



NHA Board of Directors Meeting Q4 2023 Agenda

December 12, 2023

December 12, 2023

	8:30-8:35	Introductions / Safety	Mike Haynes NHA Chair	
Item 1	8:35-8:40	Consent Agenda / Updates - October 2023 Board Minutes	Mike Haynes	Approval
Item 2	8:40-9:00 -	CEO Report - Personnel updates - Progress report on 2023 - Strategic Priorities	Malcolm Woolf NHA CEO	Information Only
Item 3	9:00-9:15	Treasurer's Report - Q3 2023 Financials - Q3 Membership and non-dues revenue update	Thomas St. John NHA Treasurer Marla Barnes VP, Member and Industry	Approval
Item 4	9:15-9:25	Clean Currents Financial Review	Francesca Hadjimichael Director of Meetings and Events Joseph LoSasso Snr Manager, Industry Engagement	Information Only
Item 5	9:25-10:25	Board Elections - Results of 2024 Board Election - 2024 Board Officer Elections - 2024 Advisory Board Member Selections	Mike Haynes	Approval
	10:25-10:40	BREAK		
Item 6	10:40-11:00	Executive Session	Mike Haynes	
Item 7A	11:00-11:15	Consideration of Budget: Overview - Review of proposed budget - Overview of 2024 Goals	Thomas St. John Malcolm Woolf	Feedback needed

Item 7B 11:15-11:45	Spotlight on “Hydropower Systems Principals” Training	Chris Hayes Snr Advisor, Technical Programs and Training Joseph LoSasso Snr Manager, Industry Engagement	Feedback needed
Item 7C 11:45-12:15	Spotlight on Digital Ad Campaign - 2023 Results - 2024 Proposal	Copeland Tucker Director of Public Affairs	Feedback needed
12:15-1:00	Lunch		
Item 7D 1:00-1:15	Vote on 2024 Budget		Approval
Item 8 1:15-1:45	Legislative License Reform	Chuck Sensiba Troutman Sanders / Malcolm Woolf	Feedback needed
Item 9 1:45-2:00	NHA’s “3R” Tax Proposal to Preserve the Existing Fleet	Brittney May Legislative Affairs Manager	Information Only
Item 10 2:00-2:30	Show Me the Money - Bipartisan Infrastructure Implementation - IRA Tax Credit Implementation - Non-DOE Funding Opportunities - What Should NHA Prioritize in 2024?	Michael Purdie Director of Regulatory Affairs and Markets	Feedback needed
2:30-2:45	Break		
Item 11 2:45-3:00	Clean Water Act 401	Chuck Sensiba	Information Only
Item 12 3:00-3:30	How to Scale Our Markets Advocacy Efforts	Michael Purdie	Feedback needed
Item 13 3:30-3:45	Cultivating New External Relationships	Barbara Tyran Director of External Relations	Information Only
Item 14 3:45-4:00	Roll Out of Op-Ex Reimagined	Chris Hayes	Feedback needed
Item 15 4:00-4:30	Looking Ahead to Potential Strategic Opportunities	Malcolm Woolf	Feedback needed
Item 16 4:30-4:40	Preview of the Next Two Days	Marla Barnes	Information Only

Item 17 4:40-4:50 **Recognition of Outgoing Members** Mike Haynes

Item 18 4:50-5:00 **New Business** Mike Haynes

Board Dinner

Ruth's Chris

1355 N Harbor Dr., San Diego, CA 92101

11 min walk from hotel

**NHA Board of Directors' Meeting
Dec. 12, 2023**

I'm looking forward to seeing (most of you) next week in San Diego!

This memorandum provides background information for the Board meeting in advance of our Q4 Board meeting. A TEAMS link will be available for those unable to join us in person.

Agenda Item 1, Consent Agenda and General Updates

Recommended Actions: Approval

- **Approve** the October Q3 2023 Board Minutes (in Appendix), and
- Review for your information the updated Committee and Council report (in Appendix).

Background/Options: To provide more time during our meetings for strategic discussion, items that should not require discussion are placed on a Consent Agenda. All items on this agenda will be moved as one. Any item can be removed from the Consent Agenda at the meeting should Board members desire further clarification or discussion. Board members are encouraged to review the item(s) in advance of the meeting and be prepared to approve them.

Agenda Item 2, CEO Report on Key Activities

Recommended Action: Information only.

Background: Malcolm Woolf will review NHA's progress to date towards achieving our 2023 Strategic Priorities, as well as introducing new NHA staff, sharing updates on key legislative activities, and other new developments.

Agenda Item 3, Treasurer's Report

Recommended Action: Information only.

Background: Consistent with NHA's Bylaws, NHA's Treasurer Thomas St. John will review NHA's finances through October 31, 2023, including the latest information on NHA's investments and reserves.

Attached for your information is:

- NHA's December 2023 Treasurer's Report, covering through October 31, 2023,
- NHA's Statement of Financial Position and Operating Income Statement, as of October 31, 2023,
- NHA's December 2023 Q3 Membership Report, and

- NHA’s December 2023 Q3 Non-Dues Revenues Report.

Agenda Item 4, Clean Currents 2023 Financial Review

Recommended Action: Information only.

Background: In just three years, Clean Currents has established itself as the “must attend” annual event for the hydropower industry. In this session, Francesca Hadjimichael and Joseph LoSasso will update the Board on the financial results of Clean Currents 2023 in preparation for the Board’s 2024 budget discussions.

Agenda Item 5, Election of Board and 2024 Officers

Recommended Action: Approve the results of the 2024 Board of Directors election, elect new Advisory Board members, and elect Officers for NHA’s 2024 Board.

Background: NHA elects five new members to its Board of Directors annually. This year, we received a total of 24 potential Board candidates (a new record!). After several meetings, the Nominating Committee recommended a slate of 10 candidates, which the Board approved in October. The new Board members take their seats in January.

Nominations for the NHA’s elected officers began at the October Board meeting and remain open until the Board meeting. At that time, the full Board will elect the 2024 officers. The new officers’ term will commence on January 1, 2024, and will expire at the end of the calendar year. **Current officer nominees from the Oct. 10th Board meeting (in alphabetical order by last name) are:**

- Chair – Pam Sullivan, Thomas St. John
- Vice Chair – Chris Rousseau, Heidi Wahto
- Secretary – Sharon White
- Treasurer – Jeff Leahey, Eric Van Deuren

Additional Executive Committee candidates can be submitted up until the December 12th meeting.

Agenda Item 6, Executive Session

Recommended Action: Information only.

Background: NHA faces several important decisions in the coming year that have budgetary implications. This portion of the agenda is set aside to allow the Board to consider these decisions in Executive Session before making decisions on NHA’s budget.

For reference, Executive Sessions are portions of the Board meeting that only Board members attend. Staff and other attendees are excluded to allow for candid and confidential conversations between Board members and/or the CEO.

Agenda Item 7A, Consideration of 2023 Budget

Recommended Action: Feedback

Background: NHA enters 2024 in a strong financial position. As such, our 2024 budget proposal is designed to 1) fund NHA’s core activities to provide member value and shape public policy, and 2) explore new value propositions, such as the NHA Hydro Academy’s Hydropower System Principals certified training program.

To aid in the Board’s consideration of the budget, the following documents are attached:

- 2024 Annual Budget Summary,
- 2022-27 NHA Pro Forma Scenario, and
- NHA’s 2023-2026 Goals and Strategies (adopted by Board in 2022).

Agenda Item 7B, Spotlight on “Hydropower System Principals Training”

Recommended Action: Feedback

Background: One important strategic decision for the Board before establishing NHA’s 2024 budget involves the extent to which NHA should deepen its value proposition by developing a high-quality professional development curriculum and certification program. At the October Board meeting, an ad-hoc Board working group shared their conclusion that such training is much needed and that NHA is uniquely positioned to fill existing training gaps.

During this session, Chris Hayes and Joseph LoSasso will share NHA’s efforts to refine both the extent of member interest in such training and the anticipated costs of developing a high-quality training curriculum. The budget proposal includes \$200K in “seed money” to allow NHA to move forward with initial development costs, while anticipating that NHA will present a more detailed recommendation at our March 2024 Board meeting.

Agenda Item 7C, NHA’s Digital Ad Campaign

Recommended Action: Feedback

Background: Another important question for the Board’s consideration before establishing the 2024 budget involves NHA’s digital ad campaign.

In this session, Copeland Tucker will review the results of the 2023 “Clean Living” campaign, which highlighted how hydropower complements wind and solar to create a 24/7, reliable, carbon-free grid. We successfully expanded the campaign this year into ten states in the Northeast, the South, and the Midwest. The campaign was made possible by a combination of NHA’s budget and the generosity of Alabama Power Company, Ameren, American Municipal Power, FirstLight Power, Gravity Renewables, Georgia Power Company, Kleinschmidt Associates, Minnesota Power, Missouri River Energy Services, New York Power Authority, and Tennessee Valley Authority.

Building on this success, NHA’s proposed 2024 budget includes \$350K to ensure that hydropower remains part of the public’s consciousness. Copeland will seek feedback from the Board on the target audience for the 2024 campaign and potential different approaches.

Agenda Item 7D, Vote on 2024 Budget

Recommended Action: Action

Background: Based on the previous discussions, this session is set aside for NHA’s Board to discuss, adjust as appropriate, and ultimately approve a 2024 budget for NHA.

Agenda Item 8, The Long and Winding Road to Overhauling the Federal Power Act (with apologies to the Beatles)

Recommended Action: Feedback

Background: When we started this journey several years ago, we were hoping for a *Revolution*. We were perhaps naively optimistic that, if we could *Come Together* with the environmental and tribal groups, Congress would rapidly adopt our joint proposal. Now we need *Help!* After working *Eight Days a Week* for many months, we are longing to *Get Back to Yesterday*.

In this session, Chuck Sensiba will share the latest on the ongoing legislative license reform efforts. We have made significant progress, yet a *Long and Winding Road* remains. The negotiations feel like *Hello. Goodbye*. I wish they would just *Let It Be*. Nevertheless, while the path forward is uncertain, we remain hopeful that *We Can Work It Out*.

Agenda Item 9, NHA’s “3R” Tax Proposal to Preserve the Existing Hydropower Fleet

Recommended Action: Information Only

Background: NHA’s “3R” tax proposal to provide a 30% ITC for environmental and dam safety investments, including voluntary dam removals, was reintroduced this Fall with a broad bipartisan coalition of ten U.S. Senators (5 Democrats, 4 Republican, and 1 Independent). This session will focus on NHA’s efforts to include this proposal in any year end (or January) tax package that may

advance in Congress.

Agenda Item 10, Show Me The Money

Recommended Action: Feedback

Background: NHA achieved many of our longstanding policy priorities in the Bipartisan Infrastructure Law and the Inflation Reduction Act (IRA). Together, the two laws are already starting to fundamentally transform the electricity landscape.

In this session, Michael Purdie will briefly provide an update on DOE's implementation of the \$750M in the section 240 grant programs. He will then shift to NHA's efforts to shape the Treasury Department's implementation of critical IRA provisions and highlight remaining non-DOE funding opportunities. Finally, this session will seek feedback on what NHA should prioritize in 2024 and how NHA can help member companies take advantage of these opportunities.

Agenda Item 11, Biden Administration's Clean Water Act 401

Recommended Action: Information Only

Background: Just this week, NHA filed in federal court to challenge the Biden Administration's re-write of the Trump Administration's 401 rule. As the Board will recall, NHA successfully litigated (all the way up to the U.S. Supreme Court!) to preserve the Trump Administration's 401 rule until a replacement is adopted.

Chuck Sensiba will lead this session to remind the Board about what's at stake in the 401 rule and preview what to expect over the coming year as the NHA challenge moves through the federal courts.

Agenda Item 12, How To Scale Our Markets Advocacy Efforts

Recommended Action: Feedback

Background: Owners of hydropower assets have long complained that organized markets fail to adequately compensate reservoir hydropower and pumped storage assets for the flexibility they provide, including firming up variable renewables. In addition, essential grid services, such as black start, voltage regulation, inertia, and spinning services, also receive inadequate compensation. Together, the lack of proper compensation threatens to push many assets into premature retirement.

In this session, Michael Purdie will highlight NHA's efforts to help the industry engage in shaping market design, including leveraging the Markets Committee to be the issues clearinghouse, and engaging before FERC and RTOs on issues of particular impact to the industry.

We are seeking strategic advice from the Board on how to scale the impact of our market advocacy efforts, including how to deepening engagement from the corporate side of our member's organizations.

Agenda Item 13: Cultivating New External Relationships

Recommended Action: Information Only

Background: Waterpower, America's first renewable resource, is often out of sight and out of mind, yet it's needed more than ever. NERC's Winter Reliability Assessment highlights electric reliability vulnerabilities, particularly during extreme weather events. With increasing wind and solar penetration, their intermittency requires back-up resources to complement them. Until long-duration energy storage batteries become more commercially viable, two highly dispatchable assets – hydropower and pumped storage facilities – can assume this role. Not only are they both immediately available, but they allow continuing utilization of clean energy resources.

NHA's 2024 external strategy will address these new developments in the clean energy transformation and focus on communicating the benefits of hydropower, pumped storage, and transmission, to ensure reliable electricity. Outreach to the national associations of state-based institutions (National Governors Association, National Conference of State Legislators, National Association of Regulatory Utility Commissioners, National Association of State Energy Officials, National Association of State Utility Consumer Advocates) has already commenced with encouraging results.

In this session, Barbara Tyran, NHA's new Director of External Relations, will share her preliminary thoughts on how NHA can help raise awareness of the benefits of water power by partnering with ACORE and other clean energy organizations to successfully connect with regional, state, and local decision-makers.

Agenda Item 14, Roll Out of Op-Ex Reimagined

Recommended Action: Feedback

Background: The newly reimagined Op-Ex tool is now available! Check it out at www.hydro.org/opex-operational-excellence.

In addition to sharing the tool with the Board, Chris Hayes will seek guidance from the Board on how best to roll out the new tool and encourage greater utilization of this valuable resource.

Agenda Item 15: Looking Ahead to Potential Strategic Opportunities

Recommended Action: Feedback

Background: Who remembers the Strategic Board meeting in Phoenix where the NHA Board decided to launch a new event called Clean Currents? Three cheers for the vision and foresight demonstrated by the 2019 Board!

Which begs the question – are there other ways in which NHA can provide additional value to our members? In this session, Malcolm Woolf will seek Board guidance on other strategic opportunities that NHA might want to explore. For example, how would we feel if some other entity purchased HydroVision? Are there opportunities to partner with CEATI and/or HDI? Can NHA provide greater assistance to our members on business needs, such as on financing or insurance? This session is intended to get initial feedback and plant the seeds for future discussions, including our mid-2024 Strategic Board meeting.

Agenda Item 16, Preview of the Next Two Days and the California Regional Meeting

Recommended Action: Action

Background: Marla Barnes will preview the upcoming California Regional Meeting so you can make the most out of the next two days.

Agenda Item 17, Recognition of Outgoing Board Members

Recommended Action: Information only.

Background: Several Board members are reaching the end of their Board terms. Since not everyone is able to join at the Board dinner, we are dedicating this session to recognizing their contributions and thanking them for their many years of service to our industry. And for the many years of friendship still to come.

Agenda Item 18, New Items for Board

Recommended Action: Information only.

Background: This session is set aside for any Board member to raise additional items not previously discussed.

FINANCIAL REPORT

TO: NHA Board of Directors
FROM: Thomas St. John, Treasurer
DATE: December 5, 2023
RE: NHA Treasurer's Report

Unaudited financial statements through October 31st are submitted for review.

SUMMARY:

The attached financial statements compare 2023 actual and forecast activity to the original budget as well as the adjusted budget approved by the board in May. Through October, NHA remains in a strong financial position having collected over 100% of the May adjusted budgeted annual revenue and incurring 78% of adjusted budgeted expenses. We expect expenses to continue accruing and come into line with the updated forecast in the last two months of the year. NHA's cash position remains strong with over half a million dollars held in the operating account. The investment account holds \$3.64M, up from \$3.06M this time last year. Receivables are down nearly \$170k compared to last year, meaning cash is being collected at a faster rate.

Whereas the adjusted budget approved by the Board in May anticipated a shortfall of (386,099) at the end of 2023, NHA now forecasts a positive end-of-year budget of \$359,645 (a swing of over \$745K). NHA's financial strength is largely due to the success of our events, the DOE Uncommon Dialogue grant, and continued fiscal discipline. We anticipate ending the year with \$3.88M in liquid assets, which will cover an estimated 15 months in operating expenses, which exceeds NHA's 6-12 month reserve policy.

SIGNIFICANT ITEMS TO NOTE:

Membership and G&A – Revenue is strong with 102% or \$3.46M of budgeted revenue collected through October. In addition to this, we hope to collect another \$40k before year end.

Policy Advocacy – Policy Advocacy revenue has been forecast up an additional \$100K from the Original Budget as NHA has successfully been awarded a DOE grant as part of the Uncommon Dialogue. (NHA will receive an estimated \$600K over the 24-month grant). Other revenue comes from members joining the Deep Dive Policy Group. We expect expenses to remain close to the original budget for 2023.

Clean Currents – Clean Currents has surpassed the '23 Adjusted Budget by \$234k or 12%, and is expected to net a profit to the organization of more than \$900k. Through October expenses are still under budget but we will see these come in line in the last two months of the year.

Waterpower Week – The Waterpower Week meeting is expected to generate \$200K in net profit, \$85K more than budgeted in 2023. Expenses have reached 97% of the adjusted budget to date and we expect expenses and revenues to fluctuate minimally between now and the end of the year.

Other Events – Regional Meeting activity has increased more than budgeted in 2023 resulting in an increase in revenue and expenses forecast. Total forecast activity is expected to add \$170K to the bottom line, up from the \$130K budgeted.

Strategic Investment of Excess Reserves – In approving NHA’s 2023 budget last December, the Board created a “strategic investment” line item to bring NHA back into compliance with the organization’s liquid asset policy, which requires that NHA maintains an operating reserve balance of 6-12 months. To date, NHA has used these funds to 1) hire consultant Chris Hayes as senior advisor of Technical Programs and Services, 2) create a new position, now filled by Barbara Tyran, to support our Pumped Storage Development Council and to deepen our external relations; and 3)) raise hydropower’s visibility by sponsoring and speaking at various events, including the Aspen Clean Energy Institute and National Clean Energy Week.

OTHER NOTES:

Investments are still relatively flat so far this year. Consistent with NHA’s investment policy, only 17% of NHA’s financial assets held in the brokerage account are invested in equities. Of the equities, about half are held in a diversified total market fund (Zacks) and the other half are held in an S&P 500 index fund.

NHA’s liquid asset balance was \$4.16M at the end of October, up from \$3.89M at the end of October 2022. NHA is usually cash heavy at the beginning of the year due to membership and early event related collections, but cash balances diminish as expenses come in throughout the year. There are currently \$525K of current liabilities and more than \$1.5M in forecast costs forecast that assist in reducing the cash balance by the end of the year.

As noted above, according to the most up to date forecast, we expect to finish the year \$360K in the black, about \$745K better than the July adjusted budget.



National Hydropower Association
STATEMENT OF ACTIVITIES - UNAUDITED
for the ten months ended October 31, 2023

	Jan-Oct 2023	2023 Forecast	2023 Adj. Budget	Actuals vs. Adj. Budget	2023 Annual Budget
REVENUE					
Membership and G&A	3,461,222	3,502,888	3,398,319	62,903	3,398,319
Policy Advocacy	212,417	341,000	335,000	(122,583)	235,000
Tech Insights and Public Affairs	233,000	233,000	-	233,000	-
Clean Currents	2,199,143	2,262,100	1,964,674	234,469	1,964,674
Waterpower Week	477,450	483,450	472,000	5,450	395,000
Other Events	227,435	236,000	185,000	42,435	185,000
TOTAL OPERATING REVENUE	6,810,667	7,058,438	6,354,993	455,674	6,177,993
EXPENSES					
Salaries, Benefits, and Temp Help	1,848,729	2,374,932	2,494,041	(645,313)	2,292,041
Membership and G&A	683,200	917,763	933,200	(250,000)	1,003,200
Policy Advocacy	683,859	959,663	936,875	(253,016)	986,875
Tech Insights and Public Affairs	818,698	813,296	719,800	98,898	669,800
Clean Currents	988,423	1,290,302	1,324,228	(335,805)	1,324,228
Waterpower Week	270,263	277,041	278,225	(7,962)	278,225
Other Events	47,682	65,796	54,711	(7,029)	54,711
TOTAL OPERATING EXPENSES	5,340,854	6,698,793	6,741,081	(1,400,227)	6,609,081
CHANGE IN OPERATING NET ASSETS	1,469,813	359,645	(386,088)	1,855,901	(431,088)
Investment Activity, Net	(23,889)	-	-	-	-
TOTAL CHANGE IN NET ASSETS	1,445,924	359,645	(386,088)	1,855,901	(431,088)



National Hydropower Association
STATEMENTS OF FINANCIAL POSITION - UNAUDITED
As of October 31, 2023

	October 31, 2023	October 31, 2022
ASSETS		
Cash and cash equivalents	\$ 528,050	\$ 838,042
Investments	3,641,258	3,055,778
Accounts receivable	64,109	233,349
Prepaid expenses	54,106	94,871
Property and equipment, net	43,294	259,069
Other assets	911,761	116,025
TOTAL ASSETS	5,242,578	4,597,135
LIABILITIES		
Accounts payable and accrued expenses	413,635	378,878
Payroll liabilities	112,116	57,592
Deferred revenue	15,372	-
Deferred rent	1,019,224	643,757
TOTAL LIABILITIES	1,560,346	1,080,227
NET ASSETS		
Ending Net Assets	3,682,231	3,516,908
TOTAL NET ASSETS	3,682,231	3,516,908
TOTAL LIABILITIES AND NET ASSETS	\$ 5,242,578	\$ 4,597,135



2023 Membership Update

As of December 4, 2023, Page 1 of 2

2023 By the Numbers

Overall # of Member Organizations	329 <ul style="list-style-type: none"> • 58% suppliers of services or products • 30% power producers • 5% project developers • 5% technology developers • 1% power marketing administrations • 1% other (academia, associations, foundations, etc.) <p>(2022: 320 organizations)</p>
# of New Member Organizations (list on page 2)	37 <p>(2022: 55 new member organizations)</p>
Collected Dues <i>Note: 2023 budget= \$3,377,819</i>	\$3,407,548 <ul style="list-style-type: none"> • 5% of total came from new members • \$27,250 of total was collected since last board meeting • Another \$22,150 in payments are “in process” of being collected <p>(2022: \$3,132,706 collected; 6% of total came from new members)</p>
# of Dropped Member Organizations	15 (represents a total of \$49,011) <ul style="list-style-type: none"> • NOTE: Another 12 at risk – haven’t paid but haven’t officially dropped – continuing to chase (represents a total of \$47,764) <p>(2022: 17 member organizations dropped; represented total of \$47,003)</p>

Actions Planned for 2024 Q1

- Chase payment on invoices for 2024 membership dues – payments due February 15, 2024
- Work on Hydro-Quebec, who has indicated it will not renew for 2024
- Contact each organization that did not participate in any members-only activities in 2023, to determine the “why” and find out how NHA can be more valuable to these organizations
- Continue to engage with top prospects, re: value of membership, to get commitments for 2024:
 - ABB
 - Alliant Energy
 - Dairyland Power Cooperative
 - Entergy
 - Los Angeles Department of Water and Power
 - Oklahoma Municipal Power Authority
 - Portland General Electric
 - Xcel Energy
 - Clean Currents’ 2024 Exhibiting Companies Who Are Not Yet Members

2023 Membership Update

As of December 4, 2023, Page 2 of 2

Member Organizations Joining in 2023

3U Technologies LLC
AES Hydro dba A&B Foundry, Machining and Fabrications
Agilitas Energy
Anchor Coalition
Anchor QEA
Avista
Bechtel
California State Polytechnic San Luis Obispo
Chalmers & Kubeck (C&K)
City of Sturgis, Michigan
Douglas County PUD
El Dorado Irrigation District
Gatto Construction Services
Global Diving and Salvage
Global Infrastructure Associates
Hull Street Energy
Hydro Green Energy
Hydrogrid

Hydro Tech Inc.
Keller
KGS Group International Inc. Usa
kW Hydroelectric
L&H Industrial
LaBella
LAPCO (Lynchburg Air Preheater Corp.)
Mott MacDonald
Petrotech, Inc.
River Connectivity
R.W. White
Sean Sadlier
Southern Adventist University
St. Anthony Falls, University of Minnesota
Techno Hydro
Thorndike Energy LLC
Tide Mill Institute
Triton Systems
Western Area Power Administration

**Non-dues Revenue Report
2023 Budget to Actuals**

NOTE: Expense Lines Do NOT Include Staff Salaries

Waterpower Week	Budget	Actuals to date	% of Actuals to Budget
Reg Revenue	\$320,000.00	\$404,948.00	127%
Reg #	460	570	124%
Sponsorship	\$75,000.00	\$78,500.00	105%
Total Revenue	\$395,000.00	\$ 483,448.00	122%
Total Expenses	\$ 278,225.00	\$ 274,754.83	99%
Total Net	\$116,775.00	\$ 208,693.17	179%

Clean Currents	Budget	Actuals to date	% of Actuals to Budget
Reg Revenue	\$400,000.00	\$567,947.50	142%
Reg #	1,200	1,617	135%
Sponsorship <i>(includes host utilities)</i>	\$375,674.00	\$354,020.00	94%
Exhibits	\$1,189,000.00	\$1,313,101.00	110%
Total Revenue	\$1,964,674.00	\$2,235,068.50	114%
Total Expenses	\$1,324,425.00	\$1,297,205.00	<i>Expenses are estimate</i>
Total Net	\$ 640,249.00	\$ 937,863.50	146%

Regional Meetings	Budget	Actuals to date	% of Actuals to Budget
Reg Revenue	\$ 65,000.00	\$ 87,972.50	135%
Reg #	560	688	123%
Sponsorship	\$ 120,000.00	\$ 148,750.00	124%
Total Revenue	\$ 185,000.00	\$ 236,722.50	128%
Total Expenses	\$51,836.00	\$73,313.57	<i>Expenses are estimate</i>
Total Net	\$133,164.00	\$ 163,408.93	123%

POWERHOUSE	Budget	Actuals to date	% of Actuals to Budget
Sponsorship	\$100,000.00	\$72,617.00	73%
Total Revenue	\$100,000.00	\$72,617.00	73%
Total Expenses	\$36,100.00	\$17,782.00	49%
Total Net	\$63,900.00	\$54,835.00	86%

Career Center Job Board	Budget	Actuals to date	% of Actuals to Budget
Revenue	\$8,500.00	11,154.08	131%
TOTAL	\$8,500.00	\$11,154.08	131%
Total Expenses	\$0.00	\$0.00	
Total Net	\$8,500.00	\$11,154.08	131%

Deep Dive Policy Team	Budget	Actuals to date	% of Actuals to Budget
Participation	\$110,000.00	\$129,000.00	117%
TOTAL	\$110,000.00	\$129,000.00	117%
Total Expenses	\$0.00	\$0.00	
Total Net	\$110,000.00	\$129,000.00	117%

Digital Ad Campaign	Budget	Actuals to date	% of Actuals to Budget
NHA Budget	\$300,000.00	\$300,000.00	100%
Donations from members		\$233,000.00	
Total Revenue	\$300,000.00	\$533,000.00	
Total Expenses	\$300,000.00	\$533,000.00	
Total Net	\$300,000.00	\$0	

Grand Total - Revenue	\$3,063,174.00	\$3,701,010.08	121%
Grand Total - Expenses	\$1,990,586.00	\$2,196,055.40	110%
Grand Total - Net	\$1,072,588.00	\$1,504,954.68	140%



**National Hydropower Association
2024 Annual Budget
(Option 2 with Seed Money)**

	2024 Budget
REVENUE	
¹ Membership and G&A	3,598,926
² Policy Advocacy	561,000
³ Clean Currents	2,434,000
Waterpower Week	498,000
Other Events	240,000
TOTAL REVENUE	7,331,926
EXPENSES	
Salaries, Benefits, and Temp Help	3,032,204
Membership and G&A	788,000
Policy Advocacy	1,028,170
Tech Insights and Public Affairs	948,055
Clean Currents	1,456,320
Waterpower Week	309,303
Training Program	200,000
Other Events	78,800
TOTAL EXPENSES	7,840,852
CHANGE IN NET ASSETS	(508,926)

2024 Budget Assumptions

1. Assumes 5% Board approved dues increase, with opt-out
2. Revenues from Deep Dive Policy Team, Powerhouse media platform, legal, and DOE Uncommon Dialogue Grant
3. Assumes flat growth in net profit over CC 2023

Pro forma for FY24 Budget (Option 2 with seed money)

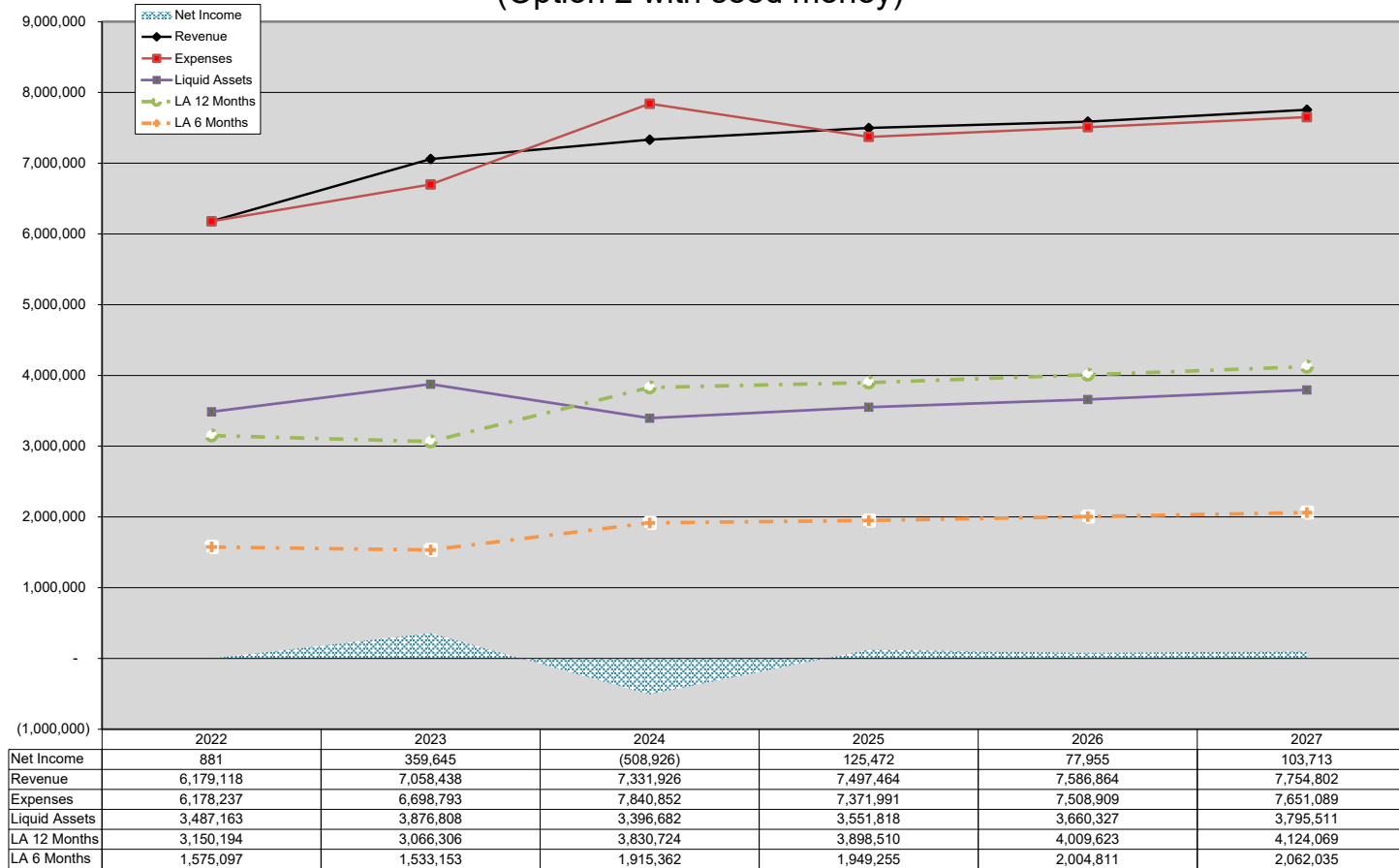


Chart assumes:

- Assumes 5% members due increase (with opt-out as requested) in 2024; assumes 3% dues increase thereafter.
- 3% growth in non-Clean Currents event revenues
- 3% growth in non-Clean Currents expenses
- DOE Uncommon Dialogue grant of \$300K in 2024 and \$200K in 2025.
- No litigation expenses in 2025 or beyond
- Assumes \$200K for training seed money

Clean Currents - Growth Assumptions

	2024	2025	2026	2027
Net Margin	flat	5%	5%	5%



2023-26 NHA's Goals and Strategies

August 22, 2022

GOALS: To continually improve NHA's core value proposition, NHA will enhance the organization's ability to:

ADVOCATE to preserve, enhance, and expand the use of waterpower generation to advance a 21st century clean energy grid.

CONNECT member organizations and their employees with other waterpower professionals to build relationships, exchange knowledge, and facilitate business.

INFORM members, the industry, policy makers, and stakeholders about timely industry-related policy and technical developments and how those developments will affect the industry; and the many public benefits provided by waterpower.

IMPLEMENT internal operational practices for the association that will ensure a high-performing, effective organization.

STRATEGIES: NHA will implement the following strategies, specifically targeted for each of the organization's goals:

ADVOCATE to preserve, enhance, and expand the use of waterpower generation to advance a 21st century clean energy grid.

To achieve this goal, NHA will leverage its policy committees/councils, specifically those focused on legislative, regulatory, markets, pumped storage, small hydropower, marine energy, and deep dive policy. Strategies to achieve this goal will include:

- Improving the license and relicensing process;
- Achieving tax parity with other renewables;
- Shaping wholesale markets to more fully compensate hydropower for the value it provides;
- Ensuring parity with other renewables in any climate or energy policy;
- Growing federal RD&D funding for marine energy, pumped storage, and conventional hydropower technologies;
- Raising the visibility among lawmakers of hydropower as an essential element of a reliable grid;
- Nurturing relationships with key lawmakers and their staffs to ensure NHA is the go-to source for information and ideas about supporting the waterpower industry; and
- Engaging in key states for waterpower as a resource.

CONNECT member organizations and their employees with other waterpower professionals to build relationships, exchange knowledge, and facilitate business.

To achieve this goal, NHA will leverage its various policy and technical committees, as well as its advisory committees focused on NHA national events (Clean Currents and Waterpower Week in Washington), Regional Meetings, and the Future Leaders of Waterpower (FLOW). Strategies to achieve this goal will include:

- Establishing Clean Currents Conference + Tradeshow as THE Industry Event, providing a one-stop shop for connecting with the full breadth of the waterpower industry;
- Leveraging Waterpower Week in Washington to expand the waterpower industry's voice on Capitol Hill, with the Administration, and with regulators, and to facilitate industry peer-to-peer engagement;
- Enhancing NHA's Regional Meetings to provide more local focus, more intimate networking, and regionally-specific knowledge exchange among asset owners and product/service suppliers; and
- Providing forums for sharing operational experiences, with the objective of maintaining project operational excellence and human safety.
- Promoting diversity in speakers and attendees at all NHA's events to accelerate the industry's transition to look more like the customers we serve.

INFORM members, the industry, policy makers, and stakeholders about timely industry-related policy and technical developments and how those developments will affect the industry, and the many public benefits provided by waterpower.

To achieve this goal, NHA will leverage its technical committees/councils. Strategies to achieve this goal include:

- Informing NHA members webinars, and committee/council-specific convenings;
- Informing industry and those affecting the industry by enhancing NHA's *POWERHOUSE* as the go-to industry media platform;
- Informing the general public through a multi-faceted social media campaign to raise awareness of the benefits of hydropower, particularly among those aged 25-40.

IMPLEMENT internal operational practices to ensure a high-performing, effective organization.

Strategies to achieve this goal include:

- Maintaining NHA's financial health;
- Implementing diversity, equity, and inclusion in all aspects of NHA's activities;
- Preserving NHA's membership retention rate; and
- Deepening the level of member engagement, including cultivating a larger pipeline of industry talent.



2023 NHA Priority Actions

August 22, 2022

ADVOCATE to preserve, enhance, and expand the use of waterpower generation to advance a 21st century clean energy grid. 2023 priorities include:

- **Streamlining Licensing and Relicensing** – Grow stakeholder coalition and cultivate relationships with members of the Senate Energy and Natural Resources Committee and House Energy & Commerce Committee to introduce a bipartisan legislative reform package in both the House and Senate that reflects NHA’s licensing and relicensing priorities.
- **Creating Tax Support to Preserve and Enhance Existing Hydropower** – Grow stakeholder coalition and cultivate relationships with members of the Senate Finance and House Ways & Means Committees to advance federal tax support for preserving and enhancing existing waterpower resources (including direct pay for public power).
- **Investing in Waterpower RD&D** – Deepen relationships with members of the Senate and House Appropriations Committees to increase federal RD&D funding for marine energy, pumped storage, and conventional hydropower technologies.
- **Effective Implementation of DOE’s Bipartisan Infrastructure Grants and the Inflation Reduction Act** – Actively engage with DOE to ensure that the \$900M+ secured for waterpower in the Bipartisan Infrastructure law is effectively distributed, and with Treasury and others as appropriate to ensure effective implementation of the Inflation Reduction Act.
- **Retrofitting Non-Powered Dams** – Cultivate relationships with members of the Senate Environment and Public Works and House Transportation & Infrastructure Committees to enact into law provisions streamlining the USACE process for adding generation at NPDs.
- **Valuing Reliability Services in Wholesale Electricity Market Design** – Engage with FERC and RTO/ISOs and states to increase awareness of the essential reliability services provided by hydropower and pumped storage, particular in proceedings related to capacity accreditation, energy and ancillary services reforms, and/or other RTO/ISO initiatives.
- **Avoiding Unnecessary Regulatory Barriers** – Engage with federal agencies to ensure that the waterpower industry’s priorities are incorporated into key regulatory proceedings, including FERC’s financial assurance proposal and EPA’s proposed CWA 401 rule.

CONNECT member organizations and their employees with other waterpower professionals to build relationships, exchange knowledge, and facilitate business. 2023 priorities include:

- **Attracting Asset Owners to Clean Currents** - Outcompete competition by making CC23 a “must attend” event for asset owners.

- **Using Waterpower Week to Enhance NHA’s Advocacy Efforts** – Expand Hill staff participation, Hill meetings, and number of advocacy professionals (government affairs, regulatory, licensing, etc.) engaged in Waterpower Week in Washington.
- **Promoting DEI at All NHA Events** - Accelerate the industry’s transition to look more like the customers we serve by promoting diversity in speakers and attendees at all of NHA’s events.

INFORM members, the industry, policy makers, and stakeholders about timely industry-related policy and technical developments and how those developments will affect the industry, and the many public benefits provided by waterpower. 2023 priorities include:

- **Expanding NHA’s Social Media engagement** – develop and implement systematic social media engagement (focusing specifically on LinkedIn, Twitter, Facebook and Instagram) to expand reach to both industry members and the general public, with the goal of increasing followership by 10 percent across media channels.
- **Reaching 1M+ Millennials** – raise awareness and appreciation of waterpower as an essential part of a reliable, clean energy grid by reaching at least 1M+ millennials (ages 25-40) via targeted, paid digital media campaign with at least 7x frequency.

IMPLEMENT internal operational practices to ensure a high-performing, effective organization. 2023 priorities include:

- **Deepening Member engagement** – deepen member engagement in NHA programming and events (as compared to 2022).
- **Executing Office Relocation with Minimal Disruptions** – implement office move without adversely impacting organizational performance.
- **Retaining NHA Staff** – retain talent at all levels of Team NHA.