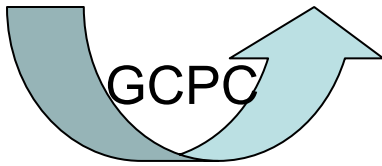


Fuel Cell Initiatives:
NEW Mass Initiative to Lead US to
Energy Independence and Energy
Security

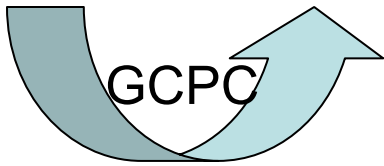
E. Teresa Touey

Government/ **C**ommunity /**P**olitical
Consulting



Ingredients for the Growth of the MA Hydrogen Economy

- talent of entrepreneurs.
- commitment of the engineering and scientific communities.
- investment dollars of public dollars and private venture capital.
- know-how of state art manufacturing base.

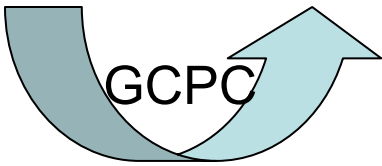


Why investment of public dollars?

Consensus is building around solving two national problems:

1) Energy Independence:

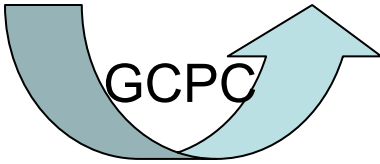
how do we address the need to find alternatives to oil and gas?



Why investment of public dollars?

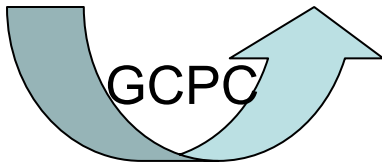
2) Energy Security:

how do we address the fact that with the rise of terrorism, US energy sources such as the electricity grid have become vulnerable to terror attacks.



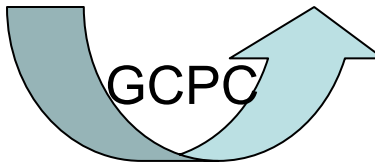
Global Growth

- International competition: How is the US faring against the world economy? Asia vs. Europe vs. US
- National competition: How is Massachusetts faring against other states? CT, NY, OH, CA, NM, MI, IL, TX, FL



Potential Results of Investing Public Dollars

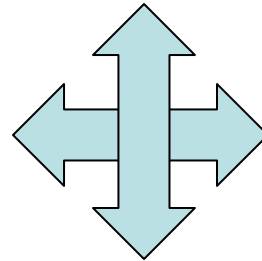
- Job Creation.
- Tax Revenue.
- A Leader in the Industry.
- Stronger alliances between industry and universities.
- A national success story.



Learning from the New York Model

- Strong partnerships and alliances:

Federal Government



Industry

Universities

State Government