

## Meeting of the Board of Directors

ACEEE - 529 14th St NW, Washington, DC 20045

April 25<sup>th</sup> - 26<sup>th</sup>, 2017

### Meeting Minutes

NBI Board of Directors Meeting

Tuesday, April 25, 2017

Attendance:

In-Person

- David Goldstein
- Michael McAteer
- Doug Baston
- Ed McGlynn
- Peter Turnbull
- Steve Nadel
- Brendan Owens
- Marge Anderson
- George Malek (arrival at 10:10 am)
- Mark McCracken (arrival in person at 2:10 pm)

On phone:

- Nancy Jenkins-Ander (on phone)

- Jeff Harris (on phone)
- Jim Edelson (on phone)
- Mark MacCracken (on phone arrival after lunch)

Staff:

In Person:

- Ralph DiNola
- Amy Cortese

On phone:

- Cathy Higgins (periodically)
- Stacey Hobart (periodically)
- Mark Frankel (periodically)
- Jim Edelson (periodically)
- Eric Bruckbauer (periodically)

#### Welcome and Call to Order at 9:05

#### Approval of the Minutes

- Ed noted a few typos in the minutes:
  - Page 1 - Change date of to 2016
  - Page 2 - second day should be Dec 8th
  - Page 2 - Vicky is Kuo at ConEd
- Ed motion to approve; Steve second; unanimous consent

**ACTION ITEM:** Post final December Meeting Minutes

#### State of Play

Directors and staff reviewed the current State of Play in the industry and discussed potential strategies and opportunities for NBI

#### 20<sup>th</sup> Anniversary (Stacey)

Directors and staff discussed NBI's 20<sup>th</sup> Anniversary and plans for communications activities and events

- December 18, 1997 anniversary date but work will happen over the course of the year
- Opportunity to describe NBI's impact; honor people, programs and partnerships; increase visibility of NBI
- Looking forward – highlight strategic plan
- Special 20<sup>th</sup> anniversary branding on logo

# Board Meeting Minutes, cont.

- Events – Opening event in Portland in summer; closing event at Forum in Spring

## CEO Report

- Elevator pitch
  - Michael – replace thought leadership with innovation
  - **NBI makes buildings more efficient. We shape the future with innovation, research, design guidance, and advanced energy efficiency policy.**
- We have also been working on the NBI Strategic Plan
  - Three Programs each with their own vision, overarching strategy; plus individual strategies with goals and KPIs
  - Three Strategic Markets with their own vision, tactics, goals and KPIs
- Overarching Fundraising and Financial Updates coming later in the day
  - Joyce Foundation – waiting to hear
  - SMUD- grid optimal and maybe DGS work
  - SDG&E – Chip Fox replacement is still unknown; lots of turnover there but Lisa Davidson might be a good contact there – she is an overall in charge of EE
    - San Diego County – might be another opportunity to reconnect with SDG&E
- NBI Resource Directory
  - Comprehensive knowledge management approach; Organizes over 350 resources (public and private) all indexed and keyworded for easy search and research; expansion of ZNE policy library; cleans up on internal server and
- NBI Projects
  - GTZ Leadership
    - CPUC ZNE Action Plan – workshops, partnership with jurisdictions
    - Prop 39 – school trainings, case studies, recognition
    - GTZ National Forum – April 2018 – searching for location now (need examples of ZNE)
      - Pittsburgh – Carnegie Mellon University – Vivian Loftness
    - Santa Monica ZNE Guide for Residential New Construction
  - Building Innovation
    - Multifamily New Construction Guide
    - Energy Star Multifamily Standard – (measures, savings, costs available)
      - Budget cuts likely but shutting down ES is unlikely; maintaining core and innovative new things unlikely under this administration
    - DOE Municipal Building Leadership and Portfolio Prioritization
      - Approach could be helpful for use in muni buildings (and schools) to fill pipelines in utility programs
      - NBI experience in Boise, Tacoma, Missoula, Eugene, Providence, Cambridge, Eastern Washington School Districts, etc.
      - Idaho facility managers constantly tackling EE retrofits now that they have information
      - Cambridge policy gap analysis to follow
    - National Grid webinar series
  - Policy Innovation
    - NYSERDA Stretch Code
- NBI selected as top non-profit in Oregon and top green non profit
- Staff reviews coming up May/June – includes compensation review
- NBI Culture Club – internal team to coordinate staff activities
  - The board congratulated Ralph at doing a great job of making NBI a viable and thriving organization!

## NBI Strategic Framework & Generative Discussion

- Brief review of previous strategic plans, focus and priorities

## Board Meeting Minutes, cont.

- 2018 Strategic Plan Framework
  - Three programs each with their own vision and program strategy
    - Getting to Zero Leadership and Market Development
    - Building Innovation
    - Code and Policy Innovation
- Three Strategic Markets pull elements from all three program areas; represent a particular market engagement approach
  - K-12 Schools
  - Advanced Jurisdictions
  - Utilities
- NBI tool evaluation
  - FirstView, consultative service or market pathway?
  - Advanced Buildings
  - Daylighting Pattern Guide
- School strategic market
- Advanced Jurisdictions strategic market
- Utilities strategic market
- Multifamily
- Next step is to align the program, projects, current budgets and fundraising necessary to achieve strategic place;
  - Foundation funding may require more focus on underserved markets; hyper local focus
  - Count diversity explicitly in goals and KPIs (count underserved communities)
  - MASS – upper low income and lower mid income focus for homeowners

### Finance Committee Report and Discussion

The Finance Committee reviewed the February financials with the board

- Ed - 12 month rolling averages are very helpful; need to encourage a larger reserve
- Mark - green line is instantaneous; purple line is rolling average- they will level out;
- Ed - Need to work on A/R – sometimes we are very slow to receive; requires bigger reserve
- Ralph – a little behind in fundraising; still working on closing sponsorship and grants
- Anna – sponsorships will be lower than funded (waiting for PG&E and NYSERDA); actual sponsorship will be lower than last year and that was lower than last year; but more contract revenue
- Doug – helpful to have the Finance Committee vet the financials; higher level of trust in reviewing the documents
- Ed – a lot less time is needed than in years past!

### Fundraising Report

- Stacey – presents the business development tool which uses viability score to estimate future revenues
- Stacey – since strategic planning, more clarity on what we want funding for; easier to put proposals together for foundations; often hard to define NBI's "impact" in the market which is sometimes a challenge for foundations
- Ralph – viability score doesn't change based on recommendations of the board
- Stacey – fundraising channels (1) RFP/Contracts (2) Foundations (3) Sponsors/Subscribers and (4) Donors
- Doug – work with the Barr Foundation in New England
  - Stacey – did reach out, but nothing domestic this year; much like RBF
- Eric – new idea to encourage Donor contributions to NBI
  - Anna - if you rate high in Charity Navigator rating, you may encourage more contributions
  - Ed – any requirements on donor screening criteria
    - Who we want to ask or who we would take money from?
  - David – high net worth individuals work same as foundations but they are not incorporated; still need proposal, SOW, budget, timeline, etc.

# Board Meeting Minutes, cont.

## Draft Budget Review

- Anna put together budget based on current budget and projections (but not based on strategic plan yet)
- Ed – noted that sponsorship revenue is going up despite warnings provided over the course of this meeting that utilities are not able to provide sponsorships.
- Steve – budgets estimates for excess are quite low; where have we fallen short?
  - Sponsorships - \$380,000 treat as deferred revenue; require services as part of the deal;
  - Ralph – also looking for increase in the number of sponsor
- Steve – staffing levels represented in the budget?
  - Ralph – currently looking to keep staffing numbers the same and increase productivity (revenue) per FTE; if we do add, we'd like to add staff at the analyst level specifically
  - Michael – fee for service – do we have staff to deliver?
  - Fell short on reserves, don't presume revenue will come in, need to be sure that it is there; don't hire people until we have the revenue.
  - Ed – what about annual raises?
    - Ralph – perhaps promotion but salary survey is probably still good
- Draft budget is expected to be delivered by end of fiscal year;
  - Need to flesh out strategic plan and align with the strategic plan

## NBI Board of Directors Meeting Wednesday, April 26, 2017

### Attendance:

In person:

- Doug Baston
- Ed McGlynn
- Peter Turnbull
- Steve Nadel
- David Goldstein
- Michael McAteer
- Brendan Owens
- Marge Anderson
- George Malek
- Mark McCracken

On phone:

- Nancy Jenkins-Ander
- Patrick O-Shei
- Jeff Harris

### Staff:

In Person:

- Ralph DiNola
- Amy Cortese

On phone:

- Cathy Higgins (periodically)
- Mark Frankel (periodically)
- Jim Edelson (periodically)

## Welcome and Call to Order at 9:05

# Board Meeting Minutes, cont.

## Recap of Discussion on Previous Day

- Board and staff discussed the role of sponsorships in funding NBI and suggested a direction for moving forward with sponsorships.

## Growth Plan

- Ralph reviewed NBI Staffing, Revenue and Expenses
- New tool for Staff Utilization Targets
  - Communications staff billability and having adequate budget allocation in project budgets
- Fundraising (by funding source)
  - Leveling of sponsorships over time (includes the Getting to Zero Forum)
  - Contracts, grants and very small amount with donations
  - Ralph – potential hires include one in CA to focus on cities and someone on the East coast circuit rider to roll out stretch codes across the country (train the trainers in code compliance efforts);

## Staff Updates

- Amy Cortese – Program and Operations Overview
- Cathy Higgins
  - Leading in LA – retrofit project
  - CA Research Gap Analysis – technical research road map
  - Forum
- Mark Frankel
  - Energy Water Nexus
- Jim Edleson
  - Codes Update

## Next Steps

- Early June virtual meeting to approve budget
- 20<sup>th</sup> Anniversary celebration in Portland in early-mid September
- Send out the slides

**Adjourn at 12:00 PM**