



# CALIFORNIA HYDROGEN BUSINESS COUNCIL

## 2014 CHBC Program Plan & Budget

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## Executive Summary

The 2014 Program Plan and Budget development was guided by the strategy discussions of the Board of Directors in July of 2013, with additional input gathered from committees and members.

The plan is based on the successes of the CHBC made in the previous three years of growing the businesses and business potential of hydrogen and fuel cells in California. This has been accomplished by attracting more significant industry members, building larger and financially successful events, an increasing scope in program activities and services, and through increased revenue provided by members, event attendees and sponsors. The strong financial support from the state of California for the next decade, pursuant to the passage of AB 8, will be a big incentive for industry to accelerate development of markets in California, and the CHBC is setting itself up to support the industry in that development.

This Program Plan and Budget proposes to follow two main themes in 2014. For one, the very successful 2-day Summit will be repeated in 2014, again in Sacramento in the Fall, to cement this signature CHBC event that draws decision makers and industry together in California and attracts speakers and audiences from around the country. Secondly, the CHBC will broaden its focus by incorporating new market areas by growing the successful module approach that helped launch the Hydrogen Energy Storage work in 2013.

Details on the budget are provided on the last page of the plan. In summary, the revenue is expected to decrease slightly from an estimated \$118,000 in 2013 to \$115,000 from the combination of revenue streams. Membership revenue is expected to remain similar, as membership is expected to grow, but agency funding may fall by 30% while event revenue is expected to grow by 16%. Several modules have been identified that may warrant additional industry support and add to CHBC's revenue, but these potentially new modules are not included in the revenue projection as they will only be implemented if funding is secured, maintaining a low-risk strategy for the organization.

Technology Transition Corporation (TTC) will continue its staff support of the organization, with California resources utilized as necessary to provide all of the on the ground intelligence, relationships and services required. The scope and budget of CHBC's Management and Technical Services Agreement with TTC will maintain the existing work, by reducing the role of Research and Analysis and adding the Hydrogen Energy Storage component which is now in the core program.

Overall, TTC's budget is planned to increase from \$72,500 to \$85,000. Excluding events, TTC's budget (including HES) is planned to decrease by \$6,500 over the 2013 budget to \$45,000; mainly due to reduced efforts in Research and Analysis.

The event budget is broken out due to its significant impact and variability and increases from a budgeted \$21,000 in 2013 to \$40,000 in 2014. The additional \$19,000 reflects additional labor and other expenses associated with the CHBC Summit and larger Spring Summit, based on the experience gained in 2013. The larger budget is a reflection of a significant increase in Summit efforts in 2013, totaling \$36,500 from sponsorship and registration, clearly surpassing the expectations of the budgeted Summit revenues of \$13,000 for 2013. While a two-day Summit is about three times as expensive (labor and expenses) as a one-day summit, the attractiveness to sponsors and attendees also increases manifold.

In summary, CHBC's 2014 budget foresees increases in revenue and increases in expenses. Including all expenses, CHBC's 2014 budget amounts to \$111,000, from an estimated \$105,000 in 2013. Comparing with \$115,000 expected in revenue, this budget allows the CHBC to build a \$4,000 surplus for 2014 to build CHBC's cash reserve.

## Strategic Overview

2013 marks the third year of CHBC transition to a stronger business organization and network, establishing itself, with the CAFCP and the CASFCC, as a broad representative of the entire hydrogen and fuel cell industry. At the beginning of the transition in 2011, CHBC developed a set of aspirations. In brief, the CHBC was to create a larger business network, help customers, support commercialization of hydrogen energy technologies, help develop of California hydrogen energy government policies, attract investments, and leverage state, federal and international organization resources.

In 2011, the CHBC determined that the key ingredient for reaching these aspirations and creating a more successful organization is a strong, active membership. At the heart of the transition, the goal was to grow membership to represent a larger array of business, government and non-profit interests in California hydrogen energy, which it continues to do by growing the paying membership from 29 in 2010 to 60 in 2013. Membership growth is only attainable providing attractive activities, so the development of such guided the CHBC over the last few years.

In 2011, the CHBC identified that a growing membership would allow the CHBC to:

- *Grow CHBC financial resources and be attractive for obtaining external funding:*
  - CHBC has been outstandingly successful in increasing membership revenue, summit revenue and funding additional program areas
- *Broaden and deepen the business commitment to hydrogen energy in California*
  - CHBC has embarked on building more successful, better networking opportunities and engagements with decision makers to build confidence for businesses to engage in the California market
- *Create a voice within California and nationally that has significant business impact*
  - Developing signature events of national importance like the CHBC Summits are helping this cause, as well as engaging with national and state organizations (CaFCP, CaSFCC) to amplify CHBC's message
- *Create and implement a new California policy program, possibly with separate funding for professional government affairs support.*
  - Activities around AB8 and Hydrogen Energy Storage have seen positive results, while the services of a professional government affairs representative has not yet been deemed necessary
- *Strengthen services to members, customers and other stakeholders through CHBC general meetings, special meetings, VIP lunches and access to information through the website and newsletters*
  - Building larger meetings with more attendance continue to be a prime avenue for interaction and expanding membership communication and services via redesigned website, social media and special programs make membership in the CHBC valuable

These goals formulated in 2011 frame the transition the CHBC is undergoing and are continuing into 2013. Under TTC's management and through collaborative work of the Board of Directors, members, and staff, the CHBC has made significant progress in 2013 towards fulfilling these goals. The professionalization of the organization can be seen in the strong increase in membership and board expansion.

New directors that have been added to the CHBC Board in 2013 include Anca Faur (Johnson Matthey Fuel Cells), Geoff Budd (ITM Power), Daryl Wilson (Hydrogenics) and Mike Beckman (Linde), who has replaced Steve Eckhardt (Linde). The stronger representation of industry on the Board, including VP and CEO levels, is a reflection of the important and growing industry Membership in the CHBC overall.

The CHBC reached several important goals and milestones during 2013: The 2013 high value project of securing hydrogen fueling infrastructure funding was successful with the signing of AB8. CHBC has produced key events, including VIP Lunches and Technology Tours, and a signature event, CHBC's "California Hydrogen and Fuel Cell Summit". Communications efforts have increased by developing regular membership news, all-hands calls, and an Annual Report. CHBC has also launched a new program module (financed by 3 members for a total of \$7,500). Finally, membership has increased by 27 members (currently 66), adding revenue totaling \$17,400 and more importantly, adding more manufacturers to the organization. CHBC has not been successful in finding a sponsor for an industry data project outlining the state of the industry in California, but two funding entities have been identified, and some data has been collected by other organizations that could contribute significantly to this project.

In 2013, TTC has been able to significantly reduce administrative costs stemming from the initial transition and start-up in 2012, establishing effective routines and allowing admin costs to come closer to operating within its fixed budget for management fees in most areas. However, TTC investments in the CHBC beyond the 2013 budget have supported developing and implementing the vision of CHBC's California Hydrogen and Fuel Cell Summit, developing the new Hydrogen Energy Storage program module, and supported CHBC outreach at key Canadian and U.S. events which have been a factor in growing membership. TTC is working to bring its efforts in line with the budget in this plan.

## 2014 Vision

2014 will be marked with the strengthening of the industry association by establishing a pattern of strong signature events, increased awareness and activities in market sectors, supportive appropriate state policies, and an increasingly broad and diverse Board and membership. Beyond leading discussions of hydrogen for energy storage and managing the intermittent renewables on the electric grid, new market sectors will be addressed, building on the experience of the module approach.

The CHBC will attempt to expand existing activities and develop new modules as necessary in support of goods movement, ports and airports, vehicle deployment and fueling, telecommunications power, biogas, and beyond. These new and expanded activities not only help the members in those sectors but they also help the CHBC attract new members.

To maximize the CHBC's effectiveness, staff and the Board will continue to increase collaboration and cooperation with other key organizations and events in the state and beyond. While the CHBC is having an impact in the state, in 2014 it will cement its national visibility.

## CHBC 2014 Program Plan Summary

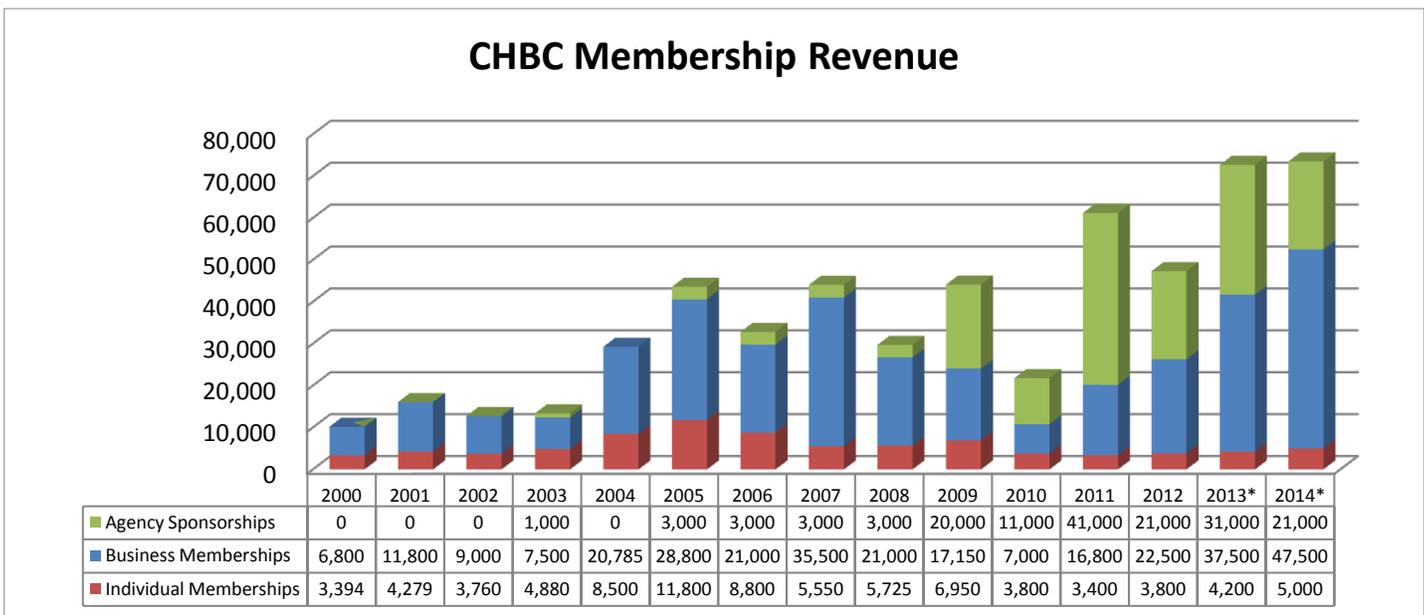
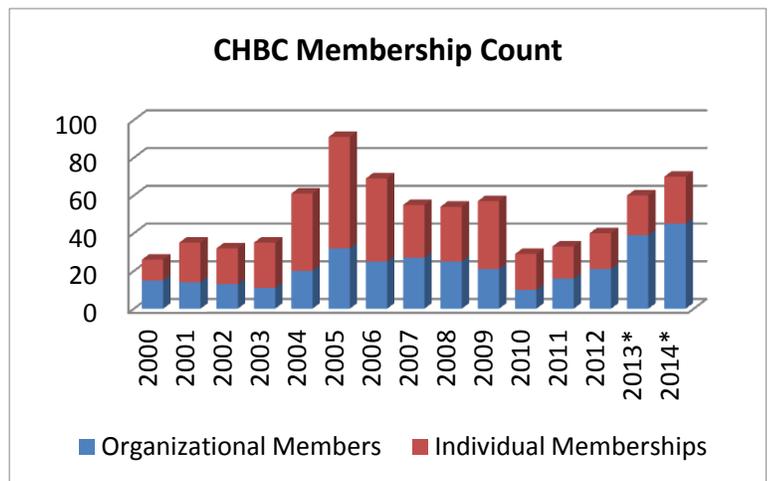
This Program Plan begins with an estimate of 2014 financial resources totaling \$115,000, \$71,500 from dues and \$43,500 from event sponsorships and registration fees. Supplemental have also been identified, but are subject to external fundraising and not an integral part of the 2014 budget. Any budgets associated with those modules are placeholders and need to be defined by the members providing financial backing for them.

	2013 Budgeted	2013 Projected	2014 Proposed
Dues	\$75,500	\$72,700	\$71,500
Event Revenue	\$15,500	\$37,500	\$43,500
HES	\$0	\$7,500	\$0*
<b>Total</b>	<b>\$91,000</b>	<b>\$117,700</b>	<b>\$115,000</b>
Additional Modules			\$50,000+
*\$2,500 HES component now part of CHBC core budget.			

Tables later in this document present the revenue and expense details. The proposed 2014 budget will be sufficient to support CHBC's core activities and provide support for proposed additional member-led activities.

Using information from previous years, staff has high confidence that the organization can continue to increase membership revenue to support 2014 program activities. Staff projects that an increase of \$10,000 from 2013 projected revenue is achievable by adding 2 Gold Members, 2 Silver Members, 2 Emerging Business Members and 5 individual members. Furthermore, negotiations are undergoing to increase membership revenue from other agencies, which would help exceed planned 2014 dues revenue and rebuild a financial cushion for the CHBC.

The CHBC increased the revenue from organizational members (blue) while reducing the



reliance on individual members (red). In this transition period, the CHBC has improved its strength and presence in California by recruiting strong leaders in the industry as members and Directors, and promoted networking and advocacy in the hydrogen energy industry sector to expand business opportunities in hydrogen and fuel cells.

In 2013, membership saw a swing from low-paying (\$200) individual members to the new sole proprietor/emerging business class paying \$500, while still attracting new individual members around the Fall Summit. The members in the new membership category are also adding to the organizational membership roster which defines the scope of businesses that CHBC serves. Silver and Gold classes have grown as well. Platinum member revenue has now stabilized with the \$10,000 payment by BAAQMD for 2013. However, since \$20,000 were projected from BAAQMD for 2012 and 2013 each, the difference of \$10,000 for 2013 accounts for the slight shortfall of dues from 2013 budgeted and 2013 projected dues.

The allocation of both dues and total revenue by program area are presented below. Each section that follows describes key activities of the 2014 program:

### CHBC Core Activities

1. Develop two high-profile, large attended CHBC events, one of them a two-day event
  - a. CHBC's Spring Summit possibly co-located at another major conference
  - b. CHBC's California Hydrogen and Fuel Cell Summit 2014 in the fall in Sacramento, CA
2. Produce 6 additional **high-quality in-person CHBC VIP Luncheons and Technology Tours** 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.
3. Continue a pro-active **Advocacy** program in support of the following main goals developed by the Advocacy Committee:
  - a. Advocate for policies that make it easier to expand market sectors for CHBC members in these sectors, e.g. maintain SGIP program, and develop relationships with agencies in areas of importance to the objective of growing markets Continue to pursue pathways for funding and investment for **hydrogen fueling infrastructure** development beyond 2015
  - b. Maintain reactive capability to provide testimony in legislative and regulatory proceedings that develop
  - c. Positions on hydrogen energy storage will be considered by the HES Committee
4. Continue education and information on **Hydrogen Energy Storage** program to develop greater recognition and analytical support from agencies and utilities for the technology to address California's target of 33% renewable energy in 2020
  - a. Advocate for hydrogen energy storage
  - b. Identify activities and projects to advance implementation of HES in California
5. Maintain active **Communications, Education and Outreach** program by generating interest for the technology by exploring ways in which CHBC can help companies develop market opportunities with other groups, events or messaging.
6. Expand **CHBC membership**, especially among manufacturing and utilities, and thereby increase membership business opportunities and revenue in support of CHBC activities.
7. In **Management**, continue work on improving efficiency and internal operations, policies and procedures, including maintenance of manual.

### CHBC Supplemental Activities

8. Supplemental Market Sector Programs:  
Develop one or more CHBC activities with supplemental funding that raised the profile of individual market sectors. Activities could include workshops, side-events at market meetings, and targeted meetings with decision makers. Areas include:

- a. Hydrogen Energy Storage
  - b. Ports & Airports Energy Opportunities
  - c. Public Transportation/Fleet Opportunities
  - d. Goods Movement
  - e. Telecom / Back-up Power
  - f. Refrigeration and Transportation / Trucking
  - g. Biogas for Renewable Hydrogen Production
9. Projects
- a. H2USA Participation to support hydrogen infrastructure build-out beyond California
  - b. 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
  - c. Enhanced advocacy activities to support and enhance CHBC's advocacy efforts, e.g. a policy briefing in Sacramento, white papers and reports to communicate to the legislature CHBC's advocacy goals

## Allocation of 2014 Expenses by Activity

The table below provides an overview of the budget planned for 2014 and includes 2013 program plan budgets number for comparison. **See the last page for details on each line item and for actuals for 2013 revenue and expenses.**

Program Area	2014 Contractor (\$)	2014 Other Expenses (\$)	Total 2014 CHBC Budget + Expenses (\$)	% of Total Budget	Total 2013 CHBC Budget + Expenses (\$)	% of Total Budget
Advocacy	5,000		5,000	4%	5,000	6%
Research & Analysis*	1,000		1,000	1%	6,600	7%
Hydrogen Energy Storage	2,500		2,500	2%	7,500	8%
Events	40,000	16,500	56,500	51%	29,950	33%
Communications, Education, Outreach	11,000	2,645	13,645	12%	13,800	15%
Membership Development	8,500		8,500	8%	6,900	8%
Finance and Accounting	2,500	2,935	5,435	5%	3,135	3%
Management	14,500	4,050	18,550	17%	17,800	20%
<b>Total Expenses</b>	<b>85,000</b>	<b>26,185</b>	<b>111,130</b>	100%	<b>90,685</b>	100%
Total Income			115,000		98,500	
Contingency			8,870	7%	7,815	8%
* Research and Analysis efforts are now a supplemental module, some funding to proceed funding opportunities remains						

## Supplemental Activities

A supplemental budget is summarized below which identifies areas that could be developed in 2014. Similar to 2013's successful Hydrogen Energy Storage module, these areas would help raise the visibility and impact of the CHBC and its members in these market areas. The funds to pay for the staff support of for any of the supplemental activities would come from dedicated funding from existing and new members, and external funding. These supplemental activities will only proceed if funding is secured. The activities within any program supplement will be determined by the organizations providing the additional funding, with staff facilitation and support. The budget for each module is a minimal amount required to develop a basic program and support, larger budgets are preferable to increase the impact.

Supplemental Activities	Minimal Funding Needed	Desired Budget for high-impact Program
Hydrogen Energy Storage	\$5,000	\$10,000+
Ports & Airports	\$5,000	\$10,000+
Public Transportation/Fleet Opportunities	\$5,000	\$10,000+
Goods Movement	\$5,000	\$10,000+
Telecom / Back-up Power	\$5,000	\$10,000+
Industry Data Collection	\$5,000	\$10,000+
Trucks/Refrigeration	\$5,000	\$10,000+
H2USA Participation, incl. labor	\$10,000	\$15,000+
Biogas and Fuel Cells	\$5,000	\$15,000+
Enhanced Advocacy	\$7,000+	\$1,000+

## Scope of Services

The proposed activities and initiatives presented below are the result of feedback from committee and committee chair considerations of their plans for 2014, members, and staff input.

## Event planning

### Goals

The primary goal is **to bring people together to develop technology and market awareness and to educate stakeholders** via in-person meetings. In support of that, the following activities are proposed:

1. Produce **8 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.

### Main Activities

#### *CHBC's California Hydrogen and Fuel Cell Summit*

- Organize and staff the two-day CHBC **HFCS of national importance** in the Fall of 2014 in Sacramento.
- Support of the key topics of the 2014 Program Plan
- Strong focus on educating and connecting with end users, as well as government agency executives and staff.
- 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

#### *CHBC Spring Summit co-located at major conference*

- Organize and staff the **Spring Summit** in early 2014
- Develop a strategic theme for the CHBC meeting, agenda, registration price tiers and prospective speakers
- Obtain speaking positions for CHBC members and stakeholders on the conference agenda to represent hydrogen and fuel cells
- Publicize the CHBC Spring Summit 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, in coordination with conference managers
- 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
- Obtain industry and stakeholder sponsorship in support of the CHBC's Spring Summit to support CHBC staff efforts

#### *Facility Tours/ Special Purpose Meetings*

- Develop two (2) 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 support CHBC expenses for the meeting
- Make logistical arrangements for each meeting, present any agreements to the Board (or sponsor), 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
- Provide CA staff person for CHBC on-site presence

### *VIP lunches*

- Develop four (4) revenue neutral or positive member VIP Luncheons in the 2014 calendar year, ideally one per quarter
- Make logistical arrangements for the lunch, including date, location and special guest
- Invite attendees, and handle meeting enrollment, payment and confirmation

### **What's New/Different in 2014**

- 2 additional VIP luncheons to provide additional opportunities for the growing membership to interact with key decision makers

### **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 is member led -- but CHBC staff supported – committee work that will identify opportunities to promote the CHBC mission and hone appropriate messaging materials.

### **Goals**

Continue a pro-active **Advocacy** program in support of the following main goals:

1. Advocate for policies that make it easier to expand **market sectors** for CHBC members in these sectors, e.g. telecom, back-up power, goods movement (like SGIP),
2. Follow **infrastructure development** to get ready for light duty vehicle roll-out in 2015 and beyond
3. Maintain reactive capability to provide testimony in proceedings that may develop
4. Continue proactive approach to advocacy and focused approach on key topics of importance for the industry
5. **Augment federal and state agency relationships** and develop relationships in areas of importance to the objective of growing markets (DOE, CEC, Cal/EPA).
6. Amplify the **policy messages of CaFCP and CSFCC** in CHBC activities for stronger industry impact.
7. Consider adjusting role of Advocacy Committee to delegate responsibilities to program specific committees, such as Hydrogen Energy Storage Committee for HES issues

### **Main Activities**

The core program areas are similar to 2013. Supplemental activities may be launched if members see a need or vital legislation or regulation comes up that may affect the industry.

- Communicate CHBC's advocacy activities and other issues of interest on the CHBC website and in regular email updates to members.
- Create action alerts and policy calls for members when needed.
- Host 4 VIP Luncheons with decision makers to educate them on CHBC's advocacy goals.
- When needed, develop template letters, public comments, brief position papers to Legislators in support of bills advantageous to the industry
- Coordinate/support activities with allied nonprofit organizations to further these goals via announcements, etc.
- Supplemental: Conduct a policy briefing of Assembly in support of 2014 advocacy goals. (\$5,000)
- Supplemental: Produce and submit white papers and reports 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. (\$2,000+, depending on scope)

### **What's New/Different in 2014**

- With funding for infrastructure secured, follow implementation efforts and emphasize other market sectors
- Further increase interaction with agencies and legislators, e.g. for Summit in Sacramento
- 2 additional VIP luncheons to provide additional opportunities for the growing membership to interact with key decision makers

### **Hydrogen Energy Storage**

The purpose of this program area is to educate stakeholders by providing information and resources on hydrogen energy storage technology, in support of CPUC Energy Storage decisions and California's strong renewable energy goals, which can be cost-effectively reached with reliable storage technology. Stakeholders are mainly policymakers, but also include CHBC members, industry leaders, the media, and the general public.

#### **Funding Mechanism**

- HES members to identify activities to be pursued in 2014 via module approach, requiring additional funding

#### **Goals To Be Finalized By Funding Members**

1. Achieve awareness of the option of hydrogen for energy storage with California regulatory bodies, state agencies, legislators and other decision makers
2. Build the analytical understanding of the role that hydrogen can play in managing increasing penetrations of renewable energy
3. Build relationships with key California and national stakeholder groups that can help build awareness of the role of HES
4. Enable the eligibility of hydrogen in existing funding vehicles and develop new mechanisms, where appropriate, for state support of HES in member driven projects and for expansion of CHBC HES capability, including SGIP and EPIC

#### **Main Activities For Consideration**

- Member-led effort to finalize white paper on the opportunity presented by Hydrogen Energy Storage, based on draft circulated in 2013, including cost and performance data and considerations for potential cost targets to increase the attractiveness of the technology.
- Member-led development of materials on Hydrogen Energy Storage, including talking points and a presentation/slide show for educational purposes
- Support the development of HES business cases where other organizations may be leading such efforts, e.g. via EPRI.
- Draft, or seek members to draft, responses to agency inquiries, proceedings and rulemakings related to energy storage.
- Explore CHBC support for a DOE HES Workshop in California
- Develop working relationships, through meetings and substantive engagement, with California utilities including SCE, SGD&E, PG&E, LADWP and SMUD
- Identify options to develop pilot projects that show the feasibility of the technology in CA.

### **What's New/Different in 2014**

- In 2013, the HES Committee has focused on influencing the CPUC Decision on Energy Storage to be inclusive of hydrogen. With that decision finalized, in 2014 the Committee can now focus on developing analytical supporting information, promote and building relationships to further elevate the technology.

### **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. E&O Committee to work with staff to implement activities, obtain outside funding support to strengthen CHBC's efforts, and help plan CHBC meetings and events.
2. Conduct quarterly Committee meetings and all-hands calls for members
3. Member-led development of the set of CHBC messages for use by CHBC, members and affiliates.
4. Explore ways in which CHBC can help companies develop market opportunities through its E&O activities.
5. Continue to work with NGOs and affiliates to seek their help in communicating CHBC messages, policy positions and analysis.  
Associate CHBC and help develop hydrogen component at other CA events, e.g. REFF West
6. Further develop relationships with utilities and IOUs
7. Identify events of interest to CHBC members and co-locate CHBC activities or provide agenda support, recommend speakers

## Main Activities

- Update stakeholders, using the CHBC mailing list, on CHBC activities, news, and upcoming events
- Develop, review, refine, and frequently update website content
- Conduct quarterly calls on industry and organizational developments for members with a potential to host special calls if opportunities arise.
- Request members to provide promotional messaging points and compile them into a consistent message of the benefits of hydrogen and put them into promotional materials.
- Respond to inquiries and questions by telephone and e-mail
- Respond to media inquiries and write press releases on CHBC achievements and other important news.
- Provide staff support for as-needed Education and Outreach Committee calls.
- Build CHBC mailing list through electronic outreach and data capture from the website and respondents
- Develop, review and refine CHBC talking points, fact sheets, position papers, and other educational collateral.
- Develop event-speaking opportunities for CHBC leadership and support board participation at events.
- Maintain CHBC presence on social media sites, e.g. LinkedIn, Facebook, Twitter.
- 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 2014

- Development of relationships with local and regional events and groups in support of CHBC's mission and goals.
- Continue to improve ways how information is shared with members, e.g. quarterly all-hands calls, use of social media
- Coordinate development of messaging materials
- Efforts increase to reach out to utilities to educate them on the technology and develop business opportunities

## Research and Analysis

The key project in this area is led by the Industry Data Ad Hoc Committee. 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

1. Production of a document that can be shared with agencies, legislators, the public, and prospective members to convey information about who the business council is, and what the member companies contribute to the economy in California
2. [Supplemental] Secure funding for a project module to create an industry report for CHBC's advocacy positions and E&O.

## **Main Activities**

- In early 2014, conduct industry member survey initially targeted for 2013 to gather initial data on California markets; or use existing data sets if available
- Support the work of the member-led Industry Data Ad Hoc Committee and identify outside funding sources, e.g. government and foundation funding opportunities and support application for likely funding vehicles, and to develop the scope of the desired work product(s)

## **What's New/Different in 2014**

- Production of a report to be used in communications with agencies and other stakeholders
- Supplemental: Fundraising and execution of data-driven industry overview document, report or database

## **Member Services and Development**

Membership Development is supported by the Membership Development Committee. 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.

CHBC will continue to use member input to learn more about their specific industry concerns and feedback on the work of the council.

## **Goals**

1. Further expand CHBC membership, especially on the manufacturing side, and sectors currently underrepresented, thereby increase membership revenue in support of CHBC activities
2. Develop approach and value proposition to engage utilities in CHBC.

## **Main Activities**

### *Member Services*

- Communicate CHBC activities and other information to members through web, email, and print media.
- Provide support for quarterly calls on industry and organizational developments for members with a potential to host special calls if opportunities arise.
- Maintain the online membership directory with updated information and members logos.
- Review and maintain members-only website and improve online communications tools for members.
- Evaluate and explore opportunities to augment the membership value proposition.
- Respond to email and phone inquiries from CHBC members.
- Host documents and have Members and Board Members-Only areas for distributing internal documents on website.
- Work with members and board members to show their membership in CHBC at trade shows or meetings in California.
- Identify meetings and events that CHBC members may participate in and develop supporting organization agreements to negotiate discounts.

### *Membership Development*

- Continue to use clear metrics and quarterly goals for growing CHBC membership growth.
- Continue to seek direct CHBC Board engagement with potential members, viewing staff as support in closing the deal or follow-up.
- Work with the CHBC Membership Committee on recruitment strategies and conduct member recruiting campaigns.
- Maintain the CHBC membership brochure and distribute at meetings, and seek distribution at meetings and conferences of CaFCP, CFSCC and other organizations or conferences.

- Respond to requests about membership.
- Develop goals for Board Members and members and provide incentives for successful member recruitment.

### **What's New/Different in 2014**

- Implement better usage of Salesforce's metrics, tracking and reporting tools to enable membership committee to become active recruiters.
- Increase role of Board and Membership Committee and reduce role of Managing Director for attracting new prospects and finalizing membership

### **New Modules**

The CHBC has gained experience in developing externally funded programs, an approach that will be intensified in 2014.

### **Goals**

1. Develop one or more externally funded program areas in support of CHBC's mission and goals.

### **Main Program Areas:**

- Goods Movement including forklift trucks and other off-road transportation devices to help hydrogen solutions increase their market shares.
- Telecommunication focused on expanding the market for hydrogen and fuel cell back-up power systems for telecommunication towers.
- Secure funding and develop an industry report with CA-centric data
- Ports + Shipping solutions with hydrogen, including port vehicles, idling and auxiliary power solutions for ships, addressing emission reduction requirements
- Trucks/Refrigeration technology to provide power for cooling for goods and delivery trucks
- H2USA Participation to develop a national hydrogen refueling network

### **What's New/Different in 2014**

- The approach to additional fundraising for modules will be refined, based on interest voiced by members in the membership survey and actively pursued in communications with members and beyond

### **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.

### **Goals**

1. Staff will continue to work with CHBC leadership to allow staff support to be directed to areas of maximum effectiveness. Suggestions will be made as needs and opportunities for improvement arise.
2. Complete transition to mainly self-directed professional staff management of organization.

### **Main Activities**

- Execute 2014 program plan and respond to changes in the 2014 plan, compensation or payment schedule.
- Develop 2015 program plan with support of the Board, Committees and Members
- Conduct annual membership survey in support of 2015 program plan development
- 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 & loss and reports to Treasurer for monitoring progress to budget
- Conduct a financial review of the CHBC (Letter of Financial Review) by an outside agency to certify CHBC conforms to financial standards and improve chances for outside funding
- Conduct member-led SWOT analysis of the CHBC to identify areas of weaknesses and opportunities
- Oversee and coordinate efforts of subcontractors, members, and committees.

- Convene 3 meetings of the Board of Directors, including staff report, staff support for agenda development, meeting execution, meeting minutes and action items, ideally scheduled to coincide with CHBC Summits or other CHBC events.
- Organize and assist the Secretary in conducting the annual Corporation Meeting of the membership with Board elections.
- Develop Annual Report of the organization
- Coordinate weekly information and planning exchange with Board representative and staff
- Perform general office operations including phones, fax, voicemail, email, and other daily office procedures.
- Create or revise internal documents, such as bylaws, letterhead or policies and procedures manual as needed.
- Track to-do items from meetings and remind Board members of outstanding to-do items
- Invoice and process subcontractor payments, membership dues, new membership applications, sponsorship and meeting registrations. Process credit cards and checks.
- Create and file government nonprofit reports and other required documents.
- Track and ensure CHBC compliance with CHBC contractual and other legal requirements.
- Provide insights and statistics into website use for Board.

### **What's New/Different in 2014**

- Conduct financial review of CHBC Finances to establish financial integrity of the organization
- Develop strong awareness to reduce overall management costs for CHBC

### **Staffing**

CHBC will continue to be provided by Technology Transition Corporation ([www.ttcorp.com](http://www.ttcorp.com)), an association management and consulting services provider. TTC utilizes its own specialists in association management, budget development and financial oversight, communications, graphics and web development, membership development, event planning, and other core competencies needed to operate effective and grow organizations and supplements its DC staff with California resources where necessary to achieve on the ground awareness, relationships and event support.

Under this program plan and budget, CHBC will utilize the services of several key individuals at TTC on a substantial part-time basis. On a more limited basis, other staff members at TTC will provide web and financial support (several hours per month). If revenues from membership grow significantly, the budget may be modified by mutual agreement to increase the scope of services (and corresponding staff time) provided to CHBC by TTC, or to improve the balance sheet, or both.

### **TTC Staff Roles with CHBC**

Jeff Serfass (Managing Director)  
 Emanuel Wagner (Assistant Director)  
 James Provenzano (Senior Advisor)  
 Andre Cutair (Graphics, Web)  
 Cordelia Pearson (Financial Records and Reporting)  
 TTC Fellows (Administrative and Program Support)

### **Financial Impact and Fundraising**

CHBC's financial strength will continue to improve through 2014 under this Program Plan. The CHBC begins 2014 with approximately \$25,000 in cash. The Program Plan and Budget will result in an overall surplus of approximately \$3,900 to allow for unexpected events, member attrition, increased program demands, and funding requests. Given the difficulty of estimating member growth and attrition and the impact of dues write-offs, this surplus will strengthen CHBC's financial security in 2014.

2014 dues levels remain unchanged, and reflect increased support from Silver and Gold members. Staff hours have been allocated towards core-competency areas, including Events, Advocacy, HES, Education and Outreach, and Management. There are opportunities within the 2014 PPB to raise additional revenue, e.g. from modules facilitating workshops.

### **Continuation of Retainer Agreement**

CHBC needs to increase the monthly retainer that was employed in January 2012 to support the growing membership and the growing activities. The amount of the monthly fees is 1/12 of the TTC budget. For 2014, the monthly retainer will increase to \$7083.33, representing 1/12<sup>th</sup> of \$85,000.

### **Supplemental Funding**

The core program is budget constrained. Certain goals and activities are described in this plan as supplementary activities. These could amount to or exceed \$50,000 and can be raised via dedicated funding allocation from members and external funding. This funding can be allocated to the specific supplemental activity with direction from the board and input from the supporting committee. A work scope, TTC staff budget, and payment schedule will be determined for each supplemental activity.

### **Contractor Availability to Provide Additional Services**

Contractor agrees to use reasonable efforts to provide additional staff services and supplies as requested from time to time by CHBC; service requests beyond the contract scope will be on a fee-for-service basis.

### **Insurance**

Consultant shall carry and maintain the following insurance:

- a. Commercial General Liability Insurance, with minimum limits of \$2,000,000 per accident for bodily injury and property damage.
- b. Automobile Liability Insurance, covering Consultant's use of automobiles under this Agreement, with minimum limits of \$2,000,000 per accident for bodily injury and property damage.
- c. Workers' Compensation and Employer's Liability Insurance, and all other insurance required by law in the jurisdiction in which the Work will be performed.

### **Contract Management and Administration**

Coordination with the designated CHBC Contract Manager and others will be maintained during the period of this contract. Briefings on the progress of the Work will be provided as required. Contractor shall meet with the Board President at least quarterly to discuss project implementation progress, to identify and address any issues with contract implementation that may come up, as well as to review revenues resulting from program implementation to ensure that revenues are sufficient for the work being performed.