

# Meeting of the Board of Directors: Virtual Meeting

Friday, October 16<sup>th</sup>, 8:00 am-11:30 am PT

<https://global.gotomeeting.com/join/273362581>

**Phone:** +1 (786) 535-3211

**Access Code:** 273-362-581

## Board Meeting Agenda

### *Friday, October 16<sup>th</sup>*

- |                   |   |
|-------------------|---|
| 8:00 am–8:10 am   | <b>Welcome and Call to Order</b> (David) <ul style="list-style-type: none"><li>• Call to Order</li><li>• Agenda review</li><li>• Review and approval of Board meeting minutes</li></ul> |
| 8:10 am–8:40 am   | <b>State of Play Continued Discussion</b> (Ralph)   |
| 8:40 am–8:50 am   | <b>Executive and Governance Committees Report</b> (Ralph, David, Patrick)   |
| 8:50 am-9:20 am   | <b>Bylaws</b> (Ralph, Patrick)  |
| 9:20 am-9:40 am   | <b>Board Member Onboarding</b> (Ralph, Leada) <ul style="list-style-type: none"><li>• Proposed elements and timeline</li></ul>  |
| 9:40 am–9:50 am   | <b>Break</b>  |
| 9:50 am–10:10 am  | <b>Diversity Committee Report</b> (Marge) <ul style="list-style-type: none"><li>• Diversity Statement review</li><li>• New NBI Senior Fellows</li></ul>                                 |
| 10:10 am–10:30 am | <b>Strategic Planning Committee Report</b> (Amy, Kim)   |
| 10:30 am–10:50 am | <b>Development Report</b> (Meghan)  |
| 10:50 am–11:20 am | <b>Staff Presentations</b> <ul style="list-style-type: none"><li>• 2021 IECC – Kim</li><li>• Multi-state collaborations and federal issues – Jim</li></ul>                              |
| 11:20 am-11:30 am | <b>Closing</b> <ul style="list-style-type: none"><li>• December Annual Meeting</li><li>• Closing discussion</li></ul>   |
| 11:30 am          | <b>Adjourn</b>  |

# Meeting of the Board of Directors: Virtual Meeting

Friday, October 2nd, 8:00 am-11:30 am

<https://global.gotomeeting.com/join/506070621>

**Phone:** +1 (872) 240-3412

**Access Code:** 506-070-621

## Board Meeting Minutes

### Attendees

#### **Board Members:**

David Goldstein  
Michael Colgrove  
Jeff Harris  
Gregg Harris  
Patrick O'Shei  
Mark MacCracken  
Peter Turnbull  
Brendan Owens  
Mona Chandra  
Marge Anderson  
Steve Nadel  
Nancy Jenkins Ander

#### **Staff:**

Ralph DiNola  
Stacey Hobart  
Jim Edelson  
Amy Cortese  
Kim Cheslak  
Mary Hansel  
Susan Grant Harris  
Leada Fuller-Marashi

Quorum was maintained for the duration of the meeting.

- Call to order: 8:05 am
- **Motion:** Peter moves to approve June Board meeting minutes.
  - Gregg seconds
  - Unanimous approval

### State of Play

- A robust "round-robin" discussion was held on topics of interest and opportunities for NBI.

### Board Recruitment

- The Governance and Diversity Committees developed a goal for this year's Board recruitment: to bring on four new members to begin transforming the composition of the Board to be more representative of national demographics.
- Leada led a new Board recruitment process:
  - 41 individuals, primarily women of color, were identified by the Diversity Committee and NBI staff.
  - Those individuals were invited to an information session to learn more about the organization and different engagement opportunities.
  - People who indicated interest in being more involved with NBI had individual calls with Ralph and Leada to discuss the Board in more detail and answer questions.
  - Leada followed up after the phone calls with materials to provide additional context like meeting minutes and agendas and explain next steps.

- Candidates have been excited and humbled to be considered to join NBI's Board. The next step is for them to do an interview with the Nominating Committee.
- Executive Committee members will be on the Nominating Committee, but it is open to other Board members as well. The committee will interview candidates, assess how they fit the established criteria, and make nomination recommendations to the full Board.
- Michael suggests the Nominating Committee complete an implicit bias training if budget and time allow.
- Leada drafted interview questions for the candidates and Nominating Committee, David will send suggested revisions.
- Michael, Jeff, and Mona would like to join the Nominating Committee.

#### Finance Committee Report

- NBI's audit is almost complete, the auditors are drafting the financial statements.
- Mary set up different line items in the accounting software to represent contracts, grants, and sponsorships.
- For June and July, both expenses and revenue were lower than budgeted.
- Is there a way to represent unrestricted cash with an additional line or a second graph?
- **Action item:** Mary to explore options for showing unrestricted cash.
- NBI is currently self-funding some initiatives to ultimately pursue external funding.
- **Action item:** Mary to bring more information on these endeavors to the Finance Committee.

#### Staff Presentation – Stakeholder Survey – Susan Harris

- The stakeholder survey is conducted about every two years. The survey was sent out to over 18,000 people and we received 296 responses. Takeaways include:
  - The majority of respondents had worked in their industries for over 20 years.
  - Respondents indicated the most interest in zero energy and carbon neutral buildings, followed by building innovation and research on technologies.
  - The NBI resources found to be most valuable included design guides, case studies, webinars.
  - Respondents identified existing building upgrades, building design guidance, and long-term vision for zero energy and carbon neutral buildings as the most significant market needs NBI should fill.
- Mona is interested in seeing results separated by region as they may be skewed by the number of California respondents.
- Ralph recognizes Susan for leading the stakeholder survey effort as it is a very important method of outreach for NBI.

#### Staff Presentation – Getting to Zero 365/Next Gen – Stacey Hobart and Leada Fuller-Marashi

- The Forum was postponed from March 2021 to October 2021. The postponement provided the opportunity to reorient GTZ to a 365-day engagement. We want to create a platform that provides ongoing opportunities for knowledge building, actionable solutions, and recognition.
- Aspects of Getting to Zero 365 include:
  - Virtual education and training – NBI has over 50 hours of virtual training with available continuing education credits.
  - The Resource Hub – 300+ curated resources from organizations around the world.
  - Awareness and recognition – with the increase in media attention, likely due to natural disasters, we are looking to focus media on solutions.
  - The Influencer Network – a group of 4,000+ individuals who have communicated in advocating for zero energy who engage with NBI's calls to action.
  - The Collective Impact Group – convening organizations with getting to zero efforts to amplify work and prevent duplication.
  - The Utility Cohort – collaborating with ACEEE to form a group of utility and public benefits administrators who will collaborate on best practice approaches.
- Next Gen 365:

- The purpose of the Next Gen program is to engage and mentor the next generation of buildings industry leaders and in doing so, bolster inclusivity in the industry.
- Aspects of the program include: education, mentorship, networking, cohort building, and professional development.
- We are seeking additional support for the program, both in funding and mentorship. If anyone knows organizations that would be interested in funding Next Gen, please let Leada know.

## Operations Report

- There were several staffing changes that occurred since the last Board meeting:
  - Leada was promoted to Events and Partnerships Manager.
  - Anna resigned as Controller and Mary stepped back into the role.
  - Alexi was promoted to Associate Director.
  - Kim Cheslak was promoted to Director.
  - Christopher Dean was hired as the new Operations Manager.
  - Cathy Higgins is transitioning to part-time, then retiring early next year.
- **Action item:** Ralph to send job postings for the Building and Program Innovation Director and Codes Project Manager to the Board.
- NBI staff receive 10 paid holidays and the Directors are discussing switching the fixed paid holidays to PTO to give staff more flexibility to recognize holidays of significance to them.
- David suggests including holidays relating to religious beliefs on the NBI calendar.
- **Action item:** Ralph will inform the Board when the new policy is finalized.
- NBI's office lease expires in April 2021 with the option to continue month-to-month. Working from home has been successful so there is no rush to find new office space.
- What are other organizations doing?
  - Energy Trust of Oregon has a limited reopening with only 10 people in the office per day.
  - NEEA will be in a new office space when they reopen but plan to have fewer dedicated cubes and more hoteling for staff who work from home most of the time.
- Recess: 11:33 am

## Board Meeting State of Play Summary

October 2, 2020

### State of Play

- Gregg:
  - Completed a project for California Energy Commission's EPIC program, a roadmap to how they can invest part of their 133 million a year on distributed resources.
  - Addressing air quality issues on the West Coast.
  - NBI is well positioned on grid-connected buildings and a lot of things that need to be operationalized for 2030, 2035.
- Nancy:
  - Governor Newsom issued an Executive Order that California is banning the purchase or sale of internal combustion engine cars as of 2035. We should think about buildings and everything else we do as it connects to transportation and other areas.
  - Developing a carbon mitigation and resiliency policy for California state buildings. We've seen with the wildfires that historical data can't provide a clear picture because every year gets worse. As we experience climate impacts, we need to think about how we adapt and adjust to the new normal.
- Patrick:
  - The Climate Action Council is up and running, the Advisory Panels to inform the Climate Action Council are appointed and moving forward and have recommendations due. At the same time, NY has a structural budget deficit of 14-15 million dollars for this fiscal year and next year.
  - In terms of buildings and the spread of airborne pathogens like COVID, NYSERDA has a 46-building study going on to see how following ASHRAE guidelines affects energy consumption. Trying to figure out which long-term investments we should be making.
  - NYSERDA is publishing study results and I can forward a link on to them. This is an executive summary of what we're finding in our studies, what's in the published guidelines from ASHRAE, and what the ASHRAE epidemics team is releasing.
- Steve:
  - ACEEE is focused on how to meet long term targets to decarbonize by 2050 and make dramatic progress by 2030.
  - ACEEE and NBI are about to begin a utility working group.
  - Focused on both new and existing buildings.
  - Have an electrification report coming out this month or next month.
  - Thinking about COVID and how to build healthier buildings without significantly increasing energy use.
- Brendan:
  - Challenge with new construction is we don't know what people will want for them to build, whether it's multifamily that's separated or start tearing out floors of existing office buildings to put in renovated air handlers.
  - The focus on air quality and health is going to increase. Need to reemphasize that we don't need to reinvent the wheel, look at daylighting, other interventions that we've already been doing.
  - Emphasis on decarbonization and electrification has not slowed, particularly as it relates to building-grid integration.
  - GridOptimal metrics have been approved by the LEED Technical Committee. Final approval will likely happen before Greenbuild.
- Peter:
  - Joined the Board of Directors of Solar Cookers International. 40% of the world's population does not have access to modern cooking fuel and solar cooker are relatively

inexpensive devices that do not emit any greenhouse gases and reduce hazards relating to fumes and fires.

- Is there a strategy to align with electric car dealers? If you're going to buy an electric vehicle, maybe that's the time to think about electrifying your home.
- Mona:
  - Santa Monica is launching a pilot where folks looking to get a solar permit will be required to get a heat pump water heater so they can do EV charging.
  - In the immediate future, anticipating a 20-40% shrinkage of energy efficiency programs. What are the long term impacts?
  - Looking at impacts to small businesses and minority owned businesses. How to address equity from both a residential and commercial perspective.
  - How to address school ventilation needs.
  - National Grid has community initiatives but is looking for ways to engage more at the community level for energy efficiency.
- Marge:
  - Governor of Wisconsin is submitting a budget that doubles investment in energy efficiency.
  - Seeing a lot less focus on equity and a lot more focus on short term savings.
  - Slipstream is putting together its own capital source to help support efforts to provide more opportunities for low- and middle-income folks and push PACE into higher standards.
- Mark:
  - ASHRAE article was published in July about electrification and heat pumps and thermal energy storage.
  - Manufacturers are all trying to come up with products that address internal air quality issues, but it is often very building specific. Focusing on how the buildings are operating now and what steps can be taken for improvement.
- David:
  - We need to design controls for new and existing buildings that have different scenes you can toggle between: normal operations, pandemic operation where you want to purify the air and bring in lots of outdoor air, and bad air quality operation where you don't want any air from outside at all.
  - We are going to have to be in resilience mode rather than planning mode. If things suddenly change tomorrow, this is how we're going to adapt, even if we don't know what "it" is.
  - The idea that net zero is not one concept, but levels very similar to LEED silver, gold, etc. Different levels: net zero energy, net zero carbon, net zero carbon counting construction, net zero carbon counting transportation.
- Michael:
  - Focusing on the importance of enlisting everyone to move towards these climate goals. Planning for about 14% of next year's spending to go to an incremental effort to reach rural customers and customers of color and trying to figure out what that incremental effort results in in terms of energy savings.
  - The big challenge right now for our industry is the resilience and carbon mitigation efforts are not being adequately captured in the economics of what we do. Making buildings more resilient, making them able to withstand some of the inevitable impacts of climate change.
- Jeff:
  - The Washington State Department of Commerce is working on a rule that requires all buildings over 50,000 square feet to be benchmarked and then to show improvement over time.
  - Starting in 2020, electric water heaters in Washington will be required to be grid-connected and grid-flexible.
  - Concerned about building owners deciding to pay the fine instead of meeting building performance standards and passing the cost along to the tenant. Need to focus on how

we can show the business case to property owners and managers that it is in their best interest to make these upgrades.

- Cathy Higgins and Amruta Khanolkar put together a great website and blog about the Advanced Water Heating Initiative. The AWHI has West Coast engagement, is in the process of getting Midwest engagement, and is garnering interest from other regions as well. Peter has been integrally involved in the initiative as well.
- Amruta recently completed analysis on emissions, energy, and cost savings of HPWH in California that showed if the HPWHs are not grid-connected, they don't realize the same savings.

#### State of Play Continuation

- Relating to HPWHs, USGBC has been focusing on the global warming potential of refrigerants. Even with the best intentions of regulations, refrigerant recovery does not always happen. There needs to be a robust recovery or takeback program.
- At the same time, manufacturers have very little incentive to build HPWHs due to very low market share nationally. The last thing we want to do is impose something like an alternative refrigerant requirement. We do need to acknowledge the backend of the cycle - thinking ahead as a utility, sustainability, community, how do we recycle these products when they do start to fail?

## **Bylaws Updates and Additions**

### **3.2 - Number**

“The board of directors shall consist of not less than five (5) nor more than eighteen (18) directors.”

### **3.4 - Terms of Office**

The board of directors may invoke a one (1) year extension of a board officer’s term if they are without a replacement.

### **3.14 - Participation**

In the event of circumstances which prevent in-person meetings due to health or safety, board meetings will be held virtually, and the in-person attendance requirement will be waived.

### **4.3 - President**

The outgoing President may remain on the Board in a non-voting President Emeritus role for one (1) year to be used as a transition period.

### **5.5 - Diversity Committee**

The Diversity Committee leads and supports diversity, equity, and inclusion efforts for the Board, staff, partnerships, and programs.

### **6.1 – Contracts**

Per Resolution 20-4, dated June 1, 2020, Ralph DiNola is granted authority to sign all contracts for New Buildings Institute with the exception of deeds, mortgages, bonds, and other evidence of debt.

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### **Potential Elements of Meaningful Board Participation:**

- Committee participation
- Fundraising and/or other activities to benefit the organization
- Act as an ambassador for the organization
- Engagement between Board meetings
- What else?

## **Board Manual**

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Personnel Practices Manual

Accounting & Financial Policies and Procedures Manual

# NBI Strategic Plan for FY 2020-2023

Board of Directors Summary - October 8, 2020

## Vision

A transformed built environment that is carbon-free, sustainable, and energy-efficient and supports thriving economies that benefit all people and the planet.

## Mission

To achieve better buildings that are zero energy, zero carbon, and beyond – through research, policy, guidance and market transformation – to protect people and the planet.

## NBI Values

NBI current values include: Effective, Focused, Collaborative, and Informed. Staff is currently undergoing an internal process to update these values. Results will be shared with the Board of Directors as they become available.

NBI aims to achieve excellence in both [Programs](#) and [Operations](#) as outlined in further detail below.

## Long-Term Programmatic Outcomes

- Zero carbon buildings in the United States are required in new construction by 2030;
- Existing building energy consumption is cut in half by 2040;
- Operational carbon emissions are eliminated from buildings by 2050;
- Embodied carbon emissions are significantly reduced by 2050; and
- Racial justice and social equity are prioritized in this transition.

## Key Themes

In this strategic plan, the following key themes overlay all NBI's work and communications:

- **Existing buildings** - NBI is about more than new buildings. We are also at the forefront of accelerating market transformation in *existing* buildings.
- **Carbon** – NBI has a long history with net zero energy buildings. Now we are facilitating the market's understanding of the relationship between energy and carbon.
- **Building-Grid Connection**– NBI is leading market stakeholders in making a broader connection between building-scale and grid-scale opportunities to reduce carbon.
- **Equity** - NBI promotes equity, health, affordability & workforce development in the narrative and in the process.

## Programmatic Excellence

NBI's Programmatic Goal is to support and accelerate an equitable transition to a low-carbon future in all new and existing buildings. NBI's three program areas bring research, resources, and solutions to support the foundations of zero carbon building policies and to advance our mission.

### 1. Getting to Zero Leadership and Market Development

*GOAL: Drive to scale in the buildings market by facilitating the conversation among industry leaders, expanding the use of best practices, research, guidance and innovations in technologies, and garnering support for market adoption that leads to advanced policies and programs.*

*Strategies:*

- Increase awareness among building market actors about the relationship between energy and carbon
- Stoke the market and demonstrate scale in the zero energy and zero carbon buildings market
- Increase awareness by culturally specific and environmental justice organizations about the connection between buildings, health, affordability, jobs, and climate
- Increase the number of utility-sponsored, zero energy programs
- Support portfolio owners in reducing energy and carbon emissions in their portfolios

### 2. Building and Program Innovation

*GOAL: Accelerate development of advanced technologies, practices and program integration through research, leadership, guidance, tool, and metric development.*

*Strategies:*

- Serve as a leader in building electrification
- Accelerate technology research, development, and deployment of electric heat pump water heaters (HPWH)
- Increase deep energy retrofits that support owners and occupants and prep the market for existing building energy and carbon policies
- Provide technical expertise so buildings are characterized by both energy and grid-scale carbon impacts
- Accelerate technology research, development, and deployment of electric heat pump water heaters

### 3. Codes and Policy Advancement Program

*GOAL: Equitably change the way all buildings are designed, constructed, renovated, and operated to achieve zero energy and carbon neutrality*

*Strategies:*

- Develop solutions to gain efficiency in codes and policies
- Support equitable decarbonization in codes and policies
- Develop and support stretch code adoptions
- Advance existing building policy solutions

## Operational Excellence

NBI's Operational Excellence goal is to provide structure, support, policies, and guidance to facilitate effective staff development, productivity, retention, and well-being. Operational excellence has six primary categories, each with their own objectives and strategies. These include:

### 1. Board of Directors

*Goal: Exercise due care and hold the best interest of NBI as the highest priority*

*Strategies:*

- Maintain and grow NBI's leadership, influence, and impact in the industry
- Financially support the organization and help connect staff with opportunities and resources
- Ensure the health, well-being and financial security as Fiduciary
- Increase diversification of membership across identified key areas: diversity, funding, policy, markets, industry leadership, geography, skills and experience

### 2. Administration and Finance

*Goal: Streamline internal processes to improve organizational effectiveness*

- Deliver industry best practices in finance, budget and contract management
- Develop and utilize streamlined administrative procedures to improve organizational effectiveness
- Develop and implement policies regarding decision-making, roles and responsibilities to improve clarity

### 3. Human Resources

*Goal: Ensure NBI's hiring, compensation, and performance management processes are designed and executed to align with and maximize our staff's performance*

*Strategies:*

- Maintain a positive, values-based work environment
- Recruit and retain a diverse work force with excellent hiring, onboarding, performance review processes
- Ensure NBI salary/benefits packages are equitable and competitive
- Support the growth of current and future NBI staff with mentoring, professional development and proactive succession planning that ensures transparency, clarity, and reduces risks and challenges related to staff turnover

### 4. Development

*Goal: Provide a steady, stable, diversified stream of funding for NBI that supports efforts to achieve our mission, vision and strategic objectives*

*Strategies:*

- Grow philanthropic funding by working with targeted group of foundations and Donor Advised Fund (DAF) managers
- Work with repeat clients and respond to RFPs for consulting to support NBI strategic goals
- Pursue sponsorship revenue for NBI projects, initiatives, GTZ Leadership Circle and Forum
- Explore new funding sources for evolving topics like electrification and decarbonization

## 5. Project and Program Management

*Goal: Plan, execute and deliver high quality work to clients on time and on budget*

*Strategies:*

- Best in class management and delivery of projects
- Establish clear roles and responsibilities for projects, especially for project leadership and management
- Leverage learnings from one project to the next
- Billable targets are understood by staff members and consistently met
- Communication Team members are integrated into projects

## 6. Communications

*Goal: NBI communications demonstrate leadership in the market and influence key stakeholders and decision makers.*

*Strategies:*

- Best in class management and delivery of projects
- Establish clear roles and responsibilities for projects, especially for project leadership and management
- Leverage learnings from one project to the next
- Billable targets are understood by staff members and consistently met
- Communication Team members are integrated into project