NESEA BOD Retreat
May 17-May 18, 2018

The Rhode Island Foundation, One Union Station, Providence, RI 02903

Participating
Lauren Brust Moss  Fortunat Mueller
Saheel Chandrani  Rick Renner
Martine Dion (only on May 17, 2018)  Ben Southworth
Paul Eldrenkamp  John Skipper
Jenna Ide  Ryan Cassidy
Phil Kaplan

Others Participating
Jennifer Marrapese
Miriam Aylward
Devan Folts

Not Participating
Michael Bruss

Agenda
May 17, 2018
10:12am Meeting brought to order.

The Development Picture: Where we are with the Capacity Campaign

- What we committed to –
  - Increase annual fundraising to support the strategic goals and shore up the bottom line
  - Bring the Board to the next level
  - Raise an additional $100k per year, beyond $30k typically raised
  - Engaging members and eventually clients
  - Begin a culture of philanthropy within NESEA

- Why we committed to it

- How did we do?
  - Overall progress to goal - $87,227 raised (155 donors)
    - 100% Board participation
    - 50+ first time donors
    - 35+ repeat donors increased gift amount
  - Board progress to goal
  - Progress on multi-year gifts
    - Sustaining pledges – FY19 - $33,585 and FY18 - $31,635 (100% on Board member sustaining pledges)
  - Board member self-evaluation progress to goal

- Activities
  - 2 training sessions for Board members
  - Focus group to engage longtime members
  - Annual appeal
  - Created strong Case statement and marketing language/materials

- Looking ahead
  - What is the Board’s commitment for the next 2 years
- Difference between fundraising and development as well as in existing member base and where there will be growth (the NYC market)
- Case study of Maine community
  - Do we change our public campaign goal
  - Is it realistic to have the full Board focused on fundraising
  - What is the role of the development committee
  - Year 2-3
    - Commitment from Board to secure major gifts
    - Staff focus on grant funding
    - Annual Fund
    - Mission statement – benefit to community? What about direct benefit and there isn’t enough programming to develop the committee?
  - What are the barriers to success in board fundraising?
    - Time
    - Lack of experience/confidence – should board members be focused on where they are most effective?
    - Request for “Cheat sheet” for meetings with potential donors – gap between costs and services; facts for NESEA and mission of the organization

Program Year in Review
- Content Curation process – Strategic Plan. Goal of having more and clear content development which makes it more staff and volunteer intensive. The open call meeting brings in lots of ideas, more cross-pollination between Boston and NYC. We have narrowed the scope of the attendees, no trade show only passes, but need to be more inclusive with non-profit, government and emerging professionals.
- BE-Boston – growth or development should be the focus? This is a fully developed organization that needs to grow. How do we do that? Should we think through new delivery of content via webinars or online content and monetize the product?
- BE-NYC – Content curation process is now streamlined and parallel to Boston. Marketing efforts are being streamlined and content committee members are actively involved in marketing. Do we think about 2 day conferences or moving outside of Manhattan?
- Pro Tours – Engage and re-engage people on a regional level. 14 Pro Tours happen every year. Results in new memberships, new business memberships. Only members can show off the building.
- BEBL – New types of businesses are involved and in the Fall, pilot for how to streamline and utilize staff time.
- Membership – 2,793 members as of 5/16/18. This is the highest number of members ever. Membership rates will be increased to reflect increased offerings. How do memberships grow without growing staff time and maintain customer service?
- Building Energy Magazine – streamlined with outside publisher and will be reduced to 1x per year
- Building Energy Case Study Database – beginning a conversation about expanding and selling the database
Emerging Professionals Program – 1st full year that it’s been a program and includes special pricing, jobs board, career forums, scholarships and has been attractive to donors to support the program. How do we continue to fund the gap in providing

Next Steps
NESEA has been a traditional B2B business. This is a model that is shifting to a culture of philanthropy. There is a revenue gap in programming and the Board can work on supporting the closing of the gap.

The Financial Picture
- Cashflow picture in recent months – Monthly cashflow meetings to review current balance of the bank account and upcoming revenue. Goal – 2% net positive budget in upcoming fiscal years. Expanding C&I membership/involvement, expanding geographic reach and piloting deposit for attendance from BEBL. Exhibitor deposits are now required.
- Projections for FY18 Year End
- Review of processes we’ve developed; levers we’ve pulled

Consideration of NESEA’s Programming Mix
- Do we have the right mix of programming with respect to both mission and net revenue?
- What can/should we do to improve that mix?

What Action Can We Take Right Now?
- Review prospect lists
- Role Play
- Calls
- Debrief
- Commitments
Day 2 – May 18, 2018

9:00am Meeting brought to order.

Approval of Minutes – 2/2/18, 3/1/18, 4/5/18, 4/30/18
Saheel made a motion to approve and Rick seconded. No additional discussion needed. Unanimous approval.

Consideration of Proposed FY19 Budget
Rick made a motion to approve the budget, Lauren seconded it. The budget was approved with $1,272,089 in revenues and $1,269,519 in expenses. Eleven votes for, one vote against.

Nominating Committee Report – Will be put off until next Board call.

NESEA Committee Structure
• What is the scope of each committee’s work? What should it be?
  o Development -
    ▪ Gifts
    ▪ Grants
    ▪ NY Pro Tours Sponsor
    ▪ Should we add Membership?
      o Outreach to universities, government (DCAMM)
  o Governance -
  o Finance
  o Nominating
  o Executive
  o Other Initiatives
    ▪ BEBL for Underserved Communities
    ▪ NY Pro Tours Sponsorship
    ▪ Homeless Pro Tour
    ▪ BEBL for Underserved Community
    ▪ DCAMM

How do we keep Board members involved after they step down from the board?
  o An Advisory Council - Business Strategy – evaluating NESEA as an organization, understanding the industry trends and evaluating Programming against current opportunities and business cases

Jennifer will come to our geographic region to do “development”.
  June 5 – Boston
  June 7 – NYC (Ken Levenson)
  June 11, June 13, June 18, June 19, June 21, July 9-13 and July 16-20 and Aug 6-10 – available to visit
### BE NYC

- Pause in 2019 → Lose 70% Revenue
- Expand idea of ProTour
- BEBL in NYC
- Carried by CanCan
  - Monthly Sustaining Members
- Virtual? BedTalk NYC?
- Staff Presence?
- Not in Manhattan? Reroute?
- Go to 2 Days? 1/25 + Effort
- How to create diverse culture?
- Conf: Lots of Protours?
- Community building needed in blended
- Shift more Protours to NYC

### PRO TOURS

- Come w/ sponsorship? #5k?
- Not Pay to Play - at a Homeless Shelter
- Application Fee - Grant Feasibility?
- Reduce Labor? How?
- What work can hosts do that actually saves Staff time?
- Can we increase prices?
- Second Series Sponsor For Gospel, Tours with Sound in canvas
- Have local contact help as second chair to NY series
- NY Pro tour Intro meeting

### BEBL

- Lightweight Point of Entry
- Grant Opportunities? Minority-owned, Racial
- Diminished Quality, Up too fast expansion
- NYSERDA/Small Business Services funds NYS version, Appraise, Culture
- Intro BEBL workshop @ NYC
- Targeted fundraising not be easier
- Current BEBLers could be great fundraising/recruitment assets
- ADDL, staff person funded by...

- Limited by facilitators
- Intro call w/ Paul & staff re-logistics, etc.
Motion to adjourn by Fortunat and seconded by Jenna. Meeting adjourned at 1:10pm.
Minutes submitted by Lauren Brust Moss.