10)
 Silver Legacy Resort Casino
 Reno, NV

February TBD
Region 7 Regional Meeting
 Renaissance Dallas
 Austin, TX

March 2 - 3
Region 3 Spring Regional Meeting
 Tradewinds Resort
 St Pete Beach, FL

March TBD
Region 6 Regional Meeting
 TBD
 Overland Park, KS

March TBD
UTCAL Summit
 Florianopolis, Brazil

April TBD
Region 5 Regional Meeting
 TBD

May 3 - 6
UTC TELECOM 2016
 Denver Convention Center
 Denver, CO

2017

May 9 – 12
UTC Telecom 2017
 Charlotte Convention Center
 Charlotte, NC

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