



Budget and Operations Committee

Meeting Date

June 10, 2020



Budget, Operations & Compensation Committee

Lonnie Reed

Chair

Connecticut Green Bank

John Harrity

Chair

CT Roundtable on Climate and Jobs

Michael Li

Connecticut Department of Energy and
Environmental Protection (DEEP)

Eric Brown

Vice President
CT Business and Industry Association

845 Brook Street, Rocky Hill, CT 06067
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ctgreenbank.com



June 3, 2020

Dear Connecticut Green Bank Budget, Operations, & Compensation Committee:

We hope your spring is going well. We have a meeting of the Budget, Operations, & Compensation Committee scheduled for Wednesday, June 10, 2020 from 2:00-3:30 p.m. This meeting will be held online.

On the agenda we have the following items:

- **Meeting Minutes** – review and approval of the meeting minutes for May 13, 2020.
-
- **Bylaws Change** – Based on recommendations from the state auditors, we are updating the organization's bylaws which are changing the name of this committee to the Budget, Operations, and Compensation Committee. This adds the responsibility to the committee for establishing a compensation philosophy, annually reviewing compensatory time and educational assistance to ensure compliance.
- **Succession Plan** – previously the board has requested a succession plan that assesses the likelihood of departure of members of senior staff and the ability of staff to fill in if needed.
- **FY 2021 Comprehensive Plan and Budget** – we are still working through the organization's budgets with the team and are making good progress. Last meeting, we reviewed the proposed targets and revenues. We will need a third committee meeting to finish review everything and Cheryl has reached out to all of you to find time in your schedules. For the meeting on June 10, we will discuss the following items:
 - a. **FY2021 Staffing Plan** – We will review the proposed staffing plan for the organization for FY2021.
 - b. **Expenses** – we will present the proposed expense budgets for the general operations of the organization as well as the Incentive Programs unit.
- **Next Meeting** – at the next committee meeting, we will review the financing programs expenses and the investments. We will at that point seek a recommendation of the budget to the board.
- **Update on the office space search** – We are close to a decision for both of our office locations. We will update the committee at the meeting and will be inviting the committee to view a virtual tour of a space in Hartford. At the next B&O meeting we will be asking the committee for a recommendation to the board regard the leases for specific properties.

If you have any questions, comments or concerns, please feel free to contact us at any time. We look forward to seeing you next week.

Sincerely,

A handwritten signature in blue ink, appearing to read 'B. Garcia', with a long horizontal flourish extending to the right.

Bryan Garcia
President and CEO

A handwritten signature in blue ink, appearing to read 'Eric Shrago', with a long horizontal flourish extending to the right.

Eric Shrago
Managing Director of Operations



AGENDA

Budget, Operations, & Compensation Committee of the
Connecticut Green Bank
845 Brook Street
Rocky Hill, CT 06067

Wednesday, June 10, 2020
2:00-3:30 p.m.

Staff Invited: Mackey Dykes, Brian Farnen, Bryan Garcia, Selya Price, Bert Hunter, Jane Murphy, and Eric Shrago

1. Call to order
2. Public Comments – 5 minutes
3. Approve Meeting Minutes for May 13, 2020 Regular Meeting* – 5 minutes
4. Change in bylaws impacting the Committee – 15 minutes
5. Succession Plan – 15 minutes
6. FY 2021 – Expenses (Staffing, Incentive Programs and General Operations) – 40 minutes
7. Update on Office Space Search – 10 minutes
8. Adjourn

*Denotes item requiring Committee action

** Denotes item requiring Committee action and recommendation to the Board for approval

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Next Regular Meeting: TBD



RESOLUTIONS

Budget, Operations, & Compensation Committee of the
Connecticut Green Bank
845 Brook Street
Rocky Hill, CT 06067

Wednesday, June 10, 2020
2:00-3:30 p.m.

Staff Invited: Mackey Dykes, Brian Farnen, Bryan Garcia, Selya Price, Bert Hunter, Jane Murphy, and Eric Shrago

1. Call to order
2. Public Comments – 5 minutes
3. Approve Meeting Minutes for May 13, 2020 Regular Meeting* – 5 minutes

Resolution #1

Motion to approve the minutes of the Budget and Operations Committee meeting for May 13, 2020.

Second. Discussion. Vote

4. Change in bylaws impacting the Committee – 10 minutes
5. Succession Plan – 20 minutes
6. FY 2021 – Expenses (Staffing, Incentive Programs and General Operations) – 40 minutes
7. Update on Office Space Search – 10 minutes
8. Adjourn

*Denotes item requiring Committee action

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Budget and Operations Committee Meeting

June 10, 2020



Budget and Operations

Agenda Item #1

Call to Order

Budget and Operations

Agenda Item #2

Public Comment

Budget and Operations

Agenda Item #3

Approve Meeting Minutes

Budget and Operations

Agenda Item #4

Change in Bylaws Impacting Committee

Proposed Bylaw Revisions

Committee Impacts



- **Treasurer** – inclusion of new Treasurer who *may be elected* by the Board and *shall serve* as an ex officio member of the BOC Committee and the ACG Committee with primary responsibility of general financial oversight of the fiscal condition of the Green Bank
- **Change in Name** – inclusion of “Compensation” in the Committee, which is now “Budget, Operations, and Compensation Committee”
- **Additional Committee Responsibilities** – including recommending the adoption of a formal compensation philosophy, annually review compensatory time, and annually review paid or reimbursable education assistance

Budget and Operations

Agenda Item #5

Succession Plan

Succession Plan

Background



- **Standard Operating Procedures** – BOD in the past has requested that the President and CEO put a succession plan in place to manage the retention and succession of senior leadership within the organization
- **Prior Plan** – FY17-FY20 succession plan worked exceptionally well with six (6) of the eleven (11) senior staff undergoing some form of transition – retired (1), transferred (2), and severed (3)
- **Proposed Plan** – this 3rd plan updates the 2nd, including overview of competitive compensation assessment by KardasLarson and substantial amount of confidential information (e.g., benefit tier, likelihood to depart), and prepares the organization to respond in the unlikely event that senior leadership is unable to be retained

Succession Plan



“Top 5” Motivations and Discouragements

#	Motivations	Discouragements
1	Advancing the vision and mission of the Green Bank	Political appointee to the organization
2	Delivering strong and measurable results that are making an impact	Change in mission of the organization (e.g., finance to grants)
3	Maintaining the organization’s ability to attract best talent	Managing work-life balance issues
4	Supporting work-life balance issues	Lack of human resources to perform job effectively
5	Improving skills and opportunities for professional development	Poor handling of management issues

Senior team continues to be motivated by non-compensation benefits

Succession Plan

Findings



- **Lack of Current Successors** – given the extensive senior staff transitions that occurred as a result of the “sweeps” in FY18, there are very few senior staff positions with successors that can fill them should circumstances require it
- **Strong Future Leadership Potential** – despite the lack of current successors, there is a growing number of strong future leaders with the potential to “step up” in 2 to 5 years if they are appropriately prepared
- **National Elections Might Have an Impact** – depending upon the results of the 2020 Presidential elections in November, several senior staff members may transition if “called to service” in support of the U.S. Government

Succession Plan

Relevance to BOC Committee



- **Bylaws** – succession plan is the responsibility of the ACG Committee (i.e., “5.2.1...(x) management succession plan...”), however, there are relevant BOC Committee responsibilities relevant to the succession plan in 5.2.2:
 - “...(ii) recommendation to the Board as to the approval of the annual operating budget and plan of operation...”
 - “...(iv)...the recruitment and retention of qualified personnel...employee training, development, evaluation and advancement, employee compensation and benefits...” **[compensation, benefits, training and development, and the merit and promotion pools]**
 - “...(v) recommend the adoption of a formal compensation philosophy...” **[“internally equitable and externally competitive”]**
 - “...(viii) review and approval of the Green Bank staffing plan as developed by the President...”

Budget and Operations

Agenda Item #6

FY 2021 – Expenses (Staffing, Incentive
Programs and General Operations)

FY21 Budget Plan



FIRST MEETING (5/13)

1. Program Proposed Targets
2. Revenues
3. Office Space Update

TODAY (6/10)

1. Staffing Plan
2. Expenses (General Operations and Incentive Programs)
3. Office Space Update

NEXT MEETING (6/18)

1. Expenses (Financing Programs)
2. Investments and Capital Resources
3. Budget and Target Recommendation
4. Office Space Recommendation



FY21 Staffing Plan



CONNECTICUT
GREEN BANK

Position / Department	Name	FY21 Staffing Budget Hours	FY20 Staffing Budget Hours	YOY Variance	FY21 Staffing Budget FTEs	FY20 Staffing Budget FTEs	YOY Variance
<u>Employees Employed Year Over Year</u>							
	Subtotal	70,720	70,720	-	34.00	34.00	-
<u>Employees Hired for Open Positions</u>							
	Subtotal	8,320	6,240	2,080	4.00	3.00	1.00
<u>Open Positions - Vacancies</u>							
Open - Senior Manager, Financing Programs (1)		2,080	2,080		1.00	1.00	
Open - Operations Assistant (2)		2,080	2,080		1.00	1.00	
Open - Senior Accountant (3)		1,040	1,560		0.50	0.75	
Open FY20 - Assistant, Financing Programs		2,080	1,600		1.00	0.77	
Open FY20 - Senior Manager, Clean Energy Finance		2,080	1,600		1.00	0.77	
	Subtotal	9,360	8,920	440	4.50	4.29	0.21
<u>Open Positions - New Hires</u>							
New FY21 - Special Advisor to President and CEO (4)		2,080	-		1.00	-	
New FY21 - Residential Asset Manager		2,080	-		1.00	-	
	Subtotal	4,160	-	4,160	2.00	-	2.00
<u>Open Positions - Contingent</u>							
New FY21 - Associate Director of Incentive Programs (Battery Storage)		1,040	-		0.50	-	
New FY21 - Manager of Incentive Programs (Battery Storage)		1,040	-		0.50	-	
New FY21 - Associate, Incentive Programs (Battery Storage)		1,040	-		0.50	-	
	Subtotal	3,120	-	3,120	1.50	-	1.50
<u>Eliminated Positions</u>							
Director, Multifamily Housing Programs	Stevenson, Kim	-	320		-	0.15	
	Subtotal	-	320	(320)	-	0.15	(0.15)
	Total Employees	95,680	86,200	9,480	46.00	41.44	4.56
<u>Interns</u>							
Intern - Finance 1		480	480		0.23	0.23	
Intern - CI&I 1		480	480		0.23	0.23	
Intern - SI 1		480	480		0.23	0.23	
Intern - SI 2		480	-		0.23	-	
Intern - SI 3		480	-		0.23	-	
Intern - Legal 1		480	-		0.23	-	
	Total Interns	2,880	1,440	1,440	1.38	0.69	0.69
	Total Employees and Interns	98,560	87,640	10,920	47.38	42.13	5.25

⁽¹⁾ Position vacant due to departure of Anthony Clark in FY20.

⁽²⁾ Position vacant due to departure of Craig Connolly in FY20.

Support MD of Operations for additional responsibilities.

⁽³⁾ Position vacant due to departure of Joe Landry in FY20.

⁽⁴⁾ Transition of Selya Price from Director of Incentive Programs

Compensation Dollars

Employees	\$4,712,391	\$4,172,750	\$539,641
Merit Pool - 3.0%	136,671	120,794	15,878
Promotion Pool - 1.5%	71,157	65,061	6,096
Intern Pool	60,000	30,000	30,000
Temporary Employees	20,000	163,525	(143,525)
Total:	\$5,000,219	\$4,552,130	\$448,089

FY21 Organizational Expenses



	GenOps Fiscal Year 06/30/2021 Budget	Financing Programs Fiscal Year 06/30/2021 Budget	Incentive Programs Fiscal Year 06/30/2021 Budget	Fiscal Year 06/30/2021 Budget	Fiscal Year 06/30/2020 Budget	YOY Budget \$ Variance % Variance		Fiscal YTD As of 06/03/20 Actual	Budget vs Actual Variance
Revenue									
Total Revenue	\$ 29,299,041	\$ 7,391,264	\$ 10,229,107	\$ 46,919,411	\$ 44,623,813	2,295,598	95 %	\$ 37,850,776	(6,773,037)
Operating Expenses									
Compensation and Benefits									
Employee Compensation	1,114,000	2,462,638	1,423,580	5,000,218	4,552,130	448,088	91 %	3,553,324	(998,806)
Employee Benefits	939,165	2,060,773	1,186,838	4,186,775	3,925,744	261,031	94 %	2,978,705	(947,039)
Total Compensation and Benefits	2,053,165	4,523,411	2,610,418	9,186,993	8,477,874	709,119	92 %	6,532,029	(1,945,845)
Program Development & Administration	0	1,293,239	2,259,000	3,552,240	2,863,929	688,311	81 %	1,899,307	(964,622)
Program Administration-IPC Fee	0	1,366,220	0	1,366,219	1,297,956	68,263	95 %	951,135	(346,821)
Marketing Expense	469,199	631,496	217,346	1,318,042	985,155	332,887	75 %	513,775	(471,381)
E M & V	150,000	125,000	300,000	575,000	395,000	180,000	69 %	144,415	(250,584)
Research and Development	31,000	0	0	31,000	310,000	(279,000)	1,000 %	113,624	(196,376)
Consulting and Professional Fees									
Consulting/Advisory Fees	208,000	300,000	288,500	796,500	540,900	255,600	68 %	379,511	(161,390)
Accounting and Auditing Fees	258,350	0	0	258,350	248,750	9,600	96 %	75,546	(173,203)
Legal Fees & Related Expenses	50,000	185,000	150,000	385,000	414,499	(29,499)	108 %	241,671	(172,829)
Bond Issuance Costs	0	0	1,125,000	1,125,000	1,800,000	(675,000)	160 %	800	(1,799,200)
Total Consulting and Professional Fees	516,350	485,000	1,563,500	2,564,850	3,004,149	(439,299)	117 %	697,528	(2,306,622)
Rent and Location Related Expenses									
Rent/Utilities/Maintenance	76,053	166,758	97,187	339,998	309,999	29,999	91 %	246,566	(63,432)
Telephone/Communication	20,378	44,680	26,041	91,099	124,599	(33,500)	137 %	65,027	(59,571)
Depreciation & Amortization	25,088	556,706	32,060	613,854	348,833	265,021	57 %	433,579	84,744
Total-Rent and Location Related Expenses	121,519	768,144	155,288	1,044,951	783,431	261,520	75 %	745,172	(38,259)
Office, Computer & Other Expenses	364,066	574,996	287,545	1,226,607	1,075,633	150,973	88 %	946,905	(128,727)
Total Operating Expenses	3,705,299	9,767,506	7,393,097	20,865,902	19,193,127	1,672,774	92 %	12,543,890	(6,649,237)
Program Incentives and Grants									
Financial Incentives-CGB Grants	100,000	0	0	100,000	100,000	0	100 %	125,000	25,000
Program Expenditures-Federal Grants	0	30,000	0	30,000	30,000	0	100 %	26,055	(3,945)
EPBB/PBI/HOPBI Incentives	0	0	16,716,539	16,716,539	15,505,131	1,211,407	93 %	15,093,396	(411,735)
Total Program Incentives and Grants	\$ 100,000	\$ 30,000	\$ 16,716,539	\$ 16,846,539	\$ 15,635,131	1,211,407	93 %	\$ 15,244,451	(390,680)
Operating Income/(Loss)	\$ 25,493,742	\$ (2,426,243)	\$ (13,880,528)	\$ 9,186,971	\$ 9,795,554	(608,584)	107 %	\$ 9,923,629	128,074
Non-Operating Expenses									
Interest Expense	0	319,335	2,515,114	2,834,449	2,636,672	197,777	93 %	1,750,886	(885,786)
Provision for Loan Loss	0	680,000	0	680,000	2,965,625	(2,285,625)	436 %	2,233,999	(731,626)
Interest Rate Buydowns-ARRA	0	0	1,600,000	1,600,000	1,800,000	(200,000)	113 %	0	(1,800,000)
Taxes	0	0	0	0	0	0	0 %	122,000	122,000
Total Non-Operating Expenses	\$ 0	\$ 999,335	\$ 4,115,114	\$ 5,114,449	\$ 7,402,297	(2,287,848)	145 %	\$ 4,106,885	(3,295,412)
Net Revenues Over (Under) Expenses	\$ 25,493,742	\$ (3,425,578)	\$ (17,995,642)	\$ 4,072,522	\$ 2,393,257	1,679,264	59 %	\$ 5,816,744	3,423,486

FY21 Incentive Programs Expenses



	Res Solar PV Invest Prgm Fiscal Year 06/30/2021 Budget	Battery Storage (RSIP) Fiscal Year 06/30/2021 Budget	Battery Storage PURA Fiscal Year 06/30/2021 Budget	Smart-E ARRA IRB Fiscal Year 06/30/2021 Budget	Total Programs Fiscal Year 06/30/2021 Budget	Fiscal Year 06/30/2020 Budget	YOY Budget \$ Variance % Variance	Fiscal YTD As of 06/03/20 Actual	Budget vs Actual Variance
Revenue									
Operating Income									
REC Sales	10,158,607	0	0	0	10,158,607	8,013,975	2,144,632 27 %	7,070,360	(943,615)
Total Operating Income	10,158,607	0	0	0	10,158,607	8,013,975	2,144,632 27 %	7,070,360	(943,615)
Interest Income	70,500	0	0	0	70,500	78,000	(7,500) (10) %	73,504	(4,496)
Other Income	0	0	0	0	0	0	0 0 %	19,926	19,926
Total Revenue	\$ 10,229,107	\$ 0	\$ 0	\$ 0	\$ 10,229,107	\$ 8,091,975	2,137,132 26 %	\$ 7,163,790	(928,185)
Operating Expenses									
Compensation and Benefits									
Employee Compensation	1,192,450	103,530	127,600	0	1,423,580	1,153,935	269,644 23 %	869,642	(284,293)
Employee Benefits	990,377	88,000	108,460	0	1,186,838	920,270	266,569 29 %	722,628	(197,641)
Total Compensation and Benefits	2,182,827	191,530	236,060	0	2,610,418	2,074,205	536,213 26 %	1,592,270	(481,934)
Program Development & Administration	1,956,000	3,000	300,000	0	2,259,000	1,609,895	649,105 40 %	1,156,084	(453,812)
Implementation Fees	0	0	0	0	0	0	0 0 %	10,000	10,000
Marketing Expense	217,346	0	0	0	217,346	160,000	57,346 36 %	84,233	(75,767)
E M & V	0	100,000	200,000	0	300,000	125,000	175,000 140 %	34,196	(90,803)
Commitment Fees	0	0	0	0	0	0	0 0 %	128,806	128,806
Consulting and Professional Fees									
Consulting/Advisory Fees	288,500	0	0	0	288,500	287,400	1,100 0 %	266,159	(21,241)
Legal Fees & Related Expenses	150,000	0	0	0	150,000	150,000	0 0 %	116,173	(33,827)
Bond Issuance Costs	1,125,000	0	0	0	1,125,000	1,800,000	(675,000) (38) %	800	(1,799,200)
Total Consulting and Professional Fees	1,563,500	0	0	0	1,563,500	2,237,400	(673,900) (30) %	383,132	(1,854,268)
Rent and Location Related Expenses									
Rent/Utilities/Maintenance	81,409	7,068	8,711	0	97,187	72,856	24,332 33 %	52,091	(20,764)
Telephone/Communication	21,813	1,894	2,334	0	26,041	29,283	(3,243) (11) %	14,464	(14,820)
Depreciation & Amortization	26,855	2,331	2,874	0	32,060	8,454	23,606 279 %	5,663	(2,790)
Total Rent and Location Related Expenses	130,077	11,293	13,919	0	155,288	110,593	44,695 40 %	72,218	(38,374)
Office, Computer & Other Expenses	258,070	13,203	16,272	0	287,545	238,212	49,333 21 %	288,550	50,337
Total Operating Expenses	\$ 6,307,820	\$ 319,026	\$ 766,251	\$ 0	\$ 7,393,097	\$ 6,555,305	837,792 13 %	\$ 3,749,489	(2,805,816)
Program Incentives and Grants									
EPBB/PBI/HOPBI Incentives	16,716,539	0	0	0	16,716,539	15,505,131	1,211,407 8 %	15,093,396	(411,735)
Total Program Incentives and Grants	\$ 16,716,539	\$ 0	\$ 0	\$ 0	\$ 16,716,539	\$ 15,505,131	1,211,407 8 %	\$ 15,093,396	(411,735)
Operating Income/(Loss)	\$ (12,795,252)	\$ (319,026)	\$ (766,251)	\$ 0	\$ (13,880,528)	\$ (13,968,461)	87,933 (1) %	\$ (11,679,096)	2,289,365
Non-Operating Expenses									
Interest Expense	2,515,114	0	0	0	2,515,114	2,209,161	305,953 14 %	1,587,277	(621,884)
Provision for Loan Loss	0	0	0	0	0	0	0 0 %	73,390	73,390
Interest Rate Buydowns-ARRA	0	0	0	1,600,000	1,600,000	1,800,000	(200,000) (11) %	0	(1,800,000)
Total Non-Operating Expenses	\$ 2,515,114	\$ 0	\$ 0	\$ 1,600,000	\$ 4,115,114	\$ 4,009,161	105,953 3 %	\$ 1,660,667	(2,348,494)
Net Revenues Over (Under) Expenses	\$ (15,310,366)	\$ (319,026)	\$ (766,251)	\$ (1,600,000)	\$ (17,995,642)	\$ (17,977,622)	(18,020) 0 %	\$ (13,339,763)	4,637,860

FY21 General Operations Expenses



	Fiscal Year 06/30/2021 Budget	Fiscal Year 06/30/2020 Budget	YOY Budget Variance	Fiscal YTD As of 06/03/20 Actual	Budget vs Actual Variance
Revenue					
Operating Income					
Utility Customer Assessments	24,772,400	25,986,400	(1,214,000)	21,203,400	(4,783,000)
RGGI Auction Proceeds-Renewables	4,280,200	4,193,148	87,052	3,369,509	(823,639)
Total Operating Income	29,052,600	30,179,548	(1,126,948)	24,572,909	(5,606,639)
Interest Income	146,441	292,712	(146,271)	175,810	(116,902)
Other Income	100,000	100,000	0	1,524	(98,476)
Total Revenue	\$ 29,299,041	\$ 30,572,260	(1,273,219)	\$ 24,750,243	(5,822,017)
Operating Expenses					
Compensation and Benefits					
Employee Compensation	1,114,000	986,737	127,263	862,306	(124,431)
Employee Benefits	939,165	879,963	59,201	743,245	(136,718)
Total Compensation and Benefits	2,053,165	1,866,700	186,464	1,605,551	(261,149)
Marketing Expense	469,199	333,055	136,145	255,487	(77,568)
E M & V	150,000	130,000	20,000	41,767	(88,233)
Research and Development	31,000	310,000	(279,000)	113,624	(196,376)
Consulting and Professional Fees					
Consulting/Advisory Fees	208,000	113,500	94,500	52,379	(61,122)
Accounting and Auditing Fees	258,350	248,750	9,600	75,546	(173,203)
Legal Fees & Related Expenses	50,000	50,000	0	124,761	74,760
Total Consulting and Professional Fees	516,350	412,250	104,100	252,686	(159,565)
Rent and Location Related Expenses					
Rent/Utilities/Maintenance	76,053	69,065	6,988	74,296	5,232
Telephone/Communication	20,378	27,760	(7,382)	16,246	(11,514)
Depreciation & Amortization	25,088	8,013	17,075	9,741	1,728
Total-Rent and Location Related Expenses	121,519	104,838	16,681	100,283	(4,554)
Office, Computer & Other Expenses					
Office Expense	40,912	51,108	(10,197)	27,738	(23,370)
Insurance	90,000	90,000	0	84,581	(5,420)
Subscriptions	5,000	5,000	0	11,114	6,114
Training & Education	79,000	87,000	(8,000)	32,455	(54,544)
IT Operations	101,154	90,340	10,815	116,706	26,366
Travel, Meeting & Related Expenses	48,000	58,000	(10,000)	28,867	(29,133)
Total-Office, Computer & Other Exp	364,066	381,448	(17,382)	301,461	(79,987)
Total Operating Expenses	3,705,299	3,538,291	167,008	2,670,859	(867,432)
Program Incentives and Grants					
Financial Incentives-CGB Grants	100,000	0	100,000	125,000	125,000
Total Program Incentives and Grants	\$ 100,000	\$ 0	100,000	\$ 125,000	125,000
Operating Income/(Loss)	\$ 25,493,742	\$ 27,033,969	(1,540,227)	\$ 21,954,384	(5,079,585)
Net Revenues Over (Under) Expenses	\$ 25,493,742	\$ 27,033,969	(1,540,227)	\$ 21,954,384	(5,079,585)

FY21 General Operations Expenses



- Decrease in Research and Development
- Increase in Marketing due to building pipeline and refocus on brand
- EMV nearly flat
- Other Operating Expense increased due to roll up of Meriden Hydro and increased depreciation
- Capital Budget increased due to move

FY21 General Operations Expenses – R&D



Project	Purpose	FY21 Budget	FY20 Budget	FY20 Actuals
Renewable Thermal Technology	RH&C	\$ -	\$ 5,000	\$ -
Community Engagement	Sustainable CT	-	100,000	-
EV Carbon Credits	EV Carbon Credits	-	50,000	80,625
GHHI	Completion of Phase 2	-	45,000	-
LMI	Energy Burden in Transportation Study	21,000	50,000	26,833
Community Solar	Identify opportunities for investment (e.g., brownfields)	-	50,000	-
EMV	Joint Jobs Study with EEB	10,000	10,000	6,167
		<u>\$ 31,000</u>	<u>\$ 310,000</u>	<u>\$ 113,624</u>

FY21 General Operations Expenses – Marketing



	RSIP Fiscal Year 06/30/2021 Budget	CPACE Fiscal Year 06/30/2021 Budget	EV Offset Fiscal Year 06/30/2021 Budget	Smart-E Fiscal Year 06/30/2021 Budget	Multifamily Fiscal Year 06/30/2021 Budget	Solar PPA Fiscal Year 06/30/2021 Budget	Total Programs Fiscal Year 06/30/2021 Budget	General Operations Fiscal Year 06/30/2021 Budget	Total Fiscal Year 06/30/2021 Budget	Prior Fiscal Year 06/30/2020 Budget	YOY Variance	Fiscal YTD As of 06/03/20 Actual	Budget vs. Actual Variance
685010-Marketing-Membership Dues and Sponsorships													
Total	75,246	0	5,000	0	0	0	80,246	100,044	180,290	159,930	20,360	122,247	180,290
685030-Marketing-Research													
Total	3,000	0	0	0	2,000	0	5,000	40,000	45,000	17,225	27,775	23,788	45,000
685060-Marketing-Websites													
Total	12,250	10,000	0	0	0	0	22,250	47,555	69,805	99,700	(29,895)	34,730	69,805
685070-Marketing-Events													
Total	5,000	5,000	0	0	2,000	0	12,000	30,000	42,000	60,500	(18,500)	40,053	42,000
685080-Marketing-Branding													
Total	0	0	10,000	0	0	0	10,000	9,000	19,000	6,000	13,000	20,032	19,000
685090-Marketing-Agency Management													
Total	5,000	50,000	0	28,000	0	0	83,000	26,801	109,801	136,200	(26,399)	61,933	109,801
685100-Marketing-Public Relations													
Total	21,000	0	0	0	0	0	21,000	30,000	51,000	53,504	(2,504)	36,278	51,000
685120-Marketing-Outreach													
Total	0	12,500	0	0	0	250,000	262,500	25,000	287,500	0	287,500	75	287,500
685140-Marketing-Paid Media													
Total	70,650	10,000	0	80,000	0	0	160,650	100,000	260,650	197,100	63,550	121,394	260,650
685160-Marketing-Production													
Total	25,200	25,000	0	19,000	10,000	0	79,200	60,800	140,000	104,500	35,500	49,889	140,000
685180-Marketing-Incentive Promotions													
Total	0	77,996	0	0	0	0	77,996	0	77,996	79,496	(1,500)	0	77,996
685220-Marketing-Relationship Managers													
Total	0	0	0	0	35,000	0	35,000	0	35,000	71,000	(36,000)	2,705	35,000
Total Marketing Expenses	217,346	190,496	15,000	127,000	49,000	250,000	848,842	469,199	1,318,041	985,155	332,886	513,774	1,318,041

Marketing Budget

FY 20 vs. FY 21



- Moved \$136,504 from program budgets to Gen Ops Marketing budget to take advantage of efficiencies around centralized strategies (brand, contractor, municipality)
- Moved \$250,000 (68% of FY 21 increase) from CI&I program budget to CI&I Marketing budget for Solar Map program, which is being driven by Marketing
- Increased Resi 1-4 Marketing budget by \$25,000 to create consumer materials designed to drive demand for products
- Increased Green Liberty Bond marketing budget by \$30,000 to accommodate 2 possible offerings in FY 21
- Increased Gen Ops Marketing budget by \$41,000 to create a consolidated communications and marketing strategy dedicated to contractors, our primary business channel across all products
- We anticipate spending approximately 88% of FY 20 by June 30

FY21 General Operations Expenses – Other OpEx



	FY21 Budget	FY20 Budget	YOY Incr / (Decr)	FY20 Actuals Mar 2020
<u>Rent</u>	\$ 340,000	\$ 310,000	\$ 30,000	\$ 196,747
<u>Telephone/Communications</u>	\$ 91,100	\$ 124,600	\$ (33,500)	\$ 61,385
<u>Office expense</u>	\$ 182,900	\$ 229,400	\$ (46,500)	\$ 63,476
<u>IT operations</u>	\$ 452,218	\$ 405,494	\$ 46,724	\$ 288,100
<u>Noncapitalized hardware & supplies</u>	\$ 15,210	\$ 10,210	\$ 5,000	\$ 12,429
<u>Software Maintenance/Annual Licenses/Services</u>	\$ 55,000	\$ 47,500	\$ 7,500	\$ 28,829
<u>Consultant/IT Support Services</u>	\$ 209,876	\$ 223,076	\$ (13,200)	\$ 145,197
<u>Network Costs</u>	\$ 172,132	\$ 124,708	\$ 47,424	\$ 101,646
<u>Staff development/continuing education</u>	\$ 112,000	\$ 110,750	\$ 1,250	\$ 28,498
<u>Subscriptions</u>	\$ 64,000	\$ 118,000	\$ (54,000)	\$ 53,648
<u>Travel & Travel Related Expense</u>	\$ 105,500	\$ 120,000	\$ (14,500)	\$ 35,629
<u>Lender Fees</u>	\$ 20,000	\$ -	\$ 20,000	\$ 138,805
<u>Insurance</u>	\$ 290,000	\$ 90,000	\$ 200,000	\$ 66,123
<u>Depreciation & Amortization</u>	\$ 613,857	\$ 348,836	\$ 265,021	\$ 205,528
Total:	\$ 2,271,575	\$ 1,857,081	\$ 414,495	\$ 1,137,939
Operating expenses excluding rent and depreciation:	\$ 1,317,718	\$ 1,198,244	\$ 119,474	\$ 735,665

FY21 General Operations Expenses – Capital



	FY21 Budget	FY20 Budget	FY20 Actuals
<u>IT Hardware & Software</u>			
New/Replacement Desktops & Laptops	\$ 30,000	\$ 30,000	\$ 9,034
Phones	-	15,000	-
	\$ 30,000	\$ 45,000	\$ 9,034
<u>Office Furniture & Equipment</u>			
New Location-Cubicles/Furniture	\$ 325,000	\$ -	\$ -
New Location-AV Equipment	52,000	-	-
New Location-EV Charging Stations	30,000	-	-
	\$ 407,000	\$ -	\$ -
<u>Leasehold Improvements</u>			
New Location-Buildout in excess of allowance	\$ 100,000	\$ -	\$ -
New Location-Security	19,500	-	-
New Location-Cabling	52,000	-	-
New Location-Architecture/Engineering	65,000	-	-
New Location-Project Management	50,000	-	-
New Location-Contingency	75,000	-	-
	\$ 361,500	\$ -	\$ -
Total Capital Expenditures	\$ 798,500	\$ 45,000	\$ 9,034

Budget and Operations Committee

Agenda Item #7

Update on Office Space Search

REDACTED

- Recently renovated building located on the waterfront in the just south of the convention center in Hartford
- Between Downtown and Colt Park
- CT Non-Profit Center houses many mission aligned and Adjacent Organizations
- Free onsite parking
- Building offers additional meeting space
- In process of LEED Certification and interested in Solar and EE for a CPACE project



REDACTED

- CGB space would include 14 offices, kitchen, 5 conference rooms, open space for staff
- Open concept for layout with high ceilings
- Accommodates growth



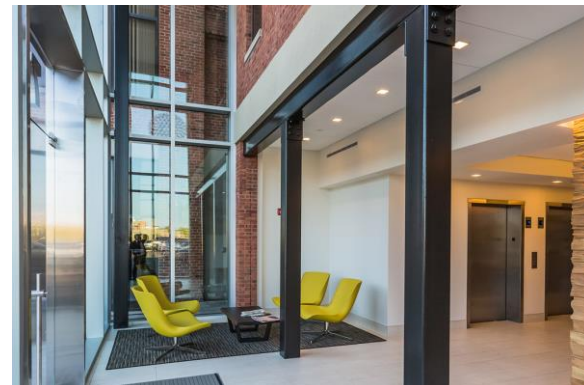
REDACTED

- Recently renovated building located on the waterfront in the Harbor Point neighborhood near the Stamford Train Station and Downtown
- Short walking distance to retail shops and restaurants
- Spectacular water & city views
- Free onsite parking
- Private shuttle to Metro North train station
- Bike racks for exclusive tenant use
- The GRANOLA Bar - a healthy breakfast and lunch cafe
- Interested in CPACE



REDACTED

- CGB space would include 4 offices, kitchen, conference room, open space
- Existing modern installation with exposed ceilings, exposed brick and glass offices
- Great water views



Photos are representative and not of actual space

REDACTED



Budget and Operations

Agenda Item #8
Adjourn



**BUDGET AND OPERATIONS COMMITTEE OF THE
CONNECTICUT GREEN BANK**

Regular Meeting Minutes

Wednesday, May 13, 2020
2:00 – 3:30 p.m.

A regular meeting of the Board of Directors of the **Connecticut Green Bank (the “Green Bank”)** was held on May 13, 2020.

Due to COVID-19, all participants joined via the conference call.

Committee Members Present: John Harrity, Michael Li (in place of Mary Sotos), Lonnie Reed

Committee Members Absent: Eric Brown

Staff Attending: Brian Farnen, Bryan Garcia, Bert Hunter, Jane Murphy, Cheryl Samuels, Ariel Schneider, Eric Shrager

Others present: None

1. Call to Order

- John Harrity called the meeting to order at 2:01 pm.

2. Public Comments

- No public comments.

3. Meeting Minutes from January 10, 2020

Resolution #1

Motion to approve the meeting minutes of the Budget and Operations Committee from January 10, 2020.

**Upon a motion made by Lonnie Reed and seconded by John Harrity, the Budget and Operations Committee voted to approve Resolution 1. None opposed or abstained.
Motion approved.**

4. FY 2021 Comprehensive Plan – Budget and Targets

- Eric Shrago summarized the FY 2012 – 2019 and FY 2020 Targets and the Green Bank's current accomplishments towards those targets in terms of Projects completed, Capital, MW Capacity, and Tons of CO2 avoided.
- Eric Shrago noted that Expenses, Office Space Recommendations, and other topics will be reviewed at the upcoming June 10, 2020 meeting. There may be another meeting before the Board Meeting in June with final recommendations and updates as things change.
- He reviewed the FY21 Proposed Goals within a minimum and maximum range determined by a number of factors and data, especially given the changes due to COVID-19. Bryan Garcia noted that in terms of what is listed, the minimum is roughly 40-50% of FY 2020 Targets while the maximum is 65-85% of the FY 2020 Targets.
 - John Harry commented that the contractors' predictions are grim. Bryan Garcia responded that approximately 55% of contractors believe they will rehire their former employees, while others are less confident that they will be able to return to business before COVID-19. The Green Bank continues to try to give them confidence and stimulate their success.
 - John Harry asked further about how the recession affects customers and contractors, given that clean energy projects should keep their costs lower. Bryan Garcia confirmed that customers are seeing lower costs than those without clean energy projects and added that Eric Shrago and the Green Bank will be pushing the new technology and data gained to spread the message about how clean energy is helping cut energy costs.
- Eric Shrago continued by reviewing the Financing Programs Goals:
- CPACE has decreased activity, with estimates in line with CGB's prior worst years. John Harry asked about other states' PACE Programs and asked if their experiences is similar to those of the Green Bank. Bert Hunter responded that in other states there has been a shift by PACE companies to an emphasis on using CPACE as a new construction tool, which saves the developers equity by being provided by CPACE. He stated there has not been as much new construction in Connecticut, and the construction that has taken place outside of Connecticut has been of a larger scale. He also said other programs have a longer look-back period for clean energy improvements already installed and not financed using C-PACE, which allows businesses to access the equity locked into their C-PACE projects. So, he added, across the country and in general, C-PACE projects have been slowing down, except for new construction projects.
- Eric Shrago continued: PPA goals includes State and Municipal pipelines, which are expected to do well. The SBEA/BEA program has been extended and is expected to do well at a set goal. The Smart-E goals are heavily dependent on customer comfort levels to allow contractors and installers into their homes, so the goal is more modest. The PosiGen goals is a percentage of RSIP in terms of LMI PBIs offered, so the goal range is based on whether the RSIP is extended or not. Multifamily program goals are heavily impacted, as they are the most difficult to complete and most sensitive to capital constraints. The Strategic Investments goals need to be developed further before more accurate goals can be presented.
 - Bryan Garcia added that for PPAs, the Solar MAP program was developed based on feedback from municipalities (e.g., Sustainable CT), and so now with changes due to COVID-19, the Green Bank is communicating with the Municipalities more to customize programs to best serve them. He also said that

Subject to Changes and Deletions

the Green Bank will use the interest rate buy-down for the Smart-E Loan and C-PACE (i.e., Energy On the Line) as a stimulus for other loans to keep programs going.

- Eric Shrago reviewed the Incentive Programs Goals:
- There is an expectation of RSIP growth, but it is dependent on homeowner comfort in allowing access to their homes. In terms of battery storage, the Green Bank is submitting a response to the Request for Program Design for a combined electric storage and behind-the-meter residential solar PV program. Bryan Garcia added that this is related to the grid modernization efforts, with several re-openers related to the various aspects that affect it. There is more research being done on how to install projects efficiently, and while that is happening the Green Bank is preparing an application to contribute. The Requests for Program Design return to PURA on July 31, 2020, and then PURA will review the submissions and begin drafting proposals. If the Green Bank is selected, there could be a battery storage program beginning in January 2021.
 - Lonnie Reed asked if the Governor's Office is on board with the battery storage program and idea. Bryan Garcia said he suspects they would default to Mohit Agrawal, but the Green Bank has follow-ups with DEEP and PURA with respect to the RSIP. As for electric storage, he stated it's hard to tell at this point what would happen, but the Green Bank is still pushing for it (i.e., HB 5351) and will be keeping a sharp eye on things as they progress.
- John Harrity commented that the projections seem reasonable. Bryan Garcia also added that the Goals can be adjusted in the future (i.e., January 2021 per the revision process).
- Bryan Garcia discussed the carbon offset program being developed from EV charging stations. A standard has been developed, it went for public comment and was approved, so now Matt Macunas has now been working to onboard EV charger owners to continue to generate those carbon offsets. Groups are registering with the Green Bank and then the Green Bank is selling the offsets to purchasers in the market who are looking to offset their own emissions. The revenues from those likely offsets will need to be calculated, but the hope is to generate revenue for the Green Bank as well and use it to support EV rechargers in Connecticut's low income communities.
- Eric Shrago reviewed the Forecasted Revenues. There is a 5% decrease from the Clean Energy Fund due to electric demand. The RGGI allowances remain even, Interest Income has increased due to investment activity, and there is an increase in REC sales.
- Bryan Garcia discussed the Green Bank sustainability plan as detailed in the materials mailed to Committee members. The Green Bank revenues are still led by the system benefits fund (i.e., Clean Energy Fund), but now has SHREC revenues, and Interest Income more than RGGI revenues – this is a milestone and consistent with the intentions of the organization's sustainability plan. So far the Green Bank has been able to meet its sustainability plan by increasing its Interest Income. John Harrity noted that it seems that the Green Bank is maintaining a good balance of sustainability and profit. Bryan Garcia commented that the Green Bank isn't quite at self-sustaining yet, but the organization will continue its focus and pursuit of sustainability.

5. Update on the CGB RFP for Office Space

- Eric Shrago reviewed the current Rocky Hill and Stamford lease information as well as the future vision for the Green Bank. As for the timeline, things slowed due to COVID-19 but the Green Bank is still continuing negotiations. Discussions about improvements with building owners are beginning and seem to be pretty well received so far.

Subject to Changes and Deletions

- There are 5 final options for the Rocky Hill/Hartford office. The Rent per square foot has been net averaged taking into account parking expenses, future increases, and other costs then calculated back down to the current comparable rate.
 - New space became recently available with the current location in Rocky Hill, and a new Average Annual Cost will need to be presented and considered.
 - Lonnie Reed asked if suburban versus urban desire has played a role in affecting any of the offers, as many people seem to be wanting to move to more suburban locations in the wake of COVID-19. Eric said the brokers haven't seen a big push for people to actually move out of the cities mostly because the suburban areas do not necessarily exist to accommodate those types of moves.
- For Stamford, there are 4 final options. Though many brokers believe there will be a push out of New York into Stamford or the suburbs, the Green Bank's broker for Stamford doesn't believe it is as likely to happen. The Stamford market should be stable for a while, but there may be some growth down the line. Bert Hunter commented that the impact probably won't be seen for 2-3 months at least, as banks have been given leniency for forbearance on loans. But once that period rolls forward, then changes and opportunities should be seen.
 - Lonnie Reed asked when the Green Bank has to begin putting in a deposit for a new location. Eric Shrago responded that though it is getting close to final negotiations, a deposit wouldn't likely be needed until after the start of FY 2021, so in July 2020.
- John Harrity asked if the plan was still to be moving by January 1, 2021. Eric Shrago said yes. The timeline has been managed to still make it achievable, even despite COVID-19 setbacks. John Harrity also asked due to COVID-19, if the increased remote-work model has been viable. Eric Shrago responded yes, and staff have been as effective as they were before. Eventually there will need to be a more face-to-face environment, but until then there are certain layout challenges that can be addressed now while everyone is at home, which weren't possible before.
- Lonnie Reed asked if anyone noticed if there has been a decline in creative solutions that normally come about from staff getting together in person. Eric Shrago said no, as people are still meeting regularly and having brainstorming sessions, the form is just different. Overall, the Green Bank staff seem to be adjusting well.

6. Adjourn

Upon a motion made by Lonnie Reed and seconded by John Harrity, the Budget and Operations Committee Meeting adjourned at 3:29 pm.

Respectfully submitted,

John Harrity, Chairperson

CONNECTICUT GREEN BANK
BYLAWS
PURSUANT TO
Section 16-245n of the
Connecticut General Statutes

Adopted: October 17, 2015

Revised: April 24, 2020

- Deleted: October 20
- Deleted:
- Deleted: 2017

ARTICLE I

NAME, PLACE OF BUSINESS

1.1. **Name of the Green Bank.** The name of the Green Bank shall be, in accordance with the Statute, the "Connecticut Green Bank".

1.2. **Office of the Green Bank.** The office of the Green Bank shall be maintained at such place or places within the State of Connecticut as the Board may designate.

1.3. **Green Bank Purpose and Function.** As stated in its Resolution of Purpose adopted on September 29, 2011, the purpose of the Green Bank is to stimulate, support and increase the use of clean energy, investment in clean energy projects and sources, demand for clean energy, the development of technologies that support clean energy, and the development of the state's energy-related economy.

The function of the Green Bank is to achieve the foregoing objectives to the fullest extent authorized or permitted by Section 16-245n of the Connecticut General Statutes, as amended, or any other provisions of the Connecticut General Statutes pertaining to the responsibilities or activities of the Green Bank. Such functions include but are not limited to: (1) implementing the Comprehensive Plan developed by the Green Bank pursuant to Section 16-245n(c) of the Connecticut General Statutes, as amended; (2) developing programs to finance and otherwise support clean energy investment in residential, municipal, small business and larger commercial projects, and such others as the Green Bank may determine; (3) supporting financing or other expenditures that promote investment in clean energy sources to foster the growth, development, and commercialization of clean energy sources and related enterprises; and (4) stimulating

demand for clean energy and the deployment of clean energy sources within the state
that serve end-use customers in the state.

ARTICLE II

BOARD OF DIRECTORS

- 2.1. **Powers.** The powers of the Green Bank are vested in and exercised by a Board of Directors which may exercise all such authority and powers of the Green Bank and do all such lawful acts and things as are necessary to carry out the Comprehensive Plan and the purposes of the Green Bank as provided in the Resolution of Purposes, or as are otherwise authorized or permitted by the Statute or other provisions of the General Statutes, including the authorization of expenditures and use of funds from the Clean Energy Fund created by Section 16-245n(c) of the General Statutes, formerly known as the Renewable Energy Investment Fund, and the Green Connecticut Loan Guaranty Fund created by Section 16a-40f(b) of the General Statutes.
- 2.2. **Chairperson.** The Chairperson of the Board shall be appointed by the Governor. The Chairperson shall perform the duties imposed by the Statute, these Bylaws, and by resolution of the Board, and shall preside at all meetings of the Board which he or she attends. At each meeting the Chairperson shall submit such recommendations and information as the Chairperson may consider appropriate concerning the business, affairs, and policies of the Green Bank. The Chairperson shall serve at the pleasure of the Governor but no longer than the term of office of the Governor or until the Chairperson's successor is appointed and qualified, whichever is longer.

2.3. **Vice Chairperson.** The Board shall elect from its members a Vice Chairperson. The Vice Chairperson shall perform the duties imposed by the Statute, these Bylaws, and by resolution of the Board. In the absence or incapacity of the Chairperson, the Vice Chairperson shall perform all the duties and responsibilities of the Chairperson. In the absence or incapacity of the Vice Chairperson, or in case of his or her resignation or death, the Board shall elect its members an acting Vice Chairperson during the time of such absence or incapacity or until such time as the Board shall elect a new Vice Chairperson. The Vice Chairperson shall serve until a successor is elected by the Board.

2.4. **Secretary.** A Secretary may be elected by the Board. The Secretary shall perform the duties imposed by the Statute, these Bylaws, and by resolution of the Board. In the absence or incapacity of the Secretary, or in case of a resignation or death, the Board shall elect from their number an acting Secretary who shall perform the duties of the Secretary during the time of such absence or incapacity or until such time as the Board shall elect a new Secretary. The Secretary shall serve until a successor is elected by the Board.

2.5. **Treasurer.** A Treasurer may be elected by the Board and shall serve as an ex officio member of the Budget, Operations and Compensation Committee and the Audit, Compliance and Governance Committee with the primary responsibility of general financial oversight of the fiscal condition of the Green Bank. The Treasurer shall perform the duties imposed by the Statute, these Bylaws, and by resolution of the Board. In the absence or incapacity of the Treasurer, or in case of a resignation or death, the Board shall elect from their number an acting Treasurer who shall perform the duties of the Treasurer during the time of such absence or incapacity or until such time as the Board

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shall elect a new Treasurer. The Treasurer shall serve until a successor is elected by the Board.

- 2.6. **Delegation of Powers.** The Board may, by resolution, delegate to the President or other officers of the Green Bank such powers of the Green Bank as they believe are necessary, advisable, or desirable to permit the timely performance of the functions of the Green Bank and to carry out the plans, policies, procedures, and decisions of the Board, except that such delegation shall not include any duties or responsibilities required by the Statute or these Bylaws to be performed by the Chairperson or the Board or otherwise in conflict with law.

- 2.7. **Directors.** The Directors shall be appointed and serve as provided in the Statute. Each prospective Director will take an oath to the Board prior to commencing service as set forth below:

GREEN BANK OFFICIAL OATH

YOU DO SOLEMNLY SWEAR THAT YOU WILL SUPPORT THE CONSTITUTION OF THE UNITED STATES, AND THE CONSTITUTION OF THE STATE OF CONNECTICUT; AND THAT YOU WILL FAITHFULLY DISCHARGE, ACCORDING TO LAW, THE DUTIES OF A DIRECTOR OF THE CONNECTICUT GREEN BANK, INCLUDING ALL GOVERNANCE AND ETHICAL OBLIGATIONS, TO THE BEST OF YOUR ABILITIES; SO HELP YOU GOD.

**ARTICLE III
OFFICERS AND EMPLOYEES**

- 3.1. **Officers.** The Board shall have the power to create positions for such officers as it may deem to be in the interests of the Green Bank, and shall define the powers and duties of

all such officers. All such officers shall be subject to the orders of the Board and serve at its pleasure. Such officers shall include a President and may include a Director of Finance and Chief Investment Officer, a General Counsel and such other officers as the Board may determine to be appropriate. The Board shall be responsible for determining or approving compensation for each officer.

- 3.2. **President.** The Board shall hire a President. The President shall be the chief executive officer of the Green Bank and shall have such duties and responsibilities as may be determined by the Board, except that the duties and responsibilities of the office of President shall not include those required by the Statute or these Bylaws to be performed by the Chairperson or the Board or otherwise in conflict with law. The President shall be a non-voting, *ex officio* member of the Board pursuant to the Statute. The Board may delegate to such other person or persons all or part of the duties of the President. The President may, with the approval of the Board, assign or delegate to the officers and employees of the Green Bank any of the powers that, in the opinion of the President, may be necessary, desirable, or appropriate for the prompt and orderly transaction of the business of the Green Bank.
- 3.3. **Acting President.** The Board may, by resolution adopted by a majority vote, appoint some other person to serve as Acting President and perform the duties of the President in the event of the death, inability, absence, or refusal to act of the President. The Acting President shall be subject to all of the same restrictions placed upon the President.
- 3.4. **Chief Investment Officer.** The Board may appoint a Chief Investment Officer (CIO). The CIO shall have such duties and responsibilities as may be determined by the Board, except that the duties and responsibilities of the office of CIO shall not include those

required by the Statute or these Bylaws to be performed by the Chairperson or the Board or otherwise in conflict with law. The CIO shall not be a Director.

3.5. **General Counsel.** The Board may appoint a General Counsel. The General Counsel shall be the chief legal officer of the Green Bank and shall have such duties and responsibilities as may be determined by the Board, except that the duties and responsibilities of the office of General Counsel shall not include those required by the Statute or these Bylaws to be performed by the Chairperson or the Board or otherwise in conflict with law. The General Counsel shall not be a Director.

3.6. **Additional Officers and Other Personnel.** The Green Bank may from time to time employ such other personnel as it deems necessary to exercise its powers, duties, and functions pursuant to the Statute and any and all other laws of the State of Connecticut applicable thereto. The President shall develop a staffing plan which shall include without limitation a chart of positions and position descriptions for the Green Bank, personnel policies and procedures, and related compensation levels. Such staffing plan may provide for officers of the Green Bank in addition to those specifically provided for in these Bylaws, and the appointment of such officers shall be in the discretion of the President, except as the Board may otherwise determine. The President shall deliver the staffing plan to the Budget, Operations, and Compensation Committee for its review and approval pursuant to Article V, Section 5.3.2 hereof.

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3.7. **Signature Authority; Additional Duties.** The President and officers of the Green Bank shall have such signature authority as is provided in the Green Bank's Operating Procedures, and as may from time to time be provided by resolution of the Board. The

officers of the Green Bank shall perform such other duties and functions as may from time to time be required.

ARTICLE IV BOARD MEETINGS

- 4.1. **Regular Meetings.** Regular meetings of the Board or any Committee for the transaction of any lawful business of the Green Bank shall be held in accordance with a schedule of meetings established by the Board or such Committee, provided that the Board shall meet at least six (6) times per fiscal year through either a regularly scheduled or special meeting.
- 4.2. **Special Meetings.** The Chairperson may, when the Chairperson deems it expedient, call a special meeting of the Board for the purpose of transacting any business designated in the notice of such meeting. The Committee Chair of any Committee may, when the Committee Chair deems it expedient, call a special meeting of such Committee for the purpose of transacting any business designated in the notice of such meeting.
- 4.3. **Legal Requirements.** All meetings of the Board or any Committee shall be noticed and conducted in accordance with the applicable requirements of the Statute and the Connecticut Freedom of Information Act, including without limitation applicable requirements relating to the filing with the Secretary of the State of any schedule of regular meetings and notices of special meetings, meeting notices to Directors and Committee members, public meeting requirements, the filing and public availability of meeting agenda, the recording of votes and the posting or filing of minutes, the addition of agenda items at any regular meeting, and the holding of any executive session.

4.4. **Order of Business.** The order of business of any meeting of the Board or any Committee shall be as set forth in the agenda for such meeting, provided that the Board or Committee may vary the order of business in its discretion.

4.5. **Organization.**

4.5.1. At each meeting of the Board, the Chairperson, or in the absence of the Chairperson, the Vice Chairperson, or in the absence of both, a Director chosen by a majority of the Directors then present, shall act as Presiding Officer. The Secretary, or a staff member designated by the President, shall prepare or direct the preparation of a record of all business transacted at such meeting. Such record when adopted by the Directors at the next meeting and signed by the Chairperson or the Secretary shall be the official minutes of the meeting.

4.5.2. At each meeting of a Committee, the Committee Chair, or in the absence of the Committee Chair any other Committee member designated by the majority of the Committee members then present, shall act as Presiding Officer. The President, a staff member designated by the President, or any Committee member chosen by the Presiding Officer, shall prepare or direct the preparation of a record of the business transacted at such meeting. Such record when adopted by a majority of the Committee members in attendance at the next meeting and signed by the Committee Chair shall be the official minutes of the Committee meeting.

4.6. **Attendance.** A Director or a member of a Committee may participate in a meeting of the Board or of such Committee by means of teleconference, videoconference, or similar communications equipment enabling all Directors and Committee members participating

in the meeting to hear one another, and participation in a meeting pursuant to this Section shall constitute presence in person at such a meeting. Directors or their designees who miss more than three (3) consecutive meetings shall be asked to become more active on the Board. In the event of further absence, the Board may decide by majority vote to recommend to the appointing authority that the appointment be reconsidered.

4.7. **Quorum.**

4.7.1. A majority of the Directors then in office shall constitute a quorum for the transaction of any business or the exercise of any power of the Green Bank.

4.7.2. A majority of the Director-members of a Committee shall constitute a quorum, provided that, except in the case of an advisory committee, such quorum shall consist of a minimum of three (3) Directors, at least one (1) of which shall not be a State employee.

4.8. **Enactment.** When a quorum is present, an affirmative vote of a majority of Directors in attendance at Board or Committee meetings shall be sufficient for action, including the passage of any resolution, except as may otherwise be required by these Bylaws or applicable law. Non-Director members of any Committee may participate in the Committee's discussions and deliberations and may join in the Committee's recommendations to the Board, but shall not have a vote on any matters as to which the Committee is exercising the powers of the Board, including without limitation, any funding decisions.

4.9. **Designation of Substitutes for Directors.** If authorized by the Statute, then a Director may appoint a designee to serve as the Director's representative on the Board with full power to act and to vote on that Director's behalf. For the purposes of maintaining

consistency and efficiency in Board matters, alternating attendance between the Director and his or her designee is strongly discouraged. If not authorized by statute, then a Director may not name or act through a designee. An authorized appointment of a designee shall be made by filing with the Board a short bio of the designee, the designee's CV, and a certificate substantially similar to the following:

"Certificate of Designation

I, _____, a member of the Board of Directors of the Connecticut Green Bank, do hereby designate _____ [Name & Title] to represent me at the meetings of the Board or committees thereof with full powers to act and vote on my behalf. This designation shall be effective until expressly revoked in writing.

[Name]"

ARTICLE V COMMITTEES

- 5.1. **Delegation Generally.** The Board may delegate any and all things necessary or convenient to carry out the purposes of the Green Bank to three (3) or more Directors, provided that at least one (1) of which shall not be a State employee, and, to the extent of powers, duties, or functions not by law reserved to the Board, to any officer or employee of the Green Bank as the Board in its discretion shall deem appropriate.

5.1.1. **Appointments; Quorum; Transaction of Business; Recordkeeping.**

5.1.2. **Appointments.** The Chairperson shall appoint all Committee Chairs. The Committee Chair need not be a Director on the Deployment Committee any *ad hoc* committee, or an advisory committee.

5.1.3. **Quorum.** If necessary to achieve a quorum at any meeting of a Committee other than an advisory committee, then the Chairperson or the Vice Chairperson may sit, participate, and vote as an alternate member of such committee at such meeting.

5.1.4. **Report of Committee Actions.** Each Committee shall report to the Board on such Committee's actions and activities at the Board meeting next following each Committee meeting.

5.1.5. **Recordkeeping.** Committee recordkeeping shall be in accordance with Article IV, Section 4.5.2 hereof.

5.2. **Standing Committees.** The Green Bank shall have four (4) Standing Committees of the Board consisting of an Audit, Compliance, and Governance Committee, a Budget Operations, and Compensation Committee, a Deployment Committee, and a Joint Committee of the Energy Conservation Management Board and the Connecticut Green Bank. Each Standing Committee may form subcommittees in its discretion, but no such subcommittee shall exercise powers of the Board unless authorized by the Board to do so.

5.2.1. **Audit, Compliance, and Governance Committee.** The Audit, Compliance, and Governance Committee shall consist of no less than three (3) Directors appointed by the Chairperson on a biennial basis, at least one (1) of which shall not be a State employee. The principal functions, responsibilities, and areas of cognizance of the Audit, Compliance, and Governance Committee shall be as

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follows: (i) recommendation to the Board as to the selection of auditors; (ii) meetings with the auditors to review the annual audit and formulation of an appropriate report and recommendations to the Board with respect to the approval of the audit report; (iii) review of the audit and compliance findings of the Auditors of Public Accounts, and meetings with the staff auditors there as appropriate; (iv) review with the auditors, President, and senior finance staff of the adequacy of internal accounting policies, procedures and controls; (v) review of the sufficiency of financial and compliance reports required by statute; (vi) recommendation to the Board as to the selection of the Green Bank's ethics liaison and ethics compliance officer(s); (vii) review of the adequacy of employee education and training on ethics and related legal requirements; (viii) review and approval of, and in its discretion recommendations to the Board regarding, all governance and administrative matters affecting the Green Bank, including but not limited to matters of corporate governance, corporate governance policies, committee structure and membership, management qualifications and evaluation, and Board and Standing Committee self-evaluation; (ix) oversight of the Green Bank's legal compliance programs, including but not limited to compliance with state contracting and ethics requirements; (x) management succession planning; (xi) oversight of any Director conflict of interest matters; (xii) as-needed review of any staff recommendations to the Board regarding the Green Bank's regulatory or policy initiatives including but not limited to the Comprehensive Plan and other clean energy regulatory or policy evidentiary matters before the Public

Utilities Regulatory Authority and other state and federal commissions and tribunals that may affect clean energy development and/or the Green Bank's statutory mandate; (xiii) acting as a resource to the appointing authorities with respect to the identification and recruitment of qualified and interested private sector Director candidates; and (xvi) the exercise of such authority as may from time to time be delegated by the Board to the Audit, Compliance, and Governance Committee within its areas of cognizance.

5.2.2. **Budget, Operations, and Compensation Committee.** The Budget, Operations, and Compensation Committee shall consist of no less than three (3) Directors appointed by the Chairperson on a biennial basis, at least one (1) of which shall not be a State employee. Additionally, the Chairperson or the Vice Chairperson shall be a non-voting *ex officio* member of the committee, subject to the provisions of Article V, Section 5.2.2 hereof. The principal functions, responsibilities, and areas of cognizance of the Budget, Operations, and Compensation Committee shall be as follows: (i) to recommend and monitor compliance with prudent fiscal policies, procedures, and practices to assure that the Green Bank has the financial resources and financial strategy necessary to carry out its statutory responsibilities and mission, including oversight of the Green Bank's budget process, asset and liability management, asset risk management, insurance and loss prevention, and performance measurement; (ii) recommendation to the Board as to approval of the annual operating budget and plan of operation; (iii) oversight of space planning and office leases, systems, and equipment, and procedures and practices with respect to purchasing; (iv) to

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recommend the establishment of and monitor compliance with policies, programs, procedures, and practices to assure optimal organizational development, the recruitment and retention of qualified personnel and the just and fair treatment of all employees of the Green Bank, including employment policies and practices, employee training, development, evaluation and advancement, employee compensation and benefits, and matters of employee separation and severance; (v) recommend the adoption of a formal compensation philosophy, (vi) annually review compensatory time to assure compliance with Green Bank's policy; (vii) annually review paid or reimbursable education assistance to assure compliance with Green Bank's policy; (viii) review and approval of the Green Bank staffing plan as developed by the President; (ix) with respect to reallocation of amounts between approved budget line items in excess of ten thousand dollars (\$10,000) but not exceeding seventy-five thousand dollars (\$75,000) in total, approval of such reallocation; (x) with respect to increases to the operating budget or unbudgeted disbursements in amounts in excess of ten thousand (\$10,000) but not exceeding seventy-five thousand (\$75,000), approval of such increases; and (xi) the exercise of such authority as may from time to time be delegated by the Board to the Budget, Operations, and Compensation Committee within its areas of cognizance.

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- 5.2.3. **Deployment Committee.** The Deployment Committee shall consist of no more than six (6) members total, consisting of no less than three (3) Directors and up to three (3) non-Directors, all appointed by the Chairperson on a biennial basis,

and at least one (1) of the Director-members shall not be a State employee. Additionally, the State Treasurer, or her or his designee, shall be a voting *ex officio* member of the committee. Additionally, the Chairperson or the Vice Chairperson shall be a non-voting *ex officio* member of the committee, subject to the provisions of Article V, Section 5.2.2 hereof. The non-Director members of the Deployment Committee shall each have expertise in such areas as: project finance, levelized cost of clean energy, investment banking, commercial lending, tax-exempt or tax-advantaged financing or municipal banking, or clean energy policy. The principal functions, responsibilities, and areas of cognizance of the Deployment Committee shall be as follows: (i) to recommend and monitor compliance with program, project, and investment guidelines, criteria, policies, and practices supporting the Green Bank's statutory mission and management of such by the Green Bank's professional staff; (ii) with respect to loans, loan guarantees, loan loss reserves, credit enhancements, debt support programs, debt, debt-like, grants, equity, near-equity, and related measurement and verification studies and evaluation audit funding requests, including but not limited to the Residential Solar program, the Combined Heat and Power pilot program, the Anaerobic Digestion pilot program, and the Condominium Renewable Energy grant program, between five hundred thousand dollars (\$500,000) and two million five hundred thousand dollars (\$2,500,000), evaluation and approval of such requests on behalf of the Board so long as such approval is within the Green Bank's approved Operations and Program Budget; (iii) with respect to loans, loan guarantees, loan loss reserves, credit

enhancements, debt support programs, debt, debt-like, grants, equity and near-equity funding requests which exceed two million five hundred thousand dollars (\$2,500,000), evaluation of such requests and recommendation to the Board regarding such requests; (iv) oversight of policies and practices relating to the evaluation and recommendation of initial investments, follow-on investments, investment modifications and restructurings, and the sale or other disposition of investments by the Green Bank's professional investment staff; (v) oversight of policies and practices relating to investment management by the Green Bank's professional investment staff, including implementation of investment exit strategies; (vi) except to the extent of any investment powers expressly reserved to the Board itself in any resolution of the Board, to approve on behalf of the Board investments, follow-on investments, investment modifications and restructurings, and the sale or other disposition of investments; (vii) to review and recommend to the Board the issuance of bonds, notes or other obligations of the Green Bank, and upon such approval, to sell, issue and deliver such bonds, notes or obligations on behalf of the Green Bank; (viii) on a periodic basis, but not less frequently than annually, to review and recommend to the Board the establishment and modification of a provision for losses with respect to loans, loan guarantees, loan loss reserves, credit enhancements, debt support programs, debt, debt-like instruments, and any other extensions of credit or the undertaking of risk where it is determined the Green Bank (a) may not recover its investment of capital or its expected rate of return, (b) is contractually or otherwise obligated to pay or commit additional Green Bank capital to such

transactions without a reasonable expectation for the return of such capital, or
(c) is for any other reason more likely than not to suffer a loss due to an
investment or program and ~~(ix)~~ the exercise of such other authority as may from
time to time be delegated by the Board to the Deployment Committee within its
areas of cognizance.

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5.2.4. Joint Committee of the Energy Conservation Management Board and the

Connecticut Green Bank. The Standing Committee Related to the Joint
Committee of the Energy Conservation Management Board and the Board of
Directors of the Green Bank shall consist of no more than (2) voting Directors and
(2) nonvoting members who shall be appointed by the Chairperson on a biennial
basis to serve on both this Standing Committee and the Joint Committee. Said
Directors of this Standing Committee shall be charged with joining with four (4)
members, no more than (2) voting Directors and (2) nonvoting members, from the
Energy Conservation Management Board to form the Joint Committee as required
pursuant to 16-245m(d)(2) of the General Statutes.

5.2.4.1. The principal functions, responsibilities and areas of cognizance of this
Standing Committee shall be as follows: (i) to work with the Joint
Committee to examine opportunities to coordinate the programs and
activities contained in the plan developed under section 16-245n (c) of
the General Statutes with the programs and activities contained in the
plan developed under section 16-245m(d)(1) of the General Statutes;
and (ii) to work with the Joint Committee to provide financing to
increase the benefits of programs funded by the plan developed under

section 16-245m(d)(1) of the General Statutes so as to reduce the long-term cost, environmental impacts and security risks of energy in the state.

5.2.4.2. This Standing Committee, in consultation with and upon approval of the Joint Committee, is authorized to vote and allocate funding in an amount not to exceed three hundred thousand dollars (\$300,000.00) per program or project so long as such program or project is within the Green Bank's approved Operations and Program Budget, consistent with the Green Bank's Comprehensive Plan, within an approved program of the Board or Deployment Committee and consistent with the credit and investment guidelines, criteria, policies, and practices approved by the Board. No resolution of the Joint Committee to approve an expenditure of funds may be approved without an affirmative vote of at least two (2) voting Directors of the Connecticut Green Bank.

5.2.4.3. Notwithstanding anything contained in these Bylaws to the contrary, the Joint Committee may adopt its own bylaws which shall govern the conduct and operations of the Joint Committee. If there are conflicting provisions between these Bylaws and any bylaws adopted by the Joint Committee, these Bylaws shall be controlling.

5.2.5. Additional Standing Committees or *ad hoc* committees of the Board may be formed by the Board at its discretion by resolution setting forth the purposes and responsibilities of such additional Standing Committee or *ad hoc* committee.

Each additional Standing Committee or *ad hoc* committee shall have at least three (3) members who are Directors, at least one (1) of which shall not be a State employee.

5.3. Advisory Committees.

- 5.3.1. The Board may form such advisory committees as the Board in its discretion may determine to be appropriate to advise and assist the Board, any Standing Committee of the Board, or management of the Green Bank in the performance of its statutory responsibilities. Such advisory committees may include as members such individuals as may be knowledgeable in the subject matter whether or not Directors or employees of the Green Bank.
- 5.3.2. Members of an advisory committee who are not Directors or employees of the Green Bank shall be considered "members of an advisory board" for purposes of the Connecticut Code of Ethics for Public Officials.
- 5.3.3. Public confidence in the recommendations and other actions of an advisory committee requires that advisory committee members avoid both actual conflicts of interest and situations that might give the appearance of a conflict of interest. It is to be expected, however, that many advisory committee members will have outside business or professional interests relating to the Green Bank's statutory mission. It is not intended that such outside business or professional interests be considered a conflict of interest, provided that an advisory committee member shall not participate in any deliberation or vote, and shall not take any other affirmative action as an advisory committee member, with respect to a matter in which such member has an interest which is in substantial

conflict with the proper discharge of the duties and responsibilities of membership on the advisory committee. For this purpose, the determination of whether an advisory committee member has an interest which is in substantial conflict with the duties and responsibilities of membership on the advisory committee shall be made in the same manner as provided in Section 1-85 of the Connecticut General Statutes for conflicting interests of public officials. In addition to disclosures required by law, the existence and nature of any such substantial conflict shall be promptly disclosed to the Committee Chair.

ARTICLE VI FISCAL YEAR

- 6.1. **Fiscal Year.** The fiscal year of the Green Bank shall extend from July 1 through the following June 30 except as the same may be otherwise determined by resolution of the Board.

ARTICLE VII CONFLICTS OF INTEREST

- 7.1. Public confidence in the recommendations and other actions of the Board and Committees requires that Directors avoid both actual conflicts of interest and situations that might give the appearance of a conflict of interest. Given the statutory qualifications for membership on the Board, it is to be expected, however, that some Directors, or Directors' immediate family members, will have outside business or professional interests relating to the Green Bank's statutory mission. It is not intended that such outside business or professional interests be considered a conflict of interest, provided that a Director shall not participate in any deliberation or vote, and shall not take any

other affirmative action as a Director or Committee member, with respect to a matter in which such Director or immediate family member has an interest which is in substantial conflict with the proper discharge of the duties and responsibilities of membership on the Board or such Committee. For this purpose, the determination of whether a Director or immediate family member has an interest which is in substantial conflict with the duties and responsibilities of membership on the Board or a Committee shall be made in the manner provided in Section 1-85 of the Connecticut General Statutes for conflicting interests of public officials. The existence and nature of any potential conflict of interest shall be promptly disclosed to the Chairperson (or, in the case of the Chairperson, to the Vice Chairperson) and otherwise as may be required by Section 1-86 of the Connecticut General Statutes.

- 7.2. With respect to potential conflicts of interest, as defined in Section 1-86(a) of the Connecticut General Statutes and pursuant thereto and pursuant to Section 1-81-30(c) of the Regulations of Connecticut State Agencies, the Member shall either (1) excuse himself or herself from participating in any deliberation or vote on the matter and may not otherwise take any affirmative action on the matter or (2) shall prepare a written statement prepared under penalty of false statement describing the matter requiring action and the nature of the potential conflict and explaining why, despite the potential conflict, such Member is able to vote and otherwise participate fairly, objectively, and in the public interest, and shall deliver a copy of such statement to the Office of State Ethics and shall enter a copy of the statement in the minutes of the Board or committee, as applicable.

7.3. In addition to the steps described in Section 7.1 and 7.2, above, a conflicted or potentially conflicted Director:

7.3.1. is strongly encouraged to leave the room during discussion and vote on the matter at hand; and

7.3.2. shall not participate in such discussion and vote; and

7.3.3. shall not have access to non-public confidential information regarding the matter at hand.

ARTICLE VIII COMPENSATION

8.1. No Director or Committee member shall at any time receive or be entitled to receive any compensation for the performance of his or her duties as a Director, but may be reimbursed by the Green Bank for reasonable and necessary expenses incurred in the performance of such duties.

ARTICLE IX

RESTRICTIONS ON DIRECTORS AND EMPLOYEES LEAVING GREEN BANK

9.1. Green Bank Directors and employees are required to comply with the Code of Ethics provisions pertaining to post-state activity and to familiarize themselves with the statutes pertaining to post-state service restrictions which can be found at Connecticut General Statutes Sections 1-84a and 1-84b and in the *Guide to the Code of Ethics for Public Officials and State Employees.*

ARTICLE X
PARLIAMENTARY AUTHORITY

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- 10.1. Robert's Rules of Order, current revised edition, shall govern the proceedings of the Board when not in conflict with these Bylaws.

ARTICLE XI
AMENDMENT

- 11.1. **Amendment or Repeal.** These Bylaws may be amended or repealed or new Bylaws may be adopted by the affirmative vote of a Super Majority of the Directors then in office. The Green Bank may adopt rules for the conduct of its business, and the adoption of such rules shall not constitute an amendment of these Bylaws.

ARTICLE XII
DEFINITIONS

- 12.1. **Definitions.** Unless the context shall otherwise require, the following words and terms shall have the following meanings:

12.1.1. "Green Bank" means the Connecticut Green Bank, as created and existing pursuant to the Statute.

12.1.2. "Board" means the board of directors of the Green Bank appointed and serving pursuant to the Statute.

12.1.3. "Chairperson" means the Chairperson of the Board appointed pursuant to the Statute.

12.1.4. "Clean Energy" means solar photovoltaic energy, solar thermal, geothermal energy, wind, ocean thermal energy, wave or tidal energy, fuel cells, landfill gas, hydropower that meets the low-impact standards of the Low-Impact Hydropower Institute, hydrogen production and hydrogen conversion

technologies, low emission advanced biomass conversion technologies, alternative fuels, used for electricity generation including ethanol, biodiesel or other fuel produced in Connecticut and derived from agricultural produce, food waste or waste vegetable oil, provided the Commissioner of Energy and Environmental Protection determines that such fuels provide net reductions in greenhouse gas emissions and fossil fuel consumption, usable electricity from combined heat and power systems with waste heat recovery systems, thermal storage systems, other energy resources and emerging technologies which have significant potential for commercialization and which do not involve the combustion of coal, petroleum or petroleum products, municipal solid waste or nuclear fission, financing of energy efficiency projects, projects that seek to deploy electric, electric hybrid, natural gas or alternative fuel vehicles and associated infrastructure, any related storage, distribution, manufacturing technologies or facilities and any Class I renewable energy source.

- 12.1.5. "Committee" means any committee of or formed by the Board, including any Standing Committee, *ad hoc* committee, or advisory committee.
- 12.1.6. "Committee Chair" means the Chairperson of a Committee.
- 12.1.7. "Comprehensive Plan" means the plan developed by the Green Bank pursuant to section 16-245n(c) of the General Statutes.
- 12.1.8. "Connecticut Freedom of Information Act" means the Connecticut Freedom of Information Act, Connecticut General Statutes § 1-200 *et seq.*, as amended.
- 12.1.9. "Director" means a voting member of the Board appointed pursuant to the Statute.

- 12.1.10. "General Statutes" means the Connecticut General Statutes, as amended.
- 12.1.11. "Majority", whether capitalized or lowercase, means one more than half.
- 12.1.12. "President" means the President of the Green Bank hired by and serving at the pleasure of the Board of Directors of the Green Bank.
- 12.1.13. "Presiding Officer" has the meaning attributed to that term in Article IV, Section 4.5 of these Bylaws.
- 12.1.14. "Resolution of Purposes" means a resolution of the Board adopted pursuant to the penultimate sentence of Section 16-245n(d) of the General Statutes.
- 12.1.15. "Secretary" means the Secretary of the Board elected pursuant to the Statute and these Bylaws.
- 12.1.16. "Standing Committee" means a Standing Committee established by these Bylaws or another standing committee appointed by the Board for a specified period of time for the purpose of carrying out one or more functions of the Green Bank.
- 12.1.17. "Statute" means Connecticut General Statutes § 16-245n, as amended.
- 12.1.18. "Super Majority" means two thirds rounded up to the next whole integer.
- 12.1.19. "Vice Chairperson" means the Vice Chairperson of the Board elected pursuant to these Bylaws.

ARTICLE XIII

AUTHORITY

- 13.1. These Bylaws are adopted pursuant to the Statute and effective as of [].

Deleted: December 16, 2016

Connecticut Green Bank
FY 2021 Operating and Program Budget - DRAFT
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Presented to B&O Committee on June 10, 2020

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Connecticut Green Bank
FY 2021 Operations and Program Budget - DRAFT
Statement of Revenues and General Operations and Program Expenses

	GenOps Fiscal Year 06/30/2021 Budget	Financing Programs Fiscal Year 06/30/2021 Budget	Incentive Programs Fiscal Year 06/30/2021 Budget	Fiscal Year 06/30/2021 Budget	Fiscal Year 06/30/2020 Budget	YOY Budget \$ Variance % Variance		Fiscal YTD As of 06/03/20 Actual	Budget vs Actual Variance
Revenue									
Operating Income	29,052,600	1,085,000	10,158,607	40,296,207	39,060,330	1,235,877	97 %	32,470,462	(6,589,868)
Interest Income	146,441	5,736,057	70,500	5,952,998	5,061,466	891,532	85 %	4,518,197	(543,269)
Interest Income, Capitalized	0	228,115	0	228,115	367,017	(138,902)	161 %	380,241	13,223
Other Income	100,000	342,092	0	442,091	135,000	307,091	31 %	481,876	346,877
Total Revenue	\$ 29,299,041	\$ 7,391,264	\$ 10,229,107	\$ 46,919,411	\$ 44,623,813	2,295,598	95 %	\$ 37,850,776	(6,773,037)
Operating Expenses									
Compensation and Benefits									
Employee Compensation	1,114,000	2,462,638	1,423,580	5,000,218	4,552,130	448,088	91 %	3,553,324	(998,806)
Employee Benefits	939,165	2,060,773	1,186,838	4,186,775	3,925,744	261,031	94 %	2,978,705	(947,039)
Total Compensation and Benefits	2,053,165	4,523,411	2,610,418	9,186,993	8,477,874	709,119	92 %	6,532,029	(1,945,845)
Program Development & Administration	0	1,293,239	2,259,000	3,552,240	2,863,929	688,311	81 %	1,899,307	(964,622)
Program Administration-IPC Fee	0	1,366,220	0	1,366,219	1,297,956	68,263	95 %	951,135	(346,821)
Marketing Expense	469,199	631,496	217,346	1,318,042	985,155	332,887	75 %	513,775	(471,381)
E M & V	150,000	125,000	300,000	575,000	395,000	180,000	69 %	144,415	(250,584)
Research and Development	31,000	0	0	31,000	310,000	(279,000)	1,000 %	113,624	(196,376)
Consulting and Professional Fees									
Consulting/Advisory Fees	208,000	300,000	288,500	796,500	540,900	255,600	68 %	379,511	(161,390)
Accounting and Auditing Fees	258,350	0	0	258,350	248,750	9,600	96 %	75,546	(173,203)
Legal Fees & Related Expenses	50,000	185,000	150,000	385,000	414,499	(29,499)	108 %	241,671	(172,829)
Bond Issuance Costs	0	0	1,125,000	1,125,000	1,800,000	(675,000)	160 %	800	(1,799,200)
Total Consulting and Professional Fees	516,350	485,000	1,563,500	2,564,850	3,004,149	(439,299)	117 %	697,528	(2,306,622)
Rent and Location Related Expenses									
Rent/Utilities/Maintenance	76,053	166,758	97,187	339,998	309,999	29,999	91 %	246,566	(63,432)
Telephone/Communication	20,378	44,680	26,041	91,099	124,599	(33,500)	137 %	65,027	(59,571)
Depreciation & Amortization	25,088	556,706	32,060	613,854	348,833	265,021	57 %	433,579	84,744
Total-Rent and Location Related Expenses	121,519	768,144	155,288	1,044,951	783,431	261,520	75 %	745,172	(38,259)
Office, Computer & Other Expenses	364,066	574,996	287,545	1,226,607	1,075,633	150,973	88 %	946,905	(128,727)
Total Operating Expenses	3,705,299	9,767,506	7,393,097	20,865,902	19,193,127	1,672,774	92 %	12,543,890	(6,649,237)
Program Incentives and Grants									
Financial Incentives-CGB Grants	100,000	0	0	100,000	100,000	0	100 %	125,000	25,000
Program Expenditures-Federal Grants	0	30,000	0	30,000	30,000	0	100 %	26,055	(3,945)
EPBB/PBI/HOPBI Incentives	0	0	16,716,539	16,716,539	15,505,131	1,211,407	93 %	15,093,396	(411,735)
Total Program Incentives and Grants	\$ 100,000	\$ 30,000	\$ 16,716,539	\$ 16,846,539	\$ 15,635,131	1,211,407	93 %	\$ 15,244,451	(390,680)
Operating Income/(Loss)	\$ 25,493,742	\$ (2,426,243)	\$ (13,880,528)	\$ 9,186,971	\$ 9,795,554	(608,584)	107 %	\$ 9,923,629	128,074
Non-Operating Expenses									
Interest Expense	0	319,335	2,515,114	2,834,449	2,636,672	197,777	93 %	1,750,886	(885,786)
Provision for Loan Loss	0	680,000	0	680,000	2,965,625	(2,285,625)	436 %	2,233,999	(731,626)
Interest Rate Buydowns-ARRA	0	0	1,600,000	1,600,000	1,800,000	(200,000)	113 %	0	(1,800,000)
Taxes	0	0	0	0	0	0	0 %	122,000	122,000
Total Non-Operating Expenses	\$ 0	\$ 999,335	\$ 4,115,114	\$ 5,114,449	\$ 7,402,297	(2,287,848)	145 %	\$ 4,106,885	(3,295,412)
Net Revenues Over (Under) Expenses	\$ 25,493,742	\$ (3,425,578)	\$ (17,995,642)	\$ 4,072,522	\$ 2,393,257	1,679,264	59 %	\$ 5,816,744	3,423,486

Connecticut Green Bank
FY 2021 Operations and Program Budget - DRAFT
Statement of Revenues and General Operations and Program Expenses - INCENTIVE PROGRAMS

	Res Solar PV Invest Prgm Fiscal Year 06/30/2021 Budget	Battery Storage (RSIP) Fiscal Year 06/30/2021 Budget	Battery Storage PURA Fiscal Year 06/30/2021 Budget	Smart-E ARRA IRB Fiscal Year 06/30/2021 Budget	Total Programs Fiscal Year 06/30/2021 Budget	Fiscal Year 06/30/2020 Budget	YOY Budget \$ Variance % Variance	Fiscal YTD As of 06/03/20 Actual	Budget vs Actual Variance
Revenue									
Operating Income									
REC Sales	10,158,607	0	0	0	10,158,607	8,013,975	2,144,632 27 %	7,070,360	(943,615)
Total Operating Income	10,158,607	0	0	0	10,158,607	8,013,975	2,144,632 27 %	7,070,360	(943,615)
Interest Income	70,500	0	0	0	70,500	78,000	(7,500) (10) %	73,504	(4,496)
Other Income	0	0	0	0	0	0	0 0 %	19,926	19,926
Total Revenue	\$ 10,229,107	\$ 0	\$ 0	\$ 0	\$ 10,229,107	\$ 8,091,975	2,137,132 26 %	\$ 7,163,790	(928,185)
Operating Expenses									
Compensation and Benefits									
Employee Compensation	1,192,450	103,530	127,600	0	1,423,580	1,153,935	269,644 23 %	869,642	(284,293)
Employee Benefits	990,377	88,000	108,460	0	1,186,838	920,270	266,569 29 %	722,628	(197,641)
Total Compensation and Benefits	2,182,827	191,530	236,060	0	2,610,418	2,074,205	536,213 26 %	1,592,270	(481,934)
Program Development & Administration	1,956,000	3,000	300,000	0	2,259,000	1,609,895	649,105 40 %	1,156,084	(453,812)
Implementation Fees	0	0	0	0	0	0	0 0 %	10,000	10,000
Marketing Expense	217,346	0	0	0	217,346	160,000	57,346 36 %	84,233	(75,767)
E M & V	0	100,000	200,000	0	300,000	125,000	175,000 140 %	34,196	(90,803)
Commitment Fees	0	0	0	0	0	0	0 0 %	128,806	128,805
Consulting and Professional Fees									
Consulting/Advisory Fees	288,500	0	0	0	288,500	287,400	1,100 0 %	266,159	(21,241)
Legal Fees & Related Expenses	150,000	0	0	0	150,000	150,000	0 0 %	116,173	(33,827)
Bond Issuance Costs	1,125,000	0	0	0	1,125,000	1,800,000	(675,000) (38) %	800	(1,799,200)
Total Consulting and Professional Fees	1,563,500	0	0	0	1,563,500	2,237,400	(673,900) (30) %	383,132	(1,854,268)
Rent and Location Related Expenses									
Rent/Utilities/Maintenance	81,409	7,068	8,711	0	97,187	72,856	24,332 33 %	52,091	(20,764)
Telephone/Communication	21,813	1,894	2,334	0	26,041	29,283	(3,243) (11) %	14,464	(14,820)
Depreciation & Amortization	26,855	2,331	2,874	0	32,060	8,454	23,606 279 %	5,663	(2,790)
Total-Rent and Location Related Expenses	130,077	11,293	13,919	0	155,288	110,593	44,695 40 %	72,218	(38,374)
Office, Computer & Other Expenses	258,070	13,203	16,272	0	287,545	238,212	49,333 21 %	288,550	50,337
Total Operating Expenses	\$ 6,307,820	\$ 319,026	\$ 766,251	\$ 0	\$ 7,393,097	\$ 6,555,305	837,792 13 %	\$ 3,749,489	(2,805,816)
Program Incentives and Grants									
EPBB/PBI/HOPBI Incentives	16,716,539	0	0	0	16,716,539	15,505,131	1,211,407 8 %	15,093,396	(411,735)
Total Program Incentives and Grants	\$ 16,716,539	\$ 0	\$ 0	\$ 0	\$ 16,716,539	\$ 15,505,131	1,211,407 8 %	\$ 15,093,396	(411,735)
Operating Income/(Loss)	\$ (12,795,252)	\$ (319,026)	\$ (766,251)	\$ 0	\$ (13,880,528)	\$ (13,968,461)	87,933 (1) %	\$ (11,679,096)	2,289,365
Non-Operating Expenses									
Interest Expense	2,515,114	0	0	0	2,515,114	2,209,161	305,953 14 %	1,587,277	(621,884)
Provision for Loan Loss	0	0	0	0	0	0	0 0 %	73,390	73,390
Interest Rate Buydowns-ARRA	0	0	0	1,600,000	1,600,000	1,800,000	(200,000) (11) %	0	(1,800,000)
Total Non-Operating Expenses	\$ 2,515,114	\$ 0	\$ 0	\$ 1,600,000	\$ 4,115,114	\$ 4,009,161	105,953 3 %	\$ 1,660,667	(2,348,494)
Net Revenues Over (Under) Expenses	\$ (15,310,366)	\$ (319,026)	\$ (766,251)	\$ (1,600,000)	\$ (17,995,642)	\$ (17,977,622)	(18,020) 0 %	\$ (13,339,763)	4,637,860

Connecticut Green Bank
FY 2021 Operations and Program Budget - DRAFT
Staffing Plan

Position / Department	Name	FY21 Staffing Budget Hours	FY20 Staffing Budget Hours	YOY Variance	FY21 Staffing Budget FTEs	FY20 Staffing Budget FTEs	YOY Variance
<u>Employees Employed Year Over Year</u>							
Manager, Community Partnerships	Basham, Emily	2,080	2,080		1.00	1.00	
Controller	Cartelli, Shawne	2,080	2,080		1.00	1.00	
Senior Manager of Resources and Impact Assessment	Charpentier, Lucy	2,080	2,080		1.00	1.00	
Senior Manager, Incentive Programs	Colonis, Bill	2,080	2,080		1.00	1.00	
Associate Director, Clean Energy Finance	Della Pesca, Louise	2,080	2,080		1.00	1.00	
Senior Loan Investment Administrator	Duncan, Catherine	2,080	2,080		1.00	1.00	
VP - Financing Programs and Officer	Dykes, Mackey	2,080	2,080		1.00	1.00	
VP - Legal, General Counsel & Chief Legal Officer	Farnen, Brian	2,080	2,080		1.00	1.00	
Senior Contracts Administrator	French, Loyola	2,080	2,080		1.00	1.00	
President & Chief Executive Officer	Garcia, Bryan	2,080	2,080		1.00	1.00	
Manager, Incentive Programs	Hazlewood, Isabelle	2,080	2,080		1.00	1.00	
Executive Vice President and Chief Investment Officer	Hunter, Bert	2,080	2,080		1.00	1.00	
Manager, Marketing	Janecko, Andrea	2,080	2,080		1.00	1.00	
Administrative Coordinator	Johnson, Barbara	2,080	2,080		1.00	1.00	
Senior Manager & Senior Counsel, Financing Programs	Kovtunen, Alex	2,080	2,080		1.00	1.00	
Manager, Incentive Programs	Kranich, Ed	2,080	2,080		1.00	1.00	
Manager, Financing Programs	Lembo-Buzzelli, Alysse	2,080	2,080		1.00	1.00	
Senior Assistant, Incentive Programs	Lewis, Lynne	2,080	2,080		1.00	1.00	
Legislative Liaison & Associate Director	Macunas, Matt	2,080	2,080		1.00	1.00	
Senior Manager, Clean Energy Finance	Miller, Desiree	2,080	2,080		1.00	1.00	
VP, Finance and Administration	Murphy, Jane	2,080	2,080		1.00	1.00	
Director, Incentive Programs	Price, Selya	2,080	2,080		1.00	1.00	
Manager, Incentive Programs	Pyne, Sara	2,080	2,080		1.00	1.00	
Executive Assistant	Samuels, Cheryl	2,080	2,080		1.00	1.00	
Manager, Marketing	Schmitt, Robert	2,080	2,080		1.00	1.00	
Managing Director of Operations	Shrago, Eric	2,080	2,080		1.00	1.00	
Senior Accountant	Soares, Natalia	2,080	2,080		1.00	1.00	
Manager, Clean Energy Finance	Stewart, Fiona	2,080	2,080		1.00	1.00	
Senior Manager, Marketing	Sturk, Rudy	2,080	2,080		1.00	1.00	
Accounting Specialist	Turker, Irene	2,080	2,080		1.00	1.00	
Senior Assistant, Incentive Programs	Vigil, Marycruz	2,080	2,080		1.00	1.00	
Associate Director, Marketing	Waters, Barbara	2,080	2,080		1.00	1.00	
Director, Clean Energy Finance	Yu, Mike	2,080	2,080		1.00	1.00	
Senior Manager, Financing Programs	Zuba, Nicholas	2,080	2,080		1.00	1.00	
	Subtotal	70,720	70,720	-	34.00	34.00	-
<u>Employees Hired for Open Positions</u>							
Associate, Incentive Programs (Durational)	Attruia, Stephanie	2,080	2,080		1.00	1.00	
New FY20 - Associate, Incentive Programs (Durational)	Saavedra, Emma	2,080	-		1.00	-	
Senior Assistant, Asset Management and Compliance	Johnson, Karl	2,080	2,080		1.00	1.00	
Staff Accountant	Schneider, Ariel	2,080	2,080		1.00	1.00	
	Subtotal	8,320	6,240	2,080	4.00	3.00	1.00

Connecticut Green Bank
FY 2021 Operations and Program Budget - DRAFT
Staffing Plan

Position / Department	Name	FY21 Staffing Budget Hours	FY20 Staffing Budget Hours	YOY Variance	FY21 Staffing Budget FTEs	FY20 Staffing Budget FTEs	YOY Variance
<u>Open Positions - Vacancies</u>							
Open - Senior Manager, Financing Programs ⁽¹⁾		2,080	2,080		1.00	1.00	
Open - Operations Assistant ⁽²⁾		2,080	2,080		1.00	1.00	
Open - Senior Accountant ⁽³⁾		1,040	1,560		0.50	0.75	
Open FY20 - Assistant, Financing Programs		2,080	1,600		1.00	0.77	
Open FY20 - Senior Manager, Clean Energy Finance		2,080	1,600		1.00	0.77	
	Subtotal	9,360	8,920	440	4.50	4.29	0.21
<u>Open Positions - New Hires</u>							
New FY21 - Special Advisor to President and CEO ⁽⁴⁾		2,080	-		1.00	-	
New FY21 - Residential Asset Manager		2,080	-		1.00	-	
	Subtotal	4,160	-	4,160	2.00	-	2.00
<u>Open Positions - Contingent</u>							
New FY21 - Associate Director of Incentive Programs (Battery Storage)		1,040	-		0.50	-	
New FY21 - Manager of Incentive Programs (Battery Storage)		1,040	-		0.50	-	
New FY21 - Associate, Incentive Programs (Battery Storage)		1,040	-		0.50	-	
	Subtotal	3,120	-	3,120	1.50	-	1.50
<u>Eliminated Positions</u>							
Director, Multifamily Housing Programs	Stevenson, Kim	-	320		-	0.15	
	Subtotal	-	320	(320)	-	0.15	(0.15)
	Total Employees	95,680	86,200	9,480	46.00	41.44	4.56
<u>Interns</u>							
Intern - Finance 1		480	480		0.23	0.23	
Intern - CI&I 1		480	480		0.23	0.23	
Intern - SI 1		480	480		0.23	0.23	
Intern - SI 2		480	-		0.23	-	
Intern - SI 3		480	-		0.23	-	
Intern - Legal 1		480	-		0.23	-	
	Total Interns	2,880	1,440	1,440	1.38	0.69	0.69
	Total Employees and Interns	98,560	87,640	10,920	47.38	42.13	5.25

⁽¹⁾ Position vacant due to departure of Anthony Clark in FY20.

⁽²⁾ Position vacant due to departure of Craig Connolly in FY20.

Support MD of Operations for additional responsibilities.

⁽³⁾ Position vacant due to departure of Joe Landry in FY20.

⁽⁴⁾ Transition of Selya Price from Director of Incentive Programs

Compensation Dollars

Employees	\$4,712,391	\$4,172,750	\$539,641
Merit Pool - 3.0%	136,671	120,794	15,878
Promotion Pool - 1.5%	71,157	65,061	6,096
Intern Pool	60,000	30,000	30,000
Temporary Employees	20,000	163,525	(143,525)
Total:	\$5,000,219	\$4,552,130	\$448,089

Connecticut Green Bank
FY 2021 Program Budget - DRAFT
Financial Incentives - Grants and Rebates

FY21 Budget

Program Name	Description	Q1	Q2	Q3	Q4	Total	FY20 Budget	FY20 YTD Actuals
RSIP	PBI Incentives	\$ 2,029,255	\$ 3,423,913	\$ 3,673,352	\$ 1,894,749	\$ 11,021,268	\$ 10,492,705	\$ 9,890,918
RSIP	EPBB Incentives	1,514,916	1,234,523	1,432,905	1,512,926	5,695,271	5,012,426	5,202,478
Pre-FY2013 Programs	Legacy Project Grants	-	-	-	-	-	100,000	-
Federal Programs	CESA Grant	5,400	5,400	5,400	5,400	21,600	-	-
Federal Programs	Other Federal Grants	2,100	2,100	2,100	2,100	8,400	30,000	26,055
GenOps	Sustainable CT Grant	-	100,000	-	-	100,000	-	-
GenOps	General CGB Grants	-	-	-	-	-	-	125,000
		\$ 3,551,671	\$ 4,765,936	\$ 5,113,757	\$ 3,415,175	\$ 16,846,539	\$ 15,635,131	\$ 15,244,451

**Connecticut Green Bank
FY 2021 Budget - DRAFT**

Department: Statutory & Infrastructure

	Fiscal Year 06/30/2021 Budget	Fiscal Year 06/30/2020 Budget	YOY Budget Variance	Fiscal YTD As of 06/03/20 Actual	Budget vs Actual Variance
Revenue					
Operating Income					
REC Sales	10,158,607	8,013,975	2,144,632	7,070,360	(943,615)
Grant Income-Federal Programs	30,000	30,000	0	47,640	17,640
Total Operating Income	10,188,607	8,043,975	2,144,632	7,118,000	(925,975)
Interest Income	109,191	119,935	(10,744)	114,691	(5,244)
Other Income	0	0	0	19,925	19,925
Total Revenue	\$ 10,297,798	\$ 8,163,910	2,133,888	\$ 7,252,616	(911,294)
Operating Expenses					
Compensation and Benefits					
Employee Compensation	1,442,731	1,168,155	274,575	883,248	(284,907)
Employee Benefits	1,203,116	933,067	270,049	733,938	(199,129)
Total Compensation and Benefits	2,645,847	2,101,222	544,624	1,617,186	(484,036)
Program Development & Administration	2,259,000	1,609,895	649,105	1,156,084	(453,812)
Marketing Expense	217,346	160,000	57,346	84,233	(75,767)
E M & V	300,000	125,000	175,000	34,196	(90,803)
Consulting and Professional Fees					
Consulting/Advisory Fees	288,500	287,400	1,100	266,159	(21,241)
Legal Fees & Related Expenses	152,000	153,000	(1,000)	116,173	(36,827)
Bond Issuance Costs	1,125,000	1,800,000	(675,000)	800	(1,799,200)
Total Consulting and Professional Fees	1,565,500	2,240,400	(674,900)	383,132	(1,857,268)
Rent and Location Related Expenses					
Rent/Utilities/Maintenance	98,495	73,861	24,635	52,810	(21,051)
Telephone/Communication	26,390	29,687	(3,296)	14,663	(15,024)
Depreciation & Amortization	32,492	8,570	23,921	5,742	(2,828)
Total-Rent and Location Related Expenses	157,377	112,118	45,260	73,215	(38,903)
Office, Computer & Other Expenses					
Office Expense	52,983	54,657	(1,673)	22,569	(32,088)
Insurance	70,000	0	70,000	37,500	37,500
Commitment Fees	0	0	0	128,805	128,806
Implementation Fees	0	0	0	10,000	10,000
Subscriptions	9,000	62,000	(53,000)	9,000	(53,000)
Training & Education	17,000	17,000	0	1,588	(15,413)
IT Operations	131,003	96,612	34,390	78,739	(17,873)
Travel, Meeting & Related Expenses	10,000	10,000	0	1,542	(8,458)
Total-Office, Computer & Other Exp	289,986	240,269	49,717	289,743	49,474
Total Operating Expenses	7,435,056	6,588,904	846,152	3,637,789	(2,951,115)
Program Incentives and Grants					
Program Expenditures-Federal Grants	30,000	30,000	0	26,055	(3,945)
EPBB/PBI/HOPBI Incentives	16,716,539	15,505,131	1,211,407	15,093,396	(411,735)
Total Program Incentives and Grants	\$ 16,746,539	\$ 15,535,131	1,211,407	\$ 15,119,451	(415,680)
Operating Income/(Loss)	\$ (13,883,797)	\$ (13,960,125)	76,328	\$ (11,643,429)	2,316,696
Non-Operating Expenses					
Interest Expense	2,515,114	2,209,161	305,953	1,587,277	(621,884)
Provision for Loan Loss	0	0	0	73,390	73,390
Total Non-Operating Expenses	\$ 2,515,114	\$ 2,209,161	305,953	\$ 1,660,667	(548,494)
Net Revenues Over (Under) Expenses	\$ (16,398,911)	\$ (16,169,286)	(229,625)	\$ (13,304,096)	2,865,190

**Connecticut Green Bank
FY 2021 Budget - DRAFT**

Department: General Operations

	Fiscal Year 06/30/2021 Budget	Fiscal Year 06/30/2020 Budget	YOY Budget Variance	Fiscal YTD As of 06/03/20 Actual	Budget vs Actual Variance
Revenue					
Operating Income					
Utility Customer Assessments	24,772,400	25,986,400	(1,214,000)	21,203,400	(4,783,000)
RGGI Auction Proceeds-Renewables	4,280,200	4,193,148	87,052	3,369,509	(823,639)
Total Operating Income	29,052,600	30,179,548	(1,126,948)	24,572,909	(5,606,639)
Interest Income	146,441	292,712	(146,271)	175,810	(116,902)
Other Income	100,000	100,000	0	1,524	(98,476)
Total Revenue	\$ 29,299,041	\$ 30,572,260	(1,273,219)	\$ 24,750,243	(5,822,017)
Operating Expenses					
Compensation and Benefits					
Employee Compensation	1,114,000	986,737	127,263	862,306	(124,431)
Employee Benefits	939,165	879,963	59,201	743,245	(136,718)
Total Compensation and Benefits	2,053,165	1,866,700	186,464	1,605,551	(261,149)
Marketing Expense	469,199	333,055	136,145	255,487	(77,568)
E M & V	150,000	130,000	20,000	41,767	(88,233)
Research and Development	31,000	310,000	(279,000)	113,624	(196,376)
Consulting and Professional Fees					
Consulting/Advisory Fees	208,000	113,500	94,500	52,379	(61,122)
Accounting and Auditing Fees	258,350	248,750	9,600	75,546	(173,203)
Legal Fees & Related Expenses	50,000	50,000	0	124,761	74,760
Total Consulting and Professional Fees	516,350	412,250	104,100	252,686	(159,565)
Rent and Location Related Expenses					
Rent/Utilities/Maintenance	76,053	69,065	6,988	74,296	5,232
Telephone/Communication	20,378	27,760	(7,382)	16,246	(11,514)
Depreciation & Amortization	25,088	8,013	17,075	9,741	1,728
Total-Rent and Location Related Expenses	121,519	104,838	16,681	100,283	(4,554)
Office, Computer & Other Expenses					
Office Expense	40,912	51,108	(10,197)	27,738	(23,370)
Insurance	90,000	90,000	0	84,581	(5,420)
Subscriptions	5,000	5,000	0	11,114	6,114
Training & Education	79,000	87,000	(8,000)	32,455	(54,544)
IT Operations	101,154	90,340	10,815	116,706	26,366
Travel, Meeting & Related Expenses	48,000	58,000	(10,000)	28,867	(29,133)
Total-Office, Computer & Other Exp	364,066	381,448	(17,382)	301,461	(79,987)
Total Operating Expenses	3,705,299	3,538,291	167,008	2,670,859	(867,432)
Program Incentives and Grants					
Financial Incentives-CGB Grants	100,000	0	100,000	125,000	125,000
Total Program Incentives and Grants	\$ 100,000	\$ 0	100,000	\$ 125,000	125,000
Operating Income/(Loss)	\$ 25,493,742	\$ 27,033,969	(1,540,227)	\$ 21,954,384	(5,079,585)
Net Revenues Over (Under) Expenses	\$ 25,493,742	\$ 27,033,969	(1,540,227)	\$ 21,954,384	(5,079,585)

**Connecticut Green Bank
FY 2021 Budget - DRAFT
Department: Marketing**

	RSIP	CPACE	EV Offset	Smart-E	Multifamily	Solar PPA	Total Programs	General Operations	Total	Prior			
	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year		Fiscal YTD	Budget vs.
	06/30/2021	06/30/2021	06/30/2021	06/30/2021	06/30/2021	06/30/2021	06/30/2021	06/30/2021	06/30/2021	06/30/2020	YOY	As of 06/30/20	Actual
	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Variance	Actual	Variance
685010-Marketing-Membership Dues and Sponsorships													
MAR-MS-01 Dues	75,246	0	0	0	0	0	75,246	40,094	115,340	119,287	(3,947)	82,752	115,340
MAR-MS-02 Sponsorships	0	0	5,000	0	0	0	5,000	59,950	64,950	40,643	24,307	39,495	64,950
Total	75,246	0	5,000	0	0	0	80,246	100,044	180,290	159,930	20,360	122,247	180,290
685030-Marketing-Research													
MAR-RS-01 Research	3,000	0	0	0	2,000	0	5,000	40,000	45,000	17,225	27,775	23,788	45,000
Total	3,000	0	0	0	2,000	0	5,000	40,000	45,000	17,225	27,775	23,788	45,000
685060-Marketing-Websites													
MAR-WB-01 Hosting	234	5,000	0	0	0	0	5,234	6,955	12,189	13,200	(1,011)	10,476	12,189
MAR-WB-02 Maintenance	12,016	5,000	0	0	0	0	17,016	20,600	37,616	39,000	(1,384)	19,163	37,616
MAR-WB-03 Design	0	0	0	0	0	0	0	20,000	20,000	47,500	(27,500)	5,091	20,000
Total	12,250	10,000	0	0	0	0	22,250	47,555	69,805	99,700	(29,895)	34,730	69,805
685070-Marketing-Events													
MAR-EV-01 Consultants	0	0	0	0	0	0	0	0	0	9,500	(9,500)	3,585	0
MAR-EV-02 Expenses	5,000	5,000	0	0	2,000	0	12,000	30,000	42,000	51,000	(9,000)	36,468	42,000
Total	5,000	5,000	0	0	2,000	0	12,000	30,000	42,000	60,500	(18,500)	40,053	42,000
685080-Marketing-Branding													
MAR-BR-01 Strategy	0	0	0	0	0	0	0	5,000	5,000	0	5,000	11,053	5,000
MAR-BR-02 Premiums	0	0	10,000	0	0	0	10,000	4,000	14,000	6,000	8,000	8,979	14,000
Total	0	0	10,000	0	0	0	10,000	9,000	19,000	6,000	13,000	20,032	19,000
685090-Marketing-Agency Management													
MAR-AM-01 Agency Fees	5,000	50,000	0	28,000	0	0	83,000	5,000	88,000	98,000	(10,000)	40,133	88,000
MAR-AM-02 Tools	0	0	0	0	0	0	0	21,801	21,801	38,200	(16,399)	21,800	21,801
Total	5,000	50,000	0	28,000	0	0	83,000	26,801	109,801	136,200	(26,399)	61,933	109,801
685100-Marketing-Public Relations													
MAR-PR-01 Public Relations	21,000	0	0	0	0	0	21,000	30,000	51,000	53,504	(2,504)	36,278	51,000
Total	21,000	0	0	0	0	0	21,000	30,000	51,000	53,504	(2,504)	36,278	51,000
685120-Marketing-Outreach													
MAR-OR-01 Outreach	0	12,500	0	0	0	250,000	262,500	25,000	287,500	0	287,500	75	287,500
Total	0	12,500	0	0	0	250,000	262,500	25,000	287,500	0	287,500	75	287,500
685140-Marketing-Paid Media													
MAR-PM-01 SEO	10,000	0	0	0	0	0	10,000	50,000	60,000	34,000	26,000	500	60,000
MAR-PM-02 Paid Search	5,000	0	0	35,000	0	0	40,000	16,000	56,000	9,000	47,000	26,759	56,000
MAR-PM-03 Email	0	0	0	0	0	0	0	1,000	1,000	0	1,000	1,077	1,000
MAR-PM-04 Social Media	0	10,000	0	25,000	0	0	35,000	0	35,000	54,000	(19,000)	6,503	35,000
MAR-PM-05 Display	0	0	0	20,000	0	0	20,000	14,000	34,000	27,000	7,000	19,891	34,000
MAR-PM-06 Print	10,650	0	0	0	0	0	10,650	10,000	20,650	5,100	15,550	17,499	20,650
MAR-PM-07 TV/Radio	45,000	0	0	0	0	0	45,000	0	45,000	50,000	(5,000)	40,641	45,000
MAR-PM-08 OOH	0	0	0	0	0	0	0	9,000	9,000	18,000	(9,000)	8,524	9,000
Total	70,650	10,000	0	80,000	0	0	160,650	100,000	260,650	197,100	63,550	121,394	260,650
685160-Marketing-Production													
MAR-PD-01 Direct Mail	10,200	12,500	0	0	2,000	0	24,700	200	24,900	29,200	(4,300)	6,874	24,900
MAR-PD-02 Print	5,000	0	0	0	1,000	0	6,000	600	6,600	17,100	(10,500)	6,291	6,600
MAR-PD-03 Signage	0	0	0	0	0	0	0	0	0	600	(600)	442	0
MAR-PD-04 Photography/Footage	0	0	0	0	0	0	0	10,000	10,000	5,000	5,000	110	10,000
MAR-PD-05 Video	10,000	12,500	0	0	7,000	0	29,500	25,000	54,500	25,000	29,500	30,750	54,500
MAR-PD-06 Digital	0	0	0	19,000	0	0	19,000	25,000	44,000	27,600	16,400	5,422	44,000
Total	25,200	25,000	0	19,000	10,000	0	79,200	60,800	140,000	104,500	35,500	49,889	140,000
685180-Marketing-Incentive Promotions													
MAR-IP-01 Incentive Promotions	0	77,996	0	0	0	0	77,996	0	77,996	79,496	(1,500)	0	77,996
Total	0	77,996	0	0	0	0	77,996	0	77,996	79,496	(1,500)	0	77,996
685220-Marketing-Relationship Managers													
MAR-RM-01 Relationship Managers	0	0	0	0	35,000	0	35,000	0	35,000	71,000	(36,000)	2,705	35,000
Total	0	0	0	0	35,000	0	35,000	0	35,000	71,000	(36,000)	2,705	35,000
Total Marketing Expenses	217,346	190,496	15,000	127,000	49,000	250,000	848,842	469,199	1,318,041	985,155	332,886	513,774	1,318,041

Connecticut Green Bank
FY 2021 General Operations Budget - DRAFT
Research and Development Expenditures

Project	Purpose	FY21 Budget	FY20 Budget	FY20 Actuals
Renewable Thermal Technology	RH&C	\$ -	\$ 5,000	\$ -
Community Engagement	Sustainable CT	-	100,000	-
EV Carbon Credits	EV Carbon Credits	-	50,000	80,625
GHHI	Completion of Phase 2	-	45,000	-
LMI	Energy Burden in Transportation Study	21,000	50,000	26,833
Community Solar	Identify opportunities for investment (e.g., brownfields)	-	50,000	-
EMV	Joint Jobs Study with EEB	10,000	10,000	6,167
		<u>\$ 31,000</u>	<u>\$ 310,000</u>	<u>\$ 113,624</u>

Connecticut Green Bank
FY 2021 General Operations Budget - DRAFT
Other Operating Expenses

	FY21 Budget	FY20 Budget	YOY Incr / (Decr)	FY20 Actuals Mar 2020
<u>Rent</u>	\$ 340,000	\$ 310,000	\$ 30,000	\$ 196,747
<u>Telephone/Communications</u>	\$ 91,100	\$ 124,600	\$ (33,500)	\$ 61,385
<u>Office expense</u>	\$ 182,900	\$ 229,400	\$ (46,500)	\$ 63,476
<u>IT operations</u>	\$ 452,218	\$ 405,494	\$ 46,724	\$ 288,100
<i><u>Noncapitalized hardware & supplies</u></i>	\$ 15,210	\$ 10,210	\$ 5,000	\$ 12,429
<i><u>Software Maintenance/Annual Licenses/Services</u></i>	\$ 55,000	\$ 47,500	\$ 7,500	\$ 28,829
<i><u>Consultant/IT Support Services</u></i>	\$ 209,876	\$ 223,076	\$ (13,200)	\$ 145,197
<i><u>Network Costs</u></i>	\$ 172,132	\$ 124,708	\$ 47,424	\$ 101,646
<u>Staff development/continuing education</u>	\$ 112,000	\$ 110,750	\$ 1,250	\$ 28,498
<u>Subscriptions</u>	\$ 64,000	\$ 118,000	\$ (54,000)	\$ 53,648
<u>Travel & Travel Related Expense</u>	\$ 105,500	\$ 120,000	\$ (14,500)	\$ 35,629
<u>Lender Fees</u>	\$ 20,000	\$ -	\$ 20,000	\$ 138,805
<u>Insurance</u>	\$ 290,000	\$ 90,000	\$ 200,000	\$ 66,123
<u>Depreciation & Amortization</u>	\$ 613,857	\$ 348,836	\$ 265,021	\$ 205,528
Total:	\$ 2,271,575	\$ 1,857,081	\$ 414,495	\$ 1,137,939
Operating expenses excluding rent and depreciation:	\$ 1,317,718	\$ 1,198,244	\$ 119,474	\$ 735,665

Connecticut Green Bank
FY 2021 General Operations Budget - DRAFT
Capital Expenditure Budget

	FY21 Budget	FY20 Budget	FY20 Actuals
<u>IT Hardware & Software</u>			
New/Replacement Desktops & Laptops	\$ 30,000	\$ 30,000	\$ 9,034
Phones	-	15,000	-
	<u>\$ 30,000</u>	<u>\$ 45,000</u>	<u>\$ 9,034</u>
<u>Office Furniture & Equipment</u>			
New Location-Cubicles/Furniture	\$ 325,000	\$ -	\$ -
New Location-AV Equipment	52,000	-	-
New Location-EV Charging Stations	30,000	-	-
	<u>\$ 407,000</u>	<u>\$ -</u>	<u>\$ -</u>
<u>Leasehold Improvements</u>			
New Location-Buildout in excess of allowance	\$ 100,000	\$ -	\$ -
New Location-Security	19,500	-	-
New Location-Cabling	52,000	-	-
New Location-Architecture/Engineering	65,000	-	-
New Location-Project Management	50,000	-	-
New Location-Contingency	75,000	-	-
	<u>\$ 361,500</u>	<u>\$ -</u>	<u>\$ -</u>
Total Capital Expenditures	<u>\$ 798,500</u>	<u>\$ 45,000</u>	<u>\$ 9,034</u>

