O2021Annual ReportOReimagining & Rebuilding Communities

From our Executive Director, Arah Schuur:

As NEEP enters its 27th year, we are energized by the need for an equitable transition to a clean, efficient, flexible energy future. Across NEEP's region – 12 Northeast and Mid-Atlantic states and the District of Columbia – homes, factories, and buildings are central to that transition. Not only do buildings continue to be one of the leading sources of greenhouse gas emissions, but buildings have the ability to create positive impacts on health and safety, affordability, and economic stability and growth.

2021 was a year of change for NEEP, for our region, and for the energy efficiency industry. At NEEP, we bid farewell to Sue Coakley, founder and shepherd of NEEP for 25 years, and respected thought leader on energy efficiency and the clean energy transition. After over a dozen years working in partnership with NEEP, I came on board in March of 2021 to lead the organization.

Across the region, we had a few setbacks, but many more steps forward. Groundbreaking policies centered equity and climate goals in energy efficiency program design. Technologies that were new and unproven in the region are now commonly utilized, and market adoption is constrained by supply challenges rather than concerns about technology risk.

Energy efficiency continues to get more complex. Gone are the clear differentiators between energy conservation, optimization, and other distributed resources. Regulatory and implementation frameworks are challenged to catch up with technology capacity and program models. Decarbonization of buildings relies not on individual widgets but on holistic design and intervention and on developing business models and workforce that can bring this to scale.

The Northeast and Mid-Atlantic region continues to lead, setting goals and pushing innovation to address challenges. With a sturdy foundation established over a quarter of a century, deep expertise, and strong relationships across the region and across the industry, NEEP is well-positioned to drive regional collaboration to accelerate this transition.

We are grateful for the leadership and collaboration of our partners, funders, and supporters who enable NEEP to focus on the highestimpact opportunities to forge alliance and collaboration to move our region together to an efficient, equitable, low-carbon future.



NEEP 2021 Overview

Vision

We envision the region's homes, buildings, and communities transformed into efficient, affordable, low-carbon, 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 at least three percent per year and carbon emission at least 40 percent by 2030 (relative to 2001).

Our **approach** is to drive market transformation regionally by fostering collaboration and innovation, developing tools, and disseminating knowledge.





Advance **Regional Market** Transformation Opportunities



Events, Stakeholder Engagement, Learning Exchange

NEEP Core Strategies





Provide Independent Analysis and **Technical Expertise**



Advance Knowledge and **Best Practices**



Engage and Empower Stakeholders

NEEP Products & Services



Regional Market Transformation Strategies



Research, **Progress** Tracking, Analysis, Reports, Case Studies



Technical Assistance and Resource Centers

NEEP CORE VALUES

As a mission-driven nonprofit, NEEP is motivated by a set of core values that underpin everything we do. These values are:

Collaboration

NEEP knows that strong, authentic partnerships are an important part of collaboration, and that engaging with a diverse range of partners on common goals is the best way to find the answers we need and to gain support for shared solutions. We meet people where they are at, convening and listening to concerned, committed individuals and organizations. Together we focus on innovative approaches to advance building energy efficiency and decarbonization to realize climate, health, economic, and well-being benefits for all.

Commitment

NEEP is committed to helping provide equitable access to clean, healthy, affordable energy solutions. And we know that "business as usual" won't solve the urgent problems we face. We're dedicated to promoting leadingedge approaches that work for all communities, particularly those experiencing the greatest impacts from climate change, economic inequities, and structural racism.



Ask any member of the NEEP team why they love working here, and they'll likely answer: Because NEEP cares. NEEP's staff and board are driven by a shared dedication to building a more sustainable future for all, and by a culture fueled on honest respect and appreciation for each other. We value shared learning, we offer assistance whenever and wherever we can, and we seek to improve people's lives.



NEEP believes that learning is essential, and that it is an ongoing process, both professionally and personally. We value getting the chance to learn as we go, both in our technical work and in our work on diversity, equity, inclusion, and justice. We know that we have plenty to learn and we seek to learn from our partners. Building strong, authentic relationships allows us to inform our work to center the experiences of varied perspectives, making it more impactful. We strive to be prepared for the unexpected, avoid shortsightedness, spark new ideas and viewpoints, and ask for help when we need it.

Community

Continuous Learning

DEIJ Work

Back in mid-2020, we found ourselves – like the rest of the country and world – dealing with COVID quarantine, shifting our office space to a virtual platform, and processing the flood of emotions that came in the wake of George Floyd's murder. Nearly two years later, we are in a world forever altered by both COVID and racial, economic, and social injustice demanding not only our attention but our action.

At NEEP, we believe that we have a responsibility to help combat injustices and make the benefits of energy efficiency more accessible to and impactful for all. This work requires new partnerships, program models, and goals. And during 2021, we took great strides in centering that work.

"Partnerships" is an integral part of NEEP's name. We regularly think about how we collaborate and who we bring together. We value diversity. However, we're a largely white organization in a largely white industry, and we know we have an imperative to do more. We find ourselves examining what it means to really center diversity, equity, and inclusion in our work, both internally and externally.

Words Matter

If we don't say it, we won't do it. Voicing our commitment, setting goals and a plan, and thinking about the ways we wanted change is how we started. We turned inward to assess our organizational culture, understand our competencies and biases, and develop shared language.

Actions Matter More

We know that talk is just talk until backed up by actions. We set aside resources – both human and financial – for this work, and we hired a consultant to support NEEP in the work. We went through trainings on a variety of topics, including emotional intelligence, implicit bias, and better understanding our own identities. We created space to have difficult conversations. We built tools and habits to help us better center diversity, equity, and inclusion in our external program work.

Humility Matters Most

This is hard, long-term work. It takes everyone. And it's not always going to feel good. We engage deeply and authentically, making this an organizational priority. We are committed to continuous learning and putting the needs of the people we serve first and foremost.

We also know that there are many organizations who have done wonderful work in this area, and we recognize that our own contributions are built on the work and wisdom of others. We acknowledge that the energy equity conversation has been ongoing for many years and that we are not experts.

We are committed to listening, learning, and doing in the space where equity and environment meet. And we know that supporting an equitable low-carbon future will take time, empathy, hard work, and courage. Most importantly, we know we don't have all the answers. We hope we can lead by example in our region and our field – and that means doing our part to continually educate ourselves on the principles of diversity, equity, inclusion, and justice. Along the way, we'll be compassionate with ourselves, with our audiences, and with our communities. We hope you'll join us on this journey.







Stakeholder Engagement and Collaboration

NEEP brings together a variety of stakeholders, including industry, efficiency programs, state and local government, U.S. DOE, U.S. EPA, national labs, advocates, and organizations serving underserved and historically marginalized communities, to build knowledge and understanding, to develop and advance long-term regional market transformation strategies, to accelerate the adaptation and adoption of successful efficiency models, and to advance efficiency policies and programs.

101,254

unique website visitors

1,251

unique working group participants

542 unique organizations participating in our working

385 +

webinar attendees

560+

event attendees

50 Allies

groups

Service Provider (SaaS, consultant, etc)







Technical Expertise

NEEP provides customized technical assistance to federal, state, and local government agencies, efficiency program administrators, industry, non-profits, and advocacy groups. This includes research, analysis, and comments in regulatory or other public policy proceedings or technical sessions.

24

new registered CAPEE users

fact sheets and case studies

guidance docs

NEEP provided technical assistance in

proceedings in New York, Maine, Massachusetts, Connecticut, New Jersey, and Maryland regarding energy efficiency and climate plans, policies, and programs



1 7

responses to requests for public comment



Smart Energy Homes and Buildings Policy Tracker

State	MA	NY	NJ	MD	RI	VT	NH	СТ	DC	ME	PA	WV	DE
Grid Modernization													
States with a Grid Modernization Plan	х	х			x								
Elements of Grid Modernization	х	x	x	x	×	x	x	x	x				
Proposed Grid Modernization	x	x	x	x	×	x	x	x	x				
Advanced Meter Infrastructure													
States with AMI Regulation/Legislation	x	x	x			x					x		
Proposed AMI					х		х	х					
Distributed Energy Resources													
Demand Response Regulation/Legislation	x	х	x	x	x	x	x	x	х		x		x
Proposed Demand Response Regulation/Legislation							x						
GHG Emission Target													
GHG Emission Target (Interim)	х	x		х	x	x	x	x	x	х	x		х
GHG Emission Target (Long Term)	х	x	x	x	x	x	x	x	x	x	x		
Decarbonization Roadmap/Climate Action Plan	х		x				x	x		x			
Electrification Target	х									х			
Time-of-Use-Rates	х	х		х	х		х		х		х		
Non-Wires Alternatives	х	x			×	x		x	x	x			
Workforce Development	x			x	×	x			x	x			

Tracking and Analysis

NEEP tracks and analyzes leading efforts, trends, policies and programs, and progress across the region to inspire and transfer learning.





NEEP Residential Labeling Dashboard



Residential Energy Labeling Dashboard

Select a State NEEP Region



Communities Commitments Tracker



Tools and Reports

NEEP undertakes research and develops reports in order to overcome barriers to accelerated deployment of solutions. This work, based on needs identified through work with stakeholders, includes targeted research, case studies, white papers, and briefs on topics including advanced technologies for retrofits, equity in program design and measurement, sustainable workforce development, and financing options.

4 Roadmaps and Implementation Guides

Implementation Guide: Establishing a Jurisdiction-Specific Cost-Benefit Test

nd equity policy goals that will require changes to current energy regulation a nodels. To help achieve these goals, states should consider altering their regulatory framewor ency and other demand response programs with mechanisms such as the cost-benefit test. Th ntation guide will examine how states can adopt a jurisdiction-specific cost-benefit test that aligns pergy efficiency, demand response programs, and long-term infrastructure planning with state climate and uity efforts, and considers the important issues of energy resiliency, environmental protection, and equit

What Are Cost-Repetit Tests?

Cost-benefit tests are used to assess the cost-effectiveness of various energy resources such as energy efficiency, pipes and wire infrastructure, and other distributed energy resources, to ensure rateoaver estments result in benefits for customers, utility systems, and society at large. State utility regulatory anning and energy efficiency program design proposals

PM presents five tests. Three of the tests = the Utility Cost Test. Participant Cost Test, and Ratenaver Impa Carve presents the tests. Intere of the tests – the Onliny Cost lest, Participant Cost, lest, and Natepare impe Measures Test – focus on costs from only one perspective: the utility, participant, or ratepayer. Two of the ti – Total Resource Cost Test (TRC) and Societal Benefits Cost Test (SBC) – take a more holistic view as the TRC combines the impacts for both the utility and participants and the SBC considers the same impacts as the TRC us the impacts to society as a whole

National Current Cost-Benefit Test Practices Based on CSPN



Implementation Guide: Statewide Deep Energy Efficiency Retrofits

Implementation Guide: Cap and Invest for Equitable Decarbonization

Advancing Zero Energy Schools: Trends and Considerations for State School Construction Programs

Stater are identifying deep energy efficiency retrofits as a key step to implement cost-effective climate a energy policy. These programs deliver benefits to both the grid and residents, including drastically lowering energy use, decarbonizing the energy supply, lowering energy bills, and improving the comfort, air quality, and durability of residents' homes. Despite recognizing these benefits, states are trying to determine how to deplo these programs on a statewide scale to achieve these goals. This implementation guide will examine how states ran create statewide deep energy efficiency retrofit programs that are accessible, incorporate state energy ar climate goals, and grow the clean energy workforce.

Deep energy efficiency retrofits offer a way to drastically reduce the energy use of existing homes. General these programs aim to save 50 percent or more of energy used in the home and include measures such as building shell improvements, insulation and air sealing, and upgrades to high-efficiency heating and cooling and hot water systems. Current energy efficiency programs that offer retrofits to customers, such as Home th Energy Star and the Weatherization Assistance Program, include only some measures typica to deep energy efficiency retrofits like simple building shell measures and replacing individual appliances. Du challenges with implementation mandates and cost effectiveness testing, some of the current highest performing energy efficiency retrofit programs achieve only 10-20 percent energy savings, compared to 50 percent for deep energy efficiency retrofit



Implementation Guide

States are setting climate goals that will sequire whole sectors of industry to drastically decarbonize. Th presents market transformation barriers, two of which are: 1) some of the necessary technology to make the shift still does not exist, and 2) it is likely there will be many different solutions. Cap and invest policies can be great tool to regulate carbon emissions without forcing specific solutions. Starting with the first-ever cap and rade program in 1990, emission pricing mechanisms – from carbon taxes to cap and trade – have served as a effective way to regulate industry emissions and encourage innovation to identify solutions. Now as state implement ambitious decarbonization plans, they can use cap and invest policy as a tool to regulate these

What are Er

The authority to create emission pricing mechanisms, such as emission taxes or cap and invest programs, come from the Clean Air Act (CAA) which gives federal and state governments the power to regulate air from stationary and mobile sources. Unlike other air regulations, which rely on permits to regulate the release emissions, these policies use market forces to price a pollutant and encourage market innovation to identify how to reduce and eventually eliminate emissions. There are three main mechanisms for pricing air emissions) an emission tax, 2) cap and trade, and 3) cap and invest. All three internalize the cost of air pollutants with t goal of accelerating emissions reductions.



While all three can internalize costs, can and invest offers the ability to lower emissions and invest in complimentary policies. This guide will outline important considerations for designing a cap and invest program that align with decarbonization goals. First, the guide will outline what can be capped and how strategic ients can increase a program's success. Finally, the guide will outline two important policy considerations that should be embedded in every part of cap and invest program implementation: centering equity and investing in the clean energy transition

Implementation Guide: Can and Invest for Equitable Decarbonization |





reports, briefs, and

esource centers

29,48 downloads from

Revised REED

The REED webpage now features an easier-to-navigate interface with new video resources and a link to request access to the new Master REED Workbook Excel file with energy efficiency program data from jurisdictions across the REED region. This data includes annual and lifetime electric and gas energy savings, demand savings, avoided air emissions, and program expenditures. Users can now view the REED data alongside the complementary REED Supporting Information Report, which adds important context to the data by providing more detailed information about REED metrics, as well as describing reporting and evaluation practices in each jurisdiction.

Thought Leadership

NEEP influences the narrative around building decarbonization by positioning NEEP and its partners as consistent, reliable expert sources of information and resources.



articles referencing NEEP

speaking engagements

38 blogs











NEEP SUMMIT SESSIONS 2021 SEPTEMBER 21, DAY TWO







NEEP Summit Series

Outcome Highlights



Northeast and Mid-Atlantic communities developed innovative strategies, such as zoning requirements or strategic electrification plans, to reduce community-wide carbon emissions 60 percent by 2030

additional energy efficiency program administrators (District of Columbia Sustainable Energy Utility and PA) offer Strategic **Energy Management in their** program offerings

states (NY and MA) are examining the transition from natural gas to efficient electric heating

new states (RI and WV) joined MA, NY, PA, and CT to support community focused initiatives with state-level resources to advance clean energy, increase equitable access to energy efficiency programs and projects, and deliver workforce development opportunities

states in NEEP's region (CT, DC, MA, NJ, NY, and VT) began the process for 2021 code adoption

programs inside and outside of the NEEP region now reference the ccASHP specification/product list



cities (Boston and Denver) adopted building performance standards

from 2021

NEEP Financials

Operating Revenue



Interest & Other

Operating Expenses



- Efficient, Resilient Home, Building, and **Community Solutions**
- Equitable Home and Building Decarbonization Leadership Network
- General & Administrative
- Fundraising

Operating revenue:

- Partners Contract
- Grants a
- Meeting Interest
- Operating e Efficient Equitabl General Fundrais

Other rever Net inve

Changes in Ne Foundation Net assets

Net Assets: Beginning of y End of year

The above information is an excerpt from NEEP's 2021 audited financial statements.

Statement of Activities and Changes in Net Assets For the Year Ended December 31, 2021

Changes in Net Assets Without Donor Restrictions:

revenue:	
rs and allies	\$ 1,237,973
cted services	703,566
and contributions	400,199
gs, workshops and events	83,794
t and other	2,297
Total operating revenue	3,930,440
expenses * :	
it, Resilient Home, Building, and Community Solutions	2,434,886
ble Home and Building Decarbonization Leadership Network	376,975
I and Administrative	1,235,538
ising	44,000
Total operating expenses	4,091,399
Changes in net assets without donor restrictions from operations	(160,959)
enue:	
estment income	295,050
Changes in net assets without donor restrictions	134,091
let Assets With Donor Restrictions:	
n grants	1,600,050
s released from restrictions	(1,502,611)
Changes in net assets with donor restrictions	97,439
Changes in net assets	231,530
year	3,762,694
	\$ 3,994,224
* Includes fully allocated indirect costs.	

ousine

NEEP is a part of national network of regional energy efficiency organizations (REEOs) funded in part by U.S. DOE to support state and local efficiency policies and programs.







Foundations, corporations, industry leaders, and others lend their financial support to NEEP to help move forward our initiatives and partnerships in the Northeast and Mid-Atlantic region.

Project Funders





















NEEP Allies are industry leaders, non-profits, manufacturers, etc. that support NEEP's mission and wish to highlight their leadership in energy efficiency.





Coughlin & Associates Energy Consulting



ELECTRIC POWER RESEARCH INSTITUTE



national**grid**



NEEP Alfes



Sue Coakley Founder

Arah Schuur **Executive Director**

Bob McTighe **Director of Finance &** Administration

Dave Lis Director of Technology & Market Solutions

Indu Ananthakrishnan Accounting Associate

Jessica Augat Industry Relations & Event Manager

John Balfe **Buildings & Community Solutions Manager**

Victoria Bradley Marketing Associate

Bryan Evans **Residential Program** Associate

Ben Hiller Technical Manager

Derek Koundakjian **Buildings & Technologies** Associate

Andrea Krim **Building Policy Manager**

Darren Port Codes & Standards Manager

Giselle Procaccianti Technology & Solutions Manager

Kathleen Roach **Accounting Associate**

Moses Riley Energy Policy Associate



Carolyn Sarno Goldthwaite Senior Director of Advanced **Efficiency Solutions**

> Angela Brooks Accounting & Office Manager

Lisa Cascio **Director of Partner** Engagement

Sue Stocker **Senior Accounting Manager**

Erin Cosgrove Public Policy Manager Laura De Angelo **Grants & Contracts** Manager

Emmeline Luck Energy and Climate Associate

Cecily McCalicher Research & Analysis Manager

Kai Palmer-Dunning **Buildings & Community** Associate

Jennifer Wassan **Development Manager**

Andrew Winslow Public Policy Associate

Cornelia Wu **Building Policy Manager**

2021 Board of Directors Board Officers - Executive Committee



Scott Johnstone **Board President**



Steve Nadel Board Treasurer

Board Members at Large





Barry Coflan



Eric Dubin





Matt Elliott

Sheri Givens



Julia Hamm Board Clerk



Marion Gold



Janet Joseph

Thank you for your continued support

