



Docket 25828: 2027 Agriculture/Off-Road Market Business Development

Propane Education & Research Council

APPLICANT INFORMATION

Primary Contact: Michael Newland, Director of Agriculture Business Development

Email: michael.newland@propane.com

Amount Requested: \$ 1,588,488

Organization: Propane Education & Research Council

Phone: 202-452-8975

Total Project Cost: \$ 1,588,488

Start Date: 01/01/2027

End Date: 12/31/2027

EXECUTIVE SUMMARY

Funding Request Priority Area

Market Development, Consumer Education and Awareness, Communications

Project Summary

- *Briefly describe the proposed product or idea, its importance, its benefits, and the market and/or audience it serves. Briefly outline the scope of work.*

Propane technology continues to be well positioned to help agriculture professionals efficiently complete the demanding work of producing grain, fiber, and protein for the growing world population. Agriculture operations need to keep running regardless of the weather, emissions regulations, and power outages. Because propane is clean, reliable, versatile, and available, it continues to be a preferred energy choice for many operations across the country.

Propane is a mature energy source in the ag market, but we continue to see opportunities for growth through new technologies and replacing diesel equipment with propane. As we look at next year, we will focus on specific opportunities to replace diesel generators with clean, efficient propane technology. Other growth opportunities include expanding our irrigation market share, prime power generation to pull electric irrigation pumps off the electric grid, and growing the thermal use of propane in production agriculture and the off-road market.

Outside of agriculture operations, propane continues to have opportunities for growth in off-road applications for landscape companies and small engine tools and we will engage with decision makers in the off-road market throughout the next year. With both new and existing technology available, we also have a renewed opportunity to engage with key decision makers at golf courses in targeted areas including the opportunity to use weed flaming technology in a new and novel way for agronomic and reduced pesticide advancements.

This docket covers all agriculture and off-road business development and marketing and communications activities for the calendar year 2027 including OEM visits, attendance at events and trade shows and related

post event meetings with partners and potential customers, direct engagement with key customers (one-on-one meetings), data and research fees, paid media and content development, and partnerships with relevant associations and groups.

Strategic Importance

- *Describe how this initiative supports PERC's strategic plan including the strategic pillars.*
- *Describe how this initiative is important to the propane industry.*
- *Describe how this initiative helps achieve PERC's aspiration to increase uses and users.*
- *Explain why this docket is critical to achieving your goal.*

This docket supports the commercialization and growth pillar of the 2026-2028 strategic plan through business development and communications and marketing activities that work together to grow total propane market share through counter-seasonal demand through the placement of new irrigation engines, power generation units, traditional agriculture equipment, and increasing small engine usage in the off-road market. Finally, this docket will support diesel displacement and increasing propane power generation use.

DETAILED BUSINESS CASE

Scope–

- *List the activities paid for by this docket only (research, consultants, sponsorships, etc.)*

PERC will meet with 1,500 farmers, ranchers, and producers to educate them on the many ways propane can support agricultural operations. This outreach will emphasize the practical benefits of propane, including reliability, efficiency, portability, and its role as a cleaner energy option for farms and rural businesses. The goal will be achieved through a combination of one-on-one meetings, speaking opportunities, participation in at least nine agricultural trade shows, promotion of the Propane Farm Research Program, paid media, and development of new content and resources. Messaging will be tailored by region so that it speaks directly to local farming practices, regional challenges, and the needs of producers in different markets. Power generation will remain a consistent part of this outreach because the need for dependable and sustainable power is important across all agricultural regions.

PERC will support the placement of 375 new propane irrigation engines into the market by building awareness, strengthening relationships, and helping producers understand the value of propane-powered irrigation. This effort will include direct one-on-one meetings with farmers, dealers, and other key stakeholders, along with continued promotion of the dealer incentive program. PERC will meet directly with OEM and distribution partners, promote the Propane Farm Research Program, and use paid media support to expand visibility. Together, these activities will help increase adoption by showing how propane irrigation engines can provide dependable performance, operational flexibility, and a strong fit for agricultural water management needs.

PERC will meet with a minimum of two OEMs each month to support the continued availability of market-ready propane-powered equipment that meets the needs of commercial markets. These meetings will balance outreach to new manufacturers, with the goal of establishing productive relationships, and ongoing engagement with existing OEM partners to strengthen collaboration and sustain market momentum.

PERC will meet directly with ten national livestock firms to discuss how propane can support their operations and address important industry needs. These one-on-one conversations will focus on energy efficiency, operational resiliency, and carcass management, while also providing an opportunity to better understand the challenges and priorities facing large livestock organizations. Meetings will take place at World Pork Expo, other agricultural trade shows, and additional industry venues where livestock decision-makers are present. This direct engagement will help PERC build stronger relationships with national firms and communicate the role propane can play in reliable, efficient, and practical livestock solutions.

PERC will meet with twenty-five landscape professionals to educate them on the benefits of propane-powered equipment and how it can support their daily operations. These conversations will highlight the performance, productivity, and environmental advantages of propane equipment, while also addressing questions about cost, availability, fueling, and operational fit. PERC will accomplish this outreach by attending three trade shows, hosting or participating in webinars, paid media, development of new content and resources, and following up with connections. This approach will allow PERC to reach both established professionals and new audiences who may be considering propane as an alternative fuel for landscape equipment.

Vendor Capabilities

- *Does this docket engage external vendors such as research partners, OEMs, Consultants, Subject Matter Experts, PR/Media or Creative Agency Assistance?*

Yes

- *Describe any external vendor's capabilities (if engaged) to produce work that is paid for by this docket. This section should not describe PERC staff nor the project lead's role. Who is responsible for creating deliverables – content/research/data/etc.? What's the review process and who is involved? List any external agencies or outside organizations that will be utilized and identify the purpose for which they will be needed*

CAD Consulting, LLC is a former John Deere executive who provides insight and connections to key personnel within John Deere, other equipment companies, and into the commercial mowing market. Wilton Agricultural Strategies (WAS) is a grain information and crop modeling firm. WAS develops crop and weather models for large commodity fund investors. WAS provides PERC with the data that drives the Grain Drying Demand Models that allows PERC staff to track the developing corn crop across the United States.

This plan also accounts for marketing and communications into the agriculture and off-road markets. Elevation is PERC's creative agency and GRP is PERC's media buyer. Both firms will have key roles in our 2027 outreach.

Industry Engagement –

- *Does this project require propane industry stakeholders' involvement to be successful?*

Yes

- *How will you engage industry stakeholders?*

Industry engagement is a key part of the success of the 2027 agriculture and off-road docket. An updated Ag Market Team was established with key industry members and that team will meet eight times throughout the year via Teams. These meetings will provide quick updates on programs and provide opportunities for discussion and brainstorming to ensure the industry is aligned with the strategy and program. These meetings will also act as a venue to highlight key OEMs to the group and foster new business relationships between OEMs and industry members. Industry members will be invited to local/regional trade events to assist in booth activities and meet with potential customers. Using PERC communication outlets, we will communicate with the industry about safety resources that live within The Learning Center, showcase tools and resources that marketers can use to grow their business in the ag market, and highlight new technologies and user stories.

Cost/Benefit Analysis –

- *What is the potential impact? (i.e., NPV, new gallons, units sold, persons trained, propane industry resource savings, safety, consumer education, etc.)*
- *What are the potential risks to achieving the impact? (i.e. fuel price; regulatory, environmental, or legislative considerations; propane marketer support)*
- *Are other parties or organizations involved?*
- *For products:*
 - *Provide five-year estimated sales projections for the product (if applicable) and a list of factors that may influence the estimates.*
 - *How many gallons of propane does the product use per unit per year?*
 - *Provide best, worst, and intermediate projection scenarios and describe what variables contribute to each scenario*

The vast majority of propane use in the agriculture market is for applications that are heavily weather dependent (grain drying, building heat, crop irrigation). However, this docket will influence the adoption of various types of propane-powered farm equipment nationwide:

- Irrigation engines - 375 new units in 2027.

-Small engine conversions - 1,500 units in 2027.

- Mobile Ag engine development - product technology development and testing in the 75-120 horsepower segment.

Projected value of the 2.4 million incremental gallons from 375 irrigation engines and 1,500 small engines = \$1,200,000 at \$.50 margin. \$1,200,000 – \$1,682,988 = (\$482,988).

Risk Assessment

- *Identify 3-5 potential risks to the successful completion of the project or inability to meet outcome targets, how likely those are to happen, impact on the project, and how to resolve those risks.*
- *Indicate low, medium, or high for “Likelihood” and “Impact.”*

Risk	Likelihood	Impact	Risk Resolution and/or Contingency Plan
Agriculture economic factors slow farmer investment in new technology.	Medium	Medium	Increase promotion of Propane Farm Research Program to help mitigate cost concerns. Increase distribution channel awareness to increase propane favorability status and ultimately lead to more specification of propane technology.
Political power shifts to an ultra low emissions position.	Medium	Medium	Increase research and investment in new EPA certified equipment where regulatory rules favor propane technology.

Budget

- *Outline cost per task, including estimated cost share (cash and in-kind).*
- *If applicable, indicate hourly rates, including overhead.*
- *Highlight contractor vs. pass-through costs.*

Agriculture Business Development \$631,670

Agriculture Marketing and Communications \$450,000

Off-Road Business Development \$281,818

Off-Road Marketing and Communications \$225,000

Full project budget listed in Project Documents.

Timeline

- *Provide a detailed timeline of all activities, tasks, and milestones. Include commencement and completion dates. List most responsible person for each task.*

The plan is structured as a year-long 2027 effort. Key activities include trade show participation, paid media, webinar and training programs, new resources and content development, OEM engagement, PFRP promotion, research communication, and ongoing propane industry collaboration. The following timeline summarizes the primary dates, events, and milestones identified in the document.

- Potato Expo: January 5-7, 2027, in Aurora, Colorado; engage national potato farmers, promote propane irrigation and flame weeding, drive Ag Post subscriptions and web traffic.
- Golf Course Superintendents Association of America event: January 15-17, 2027, in New Orleans, Louisiana; promote propane-powered equipment, thermacutting opportunities, and PFRP participation for golf course applications.
- World of Concrete: January 19-21, 2027, in Las Vegas, Nevada; meet with OEMs and engine providers,

pursue sponsorships or speaking opportunities, and follow up on propane technology opportunities.

- World Ag Expo: February 9-11, 2027, in Tulare, California; meet with farmers and OEMs, promote propane irrigation, power generation, flame weeding, biomass dehydration, water heating, propane mowers, ProGator applications, conduct media interviews.
- National Farm Machinery Show: February 10-13, 2027, in Louisville, Kentucky; meet with OEMs and equipment distributors to reinforce propane as a viable alternative to diesel and continue OEM targeting around the show.
- Indoor Ag Con: March 24-25, 2027, in Las Vegas, Nevada; meet with indoor agriculture market leaders, promote propane power generation and CHP opportunities, identify case study opportunities.
- National Greenhouse Manufacturers Association event: April 11-13, 2027, in Carlsbad, California; meet with greenhouse OEMs and equipment suppliers to promote propane use, power generation, CHP opportunities, and potential case studies.
- World Pork Expo: June 9-10, 2027, in Des Moines, Iowa; meet with design/build firms, promote propane power generation, building heat, PFRP, biomass dehydration, and livestock facility opportunities.
- Cultivate: July 10-13, 2027, in Columbus, Ohio; engage horticulture OEMs and growers, promote propane in construction and heating systems, and develop opportunities for new propane technology.
- Farm Progress Show: August 31-September 2, 2027, in Decatur, Illinois; meet with mobile agriculture equipment OEMs and equipment distributors, support power generation visibility, and conduct media interviews.
- Husker Harvest Days: September 14-16, 2027, in Grand Island, Nebraska; engage regional farm professionals, OEMs, and equipment distributors, promote irrigation growth and dealer demonstration opportunities, and conduct media interviews.
- Equip Expo: October 19-22, 2027, in Louisville, Kentucky; engage landscape professionals, OEMs, and engine manufacturers, promote commercial mowing and the tractor demonstration project, and develop a landing page for interested attendees.
- National FFA Convention: October 27-30, 2027, in Indianapolis, Indiana; engage future agriculture professionals and promote educational materials to agriculture educators.
- National Association of Farm Broadcasting event: November 17-19, 2027, in Kansas City, Missouri; conduct interviews with agricultural radio networks and broaden media reach for propane messaging.

Market

Market – Geographical Reach

- *What is the geographical reach (national/regional?)*

National

Market – Target Audience

- *Who is the target audience?*
- *Why is the target audience important?*

The plan identifies several priority target audiences across agriculture, off-road, equipment manufacturing, and propane industry channels. Each audience receives a tailored message focused on propane's reliability, affordability, availability, cleanliness, efficiency, and ability to replace diesel or support new technology adoption.

- Livestock producers: Propane is a cleaner, cost-efficient, and reliable energy source for power generation and is an efficient option for livestock mortality disposal.
- Irrigation grain and nut producers: Irrigation is critical to farm success, and propane irrigation engines are efficient, reliable, cost-effective, and cleaner than diesel or electric options.
- Irrigation dealers: Propane irrigation is a strong solution for customers because it is reliable, cost-efficient, and available.
- Commercial grain elevators: Propane helps facilities operate efficiently and supports expansion at existing

locations.

- Landscape contractors: Propane mowers are clean and reliable, can reduce fuel and maintenance costs, attract new customers, and increase crew productivity.
- Mower dealers: Propane mowers help customers reduce fuel and maintenance costs while giving dealerships a unique opportunity to attract new customers and expand their customer base.
- Golf course superintendents: Propane equipment is clean, reliable, safe for facilities, and can help reduce fuel and maintenance costs.
- OEMs and equipment manufacturers: Incorporating propane technology can enhance product offerings and meet demand for clean energy solutions.
- Small engine and off-road equipment stakeholders: Propane provides a strong alternative to electricity and diesel for small engine, commercial mowing, flooring, concrete, and off-road applications.
- Indoor agriculture, greenhouse, and horticulture leaders: Propane power generation, CHP, heating, and construction-related applications can support controlled environment agriculture and greenhouse operations.
- Municipalities and large commercial organizations: Propane-powered mowing and utility equipment can help communities reduce emissions, control operating costs, and support reliable fleet operations.
- Future agriculture professionals and agriculture educators: Propane is an important clean energy option for the future of agriculture.
- Propane industry stakeholders and marketers: There is a strong opportunity to convert existing diesel equipment to propane and grow gallons through agriculture and off-road markets.

Market – Market Research

- *Have you conducted market research in support of this project?*

No

Market – Other Information

- *What other information do you think is necessary to provide for this project?*

PERC has experienced partners and staff to execute this docket successfully.

Leverage and Synergies

Other audiences–

- *How could the content be used by other markets or industry organizations?*
- *How could the contents be used with other audiences beyond the target audience?*

PERC continually researches novel and influential ways for our messaging to be pushed to non-traditional media sources. In the Ag space, we evaluate current channels and partners for ways to improve our reach. PERC and its partners evaluate new media channels and tactics to educate audiences on propane's benefits and drive toward market growth and displacement of diesel technology. Specific attention is placed on power generation and stationary engine uses, like irrigation. The power generation message crosses all markets at PERC and is an extreme priority. With this docket, new materials, resources, and new data sets are developed and shared with the industry to be repurposed by state entities, individual marketers and media outlets.

Development

Delivery

Delivery – Delivery Channels –

- *Describe the distribution channels*
- *What existing delivery channels will be used?*
- *Who is responsible for deploying/delivering product?*

New products will need to be promoted within the proper distribution channels and be supported by the correct training and messaging in order to be successful.

PERC is highly focused on developing projects with a clear path to commercial status that are aligned with the correct distribution channels, and are in strategic alignment with the Council's goals.

Delivery – Allied Partner Participation

- *Are there allied or strategic partners who will be engaged in this delivery?*

Elevation is the creative agency that PERC relies on to develop creative materials for our paid media, trade shows, and other content. GRP is PERC's media buying agency. Wilton Agricultural Strategies is the data collection firm that PERC contracts for the Grain Drying Demand Models data.

PERC's data team is responsible for converting our Grain Drying Demand Model data into a visual display for consumption by the propane industry.

Customer service and Support Needs —

- *What are the customer service and support requirements?*
- *What service and support resources are required?*

For this docket to be successful, the internal teams at PERC will continue to coordinate and plan successful events, messaging, public relations messages, and engagement.

OEMs and distribution partners are responsible for all customer needs as it relates to propane-powered technology.

Service Networks

- *Rate the maturity of the service networks based on geographic locations, depth of service, etc. (1 as the worst, 5 as the best)*

5

Describe:

PERC relies on internal resources and experienced outside partners to accomplish the needs of this docket.

Will training of current networks be required? –

No

Are service and support developed through this project? –

No

Is there a PERC website/learning center component that will need to be updated/created? –

Yes

Describe:

The Grain Drying Demand Models require updates to the PERC website weekly. In addition to these weekly updates, PERC staff annually explore enhancements to improve the graphic displays and improve overall performance of the Grain Drying Demand Models pages.

Additionally, PERC continues to evaluate all agriculture and off-road pages on propane.com to update and expand content to more effectively tell the story of propane to our end users.

MEASUREMENT & EVALUATION

Project Deliverables and Market Outcomes

- Detail how success will be measured for this project overall and by tactic, what the metric is, and when it will be achieved.

Goal/Milestone	Project Deliverable or Market Outcomes	Metric	By Date	Tied to Payment Y/N	Payment Due upon completion
Meet with 25 national potato farms.	Booth at Potato Expo	Tradeshow and meeting records.	2027-12-31	No	
Demonstrate propane equipment to 75 golf management groups.	Booth at GCSAA	Tradeshow and meeting records.	2027-12-31	No	
Meet with 20 OEMs and engine providers to discuss propane product development and expansion in concrete finishing. .	Attendance at World of Concrete	Tradeshow and meeting records.	2027-12-31	No	
Meet with 20 OEMs and engine providers to discuss product development and expansion.	Booth at World Ag Expo	Tradeshow and meeting records.	2027-12-31	No	
Meet with 5 OEMs and equipment distributors to discuss product development opportunities.	Attendance at National Farm Machinery Show	Tradeshow and meeting records.	2027-12-31	No	
Meet with 25 market leaders within indoor agriculture to promote power gen and CHP solutions.	Attendance at Indoor Ag Con	Tradeshow and meeting records.	2027-12-31	No	
Meet with 10 OEMs to promote power gen and CHP opportunities.	Sponsorship and attendance at National Greenhouse Manufacturer's Association	Tradeshow and meeting records.	2027-12-31	No	
Meet with 10 design/build livestock firms to promote power gen and CHP.	Attendance at World Pork Expo	Tradeshow and meeting records.	2027-12-31	No	
Meet with 10 OEMs to promote power gen and CHP solutions.	Sponsorship at Cultivate '27	Tradeshow and meeting records.	2027-12-31	No	
Meet with 10 OEMs or distributors to discuss mobile ag solutions.	Sponsorship at Farm Progress Show	Tradeshow and meeting records.	2027-12-31	No	

Meet with 500 regional farm professionals, OEMs, and equipment distributors.	Booth and sponsorship at Husker Harvest Days	Tradeshow and meeting records.	2027-12-31	No	
Meet with 250 landscape professionals, OEMs, and engine manufacturers.	Booth and sponsorship at Equip Expo	Tradeshow and meeting records.	2027-12-31	No	
Meet with 500 future agriculture professionals and promote PERC educational materials.	Booth at National FFA Convention	Tradeshow and meeting records.	2027-12-31	No	
Conduct interviews with 15 agriculture radio networks.	Booth and sponsorship at National Association of Farm Broadcasters - Trade Talk	Tradeshow and meeting records.	2027-12-31	No	
Meet with 15 OEMs and engine manufacturers to promote propane technology.	Sponsorship and attendance at Outdoor Power Equipment Institute Annual Meeting. Meet with OEMs one-on one, Follow up on technology development discussions.	Tradeshow and meeting records.	2027-12-31	No	
Place 375 irrigation engines in 2027.	Promote programs, continue the dealer incentive program, paid media, support OEM and distributor sales efforts.	Sales records from OEMs and distributors.	2027-12-31	No	
Meet with 1,500 farmers, ranchers, producers.	Attend nine trade shows: one-on-one meetings to discuss propane uses, advantages, and programs available to improve their operations.	Tradeshow and meeting records.	2027-12-31	No	
Attend nine trade shows and events.	Meet attending farmers, ranchers, producers and educate them on propane opportunities.	Tradeshow and meeting records.	2027-12-31	No	

Engage 25 landscape professionals.	Educate this group on benefits of propane and available technology for their business through paid media, new content development, one-on-one meetings and attendance at three trade shows.	Tradeshows and meeting records.	2027-12-31	No	
------------------------------------	---	---------------------------------	------------	----	--

Intellectual Property

Who owns the data and or intellectual property generated from this project? Describe:

PERC owns all material associated with the docket.

Is this a new contractor? No

Budget Impact

- Provide the budget market & activity this project will be impacting.*

Market & Activity	Amount Requested	Year Total	YTD Remaining	Remaining if Funded
2027 > Agriculture > Business Development	\$374,670.00	\$499,670.00	\$374,670.00	\$0.00
2027 > Off Road > Business Development	\$261,818.00	\$261,818.00	\$261,818.00	\$0.00
2027 > Off Road > Communications - Business	\$325,000.00	\$450,000.00	\$450,000.00	\$125,000.00
2027 > Agriculture > Communications - Business	\$580,000.00	\$700,000.00	\$700,000.00	\$120,000.00
2027 > Agriculture > Technical Research	\$47,000.00	\$47,000.00	\$47,000.00	\$0.00

Does this project have a past funding history? Yes

Describe: Yes. There have been similar dockets in every budget cycle. This is however different from the most recent dockets in that PERC has returned the Marketing and Communications dollars into the market dockets.

Funding History for Similar Dockets

- *Provide a funding history for similar projects, including the project budget, final or current spend, and project results.*

Year	Docket #	Project Budget	Project Spend
2026	25364	\$569,090.00	

Results:

Year	Docket #	Project Budget	Project Spend
2025	24835	\$550,120.00	\$524,652.00

Results:

Year	Docket #	Project Budget	Project Spend
2024	24203	\$275,245.00	\$273,512.00

Results:

Year	Docket #	Project Budget	Project Spend
2022-2023	23145	\$423,000.00	\$323,977.00

Results:

Overview / Summary

Propane technology continues to be well positioned to help agriculture professionals efficiently complete the demanding work of producing grain, fiber, and protein for the growing world population. Agriculture operations need to keep running regardless of the weather, emissions regulations, and power outages. Because propane is affordable, reliable, abundant, clean, and versatile, it continues to be a preferred energy choice for many operations across the country.

Propane is a mature energy source in the ag market, but we continue to see opportunities for growth through new technologies and replacing diesel equipment with propane. As we look at next year, we will focus on specific opportunities to replace diesel generators with clean, efficient propane technology. Other growth opportunities include expanding our irrigation market share, growing the thermal use of propane in production agriculture, and a focus on power generation for livestock operations.

Grain drying, which is thought to be our most mature market, still drives large regional gallons for the industry. PERC monitors the corn growing season and communicates the most accurate information about corn moistures to the industry utilizing the Grain Drying Demand Models. PERC will continue to promote the blended air systems to major grain companies and look for product development opportunities to impact the grain drying industry.

Outside of agriculture operations, propane continues to have opportunities for growth in off-road applications for landscape companies and small engine tools. With both new and existing technology available, we also have a renewed opportunity to engage with key decision makers at golf courses in targeted areas. A demonstration project is happening in 2026 with golf courses that uses existing weed flaming technology in a new and novel way for agronomic and reduced pesticide advancements. PERC will capitalize on this demonstration with supporting programs for the golf course market.

PERC has secured the Tractor Demonstration with Daedong that will be our entry into mobile ag equipment space. Propane tractors have an opportunity to shine from operating efficiencies to total cost of ownership. This demonstration is key to the success of propane in the mobile ag equipment market.

PERC supports technology development that replaces diesel in the segment today and looks for projects supporting new technology that could revolutionize the agriculture, off-road, and internal combustion engines of the future.

Objectives

- Increase awareness of propane as a reliable, affordable, abundant, and clean energy source.
- Increase the likelihood that farmers, growers, ranchers, and landscape professionals will select/specify propane in order to increase propane gallons in the agriculture and off-road markets.
- Establish and nurture relationships with ag professionals, OEMs, and other stakeholders.

Audiences & Messaging

- Livestock producers
 - Key Messages: Propane is a better energy source for power generation than diesel. It is cleaner, cost efficient, and reliable.
 - Propane is the most efficient and fastest way to dispose of “de-pop” livestock.
 - Actions:
 - Educate livestock producers about the benefits of propane power generation solutions at trade shows and events.
 - Host power generation and PFRP webinar series with OEM participation through livestock associations.
 - Promote propane dehydration and incinerator technology as the most efficient to carcass disposal.
 - Target state Departments of Agriculture for livestock mortality disposal using propane.
 - Promote potential project with Maryland Department of Agriculture.
- Irrigation grain/nut producers
 - Key Message: Irrigation is the lifeline to your farm’s success. Propane irrigation engines are more efficient, reliable, cost effective, and cleaner than diesel or electric options.
 - Action:
 - Educate producers about the benefits of propane irrigation engines at trade shows and other meetings and events.
 - Promote new cost comparison tool showing economic advantages of propane irrigation.
- Irrigation Dealers
 - Key Message: Propane irrigation is the best solution for your customers—it’s reliable, cost efficient, and available.
 - Action:
 - Continue to promote the dealer incentive program through paid media PR, social content, and at events.
 - Work with key engine manufacturers to attend a dealer meetings to present the business case for propane irrigation engines and the incentive program.

- Commercial Grain Elevators
 - Key Message: Propane helps you run efficiently and allows expansion at any existing facility.
 - Action:
 - Attend GEAPS Exchange.
 - Content development for promotion and website.
 Connecting grain elevators with equipment manufacturers and distributors.
- Landscape Contractors
 - Key Message: Propane mowers are clean, reliable, and can help your operation reduce fuel and maintenance costs. Using propane mowers attracts new customers and increases crew productivity.
 - Action:
 - Educate landscape professionals about the benefits of propane at trade shows and other meetings and events.
 - Develop outreach to municipalities and large commercial organizations explaining why propane is a better choice for their communities.
 - Develop and promote new cost comparison tool showing the advantages of switching mowing fleets to propane.
- Mower Dealers
 - Key Message: Propane mowers are clean, reliable, and can help your customers reduce fuel and maintenance costs. Promoting propane attracts new customers and gives your dealership a unique opportunity to expand your customer base.
 - Action:
 - Educate dealers on the key benefits of propane powered mowing. Provide educational resources for use with customers.
 - Provide webinar style training to local dealership sales teams on the opportunity with propane mowing.
 - Attend OEM dealer meetings when applicable.
- Golf Course Superintendents
 - Key Message: Propane equipment is clean, reliable, safe for facilities, and can help your operations reduce fuel and maintenance costs.
 - Action:
 - Educate superintendents about the benefits of propane equipment and systems at trade shows and other meetings and events.
 - Host an educational webinar and develop a demonstration program in the South focused on thermal treatments for thatch removal and insect control.
- OEMs (Original Equipment Manufacturers)
 - Key Message: Incorporating propane technology can enhance product offerings and meet growing demand for clean energy solutions.
 - Action:
 - Schedule regular meetings, present the business case for propane technology, and provide technical support and data to facilitate the development of propane-powered products.
 - Connect existing OEMs with marketers, customers, and suppliers to spur expansion of technologies and markets.

- Propane Industry Stakeholders
 - Key Message: There is no better time than now to convert customers' existing diesel equipment to propane.
 - Actions:
 - Provide education on the Propane Farm Research Program.
 - Webinar series.
 - Quarterly training and open discussion series to spread the message of the program and increase utilization.
 - PFRP training with marketer sales staff.

SWOT Analysis

Strengths

- Current price advantage and long-term price stability vs other energy forms.
- Abundant volume.
- Reliable production volumes and delivery network.
- Efficient.
- Clean emissions.
- Mature market for marketers and users.

Weaknesses

- Higher cost compared to pipe energy (geography dependent).
- Lack of awareness and understanding with younger engineering groups within OEMs.
- Viewed as old technology.
- Long equipment life cycles and reluctance to change out equipment prior to end of life.
- Storage vessel constraints for mobile equipment.

Opportunities

- Mobile Ag-Tractor demonstration project.
- Replace diesel generators with propane technology.
- Irrigation market growth through diesel displacement and targeted electric messaging.
- Power generation as an opportunity to cut into electric volumes.
- Rising costs of electricity will change ROI.
- Short term regulatory changes favor small spark ignition engines.
- New technology provides an updated approach/message with golf course and landscape audiences.

Threats

- Long term regulation uncertainty for OEMs.
- Hydrogen centric culture for meeting emissions goals.
- Pressure on publicly traded companies to use certain alternative fuels.
- Public trust / safety.

Overview of Goals

- Engage with 1,500 agriculture professionals.
 - 25 one-on-one meetings with Midwest professionals focused on irrigation.

- 25 one-on-one meetings with West professionals focused on soil steaming and weed flaming.
- Place 375 new irrigation engines nationally.
- Conduct 10 one-on-one meetings with national livestock firms.
- Attend nine agriculture trade shows:
 - Potato Expo: Meet with 25 national potato farmers.
 - World Ag Expo: Meet with 200 farmers & 10 OEMs.
 - National Farm Machinery Show: Meet with 5 OEMs.
 - Indoor Ag Con: Meet with 25 market leaders.
 - National Greenhouse Manufacturers Association: Meet with 10 OEMs.
 - Cultivate '26: Meet with 10 OEMs.
 - Farm Progress Show: Meet with 10 OEMs and equipment distributors.
 - Husker Harvest Days: Meet with 500 regional farm professionals, OEMs, and equipment distributors.
 - National FFA Convention: Meet with 500 future and current agriculture professionals.
 - National Association of Farm Broadcasting: Conduct 15 interviews.
 - Organic Grower Summit: Meet with 15 organic farms.
- Add golf course demonstration rebate to the Propane Farm Research Program. Focus the rebate to golf courses that participated in the prior year demonstration of “thermacutting” technology.
- Attend three off-road trade shows:
 - World of Concrete: Meet with 20 OEMs and engine providers
 - Outdoor Power Equipment Institute: Meet with 15 OEMs and engine manufacturers
 - Equip Expo: Meet with 150 landscape professionals, 10 OEMs, and 4 engine manufacturers
- Meet with 2 OEMs per month

Program Goals & Opportunities

- Program Goal: Engage 1,500 agriculture professionals and educate them on the multiple benefits of propane within the sector, the available technology, and drive them toward selection of propane equipment for their operations.
 - Priority will be placed on specific technologies in certain regions where we have the best opportunity for diesel displacement and new technology adoption.
 - Midwest
 - In addition to trade shows in the Midwest, we will engage 25 farmers in one-on-one meetings to promote propane irrigation engines and/or power generation to replace diesel.
 - Irrigation, power generation, weed flaming, bio-mass dehydration.
 - Southeast
 - Education opportunities at trade shows and other events.
 - Irrigation and power generation.
 - West
 - In addition to trade shows in the West, we will engage with 25 farmers in one-on-one meetings to promote soil steaming and weed flaming.
 - Irrigation, power generation, soil steaming, weed flaming, bio-mass dehydration.
 - East
 - Education opportunities at trade shows and other events.
 - Irrigation, power generation, bio-mass dehydration.
 - Educate national livestock firms on propane power generation and its benefits over diesel technology. Drive them toward adoption of propane technology. Target new construction for swine and poultry facilities and operations with existing generators that are reaching end of life.
 - Conduct 10 one-on-one meetings.
 - Engage with livestock industry associations.
 - Attend World Pork Expo, explore opportunities at PEAK. Explore Pork Management Conference.
 - PEAK is the Midwest Poultry Federation Convention catering to the US poultry industry.
 - Pork Management Conference designed for swine producers, CEOs, CFOs, HR Directors, and allied industry partners.
 - Discuss propane value message with key design/build firms. Promote propane heat and power generation in their designs.
 - Promote bio-mass dehydration.
 - Utilize propane industry to explore new livestock or expansion opportunities.
 - Educate/train marketers through webinars and one-on-one meetings on the opportunities that power generation provides specifically to livestock firms.

- Encourage marketers to engage with local livestock industry associations.
- Promote training and safety resources through industry trade pubs.
- Attend nine trade shows and events throughout the year. After each of the major shows, invite scanned leads and new contacts to attend an educational webinar that provides more details on the technology and topics featured at the show and invite them to subscribe to The Ag Post for ongoing education and engagement.
 - Potato Expo (January 5-7, 2027, Aurora, CO)
 - The potato industry is heavily irrigated acres and utilizes defoliation prior to harvest. Flame weeding equipment is used to defoliate the potato crop. This is a huge opportunity to speak to a key audience about irrigation and flame weeding.
 - Goals:
 - Meet with 25 national potato farmers.
 - Drive Ag Post subscriptions and generate irrigation and flame weeding web traffic.
 - World Ag Expo (February 9-11, 2027, Tulare, CA)
 - This show attracts agriculture OEMs from around the world, which provides the opportunity to expand our OEM relationships with leading executives in those companies. The show also attracts a large audience of farmers from the West coast and beyond, and we've had a lot of successful conversations at this show in the past that have helped drive market growth.
 - Goals:
 - Meet with 200 farmers and educate them about propane irrigation, power generation, flame weeding, bio-mass dehydration, water heating, propane mowers, and Pro Gator.
 - Meet with 10 OEMs including tractor manufacturers, specialty equipment for nut industry, wind machine manufacturers, and irrigation engine distributors.
 - Set up three media interviews,
 - National Farm Machinery Show (February 10-13, 2027, Louisville, KY)
 - National and regional OEMs attend this show to launch new equipment, which provides an opportunity to meet with key OEMs (new and current relationships) to stay up to date on new technology in the market and find opportunities for propane.
 - Goals:
 - Meet with five OEMs and equipment distributors to further establish propane as a viable alternative to diesel. Ongoing OEM targeting through channels like LinkedIn and geotargeting around the show.
 - Indoor Ag Con (March 24-25, 2027, Las Vegas, NV)
 - This show pulls indoor farming leaders into one meeting to share best practices and showcase new innovations. Attending the show provides PERC with an opportunity to stay up to date in this specialized area of agriculture and build new relationships. It's also

important to be present with new innovation discussions to continue to find opportunities for new propane technology.

- Goals:
 - Meet with 25 market leaders to promote propane power generation and CHP options. Identify one case study opportunity.
- National Greenhouse Manufacturers Association (April 11-13, 2027, Carlsbad, CA)
 - This organization is made up of greenhouse manufacturers, equipment suppliers, and other stakeholders; attending the event allows us to meet with key decision makers all in one place.
 - Goals:
 - Meet with 10 OEMs in both construction and heating systems to promote propane use. Focus on power generation and CHP opportunities. Identify case study opportunities.
- World Pork Expo (June 9-10, 2027, Des Moines, IA)
 - Largest swine show in the world, which creates an opportunity to directly engage with design/build firms in the swine industry and educate them on propane power generation, building heat and the PFRP.
 - Goals:
 - Schedule meetings with 10 design/build firms prior to the show. At the show, meet with these firms to educate them on propane power generation opportunities and benefits. Identify case study opportunities
- Cultivate '25 (July 10-13, 2027, Columbus, OH)
 - This is the largest horticulture show in the nation and brings together OEMs and growers. The show provides an opportunity for us to develop and grow relationships with OEMs and find opportunities for new propane technology.
 - Goals:
 - Meet 10 OEMs in both construction and heating systems to promote propane use.
- Farm Progress Show (August 31-September 2, 2027, Decatur, IL)
 - This large agriculture show is viewed as the key show in the Midwest. Attending the show is necessary to keep propane top of mind with farmers, OEMs, and dealers.
 - A power generation sponsorship at this show allows for the demonstration of propane power gen opportunities. Currently exploring opportunities to expand this sponsorship and expand our visibility for 2027.
 - Goals:
 - Meet with 10 mobile ag equipment OEMs and equipment distributors. Set five media interviews.
- Husker Harvest Days (September 14-16, 2027, Grand Island, NE)

- This is the largest ag show focused on irrigation in the U.S. We continue to focus on market growth with irrigation, and this show provides an opportunity to educate key audiences and build relationships. The show also provides an opportunity to share more about the irrigation dealer demonstration program and further build a network of propane distributors.
 - Goals:
 - Meet with 500 regional farm professionals, OEMs, and equipment distributors to further establish propane as a viable alternative to diesel.
 - Set five media interviews.
- National FFA Convention (October 27-30, 2027, Indianapolis, IN)
 - PERC engages with the next generation of agriculture professionals at this event and promotes educational materials to ag educators. Industry Relations also uses the show to recruit for the industry.
 - Goals:
 - Meet with 500 future agriculture professionals.
- National Association of Farm Broadcasting (November 17-19, 2027, Kansas City, MO)
 - This event gives PERC an opportunity to spread our message to agriculture media networks nationwide. The one-day event provides a unique opportunity to efficiently communicate with a wide range of audiences.
 - Goal: Conduct interviews with 15 agricultural radio networks from around the country.
- Develop a year-long paid media plan that uses a mix of trade media, radio, podcasts, programmatic media, and other opportunities.
 - The media plan should consider the following timing, audiences, and applications.
 - Midwest: Irrigation, power generation, weed flaming, PFRP.
 - Promote technology heavily in Spring and Fall. Promote PFRP heavily in late Fall.
 - Southeast: Irrigation, power generation, PFRP
 - Promote technology heavily in Spring and Fall. Promote power generation heavily in Summer. Promote PFRP heavily in late Fall.
 - West: Irrigation, power generation, soil steaming, weed flaming, PFRP
 - Promote irrigation and power generation heavily in Spring and Summer. Promote PFRP heavily in late Fall.
 - East: Irrigation, power generation, PFRP
 - Promote irrigation and power generation heavily in Summer. Promote PFRP heavily in late Fall.
 - Other considerations should be based on key trade shows, buying season, other environmental factors, and past performance with media placements.

- Continue to utilize This Week in Agribusiness to reach the ag masses and educate on all opportunities for propane to support farm activities.
 - A year-long media schedule that outlines the different vendors, placements, messages/creative, and CTAs will be developed and reviewed each month. The final schedule will be approved by November 15 for media to start running in January 2027.
- Develop new creative for the approved media plan that includes direct/more aggressive messaging and imagery that is targeted to the audience and application being promoted.
 - Regardless of the application being promoted, the overall messaging approach and look of the ads needs to be consistent.
 - Messaging and CTAs will tie through to Propane.com landing pages where we are sending traffic to have a seamless experience for users.
- Develop and execute a website strategy that connects the paid and earned media placements with website content and resources and drives visitors toward further engagement.
 - Once the media plan is finalized, the landing pages for each ad message will be determined.
 - Once ad messaging is finalized, the landing pages will be reviewed for messaging and new content and resource needs.
 - Messaging related to ad headlines and other key messages will need to be prominent near the top of landing pages to connect the users coming to the page with the ad.
 - All pages need clear goals and opportunities to engage (clicks, downloads) with key resources throughout the page. It is likely that many pages will need new resources to be developed or updated that are directly tied to our ad messaging.
 - Remarketing campaigns should be developed to continue to engage with audiences that visit our pages from paid advertising.
 - We will need to determine the actions a user takes that would trigger a remarketing campaign. Different actions will require different remarketing messages and CTAs.
 - Once the ad messages and media plan are developed, a remarketing strategy will be developed. Part of the strategy will include opportunities for the capture of contact information.
- Implement a PR program that further amplifies key programs and events and positions Mike Newland as a thought leader in the agriculture market.
 - Work with the PR vendor to develop a year-long PR program that combines written articles, press releases, podcasts and other speaking opportunities, and support at trade shows to amplify our messages and programs.

- Develop new content to continue to educate ag professionals on the benefits of propane and drive them toward adoption. New and updated resources are necessary as many have not been updated in the last few years.
 - Capture irrigation and building heat photo and video assets, and production of final videos.
 - Updated Propane.com content and website strategy
 - Case studies around new technologies with a focus on why ag operations are replacing diesel engines with propane.
 - Booth signage/collateral needs (where applicable)
 - The Ag Post content and targeted email campaigns
 - Propane Farm Research Program communications and content development
 - Updated product one-sheets that can be used by marketers and PERC in meetings, online, and at shows and events.
 - Updated online cost and emissions comparison tool for irrigation engines and grain drying.
 - Market specific messaging document that will ensure consistent messaging across all partners, vendors, and internal PERC staff.

Strengthen and update usable claims for use in outreach and education.

- Program Goal: Place 375 new irrigation engines.
 - Electric engines currently have roughly a 70 percent market share in irrigation, so it's necessary to find new programs and opportunities to increase propane's share of the irrigation market.
 - Educate audiences on the benefits of propane irrigation at each of the shows, events, and meetings listed above (including meeting one-on-one with farmers in the Midwest).
 - Educate 50 new dealers on the benefits of propane irrigation engines with 20 dealers specifying propane to at least one new user. Utilize 2026 participants in promotion of the dealer incentive program.
 - Promote the program to dealers in specific irrigation networks to increase specification and adoption of propane irrigation engines.
 - Work with engine suppliers to identify dealer networks.
 - Dealer targets include Valley, Reinke, T & L, Lindsay, Pierce.
 - The 2026 program will continue into 2027 and provides each dealer with a \$500 incentive for placing propane irrigation engines instead of other energy sources with agriculture operations that aren't already using propane irrigation.
 - Incentive also applies to propane-powered generators driving an electric pump irrigation setup.
 - Incentive program promotion is accomplished through webinars and in-person meetings (regional or national sales meetings) with dealer networks at key OEM partners and other communication and marketing materials.
 - Develop a small, targeted paid media plan that uses a mix of trade media, radio, podcasts, programmatic media, and other opportunities with a specific audience of irrigation dealers.

- The message will be solely focused on the incentive program and benefits of propane for their business and customers.
 - Purchasing cycles should be largely taken into account when creating the paid media strategy and schedule. Focus promotions heavily to late fall and pre plant purchasing decisions timelines.
 - Placements should be included in the overall year-long media schedule that outlines the different vendors, placements, messages, and CTAs.
- Develop new creative for the approved media plan that includes direct/more aggressive messaging and imagery that is targeted to the audience and incentive program.
- Develop a PR plan that will promote the program to dealer audiences through articles, podcasts, and other speaking opportunities. PR opportunities should closely follow timing of paid media in order to strengthen the message and engagement.
- PERC-owned channels will also be used to continue to promote the program to the industry and end users including Mike Newland's LinkedIn, PERC Update, market interest newsletters, The Ag Post, and more targeted emails to dealer contacts within Hubspot.
- Resources and content will be updated as needed for the 2027 program
 - Program brochure
 - Resource kit (content, signage) for dealers that want to participate
 - TCO comparison charts and tools
 - Irrigation one-sheet
 - PFRP information
 - Co-branded dealership signage (equipment magnets, window clings, tabletop signs)
- Program Goal: Engage five small engine OEMs and 50 flooring professionals and educate them on the benefits of propane, the available technology, and drive them toward specification and selection of propane equipment for their operations.
 - Attend World of Concrete (January 19-21, 2027, Las Vegas, NV)
 - This is a very large show that is attended by a huge variety of OEMs and provides us with an opportunity to continue to build direct OEM relationships in this space to keep pushing propane as a better energy source than electricity. At the event we will pursue sponsorships, speaking opportunities, and an off-site event.
 - Goals:
 - Meet with 20 OEMs and engine providers to further establish propane as the best fuel option for this market. Continue to follow up with OEMs post show on opportunities for new propane technology.
 -

- Program Goal: Engage 25 landscape professionals and educate them on the benefits of propane, the available technology, and drive them toward specification and selection of propane equipment for their operations. Target key markets in the country where total cost of ownership and supportive dealers converge.
 - Attend three trade shows and events throughout the year. After each of the major shows, invite scanned leads and new contacts to attend an educational webinar that provides more details on the technology and topics featured at the show and continue to educate them through ongoing email communication.
 - Outdoor Power Equipment Institute (Santa Fe, NM, TBD)
 - This event gives PERC a direct opportunity to interact with the small engine and mower OEM executives creating direct relationships to allow for continued discussions around propane technology.
 - Goals:
 - Meet with 15 OEMs and engine manufacturers to promote propane use. This is critical to keeping propane in front of this organization and membership.
 -
 - Equip Expo (October 19-22, 2027, Louisville, KY)
 - This show is an opportunity for direct engagement with OEMs and landscape professionals. As we look to more strongly engage in the off-road/commercial mowing market, it is important to have a presence at this show to keep propane's message top of mind and to meet with audiences that can both develop new propane technology and use propane technology in their operations.
 - A "4th Street Live" sponsorship gives PERC the visibility to promote propane to a large crowd and keeps our message in front of them for multiple hours at the event. PERC also receives six months of promotion leading up to Equip Expo and live event.
 - PERC will promote the tractor demonstration project with media and the attendees to this show. This event will be a large opportunity to drive the advancement of the tractor to this important group. A landing page will be developed for interested parties to learn more and provide their contact information.
 - Goal:
 - Meet with 250 landscape professionals, OEMs, and engine manufacturers.
 -
 -
 - Golf Course Superintendent Association of America (January 15-17, 2027, New Orleans, LA)
 - This show provides the opportunity to communicate our value proposition to the golf industry and to promote propane-powered mowers, utility vehicles, and other technology.
 - After the event, organize and host an educational session for 30 golf course professionals highlighting the results of the "thermacutting" demonstration in Florida. The session will give superintendents the

opportunity to see and hear directly from their peer, Todd Lowe, who has been conducting the trials.

- Promote prior to show through industry publications and digital media channels.
 - Offer extra \$1,000 PFRP for orders at the event.
- Goal:
 - Show propane equipment to 75 golf course management groups.
 - One PFRP application for thermacutting equipment from the event.
- Develop a year-long paid media plan that uses a mix of trade media, radio, podcasts, programmatic media, and other opportunities.
 - The media plan should consider the following timing, audiences, and applications.
 - Landscape Contractors: Mowers, ProGator
 - Golf Course Superintendents in the Southeast: Mowers, Weed Flaming
 - Municipalities: Mower / ProGator
 - Other considerations should be based on key trade shows, buying season, other environmental factors, and past performance with media placements.
 - Placements will be included in the overall year-long media schedule that outlines the different vendors, placements, messages, and CTAs.
- Develop new creative for the approved media plan that includes direct/more aggressive messaging and imagery that is targeted to the audience and application being promoted.
 - Messaging and CTAs will tie through to Propane.com landing pages where we are sending traffic to have a seamless experience for users.
- Develop and execute a website strategy that connects the paid and earned media placements with website content and resources and drives visitors toward further engagement.
 - Once the media plan is finalized, the landing pages for each ad message will be determined.
 - Once ad messaging is finalized, the landing pages will be reviewed for messaging and new content and resource needs.
 - Messaging related to ad headlines and other key messages will need to be prominent near the top of landing pages to connect the users coming to the page with the ad.
 - All pages need clear goals and opportunities to engage (clicks, downloads) with key resources throughout the page. It is likely that many pages will need new resources to be developed or updated that are directly tied to our ad messaging.
 - Remarketing campaigns should be developed to continue to engage with audiences that visit our pages from paid advertising.

- We will need to determine the actions a user takes that would trigger a remarketing campaign. Different actions will require different remarketing messages and CTAs.
 - Once the ad messages and media plan are developed a remarketing strategy will be developed. Part of the strategy will include opportunities for the capture of contact information.
- Implement a PR program that further amplifies key programs and events and positions Mike Newland as a thought leader in the commercial landscape space.
 - Work with the PR vendor to develop a year-long PR program that combines written articles, press releases, podcasts and other speaking opportunities, and support at trade shows to amplify our messages and programs.
 - One comprehensive plan will be developed for agriculture and off road.
- Develop new content to continue to educate commercial landscape professionals on the benefits of propane and drive them toward adoption. New and updated resources are necessary as many have not been updated in the last few years.
 - Commercial mowing and golf course case studies highlighting large commercial mowing fleets.
 - Case study highlight the thermacutting project in Florida.
 - Updated photo and video assets to be used throughout marketing and communications activities.
 - Updated product one-sheets that can be used by marketers and PERC in meetings, online, and at shows and events.
 - Updated online cost and emissions comparison tool for propane mowers.
 - Market specific messaging document that will ensure consistent messaging across all partners, vendors, and internal PERC staff.
- Program Goal: Increase awareness of the Propane Farm Research Program and increase applications from new contacts.
 - Add PFRP tradeshow payment to drive purchase activities for OEMs at tradeshow.
 - Create a coupon/stamp/code that would entitle a farmer who purchases qualifying equipment at tradeshow to receive additional \$1,000 above normal PFRP calculation.
 - Promote prior to events with attending OEMs. Provide a postcard to promote the added compensation within their booths.
 - Host an educational webinar with individual propane marketers to educate and remind them of the PFRP and how to share the information with local agriculture operations. Invite recipients of the program to speak on the webinar about how they heard about the program and how it has been beneficial to them.
 - Host three events with individual propane marketers in 2027.
 - Develop two new case studies using PFRP recipients from the last 1-2 years. Showcase the program itself and the value that propane is bringing to the operation (cost savings, reliability, efficiency).
 - Work with OEMs to present about the PFRP at regional or national sales meetings; currently, OEMs and dealers are a hugely untapped audience that can be using the PFRP as an opportunity to drive more propane adoption.

- Program Goal: Maintain availability of a variety of types of propane equipment for the commercial market.
 - Meet with 2 OEMs per month
 - Meetings need to be prioritized between new OEMs to establish a relationship and existing OEMs to nurture relationships.
 - New OEMs: CAT, Bloom Energy, H2E, Generac, Kohler, Cummins, Jaeco Pumps, Goulds Pumps, Kioti Tractor, Kubota, SDF Group (Deutz Fahr), New Holland, John Deere.
 - Establish relationships with 6 new OEMs during 2027 tradeshow.
 - Existing OEMs: John Deere, New Holland, PSI, Origin, EDI, Zenith, Industrial Irrigation, Husker Power Products, N & S Tractor, Anderson Industrial Engines, Sukup, Matthews, GSI, Brock, AGI, LB White, Modine, Hogslat, Flame Engineering, FlameWerks, AFI, UC-Davis, Aramark, Alliance Small Engines, Onyx, R & R Products.
 - Move one OEM toward development of new propane-powered technology
 - Develop a targeted list of large organic growers to drive interest in soil steaming and flame weeding units.
 - Continue to nurture the Kioti tractor demonstration project.
 - Validate the size of market.
 - Collaborate on long-term storage solutions
 - Develop remote refueling options for end users.
- Program Goal: Work with partners to conduct research/capture data to help inform market needs and current and future technology opportunities.
 - Promote final findings from The Ohio State University thermal test with HTL equipment through OEM and agriculture trade publications.
 - Create case study with HTL highlighting the technology and study findings.
 - DOE/PERC funded engine projects focused on compression ignition.
 - Grain Drying Demand Models heat, moisture, planting data.
 - Mobile Ag engine development.
 - Fuel cell unit for electric water pumping. Base research needed.
- Program Goal: Continue to engage with the propane industry to help drive business and market growth.
 - Meet with the “Ag Market Team” eight times throughout the year.
 - Provide quick updates on programs and focus the remainder of meetings around discussion and brainstorming.
 - Come to each meeting with a specific topic/product/program to discuss
 - Expand on Coffee Talk format from 2026 and include existing users of equipment to the meetings to get real user feedback.
 - Generate article, video, and case study ideas from conversations at these meetings
 - Trade events
 - Invite local/regional propane marketers to assist in trade booth activities when appropriate.

- Codes & Safety
 - Promote best practices and The Learning Center to the agriculture industry.
 - Promote agriculture specific safety sheets to livestock trade industry.

Propane Education & Research Council
Opex Template

Instructions:
- Enter data only in the blue highlighted cells
- Once you are finished, please click on "Save Data" icon under the View Ribbon



Off-Road Diesel: 2020- Off (2020- Off - 2027 Agriculture Off-Road Market Business Development)											
Account Name	Cost Center	Docket	Class	Activity	State	Vendor	Actual FY2024	Actual FY2025	Budget FY2026	Actual FY2026	Forecast FY2026
Revenues											
Total Revenue							-	-	-	-	-
Expenses											
Computer Maintenance & Services											
Technology Development/Consulting	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	Program ops	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Total Computer Maintenance & Services							-	-	-	-	-
Field Expenses											
Workshop Expense	Off-Commercial Mining	2020- Off - 2027 Agriculture Off-Road Market Business Development	Program Support	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Total Field Expense							-	-	-	-	-
Travel & Meetings											
Business Meals & Entertainment	Off-Commercial Mining	2020- Off - 2027 Agriculture Off-Road Market Business Development	Equip Edge	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Meals	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	Events	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Ground Transportation	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	Events	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Air Transportation	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	Events	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Lodging	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	Events	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Meals	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	CRM Engagement	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Ground Transportation	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	CRM Engagement	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Air Transportation	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	CRM Engagement	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Lodging	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	CRM Engagement	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Meals	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	Outdoor Power Equipment Institute	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Ground Transportation	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	Outdoor Power Equipment Institute	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Air Transportation	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	Outdoor Power Equipment Institute	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Lodging	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	World of Concrete Show	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Meals	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	World of Concrete Show	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Ground Transportation	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	World of Concrete Show	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Air Transportation	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	World of Concrete Show	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Travel- Lodging	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	World of Concrete Show	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Total Travel & Meetings							-	-	-	-	-
Exhibition & Sponsorship											
Event Sponsorship	Off-Commercial Mining	2020- Off - 2027 Agriculture Off-Road Market Business Development	Equip Edge	Business Development- Business	Monthly	Undefined	-	-	-	-	-
Exhibit Space Fee	Off-Commercial Mining	2020- Off - 2027 Agriculture Off-Road Market Business Development	Events	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Event Sponsorship	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	World of Concrete Show	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Total Exhibition & Sponsorship							-	-	-	-	-
Professional Dues & Training											
Membership Dues	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	Outdoor Power Equipment Institute	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Total Professional Dues & Training							-	-	-	-	-
Subscriptions & Reference Materials											
Materials & Supplies	Off-Commercial Mining	2020- Off - 2027 Agriculture Off-Road Market Business Development	Product Development	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Materials & Supplies	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	Program Support	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Total Subscriptions & Reference Materials							-	-	-	-	-
Printing & Reproduction											
Printing & Reproduction	Off-Commercial Mining	2020- Off - 2027 Agriculture Off-Road Market Business Development	Brochures/Case Studies/One-shots	Business Development- Consumer	Undefined	Undefined	-	-	-	-	-
Total Printing & Reproduction							-	-	-	-	-
Grant Expense											
Total Grant Expense							-	-	-	-	-
Professional Services											
Other Professional Services	Off-Commercial Mining	2020- Off - 2027 Agriculture Off-Road Market Business Development	Product Development	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Professional Services	Off-Commercial Mining	2020- Off - 2027 Agriculture Off-Road Market Business Development	Program Support	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Other Professional Services	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	Program Support	Business Development- Business	Undefined	Undefined	-	-	-	-	-
Total Professional Services							-	-	-	-	-
Total Expenses							-	-	-	-	-
Net Investment							-	-	-	-	-

Budget FY2027	Budget January	Budget February	Budget March	Budget April	Budget May	Budget June	Budget July	Budget August	Budget September	Budget October	Budget November	Budget December	Comments
-	-	-	-	-	-	-	-	-	-	-	-	-	
Revenues													
14,000	3,500	-	-	3,500	-	-	3,500	-	-	3,500	-	-	Minor cost completion
14,000	3,500	-	-	3,500	-	-	3,500	-	-	3,500	-	-	
Expenses													
1,712	476	476	476	476	476	476	476	476	476	476	476	476	20-2026 Expense
1,712	476	476	476	476	476	476	476	476	476	476	476	476	
Travel & Meetings													
2,000	2,000	-	-	-	-	-	-	-	-	2,000	-	-	DONE
2,000	2,000	-	-	-	-	-	-	-	-	2,000	-	-	OCMA
1,000	1,000	-	-	-	-	-	-	-	-	-	-	-	OCMA
1,000	1,000	-	-	-	-	-	-	-	-	-	-	-	OCMA
2,000	2,000	-	-	-	-	-	-	-	-	-	-	-	OCMA
-	-	-	-	-	-	-	-	-	-	-	-	-	DONE- Rental Co-DM
-	-	-	-	-	-	-	-	-	-	-	-	-	DONE- Rental Co-DM
-	-	-	-	-	-	-	-	-	-	-	-	-	DONE- Rental Co-DM
-	-	-	-	-	-	-	-	-	-	-	-	-	DONE- Rental Co-DM
1,250	-	-	-	-	-	1,250	-	-	-	-	-	-	OPRI and Equip
800	-	-	-	-	-	800	-	-	-	-	-	-	OPRI and Equip
800	-	-	-	-	-	800	-	-	-	-	-	-	OPRI and Equip
1,000	-	-	-	-	-	1,000	-	-	-	-	-	-	OPRI and Equip
750	750	-	-	-	-	-	-	-	-	-	-	-	DONE
800	300	-	-	-	-	-	-	-	-	-	-	-	DONE
800	300	-	-	-	-	-	-	-	-	-	-	-	DONE
1,500	1,500	-	-	-	-	-	-	-	-	-	-	-	DONE
20,700	10,150	-	-	-	-	7,500	-	-	-	2,500	-	-	
Exhibition & Sponsorship													
61,000	30,000	-	-	30,000	-	-	-	-	-	-	-	-	
61,000	30,000	-	-	30,000	-	-	-	-	-	-	-	-	OCMA
30,000	30,000	-	-	30,000	-	-	-	-	-	-	-	-	Equip Edge
61,000	30,000	-	-	30,000	-	-	-	-	-	-	-	-	DONE
Professional Dues & Training													
10,100	6,000	-	-	12,000	-	-	-	-	-	-	-	-	Membership and breakfast sponsorship
10,100	6,000	-	-	12,000	-	-	-	-	-	-	-	-	
Subscriptions & Reference Materials													
10,500	413	413	413	413	413	413	413	413	413	413	413	413	Equip Edge strategy, booth production, set up
10,500	413	413	413	413	413	413	413	413	413	413	413	413	Equip Edge Production
20,450	826	826	826	826	826	826	826	826	826	826	826	826	
Printing & Reproduction													
8,000	8,000	-	-	-	-	-	-	-	-	-	-	-	DONE- Case study, development and production
8,000	8,000	-	-	-	-	-	-	-	-	-	-	-	
Grant Expense													
Total Grant Expense													
Professional Services													
Other Professional Services	Off-Commercial Mining	2020- Off - 2027 Agriculture Off-Road Market Business Development	Product Development	Business Development- Business	Undefined	Undefined	-	-	-	-	-	-	DONE- CAD
Professional Services	Off-Commercial Mining	2020- Off - 2027 Agriculture Off-Road Market Business Development	Program Support	Business Development- Business	Undefined	Undefined	-	-	-	-	-	-	DONE- CAD
Other Professional Services	Off-Road-Other	2020- Off - 2027 Agriculture Off-Road Market Business Development	Program Support	Business Development- Business	Undefined	Undefined	-	-	-	-	-	-	DONE- Rental Co-DM and Equip Edge
Total Professional Services							-	-	-	-	-	-	
Total Expenses							-	-	-	-	-	-	
Net Investment							-	-	-	-	-	-	
(20,610)	(7,449)	(2,000)	(2,000)	(2,000)	(2,000)	(20,700)	(2,000)	(2,000)	(2,000)	(7,000)	(14,000)	(2,000)	-