



CLEAN ENERGY BUSINESS NETWORK™

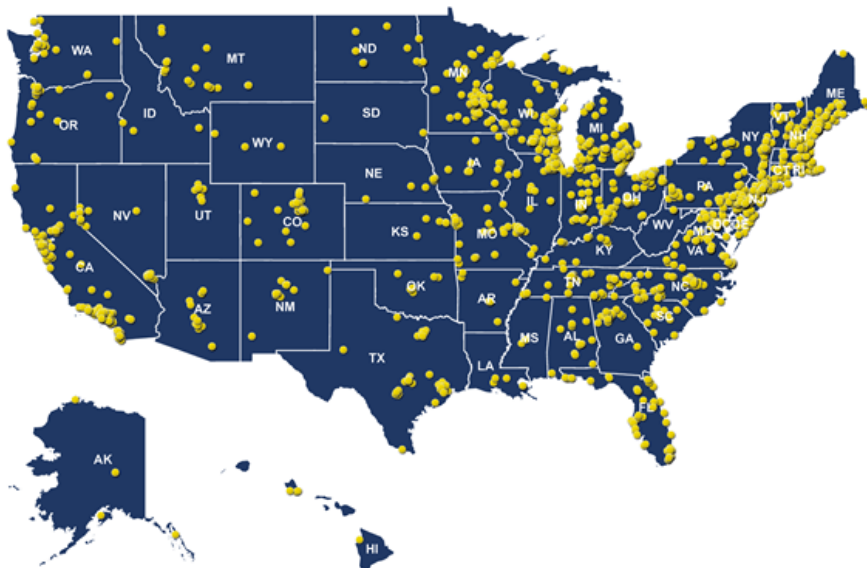


CEBN Strategic Plan | Jan. 31, 2018

3,000+ members across all 50 states and >370 Congressional districts

Most CEBN members are business leaders providing clean energy technologies or services. Others include companies using clean energy, state/sector-specific energy associations, consultants to energy businesses, academic researchers, government employees, and individuals. Member locations span at least 373 U.S. Congressional districts (55% currently held by Republicans and 45% by Democrats).

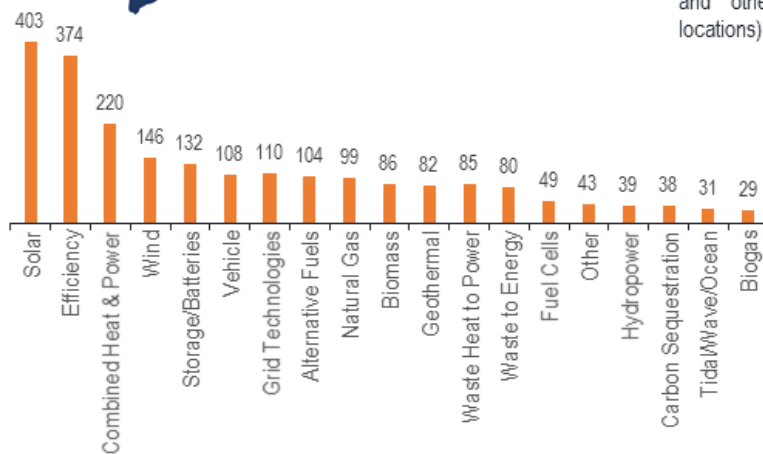
- 3,000+ business leaders across all 50 states, representing every aspect of the clean energy economy
- The only nationwide clean energy association that primarily caters to small- and medium-size businesses
- Founded by The Pew Charitable Trusts in 2009
- Spun out in May 2017 to become an independent initiative of the Business Council for Sustainable Energy



Members with Known Locations

AL	18	KY	12	ND	24
AK	4	LA	7	OH	135
AZ	19	ME	71	OK	6
AR	9	MD	36	OR	34
CA	311	MA	111	PA	122
CO	60	MI	177	RI	5
CT	19	MN	90	SC	35
DE	21	MS	3	SD	3
DC	135	MO	42	TN	102
FL	57	MT	24	TX	49
GA	48	NE	7	UT	23
HI	6	NV	80	VT	10
ID	3	NH	45	VA	174
IL	118	NJ	123	WA	22
IN	78	NM	16	WV	6
IA	16	NY	144	WI	141
KS	9	NC	77	WY	3

(Plus 27 international members and others with unspecified locations)



Note: Technology data are available for approximately 1/3 of members. Those working in multiple sectors are counted across all relevant categories.

- Inform and engage clean energy business leaders in policy issues impacting the industry
- Educate the public and policymakers about diverse energy technologies
- Provide resources to help members address common business challenges



The Business Council for Sustainable Energy®



Identifying the Problems & Opportunities: CEBN Strategic Plan

Member Questionnaire

Concluded Sep. 21
204 responses

Information about policy and business interests of members
Finding common priorities and alignment with BCSE

Advisory
Committees
40 participants

Partner Organizations

Energy Efficiency

Renewable Energy

NG, CHP, and WHP

Transpo/Alt Fuels

Innovative Techs

Deeper dive into policy
and business priorities of
subsets of membership

Strategic Planning
Committee
10 participants

Brainstorming about
CEBN mission,
governance, and general
areas of focus



Strategic Plan

Draft 2018
work plan

Draft
governance
structure

Draft dues
structure

BCSE Members

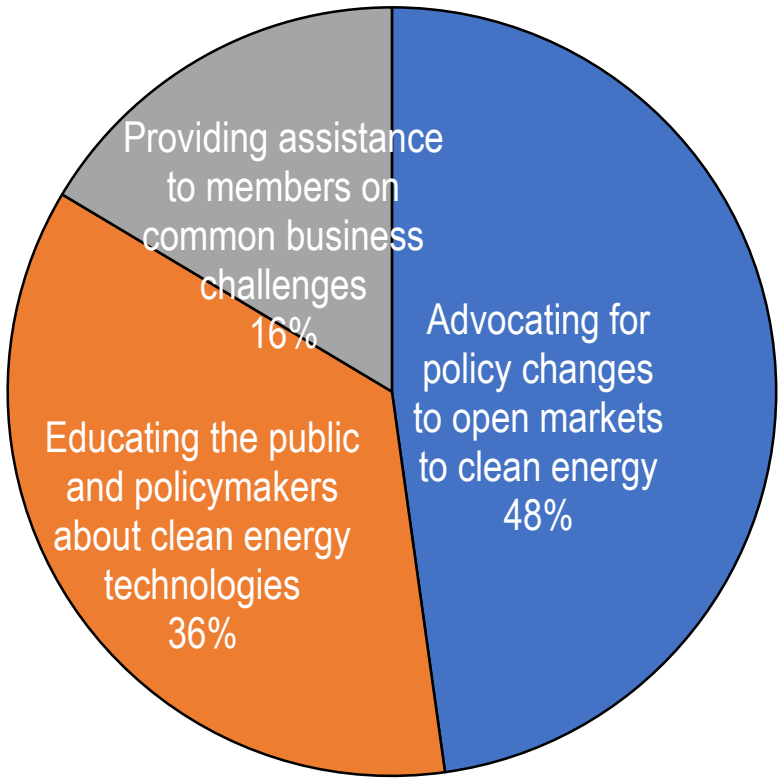
External Partners

Foundations

Advice/how they run their organizations
Policy priorities
Ideas for collaboration
Help with recruitment

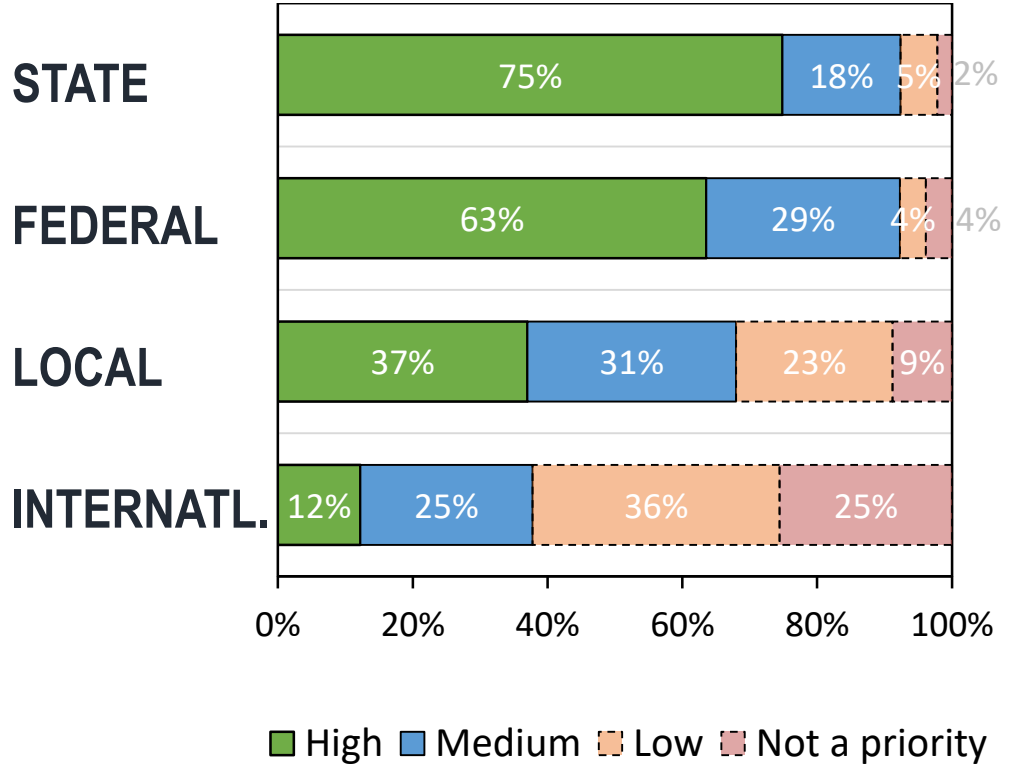
Policy interests
Funding opportunities

Which of the following should be the CEBN's #1 priority over the next two years?



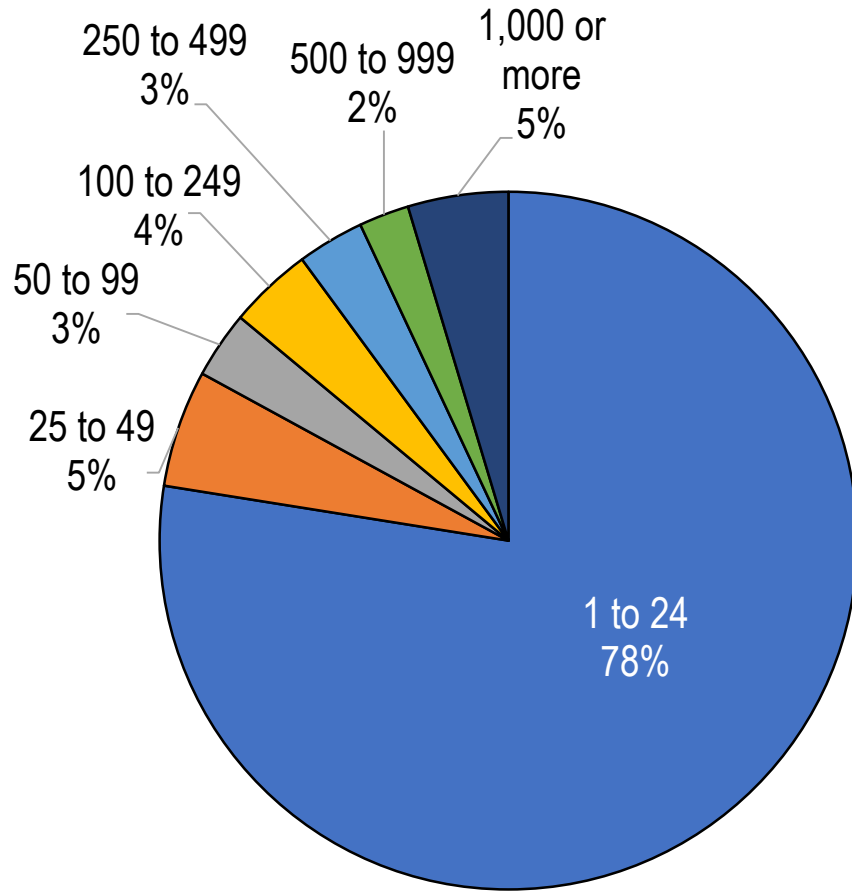
204 responses to question

How important are each of these levels of government policies to your business/organization?



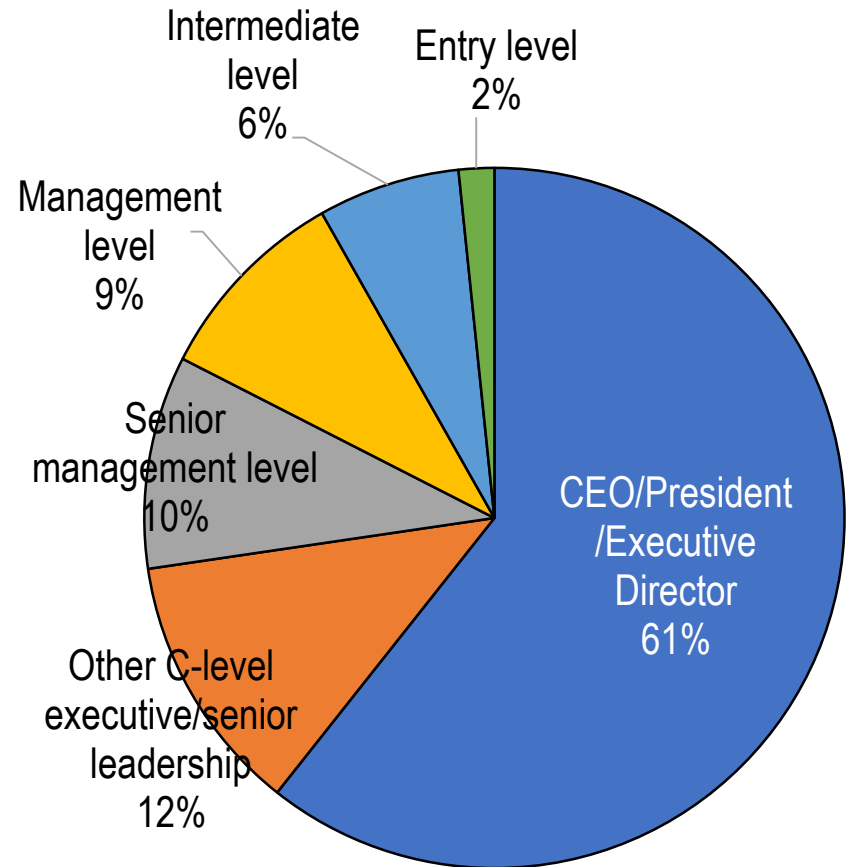
182 responses to question

How many people does your company/organization employ?



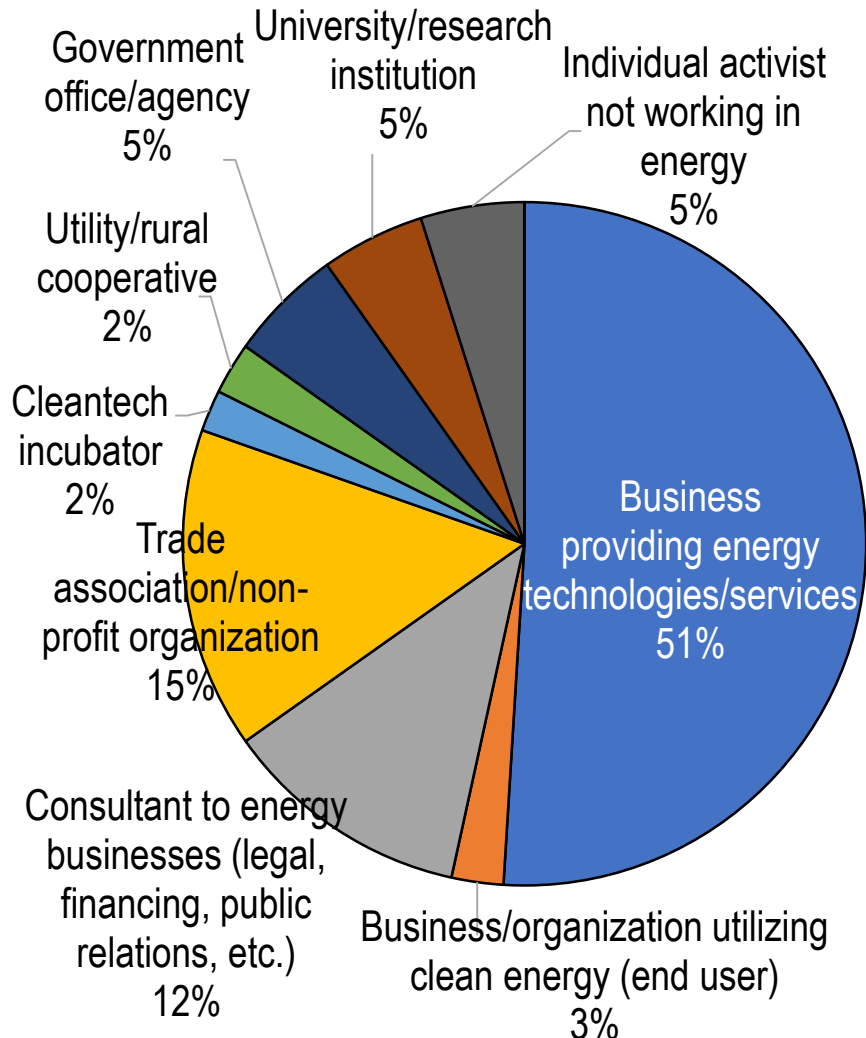
129 responses to question

Which of the following best describes your current position in your company/organization?



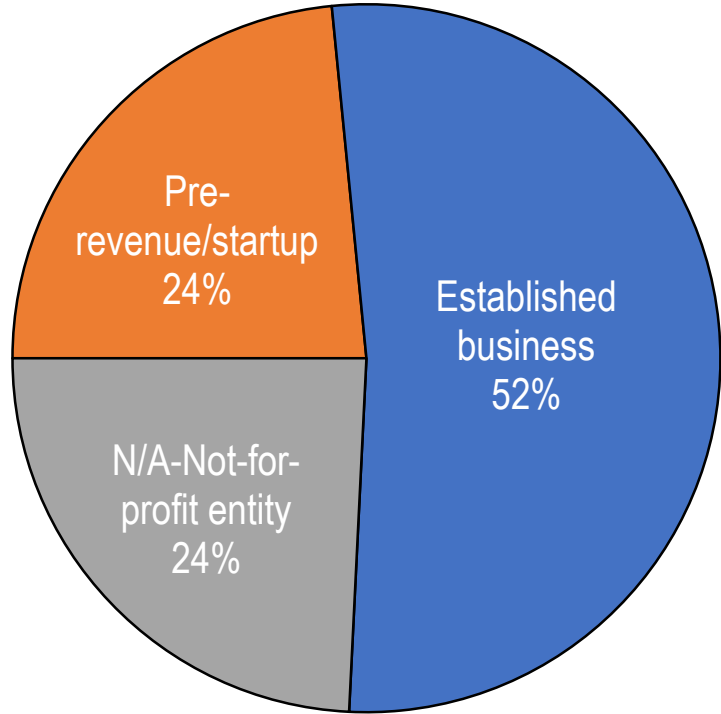
182 responses to question

Which of the following best describes your company's/organization's involvement in the energy industry?



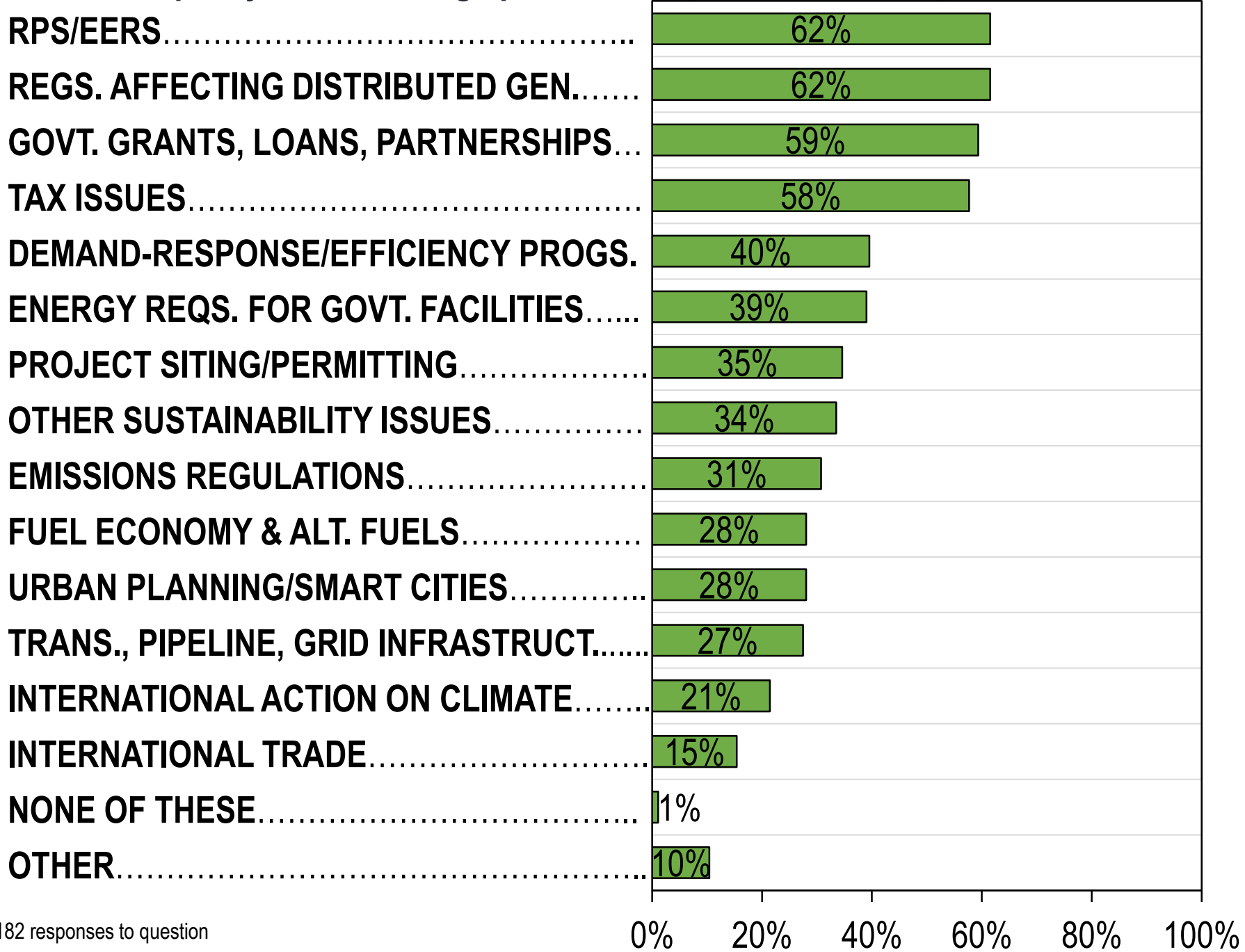
204 responses to question

Which of the following best describes the stage of your company?

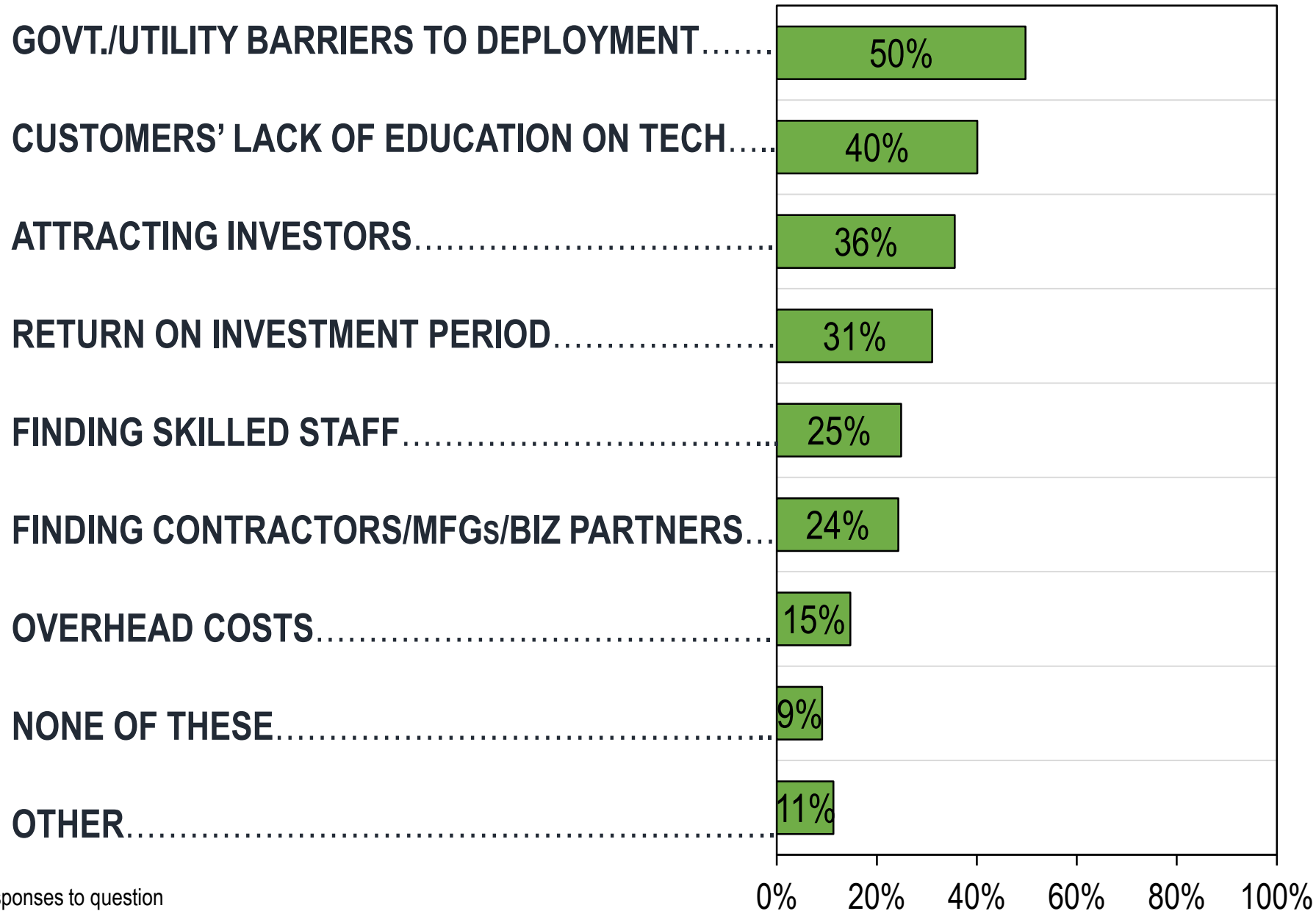


128 responses to question

What policy issues are high priorities for your business/organization?



Which of the following are significant business challenges
that your business/organization is currently facing?



Policy Uncertainty

All levels: RPS, CPP, tax reform, funding cuts, lack of natl. energy policy

Utility Barriers

Utilities' financial model doesn't prioritize efficiency, renewables, or DG
Tariffs, standby rates, demand charges, limits on power exports
Battles over net metering and RPS/EERS

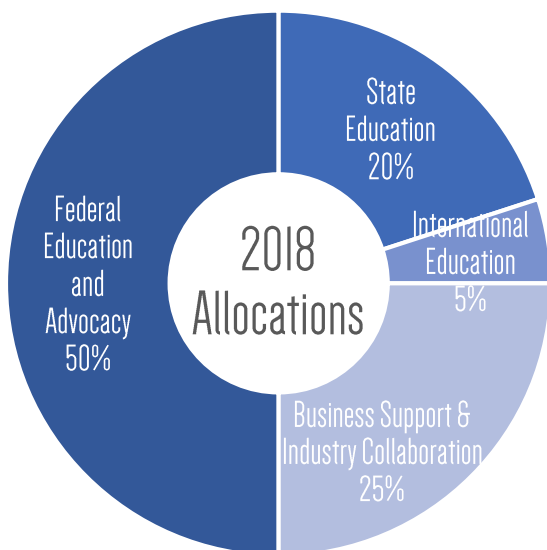
Financing Barriers

Audits & feasibility are an upfront cost with uncertain payback
Lack of incentives to build new construction to highest standard
Some customers need tax incentives/equity financing
Other customers need upfront capital assistance/grant
State and federal grants, loans, etc. can be confusing to navigate

Innovation Barriers

Policies and markets often prescriptive/averse to disruption
Early adopters (often government) needed
Long lead times for permitting innovative projects
Early-stage companies struggle with investment & other challenges

Draft 2018 Dashboard



Highlights:

- Informing and engaging CEBN members on federal budget/appropriations, tax extenders, and other significant issues impacting energy and transportation sectors
- Promoting dialogues with state/utility policymakers on clean energy and distributed generation
- Informing members about international trade and export opportunities
- Introducing public member directory, more business-to-business networking opportunities, and webinars/podcasts on common business challenges

CATEGORIES OF APPROACHES REFLECTED IN THESE ALLOCATIONS:

INFORMING CEBN MEMBERS

Keep members apprised of significant policy, market, and business developments impacting a broad range of energy sectors.

POLICYMAKER/PUBLIC EDUCATION

Provide information to public and policymaker audiences to enhance understanding of clean energy technologies, markets, and barriers—without taking a specific position on these issues.

INDIVIDUAL ADVOCACY

Create opportunities and suggested approaches for members to engage policymakers on their own individual priorities—without proactively encouraging a specific position. Circulate sector- or geography-specific action alerts/sign-ons from other organizations where relevant. This type of action may be most appropriate for sector-specific issues or areas of divergence within the membership.

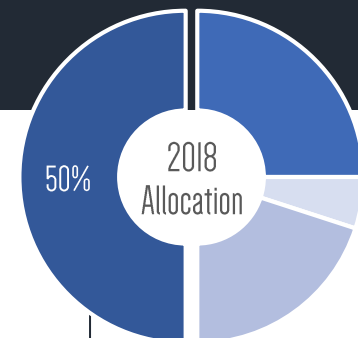
GROUP ADVOCACY

Adopt specific policy recommendations/positions on issues where the CEBN and BCSE memberships are predominantly aligned, and advocate for these positions directly as an organization or by mobilizing members to take action. Actions may include group sign-on letters, action alerts, template messages, OpEds, LTEs, etc.

BUSINESS DEVELOPMENT

Provide information and resources to help members address common business challenges, and platforms and opportunities for business-to-business networking as well as greater exposure to potential clients and investors.

FEDERAL EDUCATION & ADVOCACY



Problems/ Opportunities

Decisionmakers are not always aware of the full range of energy technologies and impacts of policy actions

Energy providers find it difficult to track federal policy developments, resulting market opportunities, or ways to engage

Competing interests can arise as federal energy policies are crafted, and clean energy industries need a voice

Federal policies can either remove or create barriers to clean energy, project financing, and innovation

Policy uncertainty hampers market opportunities for emerging technologies

Policy frameworks often favor incumbent technologies

Objectives

Advance policies that encourage the development of cleaner, more efficient, more resilient electricity and transportation systems

Secure robust federal investment in clean energy research and development, technical assistance, and deployment

Support the enactment of federal tax structures that provide stable, equitable support for a diverse range of energy technologies

Encourage federal leadership in the deployment of clean and efficient energy technologies, and awareness of potential providers

Audiences

Congress	Administration	Energy businesses and organizations	Social media and press
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Approaches

INFORMING CEBN MEMBERS	POLICYMAKER/PUBLIC EDUCATION	GROUP ADVOCACY	INDIVIDUAL ADVOCACY	BUS. DEV.
Provide updates via email, newsletters, blogs, webinars, and briefings to help members track significant policy developments Encourage targeted advocacy on issues where CEBN and BCSE member sectors are predominantly aligned On niche issues/areas without alignment, inform members of opportunities to engage on their individual priorities Organize meetings and tours to inform decisionmakers about the availability and benefits of clean energy technologies Promote clean energy case studies and information via social and traditional press				

Topics

Congressional emphasis: budget and appropriations, tax policy, and energy legislation

Executive branch emphasis: DOE, FERC, and EPA policies impacting electricity markets and power sector emissions

Other: federal procurement and efficiency requirements; grants, incentives, and public-private partnerships; project permitting; Renewable Fuels Standard; fuel economy regulations; alternative fuels policies; and energy-related provisions in other legislation (e.g., farm bill, transportation bill, NDAA, disaster relief, and infrastructure bills)

Metrics

Number and open/utilization rates of email updates, blogs, webinars, and other educational content provided to members

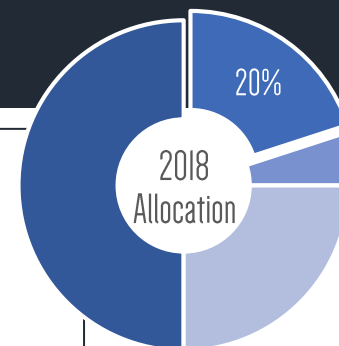
Number of businesses mobilized via letters, calls, emails, OpEds, LTEs, hearing witnesses, and other policy outreach

Number and level of decisionmakers engaged in outreach

Number of business leaders engaged in meetings, discussions, and tours

Social media engagement rates/press hits

STATE EDUCATION



Problems/ Opportunities

Decisionmakers are not always aware of the full range of energy technologies and impacts of policy actions

Energy providers find it difficult to track federal policy developments, resulting market opportunities, or ways to engage

Competing interests can arise as state and utility policies are crafted, and clean energy businesses need a voice

State policies can either remove or create barriers to clean energy, project financing, and innovation

Utilities are balancing how to accommodate emerging energy technologies and distributed generation in business models

Policy uncertainty hampers market opportunities for emerging technologies

Objectives

Help businesses track significant state and utility policy developments

Inform decisionmakers about a diverse range of energy technologies, their benefits, and potential barriers to deployment

Foster connections among state, utility, and business leaders to help inform policy development

Audiences

Governors, state energy and econ. development agencies	State legislatures	Utilities and PUCs	National associations such as NGA, NASEO, NARUC, APPA, and NRACA	Energy businesses and organizations	Social media and press
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Approaches

INFORMING CEBN MEMBERS	POLICYMAKER/PUBLIC EDUCATION	INDIVIDUAL ADVOCACY	BUS. DEV.
Provide updates to members via email, newsletters, blogs, webinars, and briefings about significant policy developments			
Organize informational meetings, roundtables, and tours to inform decisionmakers about the availability and benefits of clean energy technologies and barriers to deployment (likely in coordination with BCSE's Factbook and NARUC outreach)			
Promote clean energy case studies and information via social media and traditional press			
Partnering with state organizations to reach key audiences in critical states, amplify common policy goals, and recruit members			

Topics

State and utility policies impacting distributed generation

State regulations such as renewable portfolio standards, energy efficiency resource standards, and emissions regulations

State and utility incentives, grants, demand-response programs, and other policies encouraging clean energy

State, regional, and private-sector commitments

Metrics

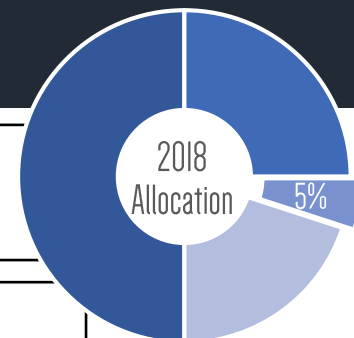
Number and open/utilization rates of email updates, blogs, webinars, and other educational content provided to members

Number and level of decisionmakers engaged in outreach

Number of business leaders engaged in meetings, discussions, and tours

Social media engagement rates/press hits

INTERNATIONAL EDUCATION



Problems/ Opportunities

The U.S. has formally initiated its withdrawal from the Paris Agreement on climate change, creating market uncertainty
Market opportunities for clean energy technologies are sometimes more favorable overseas, but complex to navigate
Uncertainty over the international trade landscape can hinder export opportunities for U.S. companies

Objectives

Inform businesses about international policy developments impacting clean energy markets, and opportunities to engage
Inform businesses about new export and trade opportunities overseas

Audiences

Energy businesses and organizations	USTR and State Dept.	Trade representatives and organizations from other nations
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Approaches

INFORMING CEBN MEMBERS	POLICYMAKER/ PUBLIC EDUCATION	GROUP ADVOCACY	INDIVIDUAL ADVOCACY	BUSINESS DEVELOPMENT
Provide updates via email and occasional webinars or blogs on significant policy developments, events, and trade initiatives				
Share member directory/case studies with trade representatives and organizations from other nations				
Share targeted business, event, or networking opportunities with specific members as opportunities arise				
Encourage targeted advocacy on issues where CEBN and BCSE member sectors are predominantly aligned				
On niche issues/areas without alignment, inform members of opportunities to engage on their individual priorities				

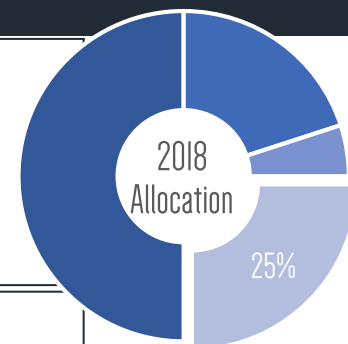
Topics

U.S. policies to replace Paris Agreement Nationally-Determined Contribution
State and private-sector commitments to achieve comparable emissions reductions as envisioned under Paris Agreement
New trade commitments, export initiatives, and reports

Metrics

Number and open/utilization rates of email updates, blogs, webinars, and other educational content provided to members
Number of business letters, calls, emails, OpEds, LTEs and other policy outreach mobilized (where applicable)
Number and level of U.S. and international policy and business representatives engaged in outreach

BUSINESS SUPPORT/INDUSTRY COLLABORATION



Problems/ Opportunities

Customers lack awareness/education about clean energy technologies, and markets are averse to disruption

Energy companies have “business-to-business” needs, including finding contractors, manufacturers, partners, and staff

Small companies often face common challenges, including navigating common legal and business issues

Early-stage companies have difficulty finding and attracting investors

Many companies have difficulty tracking policy or market developments that impact market opportunities in particular geographies or economy sectors

Objectives

Promote greater public awareness of diverse energy technologies

Provide greater public exposure of clean energy businesses, including to potential clients and investors

Provide informational content/resources to help businesses of all stages navigate common challenges

Promote business-to-business networking, relationship-building, and peer advice

Help small businesses understand funding/contracting opportunities and processes with corporations, federal and state agencies

Audiences

Energy businesses and organizations	General public	Federal and state agencies	Large corporations
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Approaches

INFORMING CEBN MEMBERS	POLICYMAKER/ PUBLIC EDUCATION	BUSINESS DEVELOPMENT
Recruit new members to increase size, geographic reach, and technological diversity of the CEBN		
Introduce a member directory (on opt-in basis) with public-facing information about members, ideally searchable by keywords		
Introduce member-to-member email discussion groups (on opt-in basis and indexed by topic) enabling members to share partnership and job opportunities, find consultants, seek peer recommendations, and discuss niche topics		
Provide business and legal tips from external experts via webinars, seminars, blogs, and podcasts		
Provide a regularly updated list and suggested databases/resources for tracking funding opportunities and policy and market developments impacting business opportunities		
Organize or facilitate member participation in discussions, technology expositions, and other networking opportunities with government and corporate entities interested in energy procurement		

Topics

Opportunities to work with federal and state agencies, and tips for navigating the process

Information/tips on working with corporations on procurement, R&D partnerships, and M&A opportunities

Resources for finding and attracting investors, and considerations to keep in mind

Tips on navigating legal, marketing, human resources, contracting, and other common challenges facing small businesses

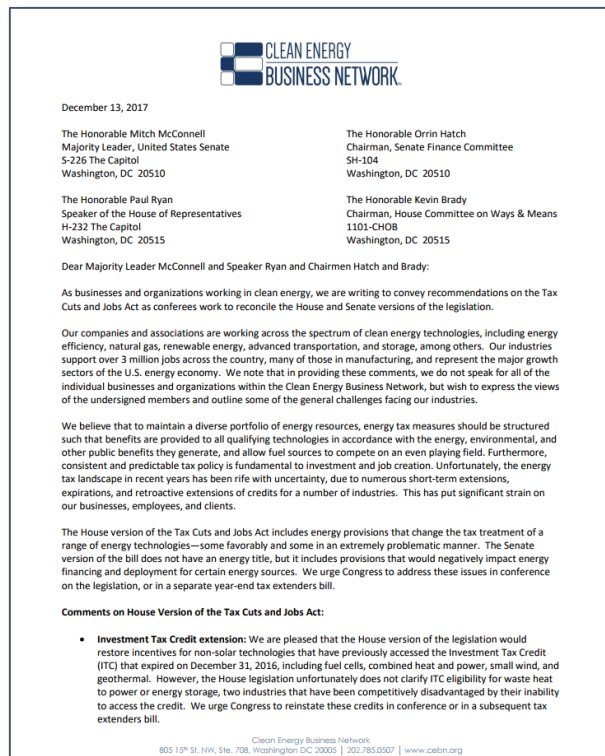
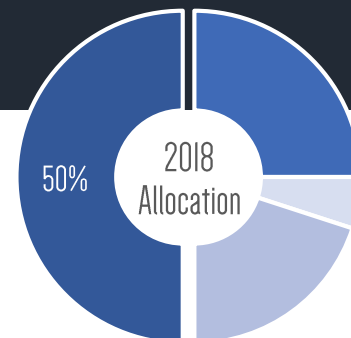
Metrics

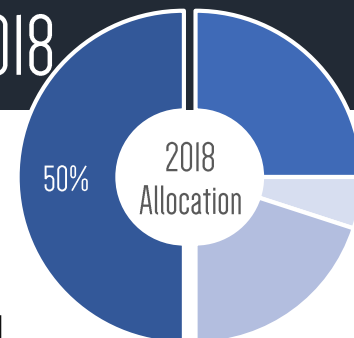
Rates of utilization of services (open rates, registrations for webinars/services)

Details on specific business partnerships/opportunities facilitated (as available)

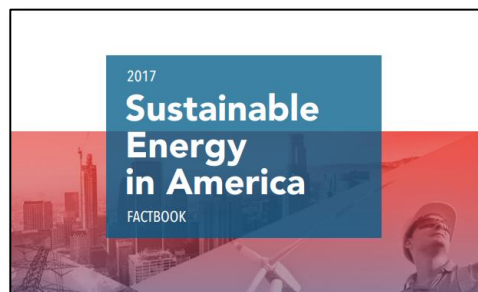
Top Priorities

- Kept members informed about significant federal energy policy developments via weekly newsletter, webinars, and new blog and podcast
- Helped more than 150 members engage in advocacy on clean energy tax, appropriations, and grid infrastructure policies
- Brought 21 members face-to-face with policymakers to share information on their technologies and priorities (14 in DC, 7 in UT)
- Promoted case studies and news updates about 25 members to public and policymaker audiences, including at events on Capitol Hill





- Keep members informed about federal policy developments via newsletter, blog, webinars, podcasts
- Host at least 1 fly-in to DC
- Host/co-host 4-6 events in states (briefings/tours/meetings), ideally engaging both federal and state policymakers in some of these
- Mobilize advocacy on tax extenders, budget/appropriations, resiliency, infrastructure, or any other significant energy/transportation topics
- Launch *Faces Behind the Facts*—a companion project to the BCSE's *Sustainable Energy in America Factbook* to publicly profile leaders/companies across the nation working in clean energy



Faces Behind the Facts

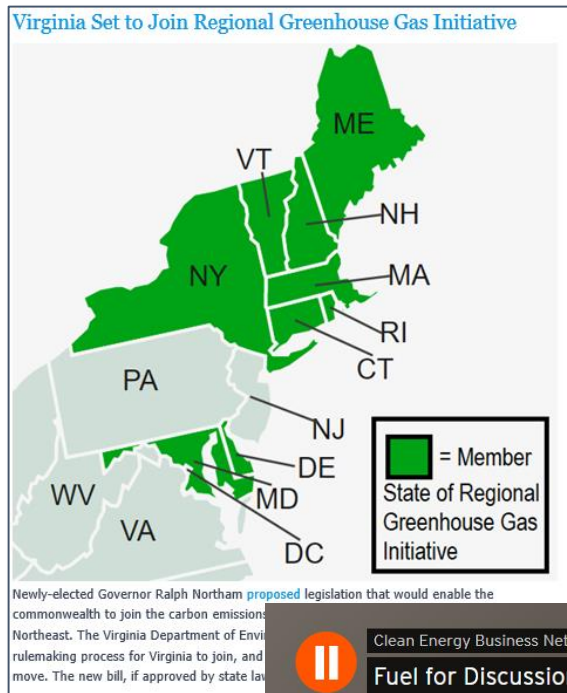
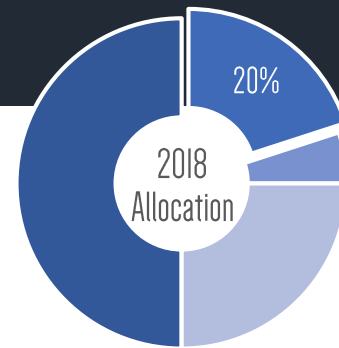
Stories of Clean Energy Success in 2017



Upcoming topics:

- Farm Bill: Provisions for Energy, Rural Development, and Biofuels (Mar. 6)
- Sustainable Energy in America Factbook: An Insider Look for the CEBN (Mar. 21)

- Kept members informed about significant state policy & market developments via newsletter, a webinar, and a podcast



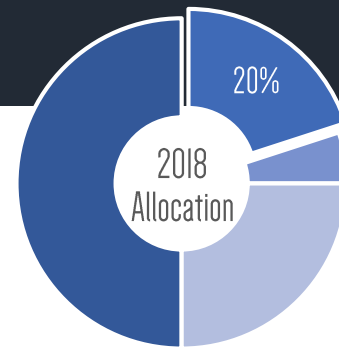
State Energy Policy: Innovation, Economic Development, and 'Creative Disruption' (7.25.17)



Clean Energy Business Network

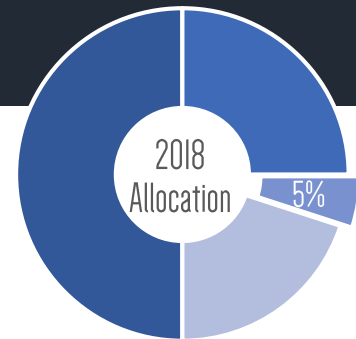
1 month ago

Fuel for Discussion—Episode 2: Energy Policy Outlook for 2018 (12.13.2017)



- Keep members informed about significant state policy and market developments via newsletter, blog, podcasts, and webinars
- Engage CEBN members in BCSE roundtables with utility commissioners during NARUC/MACRUC events
- Host/co-host 4-6 events in states (briefings/tours/meetings), ideally engaging both federal and state policymakers in some of these
- Promote CEBN case studies, directory, and *Faces Behind the Facts* with relevant state officials and national organizations representing utilities, state energy & economic development agencies, and chambers of commerce





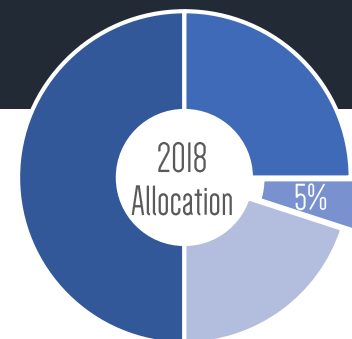
- Kept members informed about significant international policy developments and opportunities to engage via newsletter

Trump Withdraws U.S. from Paris Agreement



Trump Issues 30% Tariff in Solar Trade Case Decision





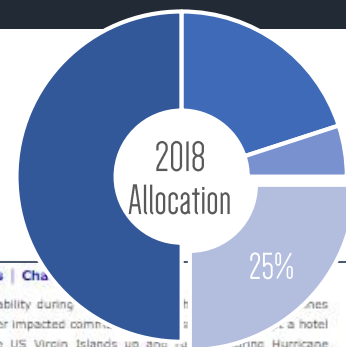
- Keep members informed about significant international policy and market developments via newsletter
- Offer a webinar/podcast focused on U.S. trade/export initiatives relevant to clean energy businesses
- Collaborate with other groups involved in international climate issues to identify opportunities for CEBN members to participate/speak at events
- Promote CEBN case studies, directory, and *Faces Behind the Facts* with international trade and economic development officials



INTERNATIONAL
TRADE
ADMINISTRATION



- Introduced Case Studies on website and Member of the Week in newsletter, and promoted via social media and events
- Offered 2 finance-related webinars on equity dilution and ARPA-E funding opportunities (2017 & early 2018)
- Shared notices about funding opportunities in newsletter
- Helped members connect to exhibit/site tour opportunities
- Provided targeted introductions as opportunities arose



Dave McCarthy
Principal, DJM Consulting
Executive Director, Potential Energy DC

*What Does It
Mean to Dilute
My Investors?*
Workshop



ARPA-E Overview, Funding Opportunities, and Advice



Capstone Turbines | Charleston, WV
Capstone ensured reliability during the recent power outage that continued to power impacted communities. Capstone is a hotel on St. Thomas in the US Virgin Islands up and running during Hurricane Irma. Capstone Turbines was featured on episode 1 of CEBN's podcast series.



ElectraTherm | Reno, NV
In the Balkan oil fields, nearly 30% of natural gas is flared. What if we could capture it to generate electricity?



Energy Technology Savings | Livingston, NJ
When the power goes out in a high-rise Manhattan apartment complex, the lights, HVAC, elevators, and water pressure don't work. CHP is a continuous, reliable power source that provides enormous cost savings.



Greener by Design | New Brunswick, NJ
This sustainability, environmental and energy consulting firm is helping the city of Hoboken keep critical facilities online during disaster through a community-level microgrid system. Greener by Design was featured on episode 1 of CEBN's podcast series.



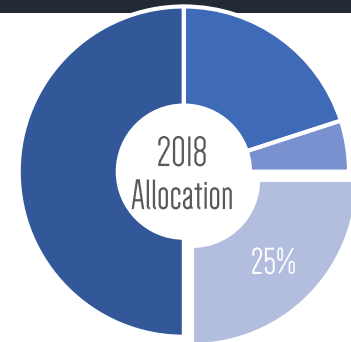
Green Fortress Engineering | Indianapolis, IN
This NSF-funded startup is storing solid-state hydrogen on a silicon substrate. Imagine your cell phone holding a charge for 20 days, or your solar panels powering your home on cloudy days.



Go Electric | Anderson, IN
Go Electric provides microgrid solutions for a wide array of applications that manage and synchronize multiple energy sources like solar, wind, and storage for increased resiliency and efficiency. Go Electric was featured on episode 1 of CEBN's podcast series.

New premium services

- Offer 6-10 webinars/podcasts on business, legal, and finance topics
- Introduce public, searchable member directory on website and promote to key industry, finance, utility, and policymaker audiences
- Introduce discussion platforms (e.g., LinkedIn group) to help members share updates, find partners, seek peer advice, or share job opportunities
- Collate funding notices on website and include links to relevant databases
- Prioritize speaking/exhibitor/site tour opportunities for premium members
- Expand CEBN's reach on social media and explore paid ads to increase potential for member promotion
- Recruit new members from diverse technologies & geographies to expand potential for cross-industry collaboration



Upcoming topics:

- Tech Transition: Taking Your Prototype to Commercialization (early Feb.)
- What Cleantech Companies Need to Know about Intellectual Property (Feb. 27)
- 10 Mistakes to Avoid in Your Startup Company (TBD)
- Building the Right Business Team (TBD)
- Corporate Partnership & R&D Opportunities (TBD)

Draft Governance Structure and Dues for 2018

2018 GOVERNANCE STRUCTURE

GOVERNING

CEBN Board of Directors

2+ CEBN members
(1 is Chairman)

2+ BCSE members

BCSE Pres., CEBN ED,
and Counsel

NON- GOVERNING

CEBN Advisory Committee

10-20 CEBN members
from diverse
technologies and
geographies

CEBN Partner Organizations

CEBN & BCSE
members running their
own state/sector-specific
groups (in-kind partners)

■ CEBN is a semi-independent initiative of BCSE

- CEBN is structured as an LLC with BCSE as sole proprietor, with shared tax status (501(c)(6) with a 501(c)(3) foundation arm)
- CEBN membership can be viewed as a category of membership in the BCSE
- Organizations coordinate on mission and activities, but CEBN operates semi-independently and can operate its own activities so long as there is no conflict
- Both organizations have a big-tent, multi-technology approach

■ CEBN Board of Directors has oversight over CEBN budget and work plan

- Combination of CEBN self-governance and BCSE governance
- 7+ directors: 2+ CEBN, 2 BCSE, BCSE Pres., CEBN ED, and Counsel
- Chairman of the Board is a CEBN member
- Selected by BCSE President and CEBN ED annually, with advance notice and approval by the CEBN membership
- Approves CEBN general budget allocations, policies, and work plan
- Meets in person at least once per year, and may meet remotely at additional times

■ CEBN Advisory Committee provides ideas/feedback

- Informal group of ~10-20 highly-engaged business members (mainly Gold Members, along with all Board members) representing diverse technologies and geographies
- Provides ideas and feedback on CEBN policy activities, business services, activities and events
- Serves as a core group for feedback on rapid response issues and drafting responses to opportunities for stakeholder input
- Serves as a pool of external ambassadors/representatives for the CEBN
- Does not have voting/consensus authority; staff take recommendations into account and ultimately decide how to best reflect feedback
- Has monthly conference call and invited to annual BCSE/CEBN membership meeting in Oct.

■ CEBN Partner Organizations have in-kind service arrangements

- Group of CEBN and BCSE members running their own in-state and sector-specific associations
- Coordinate with the CEBN on events, in-state policymaker meetings and tours, mutual membership recruitment, promoting shared policy information (sign-on letters, etc.), social media promotion, etc.

2018 DUES SCHEDULE

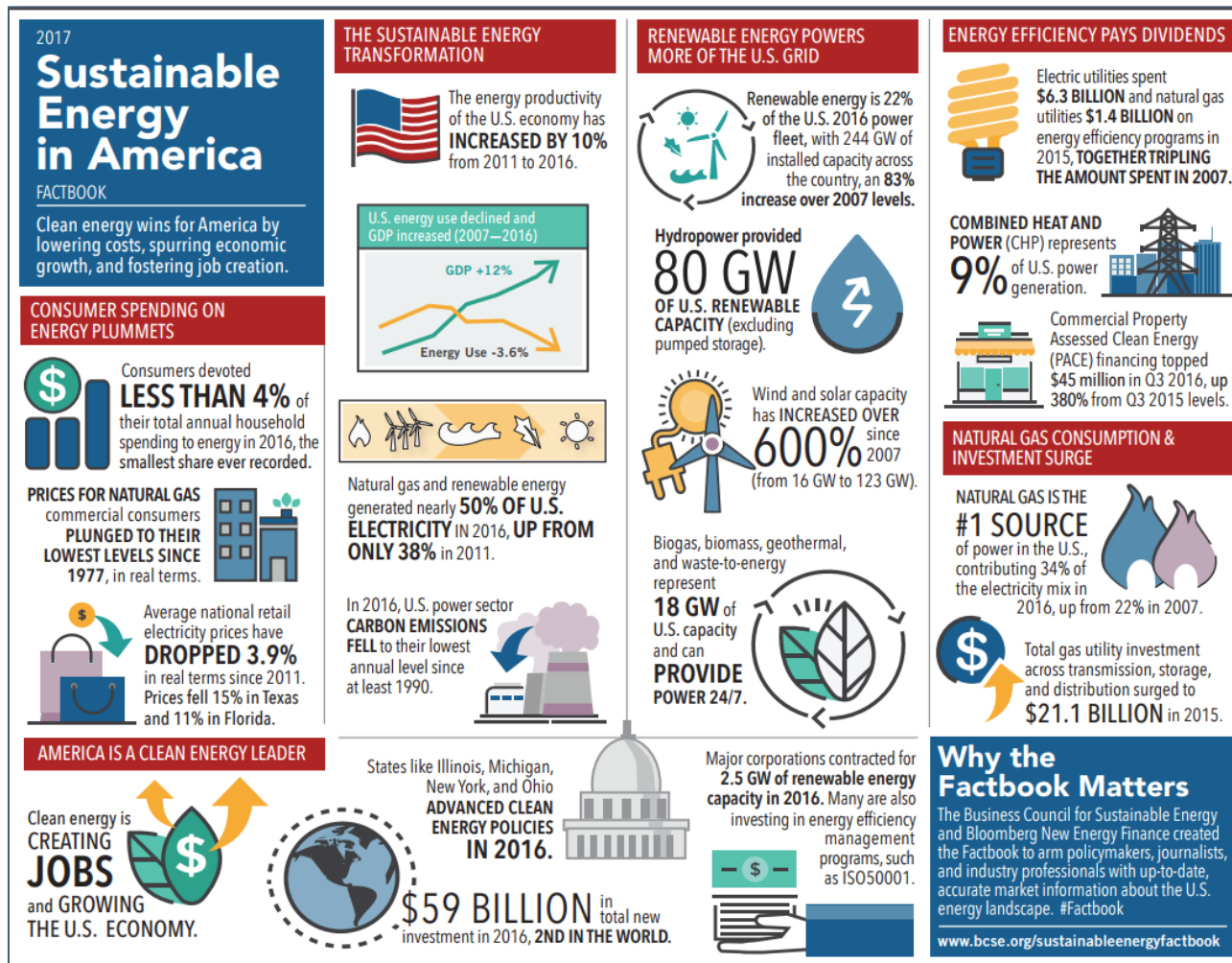
*** DRAFT dues schedule, to be finalized by CEBN Board. New services and dues will be rolled out toward end of Q1 2018.**

	Basic Subscriber	Clean Energy Supporter	Business Network	Executive Level	Partner Organization
	Free in 2018 (actual cost ~\$115, covered by external support)	\$25*	\$100*	\$500* (on avg, may be tiered by revenue)	Free/in-Kind (coordination on events, policy, recruitment)
Eligibility	Anyone	University/govt employee or individual	Clean energy business/end user	Clean energy business/end user	Nonprofits with business audience
Weekly newsletter	✓	✓	✓	✓	✓
Policy advocacy	✓	✓	✓	✓	✓
Member directory		✓ (as individual)	✓ (as company)	✓ (as company)	✓ (as partner org.)
Featured promotions				✓	✓
Discussion group		✓	✓	✓	✓
Business/legal/ finance webinars			✓	✓	✓
Priority invitation to events in DC				✓	
Consideration for Board & Advisory Committee roles				✓	

Take An Active Role

SUBMIT A PROFILE FOR *FACES BEHIND THE FACTS*

- Stay tuned for BCSE's 2018 [Sustainable Energy in America Factbook](#) release on Feb. 15
- Download and complete a template to apply for inclusion in *Faces Behind the Facts*
- Share news about your company with us!



- Recruitment tools:
 - [Referral package](#) with BRIEF messages you can email colleagues
 - [Membership Prospectus](#)
 - [Partner Organizations Prospectus](#)
 - Let us know if you have opportunity to promote the CEBN at an event—we can send you brochures and/or a slide deck
- Follow and share our social media content:
 - @CleanEnergyBiz/Clean Energy Business Network: [Twitter](#), [LinkedIn](#), [Facebook](#), [YouTube](#)

