



**CALIFORNIA HYDROGEN
BUSINESS COUNCIL**

2013 Program Plan and Budget

Contact:

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DECEMBER 18, 2012
- UPDATED JANUARY 15, 2013 -

1. CHBC 2013 PROGRAM PLAN SUMMARY

This Program Plan begins with an estimate of 2013 financial resources totaling \$91,000, \$75,500 from dues and \$15,500 from external sources, including event sponsorships and registration fees.

	2012 Budgeted	2012 Projected	2013 Proposed
Dues	\$68,700	\$72,960	\$75,500
External Sources	\$23,000	\$12,971	\$15,500
Subtotal	\$91,700	\$85,931	\$91,000
Supplemental			\$25,000
Total with Suppl.			\$116,000

Tables later in this document present the revenue and expense details. The proposed 2013 budget will be sufficient to support CHBC's core activities and provide support for proposed additional member-led activities.

A supplemental budget was added which identifies areas that could be expanded upon. These areas would help raise the visibility and impact of the CHBC. The funds to pay for the supplemental budget would come from new members, upgrades from existing members, and external funding.

The allocation of both dues and total revenue by program area are presented below. If revenue available from dues exceeds the plan, the Board will be convened to decide on how the additional revenues will be used, either to strengthen the organization's finances for 2014, or to provide supplemental funding for existing or new activities.

Each section that follows describes key activities of the 2013 program in a five point plan:

High Value projects:

- I. Develop a pro-active **Advocacy** program in support of the following main goals:
 - a. Secure funding for **hydrogen fueling infrastructure** development necessary for 2015 vehicle rollout
 - b. Secure funding for **hydrogen fueling infrastructure** development beyond 2015
 - c. With member input, identify barriers to adoption of stationary and mobile fuel cells and hydrogen energy technology
 - d. Maintain SGIP program beyond 2013
 - e. Expand SGIP to be supportive of fuel cell forklift trucks
 - f. Maintain reactive capability to provide testimony in proceedings that may develop
 - g. Supplemental: Enable a supportive framework for stationary fuel cells and hydrogen energy storage
 - h. Supplemental: Additional activities to support and enhance CHBC's advocacy efforts
2. Develop a **Research and Analysis** program in support of the industry:
 - a. Continue the development of an industry data project outlining the state of the industry, including main actors, key market data and other important information for companies interested in adding to the marketplace, by developing funding vehicles or identify other ways to achieve this goal
 - b. Supplemental: Develop work group-led **stationary fuel cell program** with focus on hydrogen energy storage to advance the analytical, technical, and policy support within the CHBC to improve energy security and build-out of renewable energy
 - c. Supplemental: Conceive an industry vision document describing the opportunities for California provided further legislative and regulatory support of the industry

CHBC Core Activities:

3. Produce 6 **high-quality in-person CHBC meetings** in support of key topics to improve member benefits, build opportunities for business development; conduct workshops for potential customers; and support a potential national hydrogen and fuel cell business event in California.
Supplemental: Develop a third General Meeting/Annual Membership Meeting
4. Maintain active **Communications, Education and Outreach** program by generating interest for the technology; expand social media where effective with the goal to further elevate the CHBC as the voice of the industry in California.
5. Expand CHBC membership, especially on the manufacturing side, and thereby increase membership revenue in support of CHBC activities.

Allocation of 2013 Expenses by Activity

The table below details the budget planned for 2013 and includes 2012 budgets number for comparison.

Program Area	2013 Contractor (in \$)	2013 Other Expenses (in \$)	Total 2013 CHBC Expenses (in \$)	Percentage of Total Budget	Total 2012 CHBC Expenses (in \$)
Advocacy	5,000		5,000	6%	2,700
Research & Analysis	6,600		6,600	7%	0
Events	21,000	8,950	30,000	33%	35,900
Communications, Education and Outreach	10,000	3,800	13,800	15%	17,900
Membership Development	6,900		6,900	8%	7,000
Finance and Accounting	1,700	1,400	3,100	3%	2,900
Management	13,800	4,000	17,800	20%	14,900
Contingency			7,800	9%	10,400
Total	65,000	21,150	91,000	100%	91,700

Supplemental Activities

In the event that the CHBC is able to attract additional funding in 2013, it is proposed to fund the following Advocacy and Research and Analysis projects. These supplemental activities will only proceed if funding is secured, thereby not committing the CHBC to create a deficit. The activities chosen to pursuit shall be decided with the organizations providing the additional funding.

Supplemental Activities	Budget
Stationary Framework and Storage	\$5,000
Enhance Advocacy	\$7,500
Third General Meeting	\$5,000
Stationary work group	\$5,000
Industry vision document	\$2,500
Total	\$25,000

2. SCOPE OF SERVICES

Advocacy

The purpose of this area is to advocate for public policies that recognize the benefits of hydrogen fuel cell applications and vehicles in California. Activities in this area are targeted towards policymakers and leaders in Sacramento and government agencies. A significant aspect of the Advocacy outreach will include member led -- but CHBC staff supported -- committee work that will identify opportunities to promote the CHBC mission and hone appropriate messaging materials.

Goals:

Core program continues to expand in 2012, but high priority functions would be more successful with supplement funding of \$12,500 as outlined below.

- I. Develop a pro-active **Advocacy** program in support of the following main goals:
 - a. Secure funding for **hydrogen fueling infrastructure** development necessary for 2015 vehicle rollout
 - b. Secure funding for **hydrogen fueling infrastructure** development beyond 2015
 - c. With member input, identify barriers to adoption of stationary and mobile fuel cells and hydrogen energy technology
 - d. Maintain SGIP program beyond 2013
 - e. Expand SGIP to be supportive of fuel cell forklift trucks
 - f. Maintain reactive capability to provide testimony in proceedings that may develop
 - g. Supplemental: Enable a supportive framework for stationary fuel cells and hydrogen energy storage (\$5,000)
 - h. Supplemental: Additional activities to support and enhance CHBC's advocacy efforts, see below (\$7,500)

Main Activities

1. Have members identify key barriers to their business. Use these barriers to determine 2013 legislative, regulatory and agency priorities with the Advocacy Committee.
2. Communicate CHBC's advocacy activities and other issues of interest on the CHBC website and in regular email updates to members.
3. Create action alerts and policy calls for members.
4. Host VIP Luncheons with decision makers to educate them on CHBC's advocacy goals.
5. Supplemental: Conduct a policy briefing of Assemblymen in support of 2013 advocacy goals.
6. Supplemental: Create template letters to Assemblymen, and other initiatives to engage members in CHBC advocacy efforts.
7. Supplemental: Coordinate activities with allied nonprofit organizations to further these goals.
8. Supplemental: Produce and submit public comments, position statements, white papers and other documents needed to communicate CHBC's views on key policy and regulatory developments and to advocate and support public policies on behalf of the industry to the California State Assembly and government agencies.

What's New/Different in 2013:

- 2012 has seen CHBC's pilot Advocacy program, this activity has been deemed successful to broaden and add new activities:
- More proactive approach to advocacy and focused approach on key topics of importance for the industry
- Increased interaction with agencies and legislators

- Continuous call for members to engage CHBC staff and Policy Committee; available support to include issue consideration by the committee, letter(s) of support, general CHBC news announcement, and collaboration with educational events.

Research and Analysis

The purpose of this area is to develop quantitative data and research in areas where little is currently available for the California hydrogen and fuel cell industry. This information will provide the needed data and recommendations for policymakers, investors, manufacturers, vehicle developers, fuel suppliers, and consumers to make informed decisions related to the use of hydrogen fuel cells.

Goals:

Core program continues to expand in 2012, but high priority functions would be more successful with supplement funding of \$7,500 as outlined below.

- I. Develop a **Research and Analysis** program in support of the industry:
 - a. Continue the development of an industry data project outlining the state of the industry, including main actors, key market data and other important information for companies interested in adding to the marketplace, by developing funding vehicles or identify other ways to achieve this goal
 - b. Supplemental: Develop work group-led **stationary fuel cell program** with focus on hydrogen energy storage to advance the analytical, technical, and policy support within the CHBC to improve energy security and build-out of renewable energy (\$5,000)
 - c. Supplemental: Conceive an industry vision document describing the opportunities for California provided further legislative and regulatory support of the industry (\$2,500)

Main Activities:

1. Support the work of the member-led Industry Data Work Group in identifying outside funding sources, e.g. government and foundation funding opportunities and support application for likely funding vehicles.
2. Supplemental: Create Working Group within CHBC to lead the Hydrogen Energy Storage Program and coordinate activities. Tie this program into CHBC events.
3. Supplemental: With funding in hand, develop industry data project or coordinate development of project with a third party
4. Supplemental: Coordinate the production of industry vision document for member and policy outreach use with membership, policy and education and outreach committees. Identify and engage members who can provide in-kind support for graphic development and other related tasks.

What's New/Different in 2013:

- Production of a document that can be shared with stakeholders and prospective members to convey the many benefits in a future powered by hydrogen fuel cell technology in California
- Fundraising and execution of data-driven industry overview document or database

Meeting planning

The purpose of this area is to develop and maintain a healthy membership base to undertake the program priorities of the organization. Activities in this area are focused on providing significant value to current members and working with Directors and other members to actively recruit new members to the organization.

Goals:

- I. Produce **6 high-quality in-person CHBC meetings** in support of key topics to improve member benefits, build opportunities for business development; conduct workshops for potential customers; and support a potential national hydrogen and fuel cell business event in California.
Supplemental: Develop a third General Meeting/Annual Membership Meeting (\$5,000)

Main Activities:

General Meetings

- Organize and staff **two (2) General Meetings** in the 2013 calendar year. Meetings are planned for Southern California and Sacramento, in support of the key topics of the 2013 Program Plan
- Supplemental: Produce an additional General Meeting/Annual Membership Meeting in Southern California
- Develop a strategic theme for the meeting, location, agenda, registration price tiers and prospective speakers
- Publicize the meeting through e-mail, direct contact with other business groups, social media, and presence at public events
- Handle finances, including solicitation of event sponsorship, meeting enrollment, payment and confirmation
- Coordinate volunteers, name badges, meeting materials and on-site registration
- Conduct follow-up and post the presentations on the CHBC website and distribute a list of meeting attendees to the CHBC members

Facility Tours/ Special Purpose Meetings

- Develop two (2) of such meetings, and a theme for each meeting, location, agenda and prospective speakers, and additional meetings on an opportunity basis
- Define sponsorship needs and determine sponsors
- Recruit sponsors [as appropriate] or charge attendees for catering to ensure CHBC does not incur expenses for the meeting
- Make logistical arrangements for each meeting, present the contract to the Board (or sponsor) for signature, arrange for catering, room set-up, A/V, and any ancillary services, as needed
- Contact potential speakers and enlist their participation, gather names, titles and ensure presentations adhere to the meeting theme
- Publicize the meeting and invite attendees as appropriate
- Handle meeting enrollment, payment and confirmation

VIP lunches

- Develop two (2) revenue neutral or positive member VIP Luncheons in the 2012 calendar year
- Make logistical arrangements for the lunch, including date, location and special guest
- Invite attendees, and handle meeting enrollment, payment and confirmation

Communications, Education, and Outreach

The purpose of this area is to provide information and resources, communication tools, and events that will educate stakeholders and elevate awareness of the benefits of hydrogen and fuel cells. Stakeholders include CHBC members, policymakers, industry leaders, the media, and the general public.

Goals:

1. Maintain active **Communications, Education and Outreach** program by generating interest for the technology; expand social media where effective with the goal to further elevate the CHBC as the voice of the industry in California

Main Activities:

1. Update stakeholders, using the CHBC mailing list, on CHBC activities, news, and upcoming events
2. Develop, review, refine, and frequently update website content
3. Conduct quarterly calls on industry and organizational developments for members with a potential to host special calls if opportunities arise.
4. Respond to inquiries and questions by telephone and e-mail
5. Respond to media inquiries and write press releases on CHBC achievements and other important news.
6. Provide staff support for as-needed Education and Outreach Committee calls.
7. Build CHBC mailing list through electronic outreach and data capture from the website and respondents
8. Develop, review and refine CHBC talking points, fact sheets, position papers, and other educational collateral.
9. Develop event-speaking opportunities for CHBC leadership and support board participation at events.
10. Maintain CHBC presence on social media sites, e.g. LinkedIn, Twitter.
11. Maintain communication with the CaFCP, CFSCC, and FCHEA, keeping abreast of important ongoing issues in relating to the interests of the CHBC, reporting any key issues to the CHBC Board President, and any CHBC committees that may be impacted

What's New/Different in 2013:

- Development of relationships with local and regional groups in support of CHBC's mission and goals.

Member Services and Development

The purpose of this area is to develop and maintain a healthy membership base to undertake the program priorities of the organization. Activities in this area are focused on providing significant value to current members and working with Directors and other members to actively recruit new members to the organization.

Goals:

1. Expand CHBC membership, especially on the manufacturing side, and thereby increase membership revenue in support of CHBC activities

Main Activities:

Member Services

1. Communicate CHBC activities and other information to members through web, email, and print media.
2. Provide support for member-wide conference calls.
3. Maintain the online membership directory with updated information and members logos.
4. Review and maintain members-only website and improve online communications tools for members.
5. Evaluate and explore opportunities to augment the membership value proposition.
6. Respond to email and phone inquiries from CHBC members.
7. Host documents and have Members and Board Members-Only areas for distributing internal documents on website.
8. Support development of a policies and procedures manual.

Membership Development

1. Support Director and Member efforts to recruiting new members, working with the CHBC Membership Committee on recruitment strategies and conduct member recruiting campaigns.

2. Maintain the CHBC membership brochure and distribute at meetings, and seek distribution at meetings and conferences of CaFCP, CFSCC and other organizations or conferences.
3. Respond to requests about membership.
4. Develop clear metrics and quarterly goals for growing CHBC membership growth. Assign new member quotas for each Board Member and provide incentives for successful member recruitment. Consider developing incentives for board and members to win new members.

What's New/Different in 2013:

- Enable board and members to become active recruiters by providing better metrics, using TTC's Salesforce tracking and reporting tool

Management

The purpose of this area is to provide program, financial and administrative oversight services to the organization. All non-program and non-membership functions are included in this area.

Main Activities:

1. Develop and execute 2014 program plan with support of the Board and respond to changes in the 2014 plan, compensation or payment schedule.
2. Provide financial management and produce monthly financial reports to CPA and Board treasurer for oversight review, including balance sheet, bank account reconciliation, petty cash, A/R aging, A/P aging, and profit and loss statements. Provide budget to actual, profit and loss and reports to Board treasurer for monitoring progress to budget
3. Oversee and coordinate efforts of subcontractors, members, and committees.
4. Convene 3 meetings of the Board of Directors, including staff report, staff support for agenda development, meeting execution, meeting minutes and action items, scheduled to coincide with CHBC General Meetings.
5. Organize and conduct the annual Corporation Meeting of the membership with Board elections.
6. Coordinate weekly information and planning exchange with Board representative and staff
7. Perform general office operations including phones, fax, voicemail, email, and other daily office procedures.
8. Create or revise internal documents, such as bylaws, letterhead or policy guides as needed.
9. Track to-do items from meetings and remind Board members of outstanding to-do items
10. Invoice and process subcontractor payments, membership dues, new membership applications, sponsorship and meeting registrations. Process credit cards and checks.
11. Create and file government nonprofit reports and other required documents.
12. Track and ensure CHBC compliance with CHBC contractual and other legal requirements
13. Provide insights and statistics into website use for Board

What's New/Different in 2013:

- Reduction of number of Board Meetings from four (4) to three (3) and co-location with General Meetings to reduce Board travel and improve Board attendance.
- Improve membership input on direction of the organization by review of program plan and surveys
- Reduced support for Executive Committee meetings in preparation of Board Meetings