

Review of 2022 Development Program

Below is a review of some key activities and outcomes of the development plan for 2022 that help inform our strategy moving forward into 2023.

Goal 1 - Review Membership Structure and Benefits

Since ETW was acquired by Eno in 2014, we have not made any significant adjustments to the pricing. Through Eno's recent brand audit and other research, we examined similar organizations, including Politico Pro, other think tanks, and associations and planning organizations that serve transportation professionals. Based on this and increased costs, we plan to make several changes and updates to the membership structure.

First, we will make some small adjustments in the membership prices early next year. Individual memberships will increase by \$100 annually across the board and group subscriptions/memberships will increase accordingly as well, but those details have not been finalized yet. We will also add a non-ETW membership option, the Affiliate member level, which will be priced below the ETW cost to encourage people who aren't interested in ETW or for whom the cost is prohibitive. We will also reinstitute Alumni memberships as an official category. In communicating the membership changes, we plan to make it clear that, going forward, there will be a small annual price increase so that we can keep up with inflation and cost of living adjustments. We believe that making small, regular adjustments in the price will ensure we are staying in the black, while not causing too much hardship to our members. We also plan to improve the login process through a few key technical CRM and website updates and bring some new resources onboard for members, especially some that have been requested through our annual surveys, and work to better leverage resources like rapid-response webinars and ETW Expresses.

Second, we will examine our larger memberships and how we can evolve them to make them more flexible in both pricing and benefits. Members at the \$15,000 level and above are often joining for reasons outside of just getting ETW subscriptions. They want to be seen as thought leaders, access Eno's professional development programs, get access to our experts and working groups, etc. While ETW memberships will be included in larger memberships, we need to build higher level memberships with more compelling benefits and engagement based on the value that Eno brings.

Goal 2 - Expand Membership and Donor Base

This year, we have been successful growing our individual memberships, but not as successful with larger group members. Indeed, most of our growth has been in the public sector and we plan to double down on strategies targeting DOTs, transit agencies, MPOs, and the like. These are excellent target audiences for both our professional development programs and our policy work to have the greatest impact.

Although some of our plans to build additional communication and development resources and infrastructure were interrupted due to staffing changes in the communications department, we have made significant strides and continue to experiment with ways to bring more members and paying subscribers to ETW. We are releasing a podcast this fall on the budget, featuring Jeff Davis, and are

actively seeking new subscribers through ETW with this podcast. We will be using Google Grants to run sophisticated AdWords campaigns targeting lobbyists and other key constituencies as they search for budget or Congressional information, as well as offering a discount and putting some supporting resources behind a paywall to convert

Goal 3 - Diversify Funding and Seek New Funding Streams

This year, we explored several new funding streams, but we lack the internal infrastructure and tools to be able to launch them effectively. The primary area we'd like to implement is paid job postings, but we also want to build better member resources, individualized account home pages, and provide member discounts for events and programs. Down the road, we'd like to better leverage our network and convening power by being able to provide discussion forums and the like. All of these features can be built to retain our members and encourage new members, not just for ETW but for the other Eno offerings.

We were very successful with contracts and grants this year and have a stellar reputation for excellence across all our programs, which results in Eno being specifically sought out for projects. Of course, we plan to continue our brand and reputation building activities.

2023 Development Plan

At the November 2021 meeting, the board adopted a new strategic plan, which embedded strategic funding goals to support our programs. These new goals and priorities have been incorporated into the key development campaigns and strategies outlined below:

Strategy 1: Launch New Membership Structure and Benefits		
Tactics	Activity	Target Date
Develop implementation plan	Create communication strategy for public rollout of new membership structure	February 28
	Implement new CRM infrastructure to enable new memberships and benefits	February 28
	Develop introductory webinars or explainers to demonstrate the value of ETW	Ongoing
	Build board capacity to serve as ambassadors on Eno's evolving fundraising strategies and how they can engage	Ongoing
Propose New Large Membership/ Partnership Structure	Conduct interviews with current and recently lapsed large corporate members to get feedback	April 30
	Develop new proposed structure for large corporate supporters in collaboration with key members, Board, and staff input	June 30
	Create opportunities for corporate and organizational partners to sponsor and support existing and on-going policy work directly, through events, fellowships and funds on high-priority issues	On-going

Strategy 2: Expand Membership and Donor Base		
Tactics	Activity	Target Date
Expand Individual Member Base	Develop segmented communications strategies and specialized campaigns to convert email list subscribers to paying members using data from the recent similar organizations' analysis in the Brand Audit	August 30
	Review and target lapsed and/or unengaged subscribers with a targeted campaign.	July 31
	Use Google AdWords, paid social, and potentially paid list acquisition to find new prospects and members.	Ongoing
	Leverage partnerships and new MOUs to partner to provide memberships or subscriptions	July 31
Target key demographics for growth	Create a roadmap to strategically target state and metropolitan DOTs and transit agencies for membership	Ongoing
	Build and leverage alumni engagement through the web portal, the Alumni Association, professional growth opportunities, and compelling program content	Ongoing
	Develop programs and outreach specific for young professionals	Ongoing
Strategy 3: Diversify Funding and Seek New Revenue Streams		
Tactics	Activity	Target Date
Seek Additional Funding from Philanthropic Sources	Prepare a prospect list and review with policy team on key areas of focus and emerging issues	Ongoing
Continue to develop virtual program and webinar revenue	Develop options for new virtual sponsorships and events, including virtual lunch with a transportation luminary, and more	Ongoing
	Explore opportunities to monetize webinars by offering continuing education unit (CEU) credits and expanding webinars into mini-courses	Ongoing
Launch paid job listings	Review market pricing and develop a pricing structure for job postings and promotions	March 30
	Develop launch plan and advertise job posting opportunities to our members and partners	March 30
Pursue contracts with TRB and others	Leverage Eno's network to partner strategically with others on TRB and DOT projects and contracts	Ongoing

2023 Development Plan Revenue vs Budgeted Revenue

GOALS	Development \$4,016,506	Budgeted \$3,498,339
--------------	-----------------------------------	--------------------------------

REVENUE SOURCES	2023 Development Goals	2023 Budget Goals
Program Revenue	\$1,570,000	\$1,428,283
<i>Course Fees/Tuition</i>	\$610,000	\$606,950
<i>Consulting/Contracts</i>	\$950,000	\$821,333
<i>Program Sponsorships/Donations</i>	\$10,000	\$0
Fundraising Revenue	\$2,002,000	\$1,625,550
<i>Group Memberships</i>	\$1,337,000	\$1,092,500
<i>Individual Memberships</i>	\$370,000	\$308,050
<i>Event Sponsorships/Donations</i>	\$30,000	\$20,000
<i>Grants</i>	\$250,000	\$195,000
<i>Miscellaneous Donations</i>	\$15,000	\$10,000
Investment Revenue (estimate)	\$444,506	\$444,506
REVENUE (not incl investments)	\$3,572,000	\$3,053,833