



NEEP 2019 Board Orientation

March 25, 2019

Scott Johnstone, Board President

Sue Coakley, Executive Director

ORIENTATION TOPICS



- About NEEP
- Strategic 2019-2021 Agenda
- Value Proposition
- 2019 Projects
- 2019 Events
- Stakeholder Engagement
- 2019 Budget & Funding
- NEEP Corporate Restructuring 2017
- NEEP Staff
- NEEP Board of Directors
- Board Members & Responsibilities
- Board Committees
- Board Liability Insurance
- Board Approved Policies & Procedures
- Board Private Portal
- Board Meeting Schedule

About Northeast Energy Efficiency Partnerships

A non-profit, non-partisan organization accelerating energy efficiency



Vision

We envision the region's homes, buildings, and communities transformed into efficient, affordable, low-carbon, and resilient places to live, work, and play.

Mission

We seek to accelerate regional collaboration to promote advanced energy efficiency and related solutions in homes, buildings, industry, and communities.

Goal

Assist the Northeast and Mid-Atlantic region to reduce building sector energy consumption 3% per year and carbon emissions 40% by 2030 (*relative to 2001*).

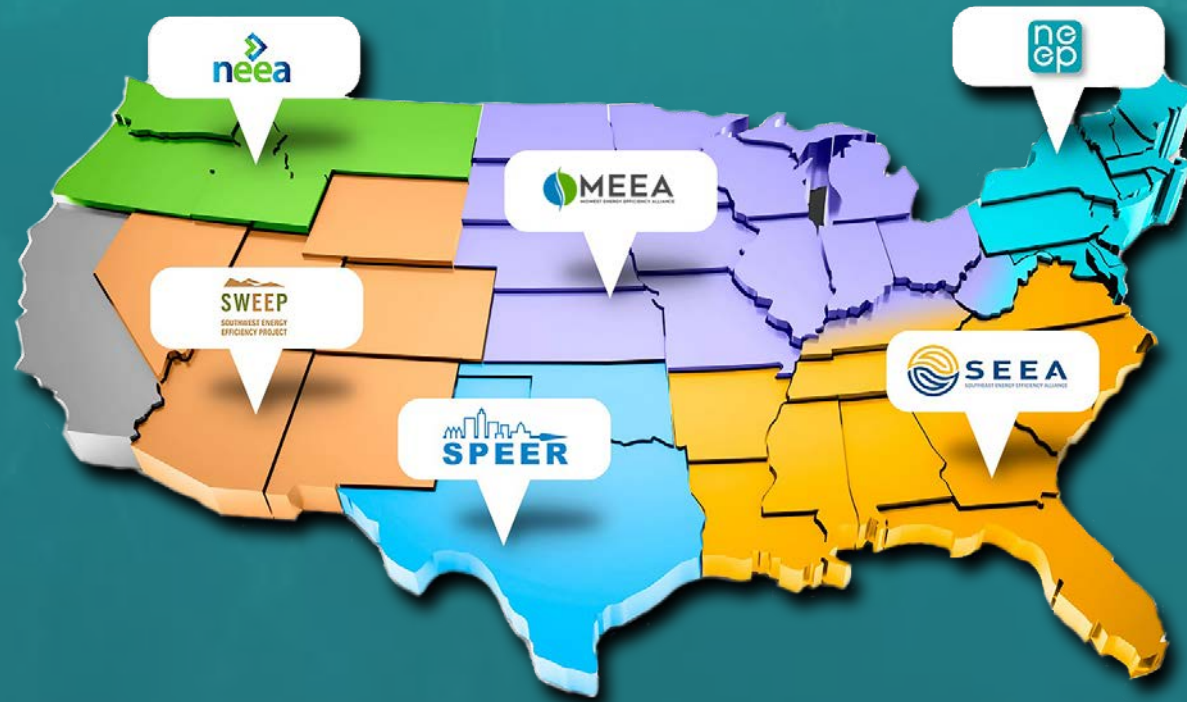
Approach

Drive market transformation regionally by fostering collaboration and innovation, developing tools, and disseminating knowledge.



About NEEP

A Regional Energy Efficiency Organization



One of six REEOs funded in-part by U.S. DOE
to support state and local efficiency policies and programs

20+ Years of Regional Market Transformation To Advance Efficiency



| | |
|-------------|--|
| 1996 | NEEP founded as 501(c)3 with ENERGY STAR® grant matched by utility sponsorships – New England, New York, and New Jersey |
| 1997 | Market Transformation framework, analyses, and first regional projects: Residential Lighting, Clothes Washers, Motors, and Commercial RTU |
| 1998 | DesignLights Consortium, Building Codes, Public Policy Outreach |
| 2002 | High Performance Schools, State & Federal Appliance Standards, End NJ Gas & Electric Utility Collaborative |
| 2004 | MT Success! Motors, Clothes Washers, Commercial HVAC |
| 2006 | 10 th Anniversary! Added NEEP Summit & Business Leaders Recognition Program |
| 2008 | Regional EM&V Forum, Bldg. Energy Rating & Disclosure, DesignLights Consortium - Advanced T-8 Systems, High Performance Public Buildings |
| 2010 | DLC SSL Qualified Products List, TopTen USA, ARRA, NJ & ME leave NEEP |
| 2012 | Net Zero Energy Public Buildings, Multifamily Retrofit, US DOE REEO Cooperative Agreement, Regional EE Database (REED), DC as NEEP Sponsor |
| 2017 | EM&V 2.0, Building Energy Codes Compliance, Home Energy Labeling Information eXchange (HELIX), Industrial EE (SEM), Commercial HVAC, Streetlighting, Strategic Electrification, West Virginia as an Ally |

NEEP Region: Market Size Matters



NEEP States



Texas



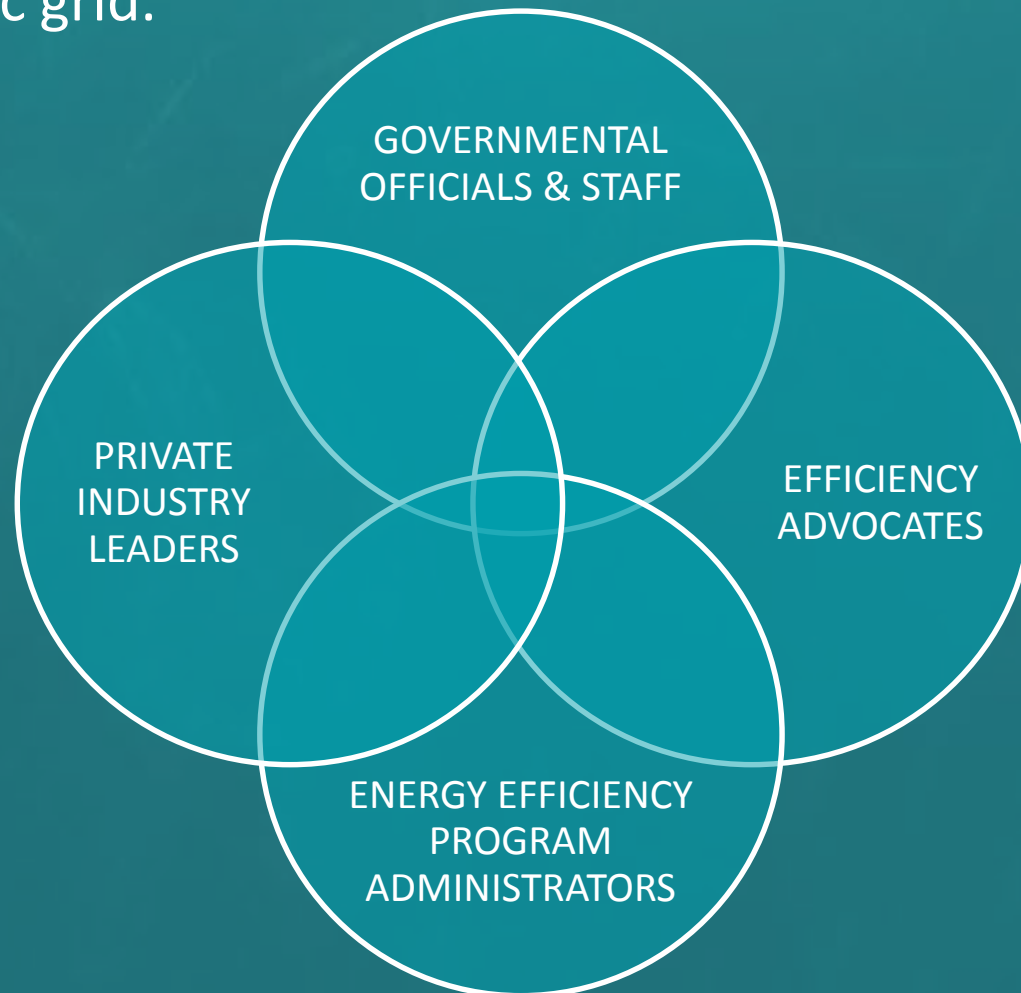
California

| Population (2010) | Natural Gas Sales (2013) | Electricity Sales (2014) | GDP (2013) |
|-------------------|--------------------------|--------------------------|----------------|
| 62,590,449 | 2,598 Bcf | 569 TWh | \$3.9 Trillion |
| 25,145,561 | 1,925 Bcf | 379 TWh | \$1.5 Trillion |
| 37,253,956 | 1,513 Bcf | 259 TWh | \$2.2 Trillion |

- The population, energy consumption, and gross domestic product in NEEP states exceeds the population and energy consumption in Texas and California—the largest energy markets in the U.S.
- The region’s expansive energy landscape creates an environment where market transformation efforts can rapidly scale and have an impact not possible elsewhere in the country.

Deep and Broad Partnerships

NEEP’s core audiences and partners are states, local government, industry, and advocates leading the way for advanced energy efficiency and low-carbon building solutions responsive to the needs of customers and the electric grid.

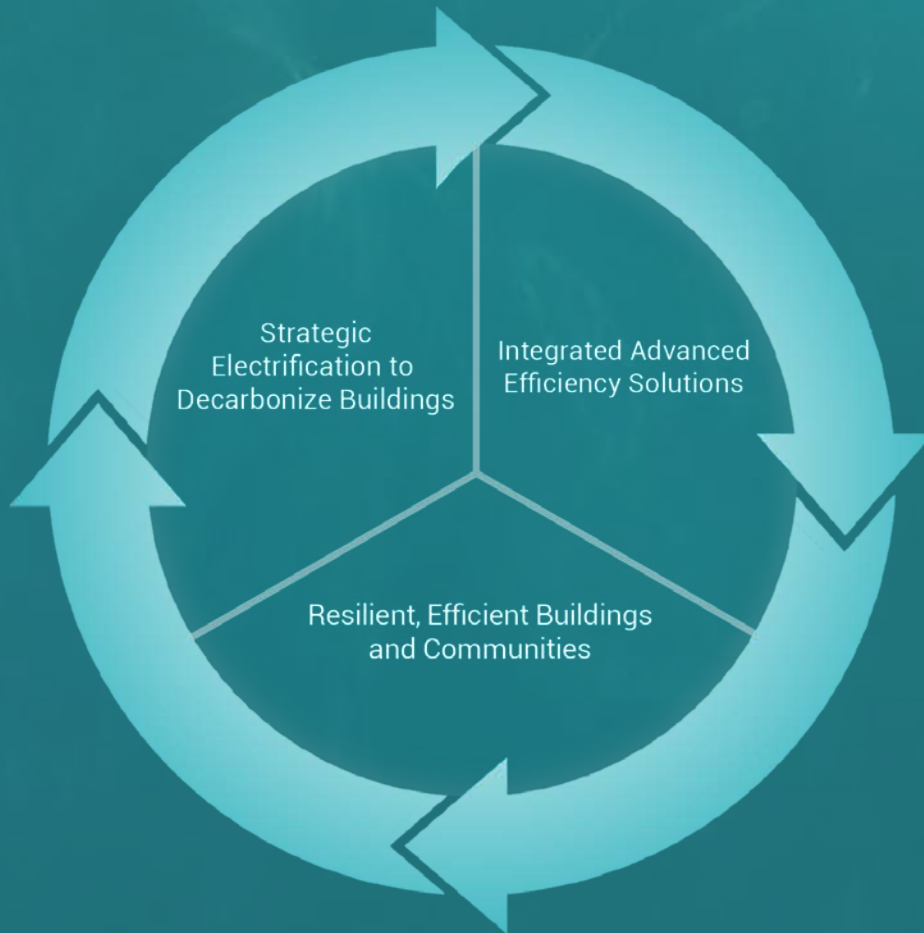


NEEP's Advanced Efficiency Strategic 2019-2021 Agenda



Advanced Efficiency and Decarbonization Leadership Network

Assist the Northeast and Mid-Atlantic region to reduce building sector energy consumption three percent per year and carbon emission 40 percent by 2030 (relative to 2010).



NEEP Products & Services

Events, Stakeholder Engagement, Learning Exchange

Regional Market Transformation Strategies

Research, Progress Tracking, Analysis, Reports, Case Studies

Best Practice Guidelines, Tools, Technical Assistance and Resource Centers

NEEP's Value Add



Advance Regional Market Transformation Opportunities:

Engage support for, recommend, track, and report progress of regional market transformation initiatives that drive innovative advanced building energy efficiency and decarbonization solutions.



Provide Independent Analysis and Technical Expertise:

Conduct independent analysis and serve as a technical expert on energy efficiency potential, best practices, impacts, and integration with other demand-side resources to decarbonize buildings.



Advance Knowledge and Best Practices: Distribute regional best practice information resources and serve as a regional network for advanced building energy efficiency and decarbonization.



Engage and Empower Stakeholders: Forge partnerships and bring stakeholders together to develop, advance, accelerate, and integrate building energy efficiency and decarbonization solutions. Coordinate with and leverage resources from relevant national & regional efforts.

NEEP's 2019 Strategic Program Focus



A. Advanced Efficiency & Decarbonization Leadership Network



A virtual regional center for learning and sharing best practices among thought leaders on policy, programs, and market-based solutions to drive progress towards an energy-efficient, resilient, and affordable low-carbon economy, with state and local progress dashboards and exemplars to highlight successes and opportunities for collaboration.

B. Efficient, Resilient Buildings and Communities



To rapidly scale up market momentum across the region for low-carbon solutions, and support the expansion and success of community initiatives for resilient, healthy, efficient, low-carbon buildings and communities across the region to achieve major energy savings.

C. Smart, Efficient, Low-Carbon Building Energy Solutions



Engage stakeholders and collaborate with others to catalyze market transformation for advanced efficiency, smart strategic electrification technologies, and other building decarbonization solutions through public policy, research, collaboration, programs, and partnerships to leverage regional-scale impacts.

NEEP's 2019 Projects

A. Advanced Efficiency & Decarbonization Leadership Network



NEEP Summit and Building Decarbonization Leadership Forum:

Bringing together a diverse cross-section of stakeholders and leaders to inspire, learn, and catalyze regional-scale efforts to accelerate advanced, integrated energy efficiency.



Advanced EM&V, Forecasting & Planning Solutions:

New approaches and information to forecast, assess, and evaluate the impact and value of efficient, demand-side resources, programs, and policies to address growing interest in building decarbonization, electrification, and buildings as grid assets.



State & Local Policy Tracking and Technical Assistance:

Tracking, analyses, reports, and technical assistance to help state and local government adopt public policies that reduce building sector energy consumption 3% per year and carbon emissions 40% by 2030.

B. Efficient and Resilient Buildings & Communities



Efficient, Resilient Community Pathways and Resources:

Best practice guidance, peer information exchange, and technical assistance to advance resilient, energy efficient, low-carbon public buildings and communities.



Building Energy Codes & Benchmarking:

Assisting states and communities to save energy, reduce costs, decrease emissions, improve resiliency, and strengthen workforce development through best practices in building energy code adoption, enforcement, compliance benchmarking, and home energy labeling.



Home Energy Labeling Information eXchange (HELIX):

Third year of a Vermont-hosted, U.S. DOE-funded initiative to automate the availability of home energy scores and ratings to make the energy efficiency of homes visible and understood at time-of-sale.

C. Smart, Efficient, Low-Carbon Energy Solutions:



Air-Source Heat Pumps and Smart Controls:

Accelerating market adoption of high-efficiency residential and commercial air-source heat pumps, smart controls, and services with thermal efficiency improvements that provide deep energy savings and carbon reduction while enabling real-time load management to support efficient, reliable grid operation.



Smart Energy Homes:

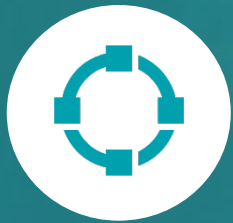
Enabling residential decarbonization by transforming homes to be efficient and flexible grid assets.



Smart, Low Carbon Commercial and Industrial Solutions:

Accelerating adoption of high-efficiency technologies, practices, and business models that provide integrated commercial and industrial sector solutions that increase efficiency and productivity, reduce costs and carbon emissions, and respond to grid needs.

C. Smart, Efficient, Low-Carbon Energy Solutions *(continued)*:



R&D Connector – Buildings as Grid Assets:

Supporting the advancement of smart, energy efficient homes and buildings as flexible grid assets through shared learning and coordinated research and development.



Federal and State Appliance Efficiency Standards:

Supporting minimum product efficiency standards that lock in long-term energy and carbon emission savings enabled by regional and national market transformation activities

See Project Briefs at: <https://neep.org/about/program-portfolio>

Many projects include a topical working group and event



NEEP's Advanced Efficiency Leadership Network



A regional coalition of individuals and organizations willing, committed, and resourced to accelerate advanced building energy efficiency as a key pathway to reduce carbon emission reductions 40% by 2030

NEEP Board of Directors

- **NEEP Governance:** Organizational Strategy, Policy, Funding, and Fiscal Oversight

NEEP Leadership Forums

- **Thought Leadership:** A topical regional dialogue that connects key audiences and thought leaders to advance NEEP's mission and long-term goals

NEEP Topical Working Groups

- **Market Transformation:** Inform development and coordinate implementation of NEEP topical long-term market transformation strategies

2019 NEEP In-Person Events



| Name of Event | Location | Date |
|--|----------------|--------------|
| 1. High Performance School Tour | Lunenburg, MA | April 17 |
| 2. EM&V Annual Public Meeting | Providence, RI | May 21 |
| 3. ASHP Market Transformation Workshop | Woburn, MA | June 18 & 19 |
| 4. R&D Connector: Buildings as Grid Assets | Brooklyn, NY | August 27 |
| 5. <i>NEEP 2019 Regional Summit</i> Electrification Symposium: Pathways to Decarbonization in the Northeast <i>Co-hosted with EPRI and NESCAUM</i> | Brooklyn, NY | August 27-29 |
| 6. M&V 2.0 Workshop | NH | October |
| 7. Northeast Strategic Energy Management Collaborative Workshop | Albany, NY | November |

For more information visit neep.org/events



2019 NEEP REGIONAL WORKING GROUPS



1. Regional Air-Source Heat Pump Working Group *with:*
 - Program Administrator Advisory Sub-Committee
 - Industry Advisory Sub-Committee
 - Variable Refrigerant Flow Sub-Committee
 - Consumer ASHP Buying/Installer Guidance Sub-Committee
2. Regional Smart Energy Homes Working Group
3. Regional C&I Strategic Energy Management Initiative Working Group
4. Regional “R-22 Phase-out” Working Group
5. Regional Buildings as Grid Assets R&D Advisory Committee
6. Regional Appliance Standards Project Working Group
7. Regional Public Buildings, Schools & Communities Working Group *with:*
 - MA, NH, and RI High Performance Schools Working Groups
8. Regional HELIX Advisory Committee
9. Regional Home Energy Labeling Stakeholder Group
10. Regional Building Energy Codes Working Group *with* MA Getting to Zero Group
11. Regional Advanced Efficiency EM&V Solutions Working Group

Join NEEP's Regional Efficiency Leadership Network



Join the Conversation



Attend a NEEP event.
Visit neep.org/events.



Join a NEEP working group to inform our work and share best practices.



Subscribe to NEEP Notes to stay informed.
Visit neep.org.



Use our library of toolkits, reports, and guidance docs at neep.org/resources.

Join NEEP's Regional Efficiency Leadership Network



Join Our Allies Program



The NEEP Allies Program is an opportunity for organizations or corporations to join our diverse network of energy efficiency stakeholders. Benefits include:



Access: Participate in NEEP's regional network of efficiency leaders and stakeholders. Receive a package of complimentary passes to NEEP events and access to the NEEP Allies contact list.



Intelligence: Stay informed with NEEP expert perspectives and guidance on regional efficiency trends and hot topics through weekly policy updates and bi-monthly webinars and newsletters.



Visibility: Use NEEP tools and resources to promote your organization through our website, blog, industry calendar, and social media.

Join NEEP's Regional Efficiency Leadership Network



Support NEEP

By supporting NEEP, you would position your organization as a leader in your industry, and our recognition package would gain you visibility in front of your target markets.



Fund A Project



Sponsor An Event

Become a NEEP State Partner



2019 Budget = \$3.3 Million

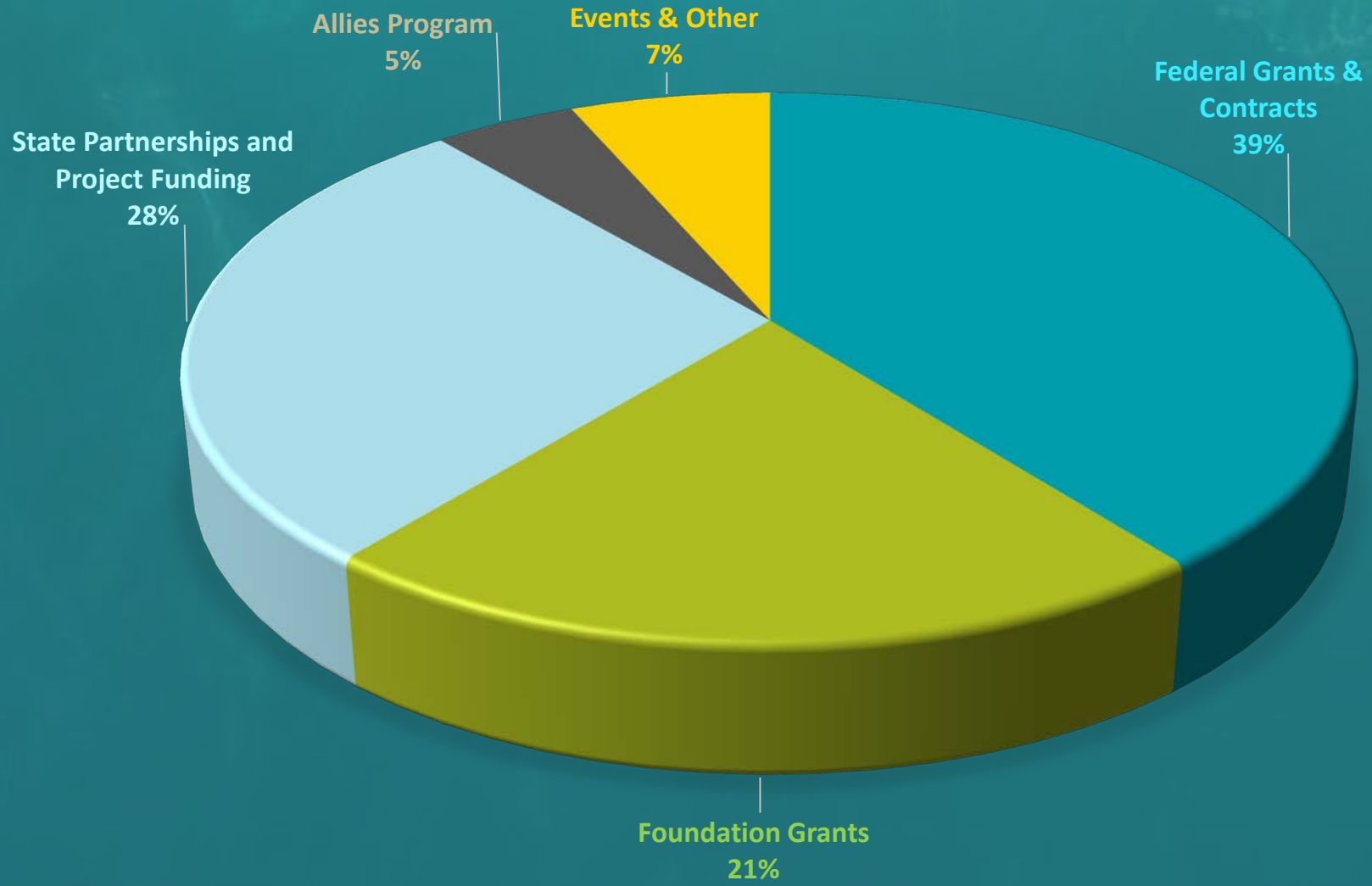


| Northeast Energy Efficiency Partnerships, Inc. | | |
|---|------------------|------------------|
| Organizational Budget | | |
| REVENUE | 2018 Actual* | 2019 Budget |
| Federal Grants & Contracts | 308,300 | 312,800 |
| National Lab Contracts | 604,800 | 959,100 |
| Foundation Grants | 287,500 | 692,900 |
| Project Funding | 705,900 | 899,500 |
| Allies Program | 151,000 | 150,000 |
| Events & Other | 192,300 | 210,000 |
| Contracted Services & Other | 659,800 | |
| Total Revenue | 2,909,600 | 3,224,300 |
| EXPENSES | | |
| FTE | 20.1 | 20.3 |
| Salary & Fringe | 2,165,700 | 2,225,000 |
| Consultants & Prof. Services | 621,100 | 437,300 |
| Occupancy costs | 230,400 | 248,000 |
| Travel, Confs, Meetings & Events | 203,100 | 289,000 |
| Supplies, Print & Other | 60,200 | 120,000 |
| | | |
| Total Expenses | 3,280,500 | 3,319,300 |
| | | |
| Balance (Use of reserves) | (370,900) | (95,000) |
| *Actual results are as of 2/11/19 and for internal/reporting purposes only. Financial statements for fiscal year 2018 are not final until audited (March 2019). | | |

2019 Revenues = \$3.2 Million

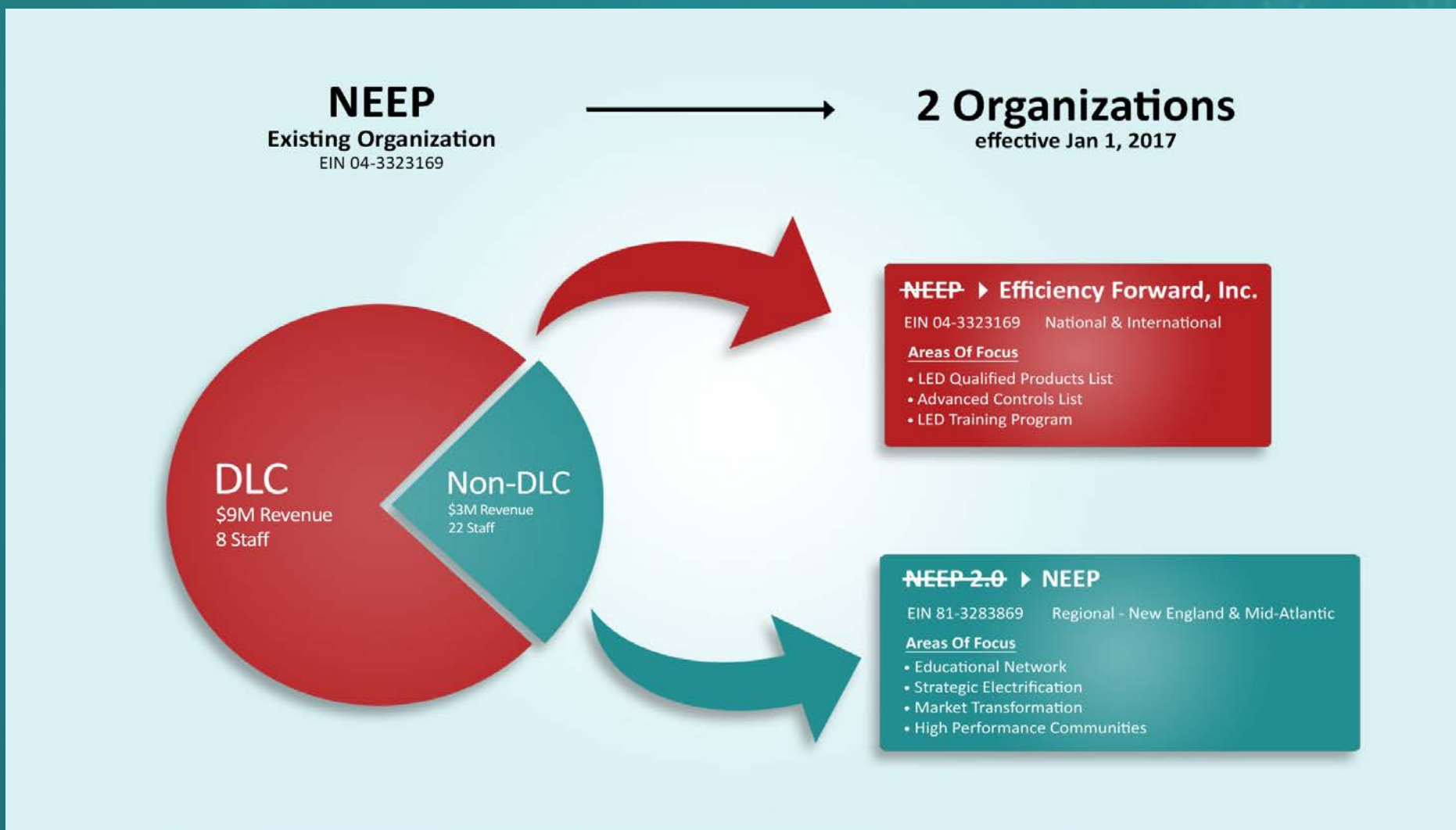


2019 BUDGET BY FUNDING SOURCE



NEEP Corporate Restructuring - 2017

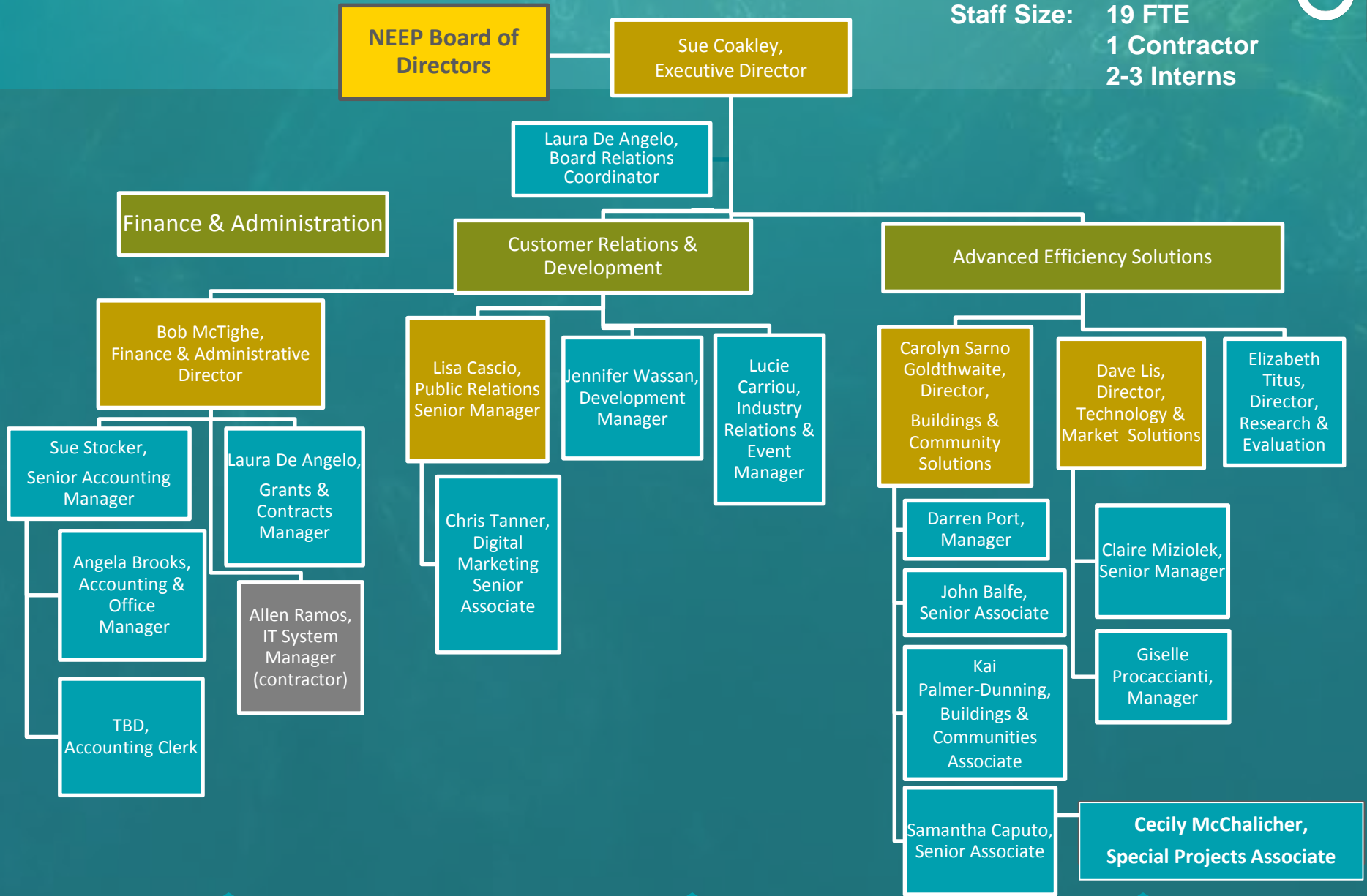
- DesignLights Consortium Success → Created Two Separate Organizations
- DLC/Efficiency Forward Kept NEEP Tax ID → NEEP Began Anew 1/1/2017



NEEP Organizational Chart – March 2019



Staff Size: 19 FTE
1 Contractor
2-3 Interns



Support the Work

Get the Work

Organize and Do the Work

NEEP 2019 Board of Directors



Board Officers



President
Scott Johnstone



Vice President
Steve Cowell



Clerk
Rich Sedano



Treasurer
Steve Nadel



Executive Director
Sue Coakley

Ex-Officio Member

Board Members



Barry Coflan



Eric Dubin



Vignesh
Gowrishankar



Julia Hamm



Janet Joseph



Kelly
Speakes-
Backman



Ed White

BOARD MEMBER RESPONSIBILITIES

A. OVERALL BOARD ROLES & RESPONSIBILITIES

- Establish a strategic plan to guide project and business development activities for NEEP.
- Establish policies and priorities for NEEP in the context of its mission and strategic plans.
- Execute authority to hire, evaluate, and, as appropriate, reward or dismiss the Executive Director. Assure appropriate succession plans are in place.
- Delegate management of the activities of the corporation to the Executive Director, and provide ongoing supervision, direction, and support for the Executive Director.
- Ensure fiscal integrity of the corporation through appropriate fiduciary review of monthly and quarterly activity and through annual audit functions.
- Support efforts of the Executive Director (and other designated NEEP staff) to identify and secure revenues necessary to fund NEEP activities.
- Ensure integrity of the internal workings of the Board through the recruitment and orientation of Board members, establishing a functional committee structure, effectively monitoring the work of the communities, and maintaining and updating the corporate By-Laws as necessary.
- Publicly represent and support NEEP.

BOARD MEMBER RESPONSIBILITIES



B. INDIVIDUAL BOARD MEMBER ROLES & RESPONSIBILITIES

- Attend all meetings of the Board, carefully reviewing materials sent in advance, and actively participating in the deliberations and decisions of the Board.
- Serve on at least one committee of the Board, and ideally, no more than two committees.
- Provide positive feedback and constructive criticism internally, and positive representation externally.
- Within the bounds of ethical or job-related constraints, participate in fundraising and educational activities for NEEP projects (e.g., participating in job interviews with or site visits to grant-making institutions).
- Make available to NEEP, through specified and appropriate channels, any special skill or knowledge that is relevant to NEEP's mission.
- Coordinate NEEP activities with other energy and environmental organizations.

BOARD COMMITTEES

Executive Committee



- Scott Johnstone, Chair
- Steve Cowell
- Rich Sedano
- Steve Nadel
- STAFF: Sue Coakley & Laura De Angelo

Finance & Development Committee



- Steve Nadel, Chair
- Eric Dubin
- Vignesh Gowrishankar
- Julia Hamm
- STAFF: Sue Coakley, Bob McTighe & Sue Stocker

Audit Committee



- Ed White, Chair
- Barry Coflan
- STAFF: Bob McTighe & Sue Stocker

Governance Committee



- Scott Johnstone, Chair
- Barry Coflan
- Rich Sedano
- Ed White
- STAFF: Sue Coakley & Laura De Angelo

BOARD COMMITTEES

Executive Committee – Meets Quarterly

- Chaired by the Board President, includes Board Officers
- Manages the work of the Board
- Ensures that information and decisions are presented to the Board for review and approval in a timely and efficient manner
- Ensures that appropriate follow-up action is taken
- Directs NEEP's strategic plan and annual business plan development & recommends plans for Board approval
- Oversees organizational evaluation
- Oversees the annual cycle of program development, planning, and evaluation to implement NEEP's strategic plan
- Assures that the Board is aligned and engaged in the work of the Advanced Efficiency Leadership Network
- Responsible for progress and action on Topics 2 & 4 of the 2018 Board Development work:
 - Revisit Board Policymaking Role and Program Focus
 - Understand and Engage with NEEP's AELN Leadership Forums



BOARD COMMITTEES

Governance Committee – Meets Quarterly

- Chaired by the Board Vice President (President for 2019)
- Responsible for the health and functioning of the Board
- Recruits and nominates new members
- Evaluates the performance of the Board itself
- Orients, trains, and educates Board members
- Produces Board materials, such as Board books
- Responsible for assuring progress is made on Topic 1 of the 2018 Board Development work:
 - Address Gaps & Recruit Board Members – Profile/constitution/skills to address our priorities and needs (continually updating)



BOARD COMMITTEES

Finance & Development Committee – Meets Quarterly

- Chaired by the Board Treasurer
- Ensures NEEP's financial integrity and accountability
- Establishes financial procedures and personnel policies
- Oversees all aspects of NEEP's fundraising efforts to generate revenues to meet annual budget requirements
- Responsible for Topic 3 of the 2018 Board Development work:
 - Clarify Board fundraising role to secure needed resources
 - Build knowledge among the full Board in development work
 - Set expectations of Board members relating to fundraising



BOARD COMMITTEES

Audit Committee – Meets Twice per Year

- Includes Board and non-Board members who have no financial interest or conflict of interest with the organization
- Oversees the process of financial audits for NEEP
- Recommends to the Board retention of qualified audit firms with the requisite skills and experience to carry out the auditing functions for NEEP



BOARD LIABILITY & INSURANCE

- Directors and Officers can be held personally and individually liable for their actions, or lack of actions, in managing NEEP
- Non-profits face narrower range of liabilities, but still are vulnerable to liability and employee lawsuits
- Potential liabilities for non-profit directors and officers include:
 - Liability for breach of duty to the organization
 - Third-party liability in which persons who suffer some injury from the corporation seek to hold directors and officers personally responsible
 - Government enforcement actions
- NEEP Articles of Organization indemnify Officers and Directors → holds harmless for actions and decisions made on behalf of the corporation unless negligence
- NEEP maintains Directors and Officers Liability Insurance in the event of a lawsuit: ***\$1 million coverage each – Directors & Officers, Employment Practices, Fiduciary Liability***

ADDITIONAL INFORMATION AVAILABLE AT THE NEEP BOARD PRIVATE WEB PORTAL



Organizational Info, Policies & Procedures

- NEEP Articles of Organization
- Conflict of Interest Policy
- Annual Conflict of Interest Form
- Directors & Officers Liability Insurance
- Anti-Trust Guidelines
- Financial Procedures
- Whistle-Blower Policy
- Document Retention Policy
- Diversity & Inclusiveness Plan
- Personnel Policies
- Staff Sabbatical Leave Policy
- Variable Compensation Plan

NEEP Strategic Plan Information

- 2019-2021 Strategic Agenda

ACCESSING THE BOARD PRIVATE WEB PORTAL



- Go to: <http://www.neep.org/board-of-directors-login?destination=board-of-directors>
- To log in:
 - **Username:** Board Member's Full Name
 - **Password:** neep1996!

The screenshot shows the NEEP website header with navigation links: ABOUT NEEP, INITIATIVES, EVENTS, BLOG/ NEWS ROOM, NETWORK, RESOURCES, and a search bar. The main banner features the NEEP logo and the text "Northeast Energy Efficiency Partnerships" on a green background, with "BOARD OF DIRECTORS' MEETING" in large white letters. To the right is a photograph of a sunlit forest. Below the banner, the text reads: "NEXT MEETING: Tuesday, November 21, 2017 | 9:00 AM - 3:00 PM" and "At NEEP's Office & Via Video Conference:". A link is provided: "To join the meeting on a computer or mobile phone: <https://bluejeans.com/560162405?src=calendarLink>". A box titled "MEETING MATERIALS - NOVEMBER 21, 2017" contains two items: "Agenda for November 21, 2017 Meeting" and "Summary of Decisions and Action Items From November 21, 2017 Meeting". On the right, a sidebar titled "BOD PRIVATE PORTAL" lists: Overview, Board of Directors' Meeting, Audit, Executive, Finance & Development, and Governance.

2019 BOARD MEETING SCHEDULE



| Mtg. Type | Date | Preliminary Agenda Topics |
|---|------------------------------|--|
| Quarter 2 2-hour Webinar | April 12 10:00 – 11:30 | <ul style="list-style-type: none"> • Welcome New Board Member -Kelly Speakes-Backman • Review 2018 Financial Report & Organizational Accomplishments • Review 2019 Revenue Status & Recommendations for Budget Management • Approve Updated Emergency Executive Director Succession Plan • Consider Board Member Candidates for Approval • Review and Discuss Plan for 2019 NEEP Summit and Leadership Forum |
| Quarter 2 In-Person | June 13 9:00 – 5:00 | <ul style="list-style-type: none"> • Welcome two new Board Member(s) • Review 2018 Financial Audit for Approval • Review 2019 Budget & Revenue Reports – Focus on New Revenue Models • Review Diversity & Inclusion Scorecard & Committee Report • Discuss strategies and progress for regional momentum for building decarb • Discuss strategies to strengthen Mid-Atlantic State participation • Review for Approval Board Multi-Year Succession Plan • Complete Executive Director's Performance Review |
| Quarter 3 2-hour Webinar | Sept 17 10:00 – 11:30 | <ul style="list-style-type: none"> • Review 2019 Budget and Revenue Reports • Review Executive Director's Report • Debrief NEEP Summit • Review High Level 2020 Program Goals & Plans |
| Quarter 4 In-Person | Nov 12 9:00 – 5:00 | <ul style="list-style-type: none"> • Welcome New Board Members • Review and Discuss Results of 2018 Leadership Forums and Summit • Receive 2018 Budget Report & Year-End Projection; Approve 2019 Budget • Approve 2018 Fundraising Report and Discuss 2019 Fundraising Plan • Receive and Approve 2019 Program Plan • Elect 2019 Board Officers and Approve 2019 Committees & Chairs |



**THANK YOU FOR YOUR LEADERSHIP TO KEEP
THE REGION A NATIONAL LEADER
IN ENERGY EFFICIENCY!**

**NORTHEAST ENERGY EFFICIENCY
PARTNERSHIPS**

Susan E. Coakley – Executive Director

scoakley@neep.org

781-860-9177, Ext. 112

81 Hartwell Ave., Lexington, MA 02421

www.neep.org