



## **National Hydropower Association (NHA) 2010-2014 Strategic Plan**

**Final Draft Submitted to:  
NHA Board of Directors  
April 25, 2010**

### **Vision and Mission**

**Vision:** Double America's largest renewable energy resource – Hydropower – and double industry jobs in support of a sustainable and secure energy future.

**Mission:** Champion Hydropower, in all of its forms, as America's premier renewable energy resource using a powerful, unified voice.

### **Double American Hydropower Jobs and Sustainable Renewable Energy**

The news is out. America can double its hydropower generation capacity to 192,000 megawatts (MW) and create 700,000 new family sustaining jobs for a total of 1 million direct and indirect domestic jobs over the next 15-20 years.

A significant amount of this growth can be achieved without the need for large new dams. New renewable energy can be developed by simply better utilizing existing hydro and non-hydro dams, employing new hydro generating and storage technologies and advancing smarter regulations.

Today, Hydropower is America's largest renewable electric resource. It represents 7 percent of our national electricity production, and avoids 225 million metric tons of carbon emissions per year.

Yet, tremendous untapped potential remains – just 3 percent of our country's 80,000 existing dams are utilized to generate electricity. Many of these non-hydro dams, as well as existing hydropower projects, can be modernized with new and more efficient generating capabilities that can also increase environmental protections. In addition, emerging hydropower technologies – such as in-stream hydrokinetic, tidal, ocean and wave energy – are just beginning to be utilized.

America has an urgent need for new jobs and new sources of sustainable renewable energy – and Hydropower can deliver both on a significant scale. Hydropower is a proven, reliable, cost-effective, and green energy resource. To help our nation tap into this tremendous growth potential, the National Hydropower Association (NHA) adopts the following 2010-2014 Strategic Plan.

## Description of Strategic Goals and Key Strategies

NHA will achieve its Vision and Mission by focusing on the four Goals described below. Strategies are described in both short-term (1-2 years) and long-term (2-5 years) timelines. The NHA Board of Directors provides overall policy direction. The Chairs of NHA's Committees and Councils will Champion implementation and updates of these Strategies under the direction of the NHA Board of Directors and in coordination with NHA's broader leadership and staff. Champions will update their Committee's or Council's strategic plans to support implementation of the Strategies and the achievement of the Goals.

### Indicators of Success:

The NHA Board of Directors has also identified the following indicators of success to achieve our Vision and carry out our Mission.

- Hydropower is widely recognized as a leading renewable electric resource in America, with much more renewable energy to offer in the future.
- NHA has a clear, unified and powerful voice in all renewable energy forums.
- NHA is recognized as a premier trade organization.
- Hydropower permitting and licensing is smarter, timely and more efficient.
- Incentives, which are on par with other renewables, are available for all hydropower resources and technologies, including pumped hydro storage.
- A broad group of public opinion leaders support NHA's Vision.
- Legislation and regulations support the doubling of sustainable hydropower generation capacity and industry jobs.

## **Goal 1: Double Hydropower Capacity and Green Hydropower Jobs by 2025**

### **Champion:**

Leg. Affairs

Leg. Affairs

PS Council

PS Council

Reg. Affairs

Reg. Affairs

PS Council

Public Affairs

Public Affairs

Small Hydro

### **Strategies/Short-Term (1-2 years):**

1. Champion a national Hydro Jobs Title (includes many of the strategies listed below).
2. Secure financial incentives for hydropower and pumped storage, including tax incentives, bonding options, loan guarantees and federal appropriations.
3. Conduct analytics around the RES eligibility of new hydro and pumped storage.
4. Promote hydro pumped storage's ability to integrate intermittent renewable generation (wind and solar) into the nation's electric grid.
5. Develop and promote smarter licensing/permitting of no more than 2 years for certain hydro at non-hydro dams, hydro upgrades, closed loop pumped storage and others as appropriate.
6. Support hydro at non-hydro dams interagency MOU between FERC, the Army Corps of Engineers and Bureau of Reclamation, with a goal to build-out 50 percent (or some appropriate measurement).
7. Ensure hydro is included in renewable energy transmission policy.
8. Promote sound environmental stewardship in hydro development and operations.
9. Champion Hydropower as a premier renewable energy resource of the future, with much more to contribute.
10. Develop and implement work plan for small hydro.

**Champion:**

HPC

CEO Council

Leg. Affairs

Staff

Staff

Public Affairs

**Strategies/Long-Term (2-5 years):**

1. Help all members achieve best in class performance in operations/engineering.
2. Commission new/additional hydropower industry studies, as needed.
3. Influence state RPS and national RES recognition of Hydropower.
4. Build new education channels and share public education tools with federal hydro/dam owners.
5. Be a catalyst and aggregation point for information produced by other industry groups (e.g. EPRI, EUCG, etc).
6. Garner public support for new hydro development.

**Goal 2: Elevate NHA's Voice to a Position of Major Influence on Public Policy**

**Champion:**

Public Affairs

Public Affairs

Public Affairs

Public Affairs

Staff

Board/Staff

**Strategies/Short-Term (1-2 years):**

1. Participate in RES Alliance Study.
2. Fund/build strong messaging campaign.
  - i. Build strong Hydropower image.
  - ii. Fine tune message and broaden communication to larger audience.
  - iii. Educate and garner public support for Hydropower's future role in the nation's energy, economic (jobs), environmental and water policies.
3. Establish and support an effective public affairs program that supports NHA's vision, mission, and strategic plan.
4. Significantly increase NHA's voice, value and trust as a go-to policy Resource; leverage and integrate results of Messaging Study.
5. Work collaboratively with NGOs, unions, trade associations and other organizations to promote common goals.
6. Build upon a broader NHA team of staff, members' staff, and external consultants (inventory resources and coordinate to a common purpose).

**Champion:**

Board

Reg. Affairs

CEO Council/Legal

HPC

**Strategies/Long-Term (2-5 years):**

1. Increase NHA's effectiveness, efficiency and voice on the legislative, regulatory and public affairs fronts.
2. Maintain and enhance strong support for the Regulatory needs of members.
  - i. Preserve and strengthen NHA's ability to advocate within the regulatory arena on behalf of its members (licensing, operations).
  - ii. Recognize that strong policy (e.g. double hydro and triple jobs) supports smarter regulations and vice-versa.
  - iii. Preserve and strengthen NHA's ability for staying on top of current issues.
3. Assess the development of a political action committee and/or related options.
4. Significantly increase NHA's voice, value and trust as a go-to technical resource.

### **Goal 3: Support a Strong Financial and Revenue Position**

<b><u>Champion:</u></b>	<b><u>Strategies/Short-Term (1-2 years):</u></b>
Revenue	1. Develop funding strategy; identify alternatives to raise revenue to support efforts.
CEO Council	2. Engage CEO Council to help fund special projects (assign special project manager and CEO sponsor per project).
Revenue	3. Review the current revenue structure and bench mark with other organizations.
Revenue	4. Conduct membership survey of CEOs and/or senior executives – Look at how members equate value/effectiveness with their dues and benchmark with other organizations.
CEO Council	5. Leverage member resources with greater coordination, effectiveness and efficiency (e.g. support getting NHA members more engaged in the goals and work of the committees).
Revenue	6. Evaluate special contributions from members who directly benefit from NHA advocacy efforts.
Revenue	7. Recruit new Members; reach out to companies who are not currently Members and former Members.

<b><u>Champion:</u></b>	<b><u>Strategies/Long-Term (2-5 years):</u></b>
CEO Council	1. Communicate value to member CEOs (e.g. base member dues + projects and/or interests = value).
Revenue	2. Implement funding strategy to support resources necessary to achieve the association's goals.

### **Goal 4: Build a High Performance Board and Leadership Structure**

<b><u>Champion:</u></b>	<b><u>Strategies/Short-Term (1-2 years):</u></b>
Board	1. Finalize NHA Strategic Plan.
Board/Staff	2. Develop an effective NHA organizational structure and decision-making process that will support the success of NHA. <ol style="list-style-type: none"><li>Review and modify (as necessary) Bylaws/Governance to define Board/staff roles; and focus Board on strategic direction.</li><li>Take the necessary actions to ensure Board/Officer leadership consistency from year-to-year.</li><li>Benchmark with other organizations.</li></ol>
CEO Council	3. Ensure member CEOs validate NHA's strategic plan by committing resources and staff time to NHA efforts (e.g. comment letters, lobbying efforts, participation in member rep forums, etc.).
Board	4. Create and/or consolidate committees, councils or special task forces utilizing member resources to provide greater focus to emerging issues
Compensation	5. Devise and support staff development.

<b><u>Champion:</u></b>	<b><u>Strategies/Long-Term (2-5 years):</u></b>
Board	1. Perform semi-annual self assessments of Board effectiveness.

## **Direction from the Board of Directors to Implement the Strategic Plan**

The Board affirms NHA's commitment to its 2010-2014 Strategic Plan, which includes the following four goals:

1. Double Hydropower Capacity and Green Hydropower Jobs by 2025
2. Elevate NHA's Voice to a Position of Major Influence on Public Policy
3. Support a Strong Financial and Revenue Position
4. Build a High Performance Board and Leadership Structure

### **Priority Actions**

The Board's 2010-2011 priority actions for NHA to support achieving those goals are to:

1. Pass the "hydro title" – a set of comprehensive legislative proposals developed and prioritized by NHA to position hydropower as a preferred renewable resource;
2. Advance a "smarter licensing and permitting" regulatory agenda – a set of comprehensive improvements identified by NHA to reduce barriers to initiating and completing hydropower projects;
3. Implement a strategic positioning plan – a targeted effort to position hydropower for decision-makers and opinion leaders in support of NHA's policy goals that builds on NHA's jobs and messaging studies;
4. Develop and implement a resource strategy that provides sufficient resources to deliver these priority actions while maintaining the other valuable functions and services of the organization.

The Board believes these priority actions are the critical short-term components of achieving the goals in the Strategic Plan. The Board recognizes NHA performs a variety of other functions and provides services which also contribute to achieving the goals of the Strategic Plan, in addition to these priorities. The Board directs the executive director and intends its committees and councils to view these priority actions as the primary but not exclusive focus of the organization during 2010-2011.

### **Implementation**

The Board directs staff to develop and begin implementation of a plan for each priority action by June 12, 2010. Each plan should identify the implementation teams and resources (staff, committees/councils, consultants, partners, deliverables, timeline and budget) required to succeed, a sense of any new resources required, the process for coordinating with existing committees and councils, and the timeline for implementation. Staff should develop the plans in consultation with appropriate Board and committee leadership. The Board recognizes these plans will be tactical in nature, will change over time and does not need to approve plans for action priorities 1-3, having set clear

direction in the Strategic Plan and this document for what it wishes the organization to accomplish and prioritize.

The Board intends to measure progress on these priority actions and expects to be informed at appropriate moments so that the organization is accountable for progress toward its goals.

### **Resources**

The Board does need to further consider the plan for priority #4. It is the sense of the Board that a combination of reallocating existing resources and finding additional resources will be necessary to support the first three priority actions, without losing other valuable services. The Board believes a variety of non-dues opportunities, such as those identified by the Revenue Committee, that capture value for service have the potential to provide the resources necessary and support the organization's mission. The Board will make a decision about those opportunities in light of the resource requirements identified by the plans for the first three priority actions.