



# CALIFORNIA HYDROGEN BUSINESS COUNCIL



November 24, 2015

The 2016 Program Plan and Budget set ambitious goals for the CHBC at a time when hydrogen and fuel cell technology is becoming a reality in the California marketplace.

The programmatic areas are designed to support market growth and attract new business to California to help create new jobs, new projects, cleaner air and a healthier environment for all residents of this Golden State.

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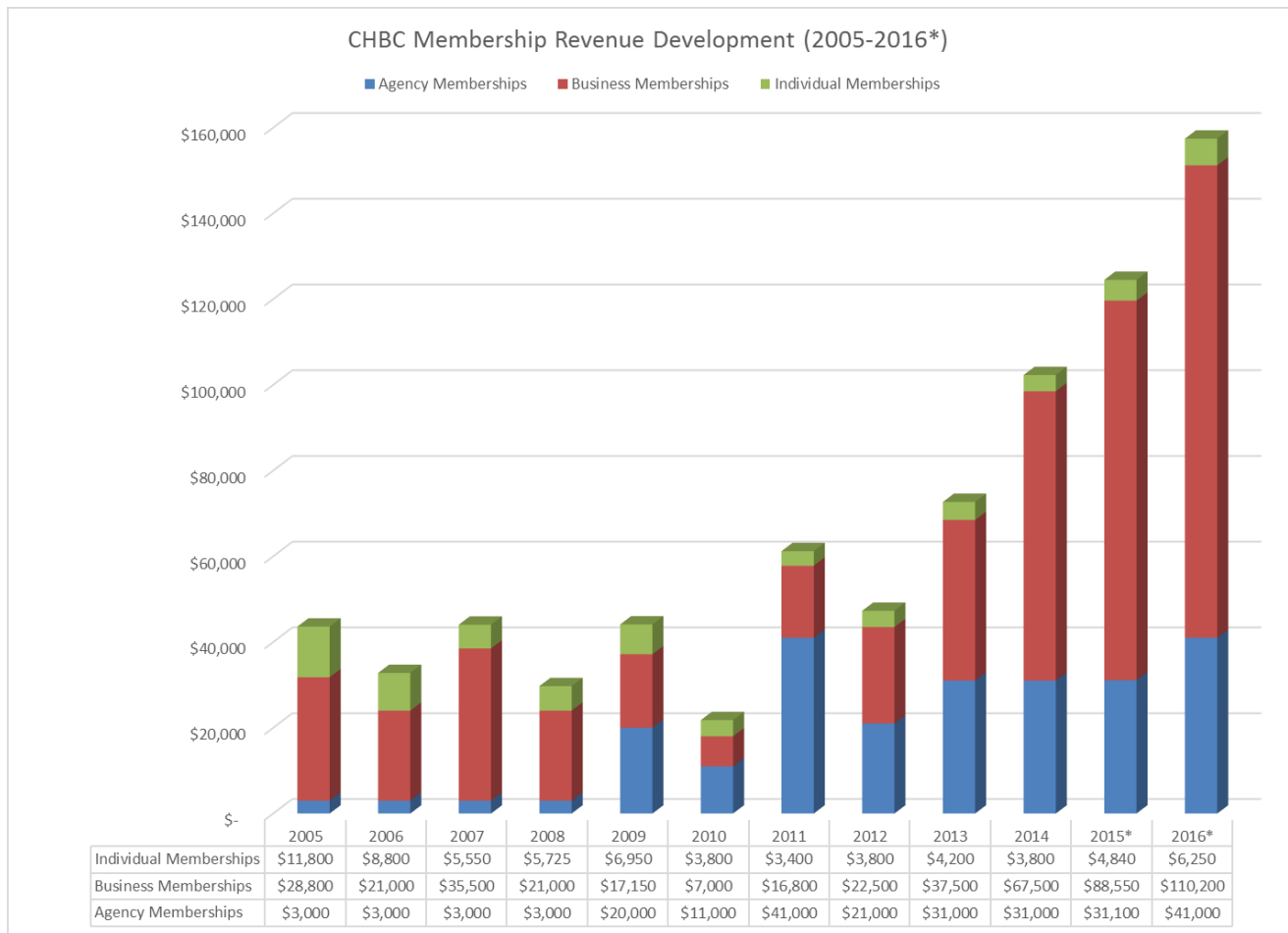


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## Current Year Overview

In 2015, the CHBC has continued to expand into an organization that represents a real business network with a robust industry membership, signature industry activities and events. The 2015 plan was aggressive in the number of events and market sector impacts desired. Staff will need to move into 2016 one or more of the events planned for 2015. The two signature events of 2015 have been the Summer Summit with the Workshop on Renewable Pathways to Hydrogen and the Workshop on Hydrogen for Energy Storage and Grid Services, and the Sacramento Summit on September 30 and October 1. The chart below displays the significant increases in revenue over the years, the growth in business membership revenue and the important role of agency sponsorships.



It is important to realize that financial member support is provided in two important ways:

- Membership dues, with a membership structure that encourages Gold and Platinum level membership with corresponding increases in services and visibility in CHBC publications and events
- Member sponsorship of events, funding that allows these events to take place and that allows the CHBC to dive deeper into specific program areas.

Non-financial member support of committees and strategic action groups allow the CHBC to achieve much greater levels of unique engagement in California policy and program matters than staff can provide with its limited resources. The Hydrogen Energy Storage group is the best example of this.



In the 2015 Program Plan and Budget, the projected dues revenue was \$134,640 and the event revenue from core program events was \$71,500. Currently, the projected revenue for 2015 amounts to \$124,500 for dues and 31,500 for sponsorship and \$20,000 for registration for core program events.

Although the program year is still in progress, CHBC has been able to achieve a number of objectives this year, including:

- Continuation of the CHBC Hydrogen Energy Storage program and Committee, with expansion of impact through
  - Publication of HES White Paper
  - Relationship development with Cal ISO
  - HES and P2G Workshop
- Initiation of market Strategic Action Groups for review of staff plans and potential advocacy positions
- Initiation of a California government agency and legislative events calendar to help staff, members and committees keep a focus on the activities and deadlines for important actions
- Participation in ARB planning workshops on heavy duty freight and bus procurements
- Participation in ARB Board meeting
- Summer Summit with nearly 100 attendees, with summary report issued
- Workshop on Renewable Pathways for Hydrogen, part of Summer Summit
- Workshop on Hydrogen for Energy Storage and Grid Services, part of Summer Summit
- Held VIP event at Port of Long Beach
- Held Technology Tour of West Sacramento retail hydrogen fueling station
- 1 Board Meeting in Downey, 2<sup>nd</sup> in Sacramento, 3<sup>rd</sup> to be in Diamond Bar
- Monthly review meetings of staff and CHBC President
- Monthly All-Hands Call with member engagement
- Issued 2014 Annual Report
- Obtained and analyzed results of membership survey resulting in development of member interest in SAGS, committees and sponsorship
- The CHBC website was updated with new materials
- Development of 2-day Fall Summit in Sacramento
- Managing Director meetings with government agencies and leaders, e.g.: SCAQMD, CEC, GoBiz, CSFCC, CaFCP, ARB, DOE
- Cory Shumaker, based in LA area, with family in Sacramento, added as TTC contractor for California CHBC support; continuation of Mark Abramowitz's strategic briefings to Managing Director for added eyes and ears
- Planning for 2016 Spring Summit with ACT Conference and Expo in Long Beach

Committees and Strategic Action Groups have developed with individuals volunteering to serve on them in their responses to the CHBC membership survey earlier this year. At the September 29 Board Meeting, the committees and SAGs have been consolidated to three SAGs and two Committees:

- Education and Outreach Committee
- Business Expansion and Membership Committee
- Hydrogen Energy Storage and Renewable Hydrogen SAG
- Transportation and Public Transit SAG
- Goods Movement SAG (includes Ports, Heavy Duty and Freight)

Two subcommittees continue work on the Industry Database and the Policy and Procedures Manual. Activities not yet complete, though planning has begun, include:

- Financing the 101st Station Workshop
- Silicon Valley Briefing
- "Expanding the Supply Chain" Briefings
- Clean Ports Workshop

Membership revenue has increased considerably due to dues increases and 18 new members, equaling \$14,050 in new revenue, including IRD Fuel Cells at the Gold Level, H2 Logic, McPhy, Next Hydrogen, SMUD, SunLine Transit and Swagelok at the Silver Level. Southern California Gas Company and Toyota upgraded to Platinum, and Honda to Gold. Another noteworthy addition is Keyes, Fox & Wiedman, an Oakland-based law firm engaged in energy storage which broadens CHBC's membership representation to the legal sector.

## Strategy for 2016

The overall 2016 strategy will be to continue and execute what was started in 2015, with a strong drive to expand membership and California representation of the CHBC. 2015 events not held by the end of 2015 will be held in the first half of 2016. Harmonizing the name of CHBC committees and Strategic Action Groups and utilizing their common and important role in the CHBC's work will take on new importance. Increasing the visibility and advocacy of CHBC market sector interests will reinforce the transformation to increased CHBC impact and effectiveness for our members.

The CHBC began the transition to **management and advocacy of market sector interests through its committees and market sector Strategic Action Groups (SAGs)** and this transition will be completed in 2016, with the selection of chairs for each of the groups. The SAGs in 2016 will be:

- **Transportation and Public Transit SAG** – principally, light duty FCEV vehicles and buses, and hydrogen fueling infrastructure
- **Goods Movement and Clean Ports SAG** – principally FCEV medium and heavy duty vehicles and all mobile and stationary hydrogen and fuel cell products for freight systems, especially in relation to the ports.”
- **Hydrogen Energy Storage, Power to Gas and Renewable Hydrogen SAG** – the focal point for energy storage, renewable pathways to hydrogen and work that relates to utilities and stationary power, the Public Utility Commission and Cal ISO

The principal functions of the CHBC can be summarized as follows: be a **convener** of leaders; enable **collaboration**; **communicate** information to the public; and **advocate** for CHBC market sector interests. The SAGS, in most settings are the primary leaders for these functions. The activities of the SAGS will be the following:

- Appoint a SAG chair and vice chair(s) for staff to work with.
- Each SAG meets by conference call regularly to be proactive in recommending CHBC program and advocacy positions in their market sector. Each CHBC Summit plan will include a 1-2 hour period for face-to-face SAG meetings.
- Each SAG regularly reviews the CHBC calendar for procurement planning, regulatory and legislative opportunities for CHBC action.
- Each SAG responds to staff and leadership requests for review of CHBC advocacy positions and other written statements.
- Each SAG provides guidance for the following year program plan and budget, recommending funding strategies where activities may require additional resources.

2016 CHBC program committees will be the following:

- **Business Expansion and Membership Development Committee** – established to guide the staff in execution of activities in this area.
- **Education and Outreach Committee** – continued to provide staff support for newsletters, and other outreach materials

## Program Areas

### Advocacy

CHBC advocacy work will be directed by the relevant SAG, pending approval by the Executive Committee prior to publication. Where specific advocacy work crosses SAGs, and where there is no SAG directly relevant to the particular issue, the CHBC Executive Committee will provide guidance and approval of advocacy work by staff and members.

Crossing all market sectors, the CHBC will grow its **advocacy** effectiveness in participating in California **regulatory, legislative and agency deliberations and procurement planning**. CHBC has a broad opportunity to lead the discussion of energy strategies and technology deployment through its written positions, face-to-face meetings and presentations. The Board, SAGs and CHBC members are each important components of CHBC advocacy work, as is staff engagement and leadership.

There is no separate budget for advocacy work, as it is assumed to be part of the individual market sector activities addressed below, and management activities if outside the market sector areas. The exception is the budget for the legislative day, amounting to \$7,000.

#### Specific Actions

1. Develop a list of companies with **Sacramento representation**, their contact information, and companies with active representation before the Public Utility Commission and Cal ISO.
2. Maintain and expand the CHBC Members Only **Calendar**, improving its user friendliness and establishing mechanisms for updates by members. Use the Calendar in each SAG and Committee meeting as a tool to develop action plans for each.
3. Develop advocacy plans with each SAG.
4. Plan a CHBC **Legislative Day** with SAGs, member government affairs specialists and other stakeholders that will include a briefing of CHBC Sacramento representatives and a planned series of meetings with legislators and a public reception.
5. Consider identifying a Sacramento representative to participate in agency meetings and provide testimony on legislation relevant to the CHBC

### Hydrogen Energy Storage, Power to Gas and Renewable Hydrogen Program

HES, P2G, renewable paths to hydrogen and related utility engagement will be led by the HES P2G and Renewable Hydrogen SAG. This new combined SAG will have 46 individual members. The CHBC President Jeff Reed, Southern California Gas will step down as Chair and become immediate past chair, with Jack Brouwer, UC Irvine becoming the new chair and Steve Jones, ITM Power remaining the vice chair of this SAG.

The CHBC has unique convenor, collaborator and communicator in two areas of hydrogen produced from renewable energy, and the role of hydrogen in energy storage, power to gas, and grid services. There is much work to be done in these areas, including producing the output from the Summer Summit workshops in the form of papers and slide decks for member and staff presentations on these subjects. The valuing of distributed energy resources, the role of energy storage and the evolution of the utility of the future are all important extrapolations of 2015 HES activities in which the CHBC has had unique perspectives to bring to the tables where these subjects are considered. We are pleased to have gained the Sacramento Municipal Utility District as our first electric utility member. Members and staff will continue efforts to engage the Electric Power Research Institute, Southern California Edison, San Diego Gas & Electric, and Pacific Gas & Electric to broaden our member input to this market sector, and to relate our members' interests better to their businesses.

The budget for this market sector is \$11,000. While no specific HES event is proposed, the HES SAG may decide to support such an event, which would require outside sponsorship funding to cover the cost associated with planning and executing such an event.

#### **Specific Actions**

1. **Strengthen the SAG** by confirming the interest of existing SAG members, attempting to get all stakeholders in this market sector engaged.
2. Develop a critical mass of **utilities** and companies engaged with utilities in the CHBC.
3. Conduct 10 monthly conference call **meetings** of the SAG, and two face-to-face meetings at the CHBC Summits or other events convenient for significant SAG membership. Meetings will address Calendar items and determine SAG actions. Staff will send meeting notices with agendas and take notes and action items from the meetings.
4. Seek external review of the **HES P2G White Paper** for additional work needed and obtain commitments from SAG members to perform the work.
5. Develop **HEF P2G Fact Sheet** for a general audience.
6. Develop **HEF P2G slide deck** for member and staff presentations before knowledgeable industry and regulatory groups.
7. Engage in ongoing California energy storage discussions and report development lead by other entities
8. Develop a **Renewable Pathways to Hydrogen White Paper**, utilizing the results of the 2015 Workshop and assistance from members.
9. Develop a Renewable Hydrogen Fact Sheet
10. Develop a **Renewable Hydrogen slide deck** for member and staff presentations
11. Support EIN to develop an analysis of renewable pathways to hydrogen report in return for CHBC co-branding
12. **Advocate** and present HES P2G facts before the PUC, Cal ISO and other California agencies.
13. Hold at least one **VIP Luncheon** for this market sector
14. Provide recommendations for the **2017 CHBC Program Plan**

### **Goods Movement and Clean Ports Program**

The 2015 volunteers to assist with goods movement and clean ports activities will be combined into one Goods Movement and Clean Ports SAG which will include sustainable freight interests. An important sector for a wide array of CHBC members, this SAG currently will have 18 members. A SAG chair will be selected, supported by vice chair Pinakin Patel, FuelCell Energy.

ARB continues to implement a number of competitive procurements to address the drive to zero emission trucks, cleaner ports and other efforts to address the environmental challenges of disadvantaged communities that often exist around ports and freight distribution centers. Staff will continue to increase its relationship building with key stakeholder organizations and one of the key activities will be conducting with members a Hydrogen and Fuel Cells in Clean Ports Symposium in the first half of 2016.

The budget for this market sector is \$11,000. The Symposium will be funded by sponsors and registrations with an expected budget of \$18,000 for planning and execution.

#### **Specific Actions**

1. **Strengthen the SAG** by confirming the interest of existing SAG members, attempting to get all stakeholders in this market sector engaged. Assist in selection of the SAG chair and one or more vice chairs.
2. Conduct 10 monthly conference call **meetings** of the SAG, and two face-to-face networking meetings at the CHBC Summits or other events convenient for significant SAG membership. Meetings will address Calendar items and determine SAG actions. Staff will send meeting notices with agendas and take notes and action items from the meetings.



3. Create and execute a Hydrogen and Fuel Cells in **Clean Ports Symposium** with a wide array of stakeholders including harbor associations, the ports themselves and interested members. This will be supported by agency and member sponsors and registrations for individuals beyond the immediate target audience of government agencies and terminal operators.
4. Seek agency and/or industry funding of the **Ports Handbook** proposed in 2015 to the Port of Long Beach to educate terminal operators on how can the technology solutions can save them money and provide independent power and increase resiliency.
5. **Advocate** and present goods movement and clean ports facts before the California legislature and agencies.
  - a. Hold at least one **VIP Luncheon** for this market sector, candidates include Anthony Rendon, Gene Saroca, Chris Cannon
6. Provide recommendations for the **2017 CHBC Program Plan**

## **Transportation and Public Transit Program**

The 2015 volunteers that signed up for Transportation and Public Transit Sags will be combined into one Transportation and Public Transit SAG which will include fueling infrastructure interests. This combined SAG will have 40+ members. A SAG chair will be selected, supported by vice chair Lauren Skiver, SunLine Transit.

CHBC will continue to work with the California Fuel Cell Partnership in areas of infrastructure development and deployment planning for light duty vehicles. CHBC will provide its independent, broader industry voice for fueling station financing and deployment, including opportunities to bridge functionality across LDV fueling, transit fueling, power to gas, and other market sectors.

The budget for this market sector is \$11,000. A public transit reception and meeting with a budget of \$16,200 is proposed for California transit agencies at a transit meeting. The 101<sup>st</sup> station workshop is budgeted with \$10,000.

### **Specific Actions**

1. **Strengthen the SAG** by confirming the interest of existing SAG members, attempting to get all members in this market sector engaged. Assist in selection of the SAG chair and one or more vice chairs.
2. Conduct 10 monthly conference call **meetings** of the SAG, and two face-to-face meetings at the CHBC Summits or other events convenient for significant SAG membership. Meetings will address Calendar items and determine SAG actions. Staff will send meeting notices with agendas and take notes and action items from the meetings.
3. Plan and execute the Financing the **101<sup>st</sup> Station Workshop** to develop financing mechanisms and future policy drivers, identify cost barriers
4. Plan and execute a **gathering of California transit agencies**, in the form of a combined meeting and reception, tentatively planned for early February 2016 at SunLine Transit
5. Consideration of organize a meeting in DC in support of FTA at APTA Legislative Conference in March – Platform for Zero Emission
6. **Advocate** and present Transportation and Public Transit facts before the California Legislature and agencies.
7. Hold at least one **VIP Luncheon** for this market sector
8. Provide recommendations for the **2017 CHBC Program Plan**

## **Business Expansion and Membership Development**

The 2015 volunteers who signed up to assist with the Business Expansion in California Briefings and the Membership Development Committee will be combined into the Business Expansion and Membership Development Committee. The Committee would then have 25+ members. Anca Faur, Johnson Matthey is the Committee Chair and one or more vice chairs will need to be selected.



Staff and SAG leadership will work with GoBiz and other agencies with an interest in expanding the California supplier base and employment to serve the growing business across all hydrogen and fuel cell markets. The flagship for this effort is expected to be the series of briefings planned for 2015, now expected to be executed in 2016.

Membership in the CHBC stands at 55+ organizational members. CHBC needs to continue **membership development** efforts to lead new members to join at higher levels and to lead existing members to upgrade to higher levels, to continue the growth of CHBC services. Therefore, an effort to upgrade existing silver members to higher levels will be undertaken by the Board, while staff and Board leadership continue to obtain important new members. Staff and the Board will work to continue and even expand agency support of the CHBC, since we are the industry touch point for many of the state and regional environmental and energy objectives. San Joaquin Valley Air Pollution Control District is an important target for membership development, as is the California Energy Commission and the Air Resources Board. CHBC will expand staff efforts already begun to lead international companies to see the CHBC as an important tool for their expansion into the U.S. through California, and for understanding the many State policies already in place or being considered. And we will seek to expand the legal firm membership in the CHBC.

The budget for membership support, development and business expansion is \$17,900. The supply chain and business expansion briefing is estimated to have a budget of \$12,500, and a Silicon Valley briefing with a budget of \$5,000, each supported by sponsorships and registrations.

#### Specific Activities

1. **Create the new Business Expansion and Membership Development Committee** by expanding the current Membership Development Committee by adding 2015 volunteers interested in the Business Expansion Briefings and confirming everyone's willingness to serve in the new. Assist in the selection of one or more vice chairs.
2. Conduct four bi-monthly conference call **meetings** and two face-to-face meetings at the CHBC Summits or other events convenient for significant Committee membership. Meetings will address Calendar items and determine SAG actions. Staff will send meeting notices with agendas and take notes and action items from the meetings.
3. Continue to evaluate the need and funding opportunities for a **Hydrogen and Fuel Cell Industry in California Report**.
4. Develop and host a **Silicon Valley briefing** on hydrogen and fuel cell technologies with a local organization, originally proposed for 2015
5. Develop a **supply chain workshop** for sectors with limited product options, in coordination with state agencies, to attract industry to California and interest companies currently active in similar industries but not active in hydrogen and fuel cells to develop and offer products
6. Plan and execute two CHBC **prospective member briefings** with refreshments at non-CHBC events to introduce the CHBC.
7. Hold one **VIP Luncheon** with a senior government official or NGO leader in the area of economic development and jobs creation in California.
8. Develop a **December Membership Meeting** event
9. Provide Committee recommendations for adjustments in CHBC dues structure and dues levels for the **2017 Program Plan**, including membership development strategies for 2016 and 2017.

### **Education and Outreach**

The Education and Outreach Committee will be strengthened in 2016 to be the advisory group to help staff plan the semiannual CHBC Summits. With Bob Desautels from EPC as Chair, one or more vice chairs will be selected.

Added to this Committee's responsibilities will be guiding staff and Board leadership in assessing the need for broad public education to assist in the launch of Fuel Cell Electric Vehicles in 2016 and beyond, as well as other market





sectors. This Committee will lead the CHBC discussion of what, if anything, the CHBC should do in this broad area, with input from each of the market sector SAGs.

The **2016 Spring Summit** will be **aligned with GNA's ACT Conference and Expo, May 2-5, 2016 in Long Beach**, with a Board meeting around this event as well. GNA and staff have articulated a vision in which CHBC's Summit has a **significant emphasis on goods movement and clean ports**, and the ACT Conference has a CHBC keynote talk on the vision and status of hydrogen and fuel cells across market sectors, and a CHBC side session providing an update on the status of hydrogen and fuel cell markets and products. CHBC member discounts and participation in sponsorship will be considered.

The **2016 California Hydrogen and Fuel Cell Summit** will be planned for Sacramento in the fall. It has proven to provide a unique opportunity for business leaders to engage with policy makers, among an audience of international players. Staff will continue to make this a broad meeting of value to all members, while it also goes deep in the newest market sectors for CHBC deep engagement. Staff will explore with potential sponsors and exhibitors, including the agencies, whether it is feasible to hold the event at a venue that would allow for a bigger event with a technology exhibition, at a hotel or the Sacramento Convention Center. It may be time that the CHBC provide an event with a similar agenda and also the opportunity for government officials and staff to see and "kick the tires" of the products being offered, and to talk one on one with business representatives. With the normally accessible and cost effective networking event that the CHBC conducts, it will also expand the opportunity for B-to-B discussions.

The array of **VIP Lunches and Technology Tours** will be continued, with staff attempting to serve all market sectors and a variety of agency leadership.

Monthly newsletters, website updates and announcements of events and new members will continue.

The Education and Outreach budget for Committee meetings and regular communications is \$101,700, which includes staff labor and other direct expenses for each Summit. The Summits are supported by registration and sponsorship revenue, projected to be \$25,000 for the Spring Summit and \$42,500 for the Sacramento Summit. , If it is the opinion of the board to include an exhibition at the Sacramento Summit, the budget would increase to around \$100,000, though a more precise estimate will be possible once the venue and size of the exhibition are determined.

#### **Specific Actions**

1. **Strengthen** Education and Outreach Committee to be able to provide advice for Summit planning and to consider the need for a broader, deeper public education campaign. Assist in selection of one or more vice chairs.
2. Conduct four bi-monthly conference call **meetings** and two face-to-face meetings at the CHBC Summits or other events convenient for significant Committee membership. Meetings will address Calendar items and determine SAG actions. Staff will send meeting notices with agendas and take notes and action items from the meetings.
3. Conduct quarterly **all-hands calls** that, with the Summits, other events and newsletters, actively keep members up to date on CHBC activities
4. Create an event or otherwise participate in **National Hydrogen Day** in October, 2016.
5. Evaluate with Committee members, the Board and industry and government stakeholders, the state of **public awareness** of hydrogen and fuel cells, the vision and the reality, and consider whether the CHBC should help create, or support a public education initiative.
6. Hold one **VIP Luncheon** broadly in support of public education
7. Provide Committee recommendations for **2017 Program Plan** activities in support of public education and outreach, including events.

## Management

Management of staff activities will continue to be by the CHBC Executive Director who is delegated by the Board to be the chief executive of the CHBC. Monthly meetings will continue to be held between the CHBC lead staff and the CHBC Board Chair. This budget area includes work with the Board, Executive Committee and the financial management work and reporting for the Treasurer.

**CHBC staff** will continue to be centered in Washington DC with Technology Transition Corporation and will continue to expand California staff boots on the ground and expand participation by the Executive Director and California staff in agency and legislative communications. The role of Cory Shumaker's California staff support will be expanded with increased allocation within TTC's budget. This staffing will be augmented by greater member participation where members can represent the broad CHBC interests. The goal is have the CHBC represented face-to-face in the combination of NGO, agency and legislative settings such that we are able to affect policy positions, identify policy issues, and receive strategic information of importance to CHBC members.

CHBC staffing is currently:

Position	Individual
<b>Managing Director</b>	Jeff Serfass
<b>Assistant Director</b>	Emanuel Wagner
<b>Senior Advisor</b>	Mark Abramowitz (in Yorba Linda, environmental)
<b>Senior Advisor</b>	Bud Beebe (in Sacramento, specializing in utilities and utility regulations)
<b>Project Coordinator</b>	Cory Shumaker (in Santa Monica, clean freight)
<b>Advisor</b>	James Provenzano (in Los Angeles)
<b>Events Coordinator</b>	Vera Medici
<b>Finance Coordinator</b>	Cordelia Pearson

The budget for Management is \$17,500 and includes three face-to-face Board meetings with staff participation and includes direct expenses for board meetings. California contractors (Labeled senior advisors and Project Coordinator) have an allocated budget of \$29,000, which may increase with additional external project funding.

### Specific Actions

1. Manage all staff activities consistent with the approved 2016 budget
2. Schedule, plan and help conduct three face-to-face **Board meetings**, at:
  - a. Spring Summit – 2016 progress and remaining plans
  - b. Fall Summit – 2017 Strategy
  - c. December – 2017 Plan and Budget approval
3. Schedule, plan and help execute three conference **call Executive Committee meetings** to precede each of the Board meetings
4. Provide CHBC-specific **financial management** including:
  - a. Invoicing and collection of dues and sponsorships
  - b. Production of finance reports for the Treasurer review and presentation to the Board
5. Provide **2016 update reports** on progress against the 2016 plan and budget
6. Produce the **2017 strategy** recommendation, questions and issues to the Board
7. Produce the **2017 Program Plan and Budget** for Board discussion and approval

## Budget

The **funding strategy** is to continue dues at the current dues levels which were increased by 10% in 2015, and to raise additional revenue from the two CHBC Summits. An aggressive 20% increase of membership dues is budgeted. Staff proposes two options to change membership dues structure and increase membership revenue:

- Increase membership dues
- Change of sole proprietor/emerging business level to Bronze with “3 or less staff in North America”
- Addition of Platinum Level Member distinction (Executive) level for voluntary membership contributions exceeding \$10,000 per annum

Current membership level		Proposed Modifications	
Individual	\$220	Individual	\$250
Emerging Businesses and Consultants*	\$550	Bronze (3 or less staff in North America)	\$600
Silver	\$1,100	Silver	\$1,250
Gold	\$2,750	Gold	\$3,000
Platinum	\$5,500	Platinum	\$6,000
		Platinum (Executive)	\$10,000+

Staff recommends to **not convert dues cycle to be converted to a calendar year basis** for existing and new members, as was proposed for review at the September Board Meeting.

**Registration fees** for Summits and other events will be selectively increased with evaluation of the value of the event to the several target audiences. In general, \$75 will be added to the one day, \$150 to two day event registration levels. The Sacramento Summit will continue to offer free registrations for government employees and a limited amount of free registrations may be offered to critical target audiences for other events. Onsite registration will increase by \$50 for all.

Category	2015 rates	2016 rates
<b>Members:</b>	\$119	\$219
<b>Non-Members:</b>	\$219	\$359
<b>One Day Member:</b>	\$79	\$129
<b>One Day Non-Member:</b>	\$129	\$229

Recognizing the way some member and other organizations budget, staff will invite **sponsor and membership upgrade discussions and commitments on an annual basis**, in December 2015 and early in 2016.

The **total revenue**, including the two Summits without other externally funded events, is \$226,700. The anticipated sponsorship and registration revenue for externally funded events is \$64,500.

The **total expenses** amount to \$213,212, expenses for externally funded events add up to \$61,700.

The **net revenue** for 2016 is projected to be \$16,000, of which \$10,000 of the budget can be set aside for **Board-directed activities** which may arise from SAG, Executive Committee or member recommendations but are not included in the 2016 Program Plan and Budget.