

2009-2010
National Hydropower Association
Strategic Plan



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**VISION, MISSION, AND GOALS
2009**

VISION: Double Hydropower's current contribution to our national renewable energy supply.

MISSION: Champion Hydropower as a reliable, clean, domestic, and essential part of the United States' renewable energy solution.

KEY MESSAGE: Hydropower is the United States' largest renewable energy resource. Hydropower has much to offer and can enable increased additions of other renewables. Hydropower can contribute much more!

GOALS:

Grow Hydropower - Promote the use of new technologies, new development, as well as improvements at existing facilities to greatly increase Hydropower's contribution to reducing greenhouse gasses, creating green jobs, and meeting our national renewable energy goals.

Promote Sound Environmental Stewardship - Be the rationale voice for environmental responsibility in the development and management of hydropower projects

Meet Member Needs - Provide members with valued services. Leverage our resources to help members and the Hydropower industry achieve its goals.

Seize the Moment - Move quickly and rationally in this unprecedented time of national need and opportunity.

Be the Premier Energy Organization and Renewable Technology that Others Point To - Manage our organization and conduct ourselves with the highest standards of leadership, integrity, efficiency, innovation and effectiveness.

Represent and Advance All Water Power Technologies - Promote the economic development and advancement of innovative, feasible, and environmentally responsible water power technologies, including ocean, tidal, wave, hydrokinetic, pumped storage and conventional Hydropower.

Advance Policies that Promote Hydropower and its Growth - Advocate, influence, monitor and inform national policy that supports continued operation of existing Hydropower facilities and economic development of new Hydropower resources.

Build and Maintain Constructive Relationships - Develop constructive, supportive and influential relationships with policy makers, regulators, agencies, stakeholders, other renewable trade organizations and our members to increase our clout, effectively leverage our collective resources and lead to outcomes that favor Hydropower.

Build Support for Hydropower through Information and Education - Push the message that Hydropower has a lot to offer and can do much more. Inform the public, policy makers and regulators about the many values of Hydropower and its important role in serving a broad range of public interests. Educate and nurture future Hydropower advocates.

**Hydraulic Power Committee
Strategic Plan
2009-2010**

[Two years ago, the HPC Strategic Plan was reviewed and re-organized to better reflect what the group saw as its priorities. These priorities are: Provide Member Services; the ongoing relationship with D2SI at FERC, and coordinating with other NHA Committees. These are still viewed as the priorities for the committee.

To achieve these priorities, the committee provides several meeting forums for NHA members to exchange operational, maintenance, compliance, and safety information. These include the formal spring and fall meetings, the HPC dinner event with the conference, and utilizing the list serve. In addition, there are two standing sub-committees and various task groups that continually work in between these meeting. The HPC also maintains a relationship with other organizations such as EPRI, CEATI and are currently working with a group from EUCCG].

Initiative I – Provide Member Services – The HPC provides an important and needed forum for owners and operators to come together to discuss the day-to-day operations of hydro facilities. This initiative aims to enhance the opportunities for this information sharing to occur.

Goals Supported

- Meet Member Needs
- Organizational Effectiveness
- Build Support for Hydropower through Information and Education
- Grow Hydropower

Action Plan

- Hold Committee and Subcommittee meetings at NHA Conference and fall retreat, including hot topics sessions to discuss O&M issues, best practices, and key performance indicators. Also, include a Climate Change 101 presentation/update to engage operators on the affect such a policy could have on operations.
- Issue e-mail alerts to members and provide articles on issues of interest to the HPC for publication in NHA Today.
- The Dam Safety Subcommittee and the O&M Subcommittee will each attempt to conduct surveys in their respective areas with results to be distributed to the Committee at the fall retreat. Investigate using the HPC surveys as the means to collect green jobs and other economic growth and impact data.
- Investigate ways to more actively engage the service provider community both in the Committee and NHA as a whole.
- As part of the fall meeting, include a technical session for members on other renewable technologies with the perspective of understanding those industries and the role that hydro can be used to enable those technologies *[The goal is to better educate the HPC group on the value of hydropower to support other to be better informed and supports the build and maintain constructive relationships goal.]*

Initiative II – Cultivate and Expand Relationships with FERC and Conduct Outreach to Outside Groups –This initiative seeks to continue and expand the HPC’s relationship and contact with FERC’s Division of Dam Safety and Inspections. This initiative also looks to develop relationships with other outside organizations that have a hydro or dam safety focus.

Goals Supported

- Build and Maintain Constructive Relationships
- Build Support for Hydropower through Information and Education
- Promote Sound Environmental Stewardship
- Advance Policies that Promote Hydropower and its Growth

Action Plan

- Participate in FERC activities as related to Failure Mode Analysis (FMA), Security Guideline Development, implementation of the Dam Performance Monitoring Program, review of revisions to FERC Engineering Guidelines, and other potential regulations and requirements as they arise. Continue to respond to FERC requests for comment on these and other issues.
- Continue to meet and coordinate with Dan Mahoney, director of FERC's D2SI, and his staff. Invite Mahoney to the Committee's business meetings at the NHA Conference and fall meeting and hold occasional in-person meetings.
- Monitor and participate in the Department of Homeland Security's development of the National Infrastructure Protection Plan (NIPP) and other safety and security initiatives through NHA's participation in the Dam Sector Coordinating Council. =
- Continue contact with hydro related committees of other groups including, ASME, IEEE, ASDSO, EPRI, the Pump Storage Users Group, CEATI, HPLIG and others. Share information from these groups, when possible, with the Committee.
- Work with the regulatory committee to establish a more constructive relationship with the FERC Division of Administration and Compliance in a similar fashion as HPC has with D2SI. [This is to support the Build and Maintain Constructive Relationships goal.]

Initiative III – Coordination with Other NHA Committees – The HPC plays an important role by providing their operational experience when other committees of the Association are responding to legislative, regulatory or other initiatives. This initiative ensures that the HPC is plugged in to the work of other committees and that the lines of communication are open. By utilizing the HPC's expertise in NHA's policy work, the Association will be able to encourage and promote the industry's competitiveness.

Goal Supported

- Grow Hydropower
- Meet Member Needs
- Advance Policies that Promote Hydropower and its Growth
- Seize the Moment

Action Plan

- Keep Committee apprised of activities of interest through Extended Executive Committee calls and staff coordination.
- Participate with other Committees in response to rulemakings or other initiatives, such as NHA's work to recognize hydro as a renewable in state RPS programs, and NHA's efforts to monitor and participate in programs to develop certification standards – LIHI's low impact hydro certification and ASTM's standard practice for determining the environmental performance of electric power generation facilities and infrastructure.
- Continue to actively support other NHA Committee initiatives such as the PTC/CREBs issue, climate change, R&D funding, EAct 2005 licensing provisions implementation, and others.

- Use HPC meetings at the Annual Conference and fall retreat to share information with operators on issues and activities regarding development of new hydropower resources, including the new waterpower activities.
- Utilize Service and Equipment Suppliers to provide information to other committees to help NHA formulate policies that promote the hydro growth and development.
- Use data developed from the Committee surveys on green jobs in support of NHA's tax agenda and in our public affairs materials.

Legislative Affairs Committee
Strategic Plan
111th Congress – First Session

Initiative I – Secure policies that will support development of hydropower and hydrokinetic projects, as the industry aims to double hydropower capacity – This initiative will focus on advocating for the inclusion of hydro resources under clean energy, tax, and R&D policies and incentives and to capitalize on the increased support for renewables right now in Congress.

Goals Supported

- Grow Hydropower
- Advance Policies that Promote Hydropower and its Growth
- Seize the Moment
- Represent and Advance All Water Power Technologies
- Build and Maintain Constructive Relationships

A1. Hydropower's Role in Climate Change/Clean Energy Issues

Action Plan:

- *Highlight hydropower's role as a clean, renewable, reliable and domestic energy resource at every opportunity, working closely with the new Congressional Hydropower Caucus.*
- *Work with the House and Senate Committees and with the Administration as clean energy/climate change/renewable energy standards legislation is developed to ensure that hydropower is included under these policies as a clean and renewable energy resource, in particular:*

Industry-NGO agreements on hydropower development at existing dam sites and on hydrokinetic technologies incorporation in both climate change and RES legislation.

Secure allowance value for hydropower and hydrokinetic resources in climate change cap and change legislation (i.e. renewable energy bonus allowances, clean energy development programs)

- Investigate appropriate means of including additional hydropower under these programs – low impact certification, pumped storage, hydro used for firming variable renewables, etc.
- Educate Congress, the Administration and states about hydropower's role in helping meet energy and environmental policy objectives, such as reducing greenhouse gas emissions, and provide members information to educate state lawmakers on hydropower.
- Monitor Congress and participate in legislative, agency and Administration discussions on transmission policy/legislation and the role it plays in bringing more renewable energy online. Highlight the role pumped storage can play as a transmission tool.

- Join coalitions with renewable energy interests and conservation community, where appropriate, to ensure hydro's role is understood and included in strategies to secure a transformation to a clean energy economy.

*Key Contacts: Senate and House Energy Committees
Senate Environment and Public Works Committee
House Select Committee on Climate Change
Congressional Hydropower Caucus
Administration Offices*

A2. Energy Tax-Related Issues

Action Plan:

- Secure a long-term extension of the production tax credit (PTC) and extension and significant additional funding for the clean renewable energy bonds (CREBs) program.
- Secure an increase in the PTC rate for hydropower and hydrokinetic projects equal to the rate for wind, closed-loop biomass and geothermal facilities.
- Support a PTC-ITC election option for project developers.
- Craft and promote favorable tax policies to support new pumped storage development, such as a pumped storage ITC and inclusion of energy storage under the CREBs program.
- Investigate other incentive options for pumped storage beyond aITC/CREBs option, consulting with the Pumped Storage Council.

*Key Contacts: House Ways and Means Committee
Senate Finance Committee
Joint Tax Committee
Administration Offices*

A3. Appropriations: R&D and other Hydropower Incentives

Action Plan:

- Secure increased waterpower R&D funding levels in the Appropriations Committee bills as authorized in Title IX Section 931 of EPAct 2005 under a combined hydropower/hydrokinetic program that supports both industries.
- Secure funding for hydropower production incentives in EPAct 2005 Subtitle C, Section 242 and 243, particularly if PTC parity is not achieved.
- Investigate other programs NHA could support through appropriations work (i.e. Army Corps of Engineers, Bureau of Reclamation accounts for hydro development and system upgrades).
- Educate and continue to promote the importance of R&D funding for all waterpower technologies with DOE, the Hill and the Administration.

Key Contacts: House and Senate Appropriations Committees

Initiative II – Protect EAct 2005 Licensing Reform Revisions – The provisions for trial-type hearings, alternative conditions, and equal consideration have had a significant impact on the behavior of mandatory conditioning agencies. These provisions have led to better outcomes for environmental protection as well as preserving hydropower generation and reducing costs and delays in licensing. This initiative will focus on preventing a legislative change to the provisions.

Goals Supported

- Advance Policies that Promote Hydropower and its Growth
- Promote Sound Environmental Stewardship
- Meet Member Needs

Action Plan:

- *With input from NHA's Regulatory Committee, protect the legislative gains in EAct 2005.*
- *Track the progress of the regulatory initiatives implementing the hydropower licensing reform provisions contained in EAct 2005 (Subtitle C, Section 241).*
- *Monitor development of GAO report on the implementation of Section 241. Coordinate NHA comments on the report with Regulatory Committee and the association attorney that have been through the process.*
- *As appropriate, communicate with members and professional staff of the House Energy and Commerce Committee and the Senate Energy and Natural Resources Committee the importance of keeping these license process improvements and the progress regulatory agencies have made in implementing EAct 2005, Subtitle C, Section 241.*

Key Contacts: House Energy and Commerce Committee

Senate Energy and Natural Resources Committee

Administration Offices

Initiative III – Monitor Congress and Increase External Communication and Collaboration, Outreach to New Administration – This initiative focuses on providing members value by monitoring secondary issues that are still important to the industry and by establishing better relationships and communication inside and outside the organization, which assists NHA in fulfilling its legislative advocacy goals.

Goals Supported

- Meet Member Needs
- Be the Premier Energy Organization and Renewable Technology that Others Point To
- Build and Maintain Constructive Relationships

Action Plan:

Waterpower
2009

- Monitor Congress for possible adverse legislation in areas such as Endangered Species Act, National Environmental Policy Act, Clean Water Act reforms and other legislation that may be introduced.
- Continue outreach to the Obama administration and White House staff.
- Build on the success of the Hydropower Rally on the Hill with the Congressional Hydropower Caucus and plan additional caucus events.
- Implement NHA Member Washington, DC Fly-ins with high-level meetings on the Hill, in the agencies, and with the Administration.
- Build on the already strong relationship with the NHA member company Washington Representative community through regular meetings.
- Continue and increase external communications with other renewable energy trade associations, electricity trade associations (EEI, NRECA, APPA), ad hoc groups, industry allies, and consumer and environmental groups to achieve common goals.

**Public Affairs Committee
Strategic Plan
2009-2010**

Mission

To develop and implement communication strategies and tools that promote hydropower and support the industry's policy objectives.

2009/2010 Objectives

- To communicate about NHA's goals for the industry, including doubling hydropower capacity, doubling industry jobs, and doubling FERC applications
- To support NHA's efforts to engage in the climate policy debate and related legislative initiatives, including securing recognition of hydro as a renewable energy source
- To leverage hydropower's role to support America's energy, environmental and economic goals
- To support NHA's efforts and responses related to the reservoir emissions issue
- To support NHA's efforts and responses related dam removal issues as they affect the perception of the vitality and growth potential of the hydropower industry
- To support NHA's involvement with other trade associations and participation in relevant conferences
- To continue to provide public affairs related member services, including NHA Today, issue-focused white papers, annual reports, and the NHA website
- To facilitate the 2010 OSAW Awards

Initiative I - Policy Support Initiatives

Create policy support tools for NHA's efforts to engage in climate change debate, including legislative initiatives that recognize hydropower as a renewable energy resource important to meeting America's energy and environmental priorities

Goals supported:

- Grow Hydropower
- Advance Policies that Promote Hydropower and its Growth
- Build Support for Hydropower through Information and Education

Action Plan

- Prepare statements on NHA's positions on global climate change
- Create fact sheets on key issues related to hydropower and climate change
- Develop message points/bullets on NHA positions, through the new "Legislative Initiatives" fact sheet series
- Write other statements, papers, and tools for Hill outreach, including news releases

- Develop a strategy/communications plan that leverages communications tools, including media opportunities, earned media, and other products, to incorporate key messages about hydropower growth and potential into the public discourse about water power resources.
- Identify resources necessary to generate regular “state of the industry” pieces to highlight hydropower growth to policy makers
- Test new communication vehicles to convey messages
- Use OSAW awards program to develop case studies and leverage media interest
- Work with other energy and environmental organizations to leverage every opportunity to promote hydropower.

Initiative II - Issue Management Initiative

Develop and implement strategy and outreach on NHA’s “carbon footprint” and reservoir emissions issue management efforts. Support other activities outlined in the issue management strategy

Goals supported:

- Grow Hydropower
- Promote Sound Environmental Stewardship
- Build Support for Hydropower through Information and Education

Action Plan

- Develop “backgrounders” on key aspects of reservoir emissions, carbon use, and other important issues.
- Continue to work with NHA Board and Staff to develop and implement appropriate issue management responses to reservoir emissions and other issues, as needed
- Monitor and analyze media coverage for issues and policies important to the industry and offer response options, as needed
- Respond to media on inquiries related to carbon reduction, reservoir emissions, and other related issues

Initiative III - Outreach/Participation Initiative

Work with other energy and environmental organizations to create a presence for hydropower in industry events, including opportunities that engage NHA members

Goals supported:

- Build and Maintain Constructive Relationships
- Build Support for Hydropower through Information and Education
- Seize the Moment

Action Plan

- Seek and develop speaking opportunities/speaker placements for NHA and NHA members

- Prepare message points/bullets/speeches and other collateral material, as needed
- Create distribution material (fact sheets, brochures, etc.) for use at events and at trade show exhibits
- Conduct media outreach and follow-up (as appropriate)
- Assess industry opportunities to participate in events, speaking, engagements, and third-party op-eds

Initiative IV - Information Exchange Initiative

Create and refine information exchange opportunities for NHA members, such as NHA Today, the annual report, the NHA website, and other tools

Goals supported:

- Meet Member Needs
- Build Support for Hydropower through Information and Education
- Promote Sound Environmental Stewardship

Action Plan

- Enhance NHA website and bolster its content
- Develop tools and material on issues that support member needs, such as “op-ed in a box” opportunities
- Coordinate with other committees (particularly OTNTC, Leg, Reg, R&D) to provide any needed outreach material and offer communications support
- Participate in ongoing efforts to develop action plans and issues management approaches for new issues
- Distribute information via press releases, email pitches, website updates, general public, as needed
- Develop contact list of primary internal communication or corporate communications professionals in the industry
- Survey those currently on PA listserv to (1) audit their interests, expertise (technical and issues), and availability; (2) solicit feedback on past activities/future needs – attendance of industry events; (3) understand what third party services are used – i.e. PR firms and tools; (4) solicit input on others from their company that may be interested
- Follow-up on feedback from survey responses (see above); crosscheck current listserv members to member companies
- Develop experts database/speakers bureau to increase member involvement at conferences, paper presentations, Hill meetings, etc.
- Continue to produce a professional and informative annual report
- Develop, implement and manage the 2010 OSAW program

**Regional Meetings Committee
Strategic Plan
2009-2010**

Initiative I – NHA Membership:

Initiative 1A – Membership Retention: To enhance membership retention and participation in NHA by providing existing members with increased opportunities to learn about NHA activities, network, and share information with other attendees and NHA staff on key regional issues. Goals supported: Meet Member Needs; Build and Maintain Constructive Relationships.

Action Plan:

- Bring additional representatives from NHA members into regional Host Group to participate in planning Meeting.
- Ensure adequate publicity for Meeting (*e.g.*, announcement/registration distributed at least 2 months before Meeting, announced at any intervening NHA meetings/events, posting on NHA website, referenced in NHA Today, sent to all NHA List-servs).
- Ensure program for Meeting includes a presentation of NHA activities and initiatives by either the Executive Director or the Senior Manager of Government and Legal Affairs.
- Provide a table at Meeting for NHA materials (*e.g.*, copies of recent NHA Today, white papers, testimony, filings at agencies).
- Engage regional Host Group in brainstorming on regional issues before deciding on issues to be addressed at Meeting.
- Plan adequate time for networking at Meeting (*i.e.*, before meeting starts, adequate break time, adequate lunch time).
- Ensure Meeting program is highly interactive through limiting formal presentations and ensuring facilitators/moderators engage the attendees (*e.g.*, use of roundtable discussions, with short presentations to get discussions going).
- Request feedback from members attending Regional Meetings on improvements for future meetings.

Initiative IB – Attracting New Members: To attract new members to NHA, thereby providing additional revenues to NHA, and greater membership resources in support of NHA activities. Goal supported:

Action Plan:

- Engage regional Host Group in brainstorming on non-members to invite to Meeting.
- When appropriate, pursue opportunities to join Regional Meeting with other hydro industry events in the region, such as the Midwest Hydro Users Group and the Northwest Hydroelectric Association.
- Ensure adequate publicity for Meeting (*e.g.*, announcement/registration distributed at least 2 months before Meeting, posting on NHA website, referenced in NHA Today).
- Use expanded publicity/distribution list from other hydro events (*e.g.*, HydroVision, Waterpower) for publicity for Meeting.
- Provide NHA membership brochure to all non-members at registration.
- Ensure outreach to non-members during Meeting (*e.g.*, identify to Host Group prior to Meeting and arrange assignments for “meet and greet”).
- Provide attendees at Meeting with opportunities to learn about the value that NHA could provide them through the discussion of NHA activities/initiatives.
- NHA Staff to do follow-up with non-members after Meeting.
- Over time, review pros and cons of charging registration fees to either recoup NHA expenses for the Program or generate additional revenues.

Initiative II – Enhance Support for NHA Initiatives: To enhance support for NHA’s legislative, regulatory, and public outreach initiatives. Goals supported: Grow Hydropower; Represent and Advance All Water Power Technologies; Advance Policies that Promote Hydropower and its Growth.

Action Plan:

- Provide a table at Meeting for NHA materials (*e.g.*, copies of recent NHA Today, white papers, testimony, filings at agencies).
- Ensure program at Meeting includes a presentation of NHA activities and initiatives by either the Executive Director or the Senior Manager of Government and Legal Affairs.
- Through the discussion of NHA activities/initiatives, and in the Closing Remarks, encourage increased active participation in NHA committee activities, the NHA annual conference, and other industry events of significance to NHA.

Initiative III – Enhance Feedback to NHA Staff: To provide a forum for feedback from members to NHA Staff on issues and matters of particular interest. Goals supported: Meet Member Needs; Be the Premier Energy Organization and Renewable Technology that Others Point To.

Action Plan:

- Ensure attendance at Meeting by either the Executive Director or the Senior Manager of Government and Legal Affairs.
- Allow sufficient time in the agenda for networking and for feedback by members to senior NHA Staff during the discussion of NHA activities/initiatives.

**Regulatory Affairs Committee
Strategic Plan
2009-2010**

Initiative I – Create regulatory environment that supports the doubling of hydropower capacity –
This initiative will focus on making needed improvements to administrative processes that are impediments to the permitting, licensing and development of new hydropower and hydrokinetic projects and preserving the contribution of the existing hydro resource.

Goals Supported

- Grow Hydropower
- Advance Policies that Promote Hydropower and its Growth
- Represent and Advance All Water Power Technologies
- Build and Maintain Constructive Relationships

A1. Examine, identify, discuss and advocate potential improvements in licensing and construction approval processes for new development of all forms of hydropower projects.

Action Plan

- Consult with members of the Small Hydro, Pumped Storage and New Technologies Councils on project development impediments.
- Craft NHA white papers outlining development impediments and recommending changes to the regulatory processes for each of these technologies. (The following examples are not an exhaustive list.)
 - Accelerated review for incremental hydropower
 - Changes to allow timely filing of complete license applications before expiration of preliminary permits
 - Pumped storage as a transmission asset.
 - Continued coordination of FERC and MMS between leasing and licensing of OCS projects.
- Begin outreach to FERC, MMS, DOE or other agencies with jurisdiction or role in the regulatory processes for each hydro technology on needed improvements.

A2.: Protect gains made in, and further enhance, the regulatory environment for the existing hydropower resource – This initiative is focused on preserving improvements already achieved (i.e. EAct 2005 trial type hearings) and encouraging continued regulatory advancements (better dialogue with FERC hydro offices) that provide a benefit for existing projects.

Action Plan

- Continue to build the relationships with FERC Divisions of Hydropower Licensing (OHL), Administration and Compliance Division (DHAC) and Dam Safety and Inspection (D2SI) staff by inviting them to participate in meetings to discuss issues and potential solutions.

- Continue dialogue with FERC staff on timely management plan completeness, settlement agreement implementation timetable, potential changes in PPA review at OHL
- Continue providing feedback and suggestions for streamlining and maintaining consistency between various submittal and filing guidelines, such as:
 - Encourage FERC to update and expand eFiling opportunities and functionality
 - Encourage consistency and clarity among various submittal guidelines
 - Encourage consistency between CEII and NERC security treatment of sensitive infrastructure information (work with HPC).
- Monitor development of GAO report on Section 241 of EAct 2005 and provide comments on draft report.
- Monitor potential final rule by agencies on trial type hearings and provide comments, if allowed.

A3. Advocate greater recognition for, and preservation of, the benefits of hydropower in climate change debate – This initiative will look to highlight for policymakers the benefits hydro brings (i.e. firming intermittent renewables, grid services, clean generation) during development and implementation of a climate change program and ensure these benefits are understood and impacts minimized:

- Monitor reservoir CO2 emission issue and comment, when appropriate
- Consult with, and leverage resources of, the reservoir emissions workgroup.
- Monitor and where possible provide support to the UNESCO reservoir emissions study project.
- Provide comment and input into Association positions regarding treatment of hydro in national RES and climate programs.
- Monitor efforts to define sustainability and potential application to green or renewable programs.

B. Secondary Issues: The following are issues that the Committee will continue to monitor, discuss periodically, and participate in when warranted. However, these issues will not be worked on as actively, except where opportunities arise to provide a benefit to members or to advance NHA’s agenda. These include, but are not limited to:

- Annual Charges
- ILP Monitoring and Newsletter
- PTC Certifications Monitoring
- LIHI
- Court Cases
- State Renewable Energy Standards Monitoring

Action Plan

- Monitor and provide updates via the Regulatory Committee matrix and e-mail alerts.
- Respond to new rulemakings and initiatives, as appropriate.
- Ask members to continue to inform NHA staff of issues “in the field.”
- Facilitate information sharing by holding conference calls or regional meetings on these issues as warranted.

Initiative II – Internal Communication - The Committee will continue to serve an important function as a conduit for timely information to members. As the Committee strives to monitor and respond to emerging issues, it will also better communicate and work with the other NHA committees.

Goals Supported

- Meet Member Needs
- Be the Premier Energy Organization and Renewable Technology that Others Point To

Action Plan

- Hold regular Committee meetings.
- Update and distribute the matrix of pending regulatory issues and legal cases chart.
- Issue e-mail alerts and provide articles on regulatory issues for publication in NHA Today.
- Facilitate groups of members working on issues by holding conference calls or regional meetings – in particular, continue compliance calls and work on compliance initiatives.
- Continue coordination with other NHA Committees on regulatory issues.

Initiative III - External Communication - Expand Relationships with Governmental Agencies, NGO Community, Other DC Associations and Grassroots Organizations. This initiative is designed to expand on our relationships and make NHA a more informed and better lobbying organization on all levels.

Goals Supported

- Meet Member Needs
- Be the Premier Energy Organization and Renewable Technology that Others Point To
- Build and Maintain Constructive Relationships

Action Plan

- Meet regularly with agency officials on issues of concern to the Committee and invite agency officials to attend Committee meetings – paying particular attention as this is a new administration. Continue education on hydropower issues.
- Meet with NGO community, when appropriate, to discuss issues of concern to the Committee.
- Identify and expand relationships with other trade groups or organizations that share similar interests with NHA on issues of concern, including APPA, EEI, NRECA, the other renewable energy trades, OREC, Business Council for Sustainable Energy, ACORE, etc.

**Research and Development
Draft Strategic Plan
2009-2010**

Overall Goal – To identify and encourage research and development that will help meet organizational goal of doubling hydropower’s contribution to meeting our national energy needs.

Initiative I – Build Support for Continuation of a DOE Advanced Hydropower Technology Program

Goals Supported:

- Grow Hydropower
- Guild Support for Hydropower Through Information and Education
- Meet Member Needs
- Represent and Advance all Waterpower Technologies

This area has seen unprecedented support over the last 2 years and will be the primary focus of efforts in 2009 and 2010. The efforts to support and build the program will need to continue to focus on DOE but also need to be expanded to include more active work with member companies to assess research needs and/or encourage proposals – particularly for conventional hydro and pumped storage.

Action Plan

- Support activities to promote the funding and expansion of the DOE Advanced Hydropower Technology programs. Program should include:
 - Support for continued testing of the advanced hydropower turbines, including the Alden Turbine at the School Street project in New York State, and continued testing of the Advanced turbine at Wanapum and other project sites;
 - Support for demonstration programs of next generation technology, including hydrokinetic, tidal, ocean, and conduit power;
 - Support for new assessments on existing resource assessment for both conventional and new technologies
 - Support for assessment of pumped storage and conduit energy opportunities;
 - Support for hydropower optimization opportunities;
 - Research to determine the value of hydro and pumped storage for grid stabilization and integration of variable renewables.
 - Secure studies on important issues affecting Hydropower and its role in meeting new demand for Clean Energy (formerly Initiative IV). In particular, support research on reservoir emissions and the effects of climate on hydropower and its potential.

Proposed Activities - R&D Committee Chairs and NHA staff will maintain contact with key members of DOE staff including quarterly visit to DOE to discuss program, research needs, and how NHA can assist in securing support for continued funding. Pursue action items developed from these meetings and present in R&D Committee Meetings

- Work with NHA member companies to develop plan for Hydropower R&D program, its focus and funding needs, with a particular emphasis on hydropower's role in meeting demand for new, renewable, clean energy. Work with NHA's new Small Hydropower Council to identify particular research needs and deployment issues regarding building on small hydro dams, or promoting small hydro development.

Proposed Activities - R&D Committee meetings quarterly – develop and circulate list of key issues for research that will be distributed to DOE, HRF, and member companies. Get feedback from DOE on responses to 2009 FOAs – engage and encourage member companies to begin planning early for DOE Funding opportunities that will be announced in 2010. Discuss member concerns regarding the amount of time available from the issuance of a solicitation to the date that responses are due. Collaborate with Small Hydro Council on Small Hydro Summit to address research and deployment issues relative to small hydro development.

- Coordinate with the Council on Ocean, Tidal and New Technology and New Pumped Storage Council

Proposed Activities – Chair or co-Chair representation at Council meetings, staff distribution of agendas, relevant actions or notes to R&D Committee

- Work with Public Affairs to develop a communications strategy regarding the importance of new technology, including ocean, tidal, wave and hydrokinetic, and advances in technology improvements for conventional hydropower.

DOE seems to understand this but it should be part of overall message in support of doubling hydropower capacity. Proposed Activities – see above plus meet with Public Affairs Chairs to discuss specific activities needed.

Initiative II – Coordinate and Collaborate on Efforts to Ensure a Sustainable Hydro R&D Program Outside of the DOE

Goals Supported:

- Build Support for Hydropower Through Information and Education
- Meet Member Needs
- Build and Maintain Constructive Relationships
- Advance all Waterpower Technologies

With the funding levels currently in the DOE program this effort may need to be viewed as more of a longer term back-up plan. We don't want to ignore the large bird in the hand to pursue songbirds in the bush... but identification of other possible opportunities to be pursued should not be ignored.

Action Plan

- Increase interaction with other organizations pursuing relevant technical initiatives, e.g. EPRI, CEATI, work with the HRF to seek funding for initiatives common to the missions of both groups, and reach out to the ocean energy, pumped storage, small hydro, and other water users to build support for research in emerging technologies.

Proposed Activities – Staff and Committee Members arrange meetings, conference calls with identified groups semiannually.

- Participate in renewable energy industry (other than hydro) conferences.

Proposed Activities – Support NHA staff attendance and participation. Ensure member companies have the opportunity to be involved in planning efforts to make sure hydro is not forgotten in the content of technical agendas and presentations

- Broaden NHA’s base of contacts and increase involvement with the research community in government, academic and private institutions

Proposed Activities – Coordinate with Public Affairs, Regional Meeting Groups for specific university contacts and maintain contact with those previously involved with DOE funded programs. Obtain copies of the National Directory of University Sustainable Energy Programs book for interested parties.

- Increase interaction with other organizations pursuing relevant technical initiatives, e.g. EPRI, IHA, NYSERDA, the resource agencies within the federal establishment, the Bureau of Reclamation and the Corp of Engineers.

Proposed Activities – NHA staff to become proactive in meeting with and coordinating greater outreach to the federal system, perhaps creating a subgroup of members to work with these groups, who may also be potential members of NHA. Establish a joint task group of industry members and federally owned system to focus to build collaboration and identify barriers to development on the federal system.

Initiative III – Promote Information on Advanced Technology Developments

Goals Supported:

- Represent and Advance All Waterpower Technologies
- Build Support for Hydropower through Information and Education
- Seize the Moment

Action Plan

- Continue to promote the EPRI report on growth opportunities for conventional and non-conventional technologies, including ocean energy, tidal and conduit energy. Continue to advocate for an update of the EPRI report and other studies to keep the information current and keep hydro relevant in the eyes of policy makers.

Proposed Activities – Coordination with the wave, tidal groups as well as NHA member companies and requesting DOE budget for updates of reports every 3-5 years.

- Actively seek forums to promote information on kinetic turbines, development of conduit power and other next generation hydropower projects through magazines, and conferences;

Proposed Activities – Staff and Public Affairs work with magazines, etc.

- Conduct sessions at the NHA annual conference on the status, opportunities, and obstacles for the next generation of hydropower technology.

Proposed Activities – Participate in NHA Conference Planning – Chairs, Staff, or designee conduct session on above

- Work with the Public Affairs Committee to promote new technology as a means to expand hydropower's contribution to meet rising demand for clean energy generation

Proposed Activities – Coordinate with Public Affairs, provide necessary information and reach out to member companies for input and information.

- Work with the Council to support its efforts in exchanging information and promoting new technology

Proposed Activities – Chair or co-Chair representation at Council meetings, staff distribution of agendas, relevant actions or notes to R&D Committee (same as under Initiative 1)

Revenue / Membership Committee
Strategic Plan: 2009-2010

Initiative I - Membership Retention

Goals Supported

- Information and Educational
- Organizational Effectiveness

Action Plan

- Calculate 2010 billing using established board-approved dues increase schedule for each member and work with staff to create accurate invoices to be mailed to membership by early November, 2009.
- Develop communication plan with staff and board leadership to communicate advocacy program and member benefits and need to disseminate information within each member company to engage a broad range of staff.
- Hold membership to hold attrition below 5%.
- Identify “at risk” members. Facilitate membership renewal through personal contact by Executive Director and/or membership coordinator and board leadership where necessary.
- Continue to reach out to vendor community and offer new services.
- Formalize “buddy” program for new and “at risk” members.
- Develop new services for general membership.
- Continue regional meeting program (begun in 2005) by working with co-chairs and regional coordinators.
- Develop and conduct new member survey annually in August/September. Include generation update for preparation of next year’s invoices.

Initiative II – New Member Recruitment

Goals Supported

- Information and Educational
- Organizational Effectiveness
- Industry Needs

Action Plan

- Review and recommend changes to dues structure to include new categories, such as small hydro.

- Develop campaign to attract vendors as new members.
- Develop campaign to attract new small hydro and pumped storage members to populate new councils.
- Develop communication vehicles for marketing the association's services.
- Secure new members and increase revenue base through dues. (Targeted revenue from new membership is \$50,000 for 2010.)
- Create new flexible membership brochure, reflecting new councils including ocean tidal and new technology, pumped storage, CEO and small hydro for presentation to new prospective members.
- Develop incentive plan for new recruitment based on calendar and industry events, including NHA Annual Conference, HydroVision, Renewable Energy World North America, and Energy Ocean conferences.
- Continue regional meeting program (begun in 2005).
- Reach out to Irrigation Districts (conduit energy development)
- Reach out to ocean, tidal and wave organizations for NHA membership.
- Reach out to financial community for NHA membership.
- Reach out to Canadian generators at a flat rate.

Initiative III – Assure Financial Health of the Association

Goals Supported

- Organizational Effectiveness
- Industry Needs

Action Plan

- Investigate the establishment of a separate finance committee to report on finance oversight issues. Finance committee will make recommendations on budget preparation, expenses and audit.
- The newly formed finance committee will ensure that revenue follows approved budget to avoid drawing on reserves.
- Investigate non-traditional ways of increasing revenue, including from non-dues revenue streams.