

PROPANE EDUCATION & RESEARCH COUNCIL

Strategic Plan: 2013-2015



PART 1. INTRODUCTION

The Propane Education & Research Council (PERC) was created through an industry-wide referendum authorized by the Propane Education and Research Act (PERA) of 1996 to develop programs and projects to enhance consumer and employee safety and training, provide for research and development of clean and efficient propane utilization equipment, and inform and educate the public about safety and other issues associated with the use of propane.

PERC is responsible for implementing by the Propane Education and Research Act .PERC maintains an assessment rebate program with state check-offs and foundations, and it coordinates its activities with industry trade associations and others to provide efficient delivery of services. PERC collaborates closely with the National Propane Gas Association, the Gas Processors Association, and the State Associations, and during the term of this Strategic Plan, PERC will support joint activities with these organizations to advance safety and increase the use of propane.

Under the Propane Education and Research Act Section 9, Market Survey and Consumer Protection, the Department of Commerce has determined that the change in propane prices compared with a basket of other residential energy sources has exceeded a threshold established in the statute. As a consequence under the law, PERC is obligated to restrict its activities to research and development, training, and safety matters. Therefore, PERC is precluded from engaging in general consumer education activities. Should this restriction be lifted, this Strategic Plan is expected to be modified to incorporate general consumer education activities.

PART 2. PERC MISSION STATEMENT

“To expand and grow the safe, efficient use of odorized propane gas as a preferred energy source through training, technology development, and the commercialization of new products.”

PART 3. PERC FUNCTIONS AND ACTIVITIES

To carry out its Propane Education and Research Act functions, PERC has established a professional staff and an advisory committee consisting of three working groups (Safety and Training, Market Outreach and Training, Research and Technology Development) led by industry volunteers. The advisory committee provides guidance to advance and implement this plan by detailing specific activities to be undertaken consistent with the goals, strategies, tactics, and metrics outlined on the pages included in this document. This Strategic Plan is organized by goals to successfully carry out the mission statement. All goals are supported by the primary strategies needed to meet each goal along with their

associated key tactics. Metrics are established that serve as a basis to which management will be held accountable in meeting the strategies and tactics.

PART 4. GOALS, STRATEGIES, TACTICS AND METRICS

GOAL 1		
Business Growth: expand and grow the clean, efficient use of odorized propane gas as a preferred energy source.		
Primary Strategies	Key Tactics	Metrics
<p>1. Increase propane consumption in the engine fuel market.</p>	<p>1a. On-road Engine Commercialization: Provide support to the commercial launch of the Freightliner S2G and the Thomas Built Bus with the 8 Liter engine.</p> <p>Provide support to the commercial launch of the Ford F-550, F-650 platforms.</p> <p>Provide support to the commercial launch of the CSI 6 Liter engine.</p> <p>Provide marketer support for aftermarket bifuel installations on company or customer owned equipment.</p> <p>1b. Commercial Mowers: Provide support to numerous engine manufacturers (Kohler, Kawasaki, Subaru, etc.) for additional models of propane fueled equipment.</p> <p>Develop a second engine kit manufacturer for U.S. Environmental Protection Agency (EPA) certified kits.</p> <p>1c. Forklifts: Perform a market study to provide detailed information marketers can use to sell propane lifts vs. electric lifts.</p>	<p>1a. Units sold and gallons consumed.</p> <p>1b. Engines available.</p> <p>EPA certification.</p> <p>1c. Study completed.</p>

Primary Strategies	Key Tactics	Metrics
	<p>1d. Other Off-road Engines: Provide support to engine manufacturers to introduce propane engines into other off-road markets, including industrial welding, generators stationary and off-road mobile diesel engines, etc.</p> <p>1e. Develop and carry out a public relations campaign designed to introduce fleet operators to newly developed propane-fueled equipment and vehicles that can help them meet their sustainability goals.</p>	<p>1d. New product offerings and gallons consumed.</p> <p>1e. Articles placed in trade journals; interviews secured with appropriate media outlets; change in propane's share of voice in target publications; change in fleet owners' awareness and favorable view of propane-fueled vehicles and equipment.</p>
<p>2. Increase propane consumption in the Agriculture market.</p>	<p>2a. Advance the use of irrigation engines by helping propane marketers and equipment dealers host on-farm demonstrations of newly developed propane-fueled equipment that can help farmers meet their sustainability goals.</p> <p>2b. Develop one new original equipment manufacturer (OEM) provider in the agricultural engine segment.</p> <p>2c. Develop and carry out a public relations campaign designed to introduce farmers to newly developed propane-fueled equipment that can help them meet their sustainability goals.</p>	<p>2a. Demonstrations hosted; equipment sales attributable to demonstrations; changes in marketer satisfaction with PERC initiatives.</p> <p>2b. OEM entrant into the market.</p> <p>2c. Articles placed in farm journals; interviews secured with farm media; change in propane's share of voice in target publications; change in farmers' awareness and favorable view of propane-fueled equipment.</p>

Primary Strategies	Key Tactics	Metrics
<p>3. Minimize propane consumption declines in the Residential market while seeking new growth opportunities.</p>	<p>3a. Provide training to builders and trade partners through partnership with local home builder associations and marketers.</p> <p>3b. Support commercialization of the Yanmar Combined Heat and Power (CHP) and IntelliChoice Gas Heat Pump (GHP) products.</p> <p>3c. Develop specific marketing materials to facilitate conversions from fuel oil.</p> <p>3d. Develop and maintain working relationships with the appliance and equipment manufacturers to facilitate technology transfer between natural gas and propane products.</p>	<p>3a. People trained.</p> <p>3b. Products introduced in marketplace.</p> <p>3c. Gallons consumed, residential households converted.</p> <p>3d. Manufacturers contacted.</p>
<p>4. Increase propane consumption in the Commercial market.</p>	<p>4a. Provide refocused training curriculum to architects, engineers, and contractors for propane equipment in commercial construction.</p> <p>4b. Support the commercialization of new technology with specific launch plans into the target markets — specifically CHP and towable and portable generators.</p> <p>4c. Devise specific strategy for commercial conversions from fuel oil.</p> <p>4d. Develop and distribute resources that propane marketers can use in their meetings with local businesses to help commercialize newly developed propane-fueled equipment, including materials they can use to create demonstration events in their service areas</p>	<p>4a. Training completed.</p> <p>4b. Products introduced.</p> <p>4c. Materials created and distributed, commercial applications converted.</p> <p>4d. Resources distributed; marketers taking part; marketer reports about outcomes.</p>

	<p>4e. Develop and carry out a public relations campaign designed to introduce business owners to newly developed propane-fueled equipment that can help them meet their sustainability goals.</p>	<p>4e. Articles placed in business media and trade journals; interviews secured; change in propane's share of voice in target publications; change in business owners' awareness and favorable view of propane-fueled equipment.</p>
<p>Primary Strategies</p>	<p>Key Tactics</p>	<p>Metrics</p>
<p>5. Create a viable sustainability program.</p>	<p>5a. Develop contacts database, qualify prospects, and make sales calls on prospects in national parks, universities, and resorts to gauge interest in the full portfolio of propane products.</p> <p>5b. Investigate opportunities with military and commercial marine segments by market study and field analysis.</p> <p>5c. Launch a sustainability thought leadership program designed to reach corporate and government sustainability officers with messages about propane technology and make propane, the propane industry, and PERC bigger contributors to the nation's pursuit of clean, domestic energy.</p>	<p>5a. Database created, and sales calls completed.</p> <p>5b. Database created, and sales calls completed.</p> <p>5c. Changes in the awareness and favorable views of propane and propane-fueled equipment among sustainability officers and other audiences.</p>

<p>6. Research and development.</p>	<p>6a. Work with the industry, advisory committee, organizations and researchers to develop breakthrough technologies and new markets (e.g. marine, bed bug treatment) that would enable propane to win against competitive fuels and establish new product groups for industry growth.</p> <p>6b. Respond to industry on operational research as needed (e.g., fuel composition, safety, emissions, equipment performance, sensing, or research to support regulatory initiatives.).</p>	<p>6a. Research projects started and completed and forecasted consumption.</p> <p>6b. Research projects started and completed.</p>
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GOAL 2
Safety & Training: provide effective training programs and communications vehicles on the safe use and handling of propane and propane equipment for consumers, the industry workforce, PERC’s commercialization partners, and emergency responders.

Primary Strategies	Key Tactics	Metrics
<p>1. Continue to develop PERC’s core workforce safety training programs to advance and maintain a professional propane workforce.</p>	<p>1a. Complete and maintain a full set of Certified Employee Training Program (CETP) courses.</p> <p>1b. Develop and maintain training program materials that meet industry needs. Develop good text and provide instructors and companies with short subject videos, graphics etc. to enhance the training</p> <p>1c. Ensure an engaged community of industry volunteers to identify training needs, guide development of programs, and ensure industry acceptance and use of products.</p> <p>1d. Maintain a pool of third-party vendors and</p>	<p>1a. Number of CETP courses completed; number of CETP courses updated to incorporate changes in procedures, regulations and timeliness in updating materials.</p> <p>1b. Count of non-CETP training programs and materials developed and quality of the products.</p> <p>1c. Number of volunteers actively engaged in projects; representation among marketer types and geographic area.</p> <p>1d. Quality and timeliness of</p>

	subject matter experts to contribute to development of materials.	project deliverables.
2. Expand usage of propane workforce training programs as well as lower end user costs and increase accessibility.	<p>2a. Make materials available via the propanesafety.com and Propane Marketing and Resource Catalog websites.</p> <p>2b. Participate in state meetings, conferences, and other industry events to present information about materials.</p>	<p>2a. Percentage of materials available via websites; count of materials downloaded or purchased.</p> <p>2b. Number of meetings; count of materials distributed and information provided at meetings.</p>
Primary Strategies	Key Tactics	Metrics
	<p>2c. Direct outreach campaigns to expand use by specific audiences or for specific products.</p> <p>2d. Repurpose existing materials for inclusion in other training programs as well as to be used as stand-alone needs such as in safety meetings.</p> <p>2e. Re-format e-learning courses for use on new delivery vehicles such as smart phones and tablets.</p>	<p>2c. Use by targeted audiences or of specific products.</p> <p>2d. Number of materials repurposed; number of times used in other training programs or safety meetings.</p> <p>2e. Count of courses available on these platforms; analysis of use of programs on these new platforms.</p>
3. Increase consumer awareness on the safe use of propane appliances.	<p>3a. Campaign directed at do-it-yourselfers to lower incidents among this group.</p> <p>3b. Campaign to increase annual maintenance of consumers' propane appliances.</p>	<p>3a. Surveys to measure change in do-it-yourselfers' attitudes.</p> <p>3b. Surveys to measure frequency of consumers who maintain their propane appliances.</p>

	<p>3c. Enhance consumer outreach with PERC materials on the safe use of propane appliances and equipment (e.g., duty to warn, safe grilling, and coloring books).</p>	<p>3c. Number of items distributed; use of materials among marketer types and geographic area.</p>
<p>4. Advance the development of safe and effective training for third party professionals conducting maintenance operations on propane engine-related equipment.</p>	<p>4a. Leverage partnerships with manufacturers, dealers, marketers and other stakeholders to repurpose exiting PERC training assets or develop new training to address needs.</p> <p>4b. Coordinate with vocational schools and other educational entities to use and distribute PERC-developed materials with assistance from state associations, where appropriate.</p>	<p>4a. The number of personnel taking and completing courses; number of partnerships on training from the current Roush and Kawasaki projects.</p> <p>4b. Number of schools with established courses deployed.</p>
<p>Primary Strategies</p>	<p>Key Tactics</p>	<p>Metrics</p>
<p>5. Expand the pool of propane appliance maintenance personnel.</p>	<p>5a. Utilize existing PERC assets as source material for plumber and heating, ventilation, and air conditioning technician-specific training courses.</p> <p>5b. Coordinate with entities such as the National Association of Home Builders, Plumbing-Heating-Cooling Contractors Association, and vocational and trade schools, as well as appropriate PERC staff and industry volunteers.</p>	<p>5a. Development of a training course; number of instructors using materials; number of outreach activities.</p> <p>5b. Number of entities actively promoting and participate in delivering training.</p>
<p>6. Advance the understanding and acceptance of propane autogas vehicles.</p>	<p>6a. Develop and distribute materials on propane autogas safety to the emergency responder community and other community leaders.</p>	<p>6a. Count of materials distributed to firefighting and other appropriate groups on autogas safety; number of technical presentations to firefighter groups by five propane state</p>

	<p>6b. Include propane autogas in next edition of the Propane Emergencies Program.</p>	<p>associations; number of firefighters trained by propane marketers; number of propane autogas presentations given at PERC-funded Industry Responders Conferences.</p> <p>6b. Completion of the module; number of firefighter groups to which materials are delivered.</p>
<p>7. Enhance outreach to emergency responders.</p>	<p>7a. Provide materials to support marketer outreach to emergency responders.</p> <p>7b. Hold training conferences in partnership with state associations.</p>	<p>7a. Number of marketer outreach activities that use the Propane Emergencies Program or other PERC-developed materials.</p> <p>7b. Number of Industry Responders Conferences and number of attendees at conferences.</p>
<p>GOAL 3 Industry Engagement: inform, educate, promote and collaborate across the industry on PERC programs and resources.</p>		
<p>Primary Strategies</p>	<p>Key Tactics</p>	<p>Metrics</p>
<p>1. Align PERC program priorities with state programs.</p>	<p>1a. Collaboration with states to design rebates and partnership programs in safety, training, and research and development to help drive growth in the safe, efficient use of propane.</p> <p>1b. Meet by telephone with executives from the state and regional propane gas associations after each Council meeting to review recent Council actions and how they affect the states.</p>	<p>1a. Number and quality of programs and number of participating states.</p> <p>1b. Number of state and regional association representatives who join the meetings.</p>

	<p>1c. Forums by which PERC and States may share and advance ideas for the good of the industry.</p> <p>1d. Business analytics to understand how industry stakeholders access and use PERC information, resources and services.</p>	<p>1c. Attendance at annual Leadership Summit; participation in conference calls after each council meeting.</p> <p>1d. Utilization of analytics to guide decision-making.</p>
<p>2. Enhance outreach to propane marketers.</p>	<p>2a. Direct engagement with industry stakeholders to promote understanding of PERC's integrated research and development, commercialization, market development, and safety and training activities.</p>	<p>2a. Number of direct engagements representing all marketer types and geographic regions.</p>
<p>Primary Strategies</p>	<p>Key Tactics</p>	<p>Metrics</p>
	<p>2b. Develop and distribute toolkits containing PERC-developed resources that inspire and equip marketers to help drive demand for propane in new and emerging markets.</p> <p>2c. Provide a forum by which PERC and the industry may share and advance ideas for the good of the industry.</p> <p>2d. Provide Marketer Technology & Sales Training and impart marketplace understanding of</p>	<p>2b. Number of toolkits distributed to marketers and their state and regional propane gas associations.</p> <p>2c. Level of engagement of the industry; number of participants in forum; number of contributors sharing ideas; number of comments/ideas contributed.</p> <p>2d. Number of course taught; number of participants; post-classroom engagement.</p>

	<p>benefits associated with new technologies and services to their customer base.</p> <p>2e. Make information about PERC programs, resources, and services easy to find, easy to understand and easy to use.</p>	<p>2e. Analytics on views, downloads, website visits.</p>
<p>3. Coordinate PERC's activities with the National Propane Gas Association and Gas Processors Association in an efficient and effective manner.</p>	<p>3a. Foster a strategic alignment and an effective allocation of resources with the National Propane Gas Association (NPGA) and the Gas Processors Association (GPA) in order to support collaboration and to enable the parties to better protect and promote the interests of the industry, consumers, and the public.</p>	<p>3a. Annual report to Council from NPGA and GPA on outcomes accomplished</p>