

## **New Buildings Institute Board Meeting Minutes**

May 19th, 2016 – 8:00 am – 4:00 pm CDT

NRDC, Chicago, 20 N Upper Wacker Drive, #1600

A meeting of the Board of Directors of New Buildings Institute was held May 19<sup>th</sup>, 2016, convening at 8:24 AM Central Time for the purpose of transacting all proper business of the corporation.

### **Those present, representing a quorum of the Board:**

In Person:

David Goldstein

Michael McAteer

Ed McGlynn

Doug Baston

Gregg Ander

Marge Anderson

John Wilson (Ex. Officio)

Nancy Jenkins

Mark MacCracken

George Malek

Steve Nadel

Peter Turnbull (elected during meeting)

By GoToMeeting:

Jeff Harris

Patrick O'Shea

Kurt Stenberg (resigned during meeting)

### **Staff present:**

Ralph DiNola, CEO

Mark Frankel, Technical Director

Anna Gabis, Controller

### **Board Meeting**

David called the meeting to order at 8:24 AM

- David welcomed Patrick and Mark to the board.
- Acknowledged Jan's new role and welcomed Peter in representing Jan at the meeting.
- October Minutes:
  - Ed made a motion to accept the October Board Minutes, Michael seconded.
  - Minutes were approved by unanimous consent. Peter abstained.

## CEO Report

The State of the Institute: Ralph gave an update on the organization and a recap of the past three years

### Operations Update

- Built a new website to recast the image and brand of NBI. Part of this effort was to consolidate our different brands.
- Updated policy manual, benefits (24% reduction in healthcare costs), payroll, time keeping. About to launch a new project management system.

### Fundraising and business development update

- Business development tool- Viability = 5 we count 90% of revenue, but win 97%; 4 we count 75%, but win 74%; 3 we count 25%, but win 52%; 2 count 10%, but win 21%.
- Reviewed anticipated revenue, which is strong for the next six months and aligns with our new burn rate in FY 2016-2017.
- GTZ Forum - \$80-\$100K raised on sponsorship for the forum.
  - Limit of 400 attendees - we'll take in 470 registrations
  - Oct 12-14 Grand Hyatt in Denver
- Won Contract with Itron to characterize the CA schools market for ZNE readiness.
- ODC is doing a study on CA decision makers, NBI is subbing.

### Staffing update

- Amy Cortese is back as Associate Director. Her main role is program management and staff supervision.
- Cathy Higgins will rejoin NBI as part-time staff in June as Research Director
- Stacey Hobart will rejoin NBI as part-time staff in August as Director of Communications and Development

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

### Reviewed May financials

- We still do not have a line of credit. We are working with our bank (Pacific Continental Bank) on this.
- Mark M. suggested we do a 12-month rolling average and graph long term trends. Mark will work with Anna on this.

## Development Committee Report

The Committee discussed recent board member recruitment and suggested that additional recruitment be put on hold for the time being.

### Board term limit discussion:

- David proposed randomly assigning board members to start rolling terms.

- Marge suggested we don't assign these randomly to avoid having all the large funding sponsors disappearing at the same time.
- Decision to hold off decision until the July Board call.

## Executive Session

Board discussed various matters. Kurt Stenberg resigned from the NBI board.

## Executive Committee: Election of Officers (David, Michael, Doug and Ed)

Review of Officer Positions, nominations and VOTE: NBI Board Officers FY2016

Board Election of Officers:

- David - Chair
- Michael - Vice Chair
- Doug - Clerk
- Ed - Treasurer

## Staff Presentations

Jim Edelson – update on codes and policies

Mark Frankel – update on COMNET, Zero Cities and

Ralph DiNola – update on other NBI programs

### Jim

NYStretch, Code barriers to ZNE, NBI Multifamily Code Initiative, Grid Edge

### Mark

COMNET

- Built standards for building energy modeling. Initial push from Charles Ely.
- Incorporated into CBESS in CA
- FLA Solar Energy incorporated into compliance protocol
- Other private sector uses but limited
- Lack of Viable Business Model to sustain
- Next Steps:
  - Website revision for functionality, ASHRAE uses, constituent meetings

City Opportunities (Zero Cities)

- ZNE 2030 Challenge/80x50 (focus on existing buildings)
- Three-tier reach code strategy for cities - build a model based on all our leading code work and share with multiple cities
- zEPI - score buildings to 2030 Challenge. This is an important metric that NBI is going to stand behind. We may get push back from EPA.

Municipal Portfolio

- Pilot with NEEA - work with cities to review and rank portfolio using FirstView

- Fully integrated into Portfolio Manager
- NBI owns the name First View and we also own EZSim the software behind it.

## **Ralph**

### Multifamily Guide

- Funded by EF and NEEA. EPA called to potentially build their new standard. EPA is working on what they could fund NBI. They already have ICF and SWA under contract so perhaps funding can come through them.

### SmartScale with Ecology Action (<25,000 sq ft)

- SS deep retrofit program. We are launching nationally

## **NBI Strategic Plan Review and Discussion**

Retrospective: Past three years of NBI strategic planning

Review strategic planning session outcomes

- Objectives:
  - Review and enhance five year strategic plan
  - Review and enhance one year strategic priorities

NBI Strategic Planning Retrospective:

Five themes from 2013 five-year strategic plan that drive our current work

In 2014 we developed a generative session on what business are we in?

Started 2015 with a list of strategic priorities of Three classes - Getting to Zero, Codes & Policy, and Program Support- all are incorporated into our program management and accounting system

2015 Strategic Priorities for 2016: 2016 Vision

- A year of transformational growth
- Prioritize AB and COMNET
- Redefine NBI Sponsorship
- Recruit new sponsorships
- National Leadership Initiatives
- Foster more local connections - private sector consulting

Five Year Strategic Planning Sessions 2016: The Kennedy Sessions

Two half-day sessions with leadership team at Kennedy school

- Grid Edge - building interaction - DSM
- Carbon
- Smart buildings
- Resilience

## NBI Growth Plan

### Objectives:

- Review and discuss NBI Growth Plan and Staffing Plan
- Identify near-term funding opportunities

### NBI Growth Plan

- Still working on developing the matrix on how we monitor and measure our growth.
- Rebalancing our programs -
  - Energy & Water Nexus - Edwards Mother Earth grant will support development of the value of water efficiency
  - Resilience - looking for funding support
  - Cost & Value - what is the lexicon to the customer or building owner?
  - Consulting - interested in building a branch of NBI that is focused on energy consulting
- Geographic Expansion
  - CA - CPUC, IOUs, EPIC
  - East Coast - Code support, program innovation and consulting
- Discussed potential expansion/M&A opportunities.
  - Residential opportunity - the scale is significant compared to Commercial
  - Michael M - is there an opportunity for a partnership? Is there a growth strategy for us to get us out of "startup" mode?
  - David G- from a brand equity (ZNE) we should represent both res and CI
  - Steve N - Ralph should continue due diligence.
- Other Avenues for fundraising
  - Individual philanthropy
  - Individual membership

## NBI Staffing Plan

### Staffing:

- Cathy is coming back on July 1 at approx. 60%
- Stacey is coming back on August 1 at approx. 80%
- Offer pending for a new communication and development manager
- One intern starting that will quickly be moved to a Project Analyst position, another intern will work for the summer
- Discussing hiring a part time code director on the east coast
- David G - expressed concern that we have gone down this growth path three times before and had major failure each time so we need a parachute for plan B in case something goes wrong.

- Steve N - expressed support for the addition of 2.5 FTEs but to proceed with caution for on four, since we got burned before.

### **FY 2016 Budget Review and Approval**

Review and approval of FY 2016 - 2017 Draft Budget

- VOTE: Approval of FY 2016 Budget
- Motion: Nancy moved to approve proposed FY2016 budget as proposed, motion seconded by Mark.
- Discussion: Steve made an observation to perhaps approve expenditures at \$1.8M and cap reserve margin before the vote.
- Vote was carried with unanimous acceptance.

### **Closing**

Closing discussion

- Motion made by Jeff to commend Kurt for his years of service as a founding member of NBI and mention his strong contribution to the direction of the organization. Doug seconded the motion. Unanimous acceptance.
- Motion made by David to approve Peter Turnbull as a full board member to replace Janice Berman. Ed seconded the motion. Unanimous acceptance.
- Schedule future board meetings: Ralph will send Doodle Poll for November meeting date.

Meeting Board Meeting adjourned at 3:05 PM CDT.