

## **NESEA Board of Directors 2019 Retreat**

Thursday and Friday, May 16 & 17

### **Attending:**

Miriam Aylward  
Lauren Brust Moss  
Saheel Chandrani  
Betsy Glynn  
Phil Kaplan  
Nancy Ludwig

Rob Meyers  
Fortunat Mueller  
Ben Southworth  
Andrew Webster  
Rachel White

### **Not Attending:**

Jennifer Kearney  
John Skipper

### **Agenda:**

What's happened/happening  
Program growth and development breakouts  
Vision for NESEA  
Board Debrief  
Nominating Committee Update  
Development Committee Breakout

### **Day 1**

Call to order 10:07am

#### **1) Minutes**

- Discussion: Request from membership to post minutes to the website soon after approved. Change to approve past meetings minutes at the next BOD call and post soon thereafter.
- Last meeting minutes; need to approve:
- Motion to approve: Fortunat M
- Seconded: Nancy L
- Voted and approved

#### **2) 50 Miles St.**

- Buyer intends to turn the building into a drug treatment center
- Town Zoning Board of Appeals will vote to approve change of zoning on May 23rd
- Current closing date is June 30; Sellers (NESEA) can extend to July 30.
- Current tenant expressed interest in purchasing if current deal falls through. They were the facilities manager for 5 years, know the building.
- NESEA must decide after June 12 if wants to back out of current deal.

#### **3) Board Meeting Date Change: December 2019**

- Change date from 12/6 to 12/13? Instead, eliminate December in-person meeting, have in-person February meeting in Greenfield.

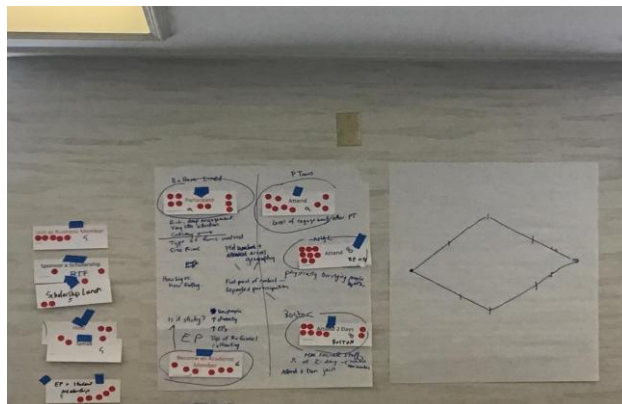
#### **4) FY19 projections; ends June 30**

- Budgeted \$2k positive; anticipated \$30k positive.
- Memberships were up in Bottom Lines due to new group.
- Membership revenue increased attributed to change in Dues, prices went up.
- Modest Membership increase (new members).
- Registration income up

- Net reflects two highly paid staff not on the payroll for the last few months, although their contributions to revenue in the first 9 months were significant. Not likely to be this high in the future.

### 5) Growth & Development

- Methods of engagement that are most impactful to the mission
- Definition of Growth: economic increase
- Definition of Development: increase in standard of living
- E.g. Growth = more members, Development = greater percentage of members that attend 2+ events
- Discuss ways in which members engage with the various programs NESEA offers
- Rank engagement opportunities by impact on NESEA's mission



## 6) Financial Outlook

### General Notes for Projections for FY20

- Not feasible to project a lot of growth
- Building Energy NYC is in a new format
- Building Sale and move
- New Hire (Tracy)
- Miriam's adjustment to the new role
- New vision for fundraising
- Financial focus for FY20
  - Project a modest net profit
  - Focus on debt management and smart use of investment funds, with an eye towards improving cash reserves and overall resilience
  - Focus on core programs and existing staff
  - Establish metrics of engagement for long-term tracking
- New projects to tackle in FY20
  - New venue and format for BuildingEnergy NYC – how will this affect our staff time, resources, etc.?
  - Building sale – Pay off debt, make a small profit, no more staff time spent on building or tenant maintenance
  - New hire – Tracy Company, Program & Event Coordinator, will take work off of ED's plate and Flo's plate
  - New role for ED – sponsorships and fundraising, what is her capacity?
    - Fork in the road: 2 kinds of fundraising
      - Operational and Aspirational
    - Don't see development committee participating in operational fundraising
    - Development committee to focus on aspirational fundraising – fundraising for projects that put a fire in our belly, i.e., grants for program expansion or new programs
    - Focus on what's very fun for development committee to talk about
    - Have Development committee draft grant requests
    - Dev committee to focus on securing one or two large donors
    - Donations \$5,000 and under is operational
    - Donations \$50,000 and over for aspirational
- Recap on capacity campaign
  - \$100,000 goal, did not hit either year
  - FY15,16,17 – Avg donation \$30,000
  - FY18,19, 20 – Avg donation \$60,000
  - We've doubled our average annual appeal!

## 7) Updates to org chart:

- FY20 information
- Change org structure to become more flat
- 9 total staff instead of 10 last year
- FY21 – anticipate major program expansion or new expansion and thus transfer direct reports to deputy director i.e – marketing, office mgr, and IT mgr
- Add some redundancy to programs so continuity exists in a turnover of staff
- Perhaps adding a deputy director earlier in the schedule depending on financial performance and outlook midyear.

## 8) FY20 Budget

- Finance committee suggested view quarterly
- Reporting benefits of quarterly view
- Overall goal: 5% net profit; projecting 2% (\$18k)
- Overall decrease in staffing cost
- Increase cost of healthcare
- Increase in rent spend due to sale of building
- Lower projections on NYC show floor exhibitor revenue due to size
- NYSERDA exploring options to sponsor at presenter level
- Hoping to increase NYC registration revenue, fewer comps and keeping focus on cost of attendee
- Pro tours/fundraising stays flat
- No new group in BEBL
- Modest growth of membership
- Doesn't include building sale revenue

### Year 2 Vision FY 21

- Continue with tracking metrics as determined during this meeting
- Continue to build on FY20 actions
- Start the next 5-yr strategic plan

### Year 5 Vision FY24

- No debt
- More staff to support programs
- 5% net profit YoY
- Look for more grants
- 1 or 2 programs have been expanded through grants
- Implement strategic plan

Motion to approve FY20 budget: Saheel C

Seconded by: Betsy G

Discussion:

- Can ED make changes to budget i.e. to hire deputy? Budget is a guiding document not a firm plan so ED has the ability to change. If significant change or deviation, consult w/ BOD to proceed.
- Any risk events, like Pro Tour in Binghamton, that may risk \$? MA- possibly 1 in Adirondack however unsure at this time.

Call for a Vote: LB

Passed unanimously

## Nominating committee:

### 1) Slate:

- a. Need to fill 3 board spots – 1 appointment and 2 current board members are not returning
- b. Nominating committee has reached out to:
  - Jodi Smits Anderson
  - Matt Root
  - Katie Stephenson
  - Matthew Broderick
  - Loic Chapoz
- c. Need to develop a bigger slate of candidates with a focus on diversity: gender, geography, race, age, etc.
- d. Timing needs to be as follows: slate confirmed by Aug so that it can be voted on in Sept

## 2) Board Size:

- a. Large amount of committees that require active participation; requires a lot of time and commitment from existing BODs to participate.
- b. Need to determine the appropriate size of the board so that the needs of the organization are met.
- c. Explore how to get members involved in committees to alleviate burden on board while still getting tasks completed and keeping a tight board.
- d. Explore the opportunity to eliminate one in-person board meeting and facilitate more board socialization opportunities.
- e. Retain retired board members

WRAP DAY 1

## Day 2

### Nominating committee:

How to keep past Board members engaged?

- Advisory Board to keep people engaged and rely on their institutional knowledge
- Have a past board member run it
- Keep Board members on committees

Compile list of previous Board members to understand resources

- Discuss options for advisory committee where previous board members and other stakeholders can continue to stay involved and contribute in a meaningful way
- Making an effort to get past board members to commit to stay on strategically assigned committees
- Legacy committee
  - Work on special projects
  - Provide and seek fundraising
  - Work on committees

- How to keep past board members engaged?
- How to leverage the expertise and institutional knowledge?
- Perhaps an advisory board that meets once a year with the current board?
- Breakfast is pretty limited, more of a reunion.
- Perhaps serving on committees makes sense? Do actual work that is useful would be more satisfying.
- List of who the people are?
- MCould do an outreach and start a Basecamp project?
- Nancy shared the expectations of her advisory board
- Special projects that someone wants to dig in on?
- Whatever special projects we choose?
- Maybe we don't need an advisory board, too broad?
- Add emeritus board members to the website - action item for NESEA.
- Start with a few people, Rachel will ask Paul to wrangle this - action item.
- Ask board members to service on committees for one year after they leave
- Paul will wrangle and come up with a name

**Development Committee Update:** Andrew W

Operational vs Aspirational

Aspirational Major Donors:

- Big givers – institutional
- Grant money
- Individuals & Businesses

Grants:

- May not be government funded
- Private \$
- Family foundations
- Partnering w/ University – workforce development
- Institutional partners
- BEBL sources:
  - SBA, NYSEDA, EDC, —> in NYC
- BARR – Boston + Climate
- Janes Trust (Ben S)

Foundations:

- Be like-minded
- Press friendly
- Clear scope
- Mission driven/aligned

Impact Categories:

- Bottom Lines
- Pro Tours
- 2-Days at Boston
- Return Attendance
- Business Members
- Be The Future
- Student + EPS

6 Big picture ideas on programs that NESEA can pursue to execute when funding is approved

Create one-pager that details the “How would you spend the money and what would you do?” That can be circulated to potential funders

1. Academic young leaders
2. Pro tour expansion
3. Adding diversity
4. Best practices embodied carbon small/med companies
5. Workforce development (high school, trade schools, apprentice program, mentorship)
6. Environmental Management Toolkit

**In Person BOD Meeting Schedule**

September 27, 2019 – In Person, NYC after BuildingEnergy NYC

December 13, 2019 – removed

February ?, 2020 - Greenfield, MA

Remove one in-person meeting

December meeting is removed

Change Feb to Jan, in person in Greenfield

**Pro Tours:**

- Important to have BOD participation to show commitment to program and to membership
- Large amount of NY tours that need help in BOD attendance

Lauren M: Request Motion

Motion made by: Phil K

Seconded by: Rob M

Discussion: None

Voted for and approved unanimously

Minutes submitted by Saheel C