

Meeting of the Board of Directors

623 SE Oak Street, Third Floor, NBI Classroom, Portland, Oregon 07205
December 7th and 8th, 2016

Meeting Minutes

A meeting of the Board of Directors of New Buildings Institute was held December 7th and 8th, 2016, convening at 8:30 AM Pacific Time for the purpose of transacting all proper business of the corporation.

Those present, representing a quorum of the Board:

Board Member:	Dec 7th	Dec 8th	Staff:	Dec 7th	Dec 8th
<i>In Person:</i>			<i>In Person:</i>		
Brendan Owens	x	x	Ralph DiNola	x	x
David Goldstein	x	x	Mark Frankel	x	x
Jeff Harris	x	x	Cathy Higgins	x	
Ed McGlynn	x	x	Amy Cortese	x	x
George Malek	x	x	Jim Edelson	x	x
Doug Baston	x	x	Anna Gabis	x	x
Peter Turnbull	x	x	Stacey Hobart	x	
Steve Nadel	x	x	Sean Denniston	2 hr	
<i>By Phone:</i>			Alexi Miller	2 hr	
Mark MacCraken	x	x	Mark Lyles	2 hr	
Marge Anderson	x		Heather Flint Chatto	2 hr	
Patrick O'Shei	x	x			
Michael McAteer					
Nancy Jenkins					
Gregg Ander					

Wednesday, December 7th

David Goldstein called the meeting to order at 8:30 a.m.

- Ralph reviewed the agenda
- Review and approval of the meeting minutes

Home of:

Board Meeting Minutes, cont.

Vote: Motion to Approve Meeting Minutes from October Board Meeting

Steve moved to approve the minutes as amended

David seconded

Discussion:

- Ed suggested more detail on the meeting minutes related to votes and board actions
- Ralph called for comments or changes from the Board
- Correction to the Minutes: Ed was not present, need to add staff. Copy edits related to periods, etc.

David called the vote.

Vote: Approved on a voice vote calling for objections. Brendan and Ed abstained.

Ralph called for gratitude. Various board members expressed thanks for the good work, staff and each other.

The State of Play:

Board members provided updates on the state of the industry and the state of their business from their perspective.

CEO Report:

Ralph gave his CEO Report and Operations Review. He reviewed the current operations, fundraising and program activities

Amy presented Mavenlink, inherent budget tracking and the organizational management structure including shared file organization

Ralph shared information about NBI's IT resources and presented the review and compensation.

There was discussion about how the compensation increases are impacting budget. The increases have been projected in the current budget. There was further discussion about the benefits of being able to offer the info as a basis for raises. They discussed flexible work schedules and other benefits. How to manage the expectation about still getting work done even if you are working from home.

Ralph shared that he is taking a leadership course offered by Lion Heart over the next year.

12:00 pm – 1:00 pm **Lunch Break**

Program Review, Staff Presentations, Discussion and Feedback

- Amy Cortese for Stacey – Getting to Zero Forum, Comms Update (15 min)

Board Meeting Minutes, cont.

- Cathy Higgins – Research Initiatives (15 min)
- Mark Lyles – ZNE School Retrofits (5 min)
- Heather Flint Chatto – NBI CA ZNE programs and activities (5 min)
- Mark Frankel (+ Alexi on FV)– Zero Cities, MBP, zEPI, ASHRAE 189.1 (15 min)
- Sean Denniston – Multifamily Initiative (5 min)
- Jim Edelson – ICC, NYSEDA, State of Codes and Policy (15 min)
- Amy Cortese – Utility and Jurisdiction Programs (15 min)
- Alexi Miller – Grid Edge (5 min)

3:00 pm – 3:15 pm **Break**

Finance Committee Report and Discussion (Ed, Ralph, Anna)

- Staff fiscal review and update
- McCracken presented the NBI 12-month rolling average metrics for NBI
- It appears that the pressure is off the need for NBI to get the Sponsorship early in the CY.
- From NBI on a FY July – June it doesn't matter but many people are on CY FY so best to get the invoices out end of year and paid early in the CY
- The forum crosses two fiscal years
- The cash flow report is helpful but Anna intends to add a monthly rolling average to increase ease of review
- The graphic on Actual Cash Flows also shows why the early payment of sponsorships is important to bolster cash position moving into a new year.
- Fundamentally we need to increase revenues to match the slightly increase expenses over budget.
- Something to be cautious about is to have an early burn rate that leaves no reserve for end-game activity. NBI tends to run on the opposite trend with the late term being more cash reserve intensive as we do foundation work.
- Can NBI, if in a stronger financial position, choose to reimburse Board members to attend the in-person meetings if the Board member can't afford their own travel.
- Given the end of year projection that Board said that IF NBI is in a solid position than it should be considered for Doug and perhaps Nancy and Greg or whoever requests travel support.
- A 6-month reserve is more ideal and has been a past target. Current it is a 3-month reserve target. It would take years to accomplish this but it is worth revisiting.

Day One Adjourned at 4:07 PM

4:00 pm – 6:00 pm **Partners Reception**

Board Meeting Minutes, cont.

Wednesday, December 7th

Welcome and Call to Order

David Goldstein called the meeting to order at 8:30 a.m.

Recap and Discussion of Previous Day

Members of the board shared reflections from the previous day and suggested emerging themes.

- NBI needs elevator speeches of great stuff NBI is doing
- Meeting felt rushed even at 1.5 days; keep presentations in time limits; wanted to hear more – could pick fewer highlighted topics; Directors could pick 1 highlight each
- Review Market Leadership Statement and “What does NBI do? Keywords for elevator pitch; Board says more tangible needs should be in elevator speech (on sticky)

What does NBI do?

- Needs to offer Tangible Services
- Deliver impactful results
- Tools
- Access to Experts /
 - Subject matter Experts value stream (presence + expertise)/codes, performance
 - Using SME to define Best Practice
 - Translate tech to market-based solutions
- Provide / Assist within organization
- Thought leadership, Convening, Specialized Trainings /Tech Trainings, Provide local presence

Major Program Themes

THEME 1: Retrofit strategy at NBI

THEME 2: GridOptimal

THEME 3: Residential

Fundraising

Conducted a review of the current fundraising approach and opportunities before NBI.

- Review of Business Development Tracker – and Viability scoring
- Review funding streams from Maine, VT, and Northeast

Members of the board brainstormed additional opportunities for contacts and funding for NBI

- Michelle Thomas at SCE
- SoCal Gas – Who is the best contact?
- SMUD – Rachel?
- LADWP – David Jacot – grid optimal would an interest – LAUSD is his customer
- DUKE – it’s been tough; board members should send likely candidates to Ralph
- XCEL – opportunities through Jennifer Elling (she has since moved on from XCEL)

Board Meeting Minutes, cont.

- With implementers it needs to be Fee-for-Service for NBI, wired into the utility budget
- Vicky Cuo (Steve) and Paul Romano (Doug) at Con Ed in NY – will take the lead in NC programs in 2018
- Paul Torcellini at NREL (great addition to the Board)
- EPRI – knowledge of all the big projects in this space – (but more take than give)
- CRE companies
- Gerdling Edlin Development
- Arizona Public Service / TEP
- Energy Trust of Oregon
- Board can support follow-up contacts at events
- New Board members can be an entrée - for instance for CRE

Partnerships with Board Organizations

COM ED – develop a roadmap of services interactions for Board Member – Partners

Next Board Meeting

East Coast, in person for review of next FY budget draft. April would be good
Hold Finance Committee in advance to review draft budget.

Mergers and Acquisitions

Discussion - Any opportunities worth pursuing?

- RECODE - Is there a project we can work on together to test it out?
- Water could be a path to work on with NRDC partnership.

Reviewed Growth Plan budget

Expensed write-off of 32k, have a hit of 54k from one large account receivable

Strategize within NEEA strategic plan – defining partnerships

NEEA/ACEEE - Break points for logical leap of organizational infrastructure is 25-30; 50 is a good scale

MEETING ADJOURNED at 11:58 am