

NYSERDA 256th Board Meeting
April 26, 2022
Clean Copy of Transcript

Sara LeCain:

Richard, you can start when you're ready.

Chair Kauffman:

Want me to start?

Sara LeCain:

Yep.

Chair Kauffman:

Okay, good afternoon. I call this meeting to order. This is the 256th meeting of the New York State Energy Research Development Authority. Notice of the meeting was provided to the Members on April 13, 2022, and to the press on April 14, 2022, a revised agenda was issued on April 21, 2022. I directed a copy of the notice, and agenda and revised notice be annexed to the minutes of this meeting. Welcome to the meeting. This meeting's being conducted in person. And by video conference, the Authority will post a video and a transcript of this meeting on the web to confirm that we have a quorum of at least seven Members of I'd like each of the Members to introduce themselves. I'm Richard Kauffman, Chair of the Authority. So let's start here in Albany.

Vice Chair Bell:

Chuck Bell, Vice Chair

Arturo Garcia-Costas:

Arturo Garcia-Costas, Member.

Chair Kauffman:

Thank you. New York City.

Justin Driscoll:

Justin Driscoll here. Sorry. I arrived late, had a meeting at NYPA this morning in White Plains. So I came directly here. My apologies

Jay Koh:

Jay Koh, Member of the Board.

Chair Kauffman:

Thank you. And Syracuse.

Shere Abbott:

Shere Abbot, Member of the Board.

Commissioner Dominguez:

MarieTherese Domingez, New York State Department of Transportation and Member of the Board.

Sadie McKeown:

Sadie McEwen Member of the Board.

Chair Kauffman:

Oh, I'm sorry. Sadie here.

Sadie McKeown:

Okay.

Chair Kauffman:

Yeah. Sorry. Thank you. I don't physically where, where you are. Sorry. Thank you. The first item on the discussion agenda is report from the Authority's President & CEO Doreen Harris. Doreen, from Syracuse.

Doreen Harris:

Yes. good afternoon, everyone. It's a pleasure to have you all together today for this Board meeting. Certainly has been a busy quarter here in New York State and at NYSERDA, and I'll share a few observations and certainly milestones we've hit. Next slide please.

So, first of all certainly Thursday, April 14th was a historic day for the New York Public Service Commission with th what I believe will be two orders that are seen as landmark initiatives. So here in New York State and notably to make material progress toward the climate act 70 by 30 goal. So first on the 14th two Tier 4 transmission projects to deliver clean energy to New York City were approved. And second, the 10 gigawatt distributed solar roadmap was also approved. And as I said, I, I believe these approvals firmly set our path toward our climate act renewable goal. Well, on its way. And as I've described to you in the past, we now have two Tier 4 projects, The Clean Path, New York project, and the Champlain Hudson Power Express project, which will be advancing as the largest transmission projects in New York State in the last 50 years together.

Reducing the City's reliance on fossil fuel fire generation by more than 51% in 2030. So clearly major significant projects with two and together are bringing almost 6 billion in societal benefits and 8 billion in economic development benefits as well. So that is a major milestone in turning to the next slide. I, I certainly do want to also highlight the 10 gigawatt order that was approved in the same. The distributed solar roadmap really set forth the New York Sun program as the most inclusive and ambitious solar program in the nation, and is building on the success of the prior goal of 6 gigawatts of solar by 2025, and now expands it to attain 10 gigawatts of distributed solar or by 2030, not only is this going to bring statewide increases in investment in jobs, but notably utilizing the first application of prevailing wage for solar projects between 1 and 5 megawatts, as well as a strong focus on ensuring at least 700,000 New York homes who are

classified as low to moderate income or disadvantaged communities benefit from these investments as well.

So with that I will turn to the next slide of course, and talk about a very important week in our world, which is Earth Week. Certainly last week proved to be an eventful week in celebration of earth week and notably Earth Day as Governor Hochul made key announcements to further our State's action to address climate change. So I was pleased to join the Governor, New York City Mayor, Eric Adams, former President Bill Clinton, and representatives from leading real-estate owners at the Empire State Building for the launch of the Empire Building Playbook, which provides replicable processes for building owners to technically and economically develop decarbonization strategies for high rise buildings in the city and beyond also on Earth Day, Governor Hochul announced that \$59 million in funding for our Clean Green Schools initiative is open and we are accepting applications for qualifying schools around the State. Notably this announcement will advance these solutions in more than 600 on under resourced public pre-K to 12 schools. Certainly with these schools in high need areas eligible to participate in the program. And it is also important to note that this program is seeking to expand as it will be included in the \$4.2 billion Clean Water, Clean Air and Green Jobs Environmental Bond Act, which will be voted on in November, which is projected to serve more than a thousand schools and benefit nearly 1 million students. If approved next slide, please.

I also wanted to provide a brief recap of what was an action budget season for New York State following the executives proposed budget, and the one house versions filed by the Senate and assembly. Extensive negotiations took place on the numerous provisions contained in the respective proposal. And after the final budget was agreed upon, it was all in all a very solid outcome for clean energy climate and the environment. As you see depicted here on the slide, certainly additional work is anticipated going forward to keep focused attention on items that were not included in the budget, but are of course key provisions toward the achievement of our climate act goals. We are especially pleased to see \$500 million to support offshore wind port infrastructure and supply chain investments, including in the budget. And certainly we intend to integrate these monies into our offshore wind solicitations that we have planned for this year is going to represent a huge opportunity to attract and land supply chain import investments, but also to catalyze secondary and smaller scale manufacturing investment as well.

And it was also a huge year for school bus decarbonization with the final budget, agreeing to a nation leading timeline for the phase in of zero emission school buses by 2027, ultimately to yield a fully zero emission school bus fleet by 2035. And we at NYSERDA will be playing an important technical assistance in liaison role to help the many school districts and other new stakeholders implicated by these requirements and importantly, \$500 million in bond act monies be made available to assist in the purchase of buses and charging and fueling infrastructure, which represent a huge injection of financial support for this initiative. I certainly had mentioned the bond act. So I will say no more in that respect, but also two important statutory standing sources of funding for the Authority 18a and appropriations for West Valley were also authorized in the budget.

Another notable set of wins. And I would say equally, no changes were agreed to that will adjust the previous transfers of RIGGI proceeds to the general fund for the purpose of tax credit

support. Instead, NYSERDA will now reprogram these funds consistent with the RIGGI Operating Plan, which you approved at our last meeting in January \$5 million in of RIGGI proceeds will be transferred to support projects identified through DEC's environmental protection fund as well. So there are many other notable items. We won't have time to cover tax credits for geo thermal heating and EV charging infrastructure. HDR's groundbreaking capital plan with significant funding efficient in electric new construction, but suffice it to say it was a significant budget with major milestones that we're particularly proud of.

Next slide, please. And I do want to note that amidst all of this activity, our Climate Action Council has been hard at work. Moving ahead with the critical public input process on the draft scoping plan released late last year, we have held 4 out of our 10 scheduled public hearings, and I'd say each were very well attended in total. We have had approximately 200 commentors at the hearings thus far, and the remaining schedule of hearings is shown on the left, including hearings this week to be held in Syracuse tonight. And in Buffalo tomorrow, we've also received over 8,000 written comments with a comment period for the Draft Scoping Plan open through June 10th of this year. We are certainly advancing our meetings of the Climate Action Council in parallel with the hearings. And with last week's meeting, focusing on establishing subgroups on key outstanding topic areas as shown on the slide. So certainly lots more work ahead, but it's been an exciting few weeks hitting the road and hearing directly from New Yorkers on our progress.

And before I wrap up, next slide, I did want to provide a brief snapshot of some of the market trends broadly observed this year with bearing on our important work. And certainly given the global context of COVID, Ukraine, supply chain disruptions, and the overall inflationary environment. We see our team has certainly been digging in to gauge whether and how, how this has impacted our investments and projections for performance. Generally, we see that cost increases in NYSERDA supported construction projects are following larger economy-wide construction trends. And we also see that supply chain disruptions have resulted in restricted supply and thus increased costs for equipment and consumer goods, generally, including clean energy materials and products. We see contractors with challenges, finding qualified labor and increased labor rates as well. So this is certainly something we're seeing across our country and indeed globally. So with these increased costs and increased projects timelines, it has been notable in several NYSERDA programs so to speak, but not all together, unsurprising, but well worth our vigilance and continued monitoring. And as of now, we don't anticipate significant departures from our performance projections overall, but we certainly continue to keep a close eye on all of these elements with sectors that may certainly be even more challenged into the future. So with that report, my report is concluded and I will turn the meeting back to you, Chair Kaufman.

Chair Kauffman:

Thank you. The next out on the discussion agenda concerns an executive session for the purpose of discussing the employment history of a particular person, may I have a motion for resolution number 1651, enter into executive session to discuss the code history either first.

Jay Koh:

So moved.

Chair Kauffman:

Okay.

Arturo Garcia-Costas:

Second.

Chair Kauffman:

All in favor.

Members of the Board:

Aye. Aye.

Chair Kauffman:

Opposed. Right? The resolutions approved. Members will now enter into an executive session. I'd like everyone but the Members and the President CEO, please leave the room. And during that time, the webcast will be made up on our return we will reconvene the meeting.

Chair Kauffman:

Next, as many of you know, Senior Vice President for Strategy and Market Development, Janet Joseph is retiring at the end of the month. So it's a bittersweet moment. It's hard to imagine NYSERDA without Janet she's personified the best of NYSERDA, it's mission, it's innovation and how we want to treat others and also want to acknowledge the way that Janet has led NYSERDA in recent years, as the State's clean energy ambitions have increased because as her most recent title makes clear she's led the effort to change NYSERD from a narrow grant giving organization to something much larger to transform the organization to one that achieves more scale and more leverage on public dollars by developing markets. So I have a citation from Governor, but before I read it, I'd like to ask if any Members would like to make any comments.

Vice Chair Bell:

Well, I'd like to say Janet, thank you so much for, and then programs and invading and shifting in the market direction. And also because I represent consumers here, I do appreciate all that. You've accomplished for people on the ground in New York State, who now benefit from cleaning the global energy, including myself who got solar panels on my roof. I drive across the street. We have the merry old development where they put up a community solar project over their parking lots. And so we just have evidence all over the State of all the great things that you've done. So thank you so much for your leadership.

Arturo Garcia-Costas:

And I'll say something too. When I was a young State employee working at the Office of Environmental Justice I had the pleasure of, of working with you, Janet, several times, having one conversation with you about energy justice issues about climate justice issues. And after every single one of those calls, I thought, oh, it is great to have someone of this woman's caliber and, and value system at the top of NYSERDA. So I completely agree that it's one loss that, that you're retiring at this point of moment.

Shere Abbott:

So Janet has one of the rare qualities that I've seen over the time that I've been in New York State, but also on NYSERDA, which is to be able to use the same words to speak to experts. And non-experts alike in the, in the same sentence, in the same paragraph and have unbelievable impact on both communities. And I think that's probably why there has been so much success in transforming NYSERDA from the NYSERDA of the past to where it is today.

Sadie McKeown:

Yeah. And I will just echo what Richard said about modeling the way that we all wanna be as people. I was on the Climate Action Council subcommittee that Janet co-chaired with Ruthanne and I was truly inspired every meeting. And frankly couldn't wait to log on because I was so inspired to do the great work that Janet had so clearly described and defined. And that really drove my interest in this whole world to the point where now I'm a Board member, so thank you, Janet. But truly inspirational and just incredibly a clear thinking, smart, empathic, just an incredible leader, and we're gonna really miss you.

Commissioner Dominguez:

So I'll, I'll tee off of say these comments because Janet, while I have the honor of serving on the NYSERDA Board where I got to really see you in action is Climate Action Council and all the incredible work that was done with all the advisory panels under that certainly the housing sector and what you put forward. But I think what I appreciate the most is that you are unbelievably collaborative and you think outside the box and kind of figure out if we're you something, what are all those tentacles and how do we bring 'em together? And given what we're undertaking now as a State, I think that your insights, your experience, everything that you've brought to the table to help implement all of it. Certainly on behalf of NYSERDA, but I see it more directly on the climate on the climate leadership work that we're doing in across the State. So as one of the State agencies that gets the opportunity to work with you and my staff and we have great a great team at D O T. The great thing is, is that we get to work hand in glove with NYSERDA, and you're an excellent example of how we do that and how we do it successfully. So thank you for the partnership.

Jay Koh:

Maybe just three things quickly, Janet it's, Jay Koh. The first is thank you for your service to the public and the rate payers in New York State. It's an incredibly generous tenure where you've contributed your intellect in your time and your thoughtfulness and on behalf of all those folks, to the extent that it's possible to say that, thank you, it's it is a long dedication to public service that should really be recognized. The second point is when I think about you, Janet, I can't help, but think first or the word innovation always in terms of thinking about where the next frontier is, the next programs can make that frontier a little bit closer to where we are now and whether it's incorporating resiliency into the strategy, which is something I've been very focused on or thinking about the next steps actually progress the Authority itself as an entity.

I think you've always been someone that really is a thought leader. So that's something that's very rare to find. Someone has that, that sense of creativity practicality. And so it's been really wonderful to, to have a chance to work with you in that context. And that's the last point is just personally, I wanted to say thank you for being someone who is great to spend time with and talk

to and work with. I think you have been a great personal asset to the agency and to making all the challenges that we have in the energy transition. Something that's a pleasure work on it. So personally, I would just say, thank you, Janet.

Justin Driscoll:

Janet, its Justin Driscoll. If I could just add, as you know, we've been colleagues and, and collaborated over the years in my role at NYPA, and you've always been a great partner of ours at the power authority. We're certainly going to miss you greatly. We serve on the Urban Green Council Board to, and I've always marveled at how, when you comment and, and you usually wait and listen, but when you comment, everyone listens to Janet and your so respected, so wish you the best of luck. And it's been great to work with you

Chair Kauffman:

Now, I'm gonna read this. Alright.

Janet Joseph:

Okay.

Members of the Board:

<Laugh>

Chair Kauffman:

The Governor had a lot to say. Whereas New York is proud to recognize individuals making important lasting contributions to the betterment of our State and its residence. We therefore join to extend deep appreciation to Janet Joseph who has Senior Vice President of Strategy of Market Development at NYSERDA has served New Yorkers with enduring commitment and honor, and get this in support of six Governors and 10 NYSERDA presidents. <Laugh> by cultivating a vibrant, clean energy economy and developing energy savings programs to help the State combat climate change and deliver benefits to families and communities. And whereas Ms. Joseph possesses deep knowledge and expertise from her years in the public sector, working to advance energy efficiency and innovation, and she has been a longstanding Member of NYSERDA's leadership team, helping to set and implement the strategy for the State's nation, leading climate and clean energy agenda throughout NYSERDA's evolution leading with high esteem, wisdom and passion as evidence through her receipt of the 2015 Sapa Public Service Excellent Award, and consistently modeling the traits of kindness and comradery never forgetting our humanity and the collective pursuit of progress and the ultimate objective of realizing the Authority's mission.

And whereas Ms. Joseph has provided steady guidance and dependable leadership to the State of New York. And NYSERDA regarding the Authority's Strategy and Program Planning activities as reflected in her ceaseless efforts, update programs and policies to match the mounting ambitions and needs of our State drive organization of development, performance structure, and grown NYSERDA's role in stature all in pursuit of NYSERDA's vision of global climate leadership. And whereas Ms. Joseph's direction helped realize many significant achievements for New York communities, including her pivotal role on helping commit or install nearly 70 TBTU annual efficiency savings equivalent to more than 750,000 households annually alongside 45,000

gigawatt hours of annual renewable generation awarded. And by serving as an architect for major clean energy initiatives, foundational to New York's climate and clean energy leadership, including the system benefits charge portfolios, 1-3 research and development portfolios, energy efficiency portfolio standard, regional greenhouse gas initiative, technology market development, and clean energy fund among others all together.

Providing the framework for NYSERDA to deliver on \$13 billion in program investments, including \$4.5 billion, she directly oversaw. And whereas Ms. Joseph's embodiment of public service and NYSERDA's critical mission has molded and galvanized a lasting ethos in NYSERDA, which will live on beyond her tenure. And furthermore that with the bias for both action and robust scrutiny, she's worked collaboratively word again with sister agencies, Members of the legislature, executive chamber, local leaders, and other officials to achieve history, making milestones in our journey to a cleaner, more, a cost effective and resilient energy system. And whereas Ms. Joseph has also nurtured effective relationship with key stakeholders and communities across the State, including the exemplary service on the Boards of Deep Urban Green, New York State's Center for Future Energy Systems or Future Labs and other notable groups. And these efforts on behalf of NYSERDA further substantiate her steadfastness and eagerness to serve.

And whereas Ms. Joseph was recognized for her longstanding role in addressing the energy needs of New Yorkers and for her work to refine and execute many policies that have enhanced our quality of life as she concludes her successful tenure at NYSERDA, we offer our sincere appreciation for her timeless efforts, unwavering character, and professionalism, and enduring quest of a healthier, more energy efficiency, more energy efficient and resilient New York. Now, therefore I, Kathy Hochul Governor of the State of New York do hereby confer the special citation upon Janet Joseph and recognition for your exemplary service to NYSERDA and the State of New York with deep gratitude and special accommodation for your hard work and devotion to the greater public.

Chair Kauffman:

And we could have said more <laugh>

Janet Joseph:

So thank you. Thank you, Richard. And thank you Members of the Authority and thank you to my colleagues who I know were working busily on all of this for quite some time. I am humbled by your words, they are generous for sure. But, but I will say I have always considered myself to be fortunate and lucky to have landed at this great institution. You know, one that I have had the pleasure of, of building and nurturing and one that I am confident will go on to do even bigger, better things in the future. But I will say, you know, all of these accomplishments, they, they would not happen without having an amazing team of people here at NYSERDA that would not happen without having really strong leadership at so many levels from are Board to our Presidents, to our staff for many years, and, and without having a corporate culture and a mission that have a gravitational pull to many certainly to me, but I know that's true for many of my other colleagues and, and I will just say, you know, may this sounds cliché, but I have always deeply believed that we have an obligation as individuals to use whatever talents and skills and unique voices that we have to just try to make this earth a better place.

So I am very thankful for NYSERDA, for giving me the opportunity to, you know, fulfill my professional aspirations in, in that way. It has been a journey for sure, over these past three decades, it has been a challenge at times. But it has been wonderful and I will cheer on the work of NYSERDA and its people for years to come. So it is my pleasure and a thank you very much for your help.

Chair Kauffman:

Hard to go on after that. Okay. So the next item on the agenda is the appointment of Arturo Garcia-Costas as Chair of the Governance Committee to replace Shere Abbot. Who's currently serving as a Chair of the Governance Committee and the Program Planning Committee. We've spoken to Arturo and he's willing to serve this capacity, the benefit greatly from material's time and attention to the important work of the Authority. I'd like to thank Sherry for her many years of service as chair of the governance committee. And so may have a motion for resolution number 1652, appointing Arturo Garcia-Costas as Chair of the Governance Committee.

Shere Abbott:

So moved.

Jay Koh:

Second

Chair Kauffman:

All in favor?

Members of the Board:

Aye. Aye.

Chair Kauffman:

Any opposed I take not resolution is Approved. Congratulations.

Arturo Garcia-Costas:

Thank you.

Chair Kauffman:

Okay. the next item on the discussion agenda is a report on the items considered by the Governance Committee, meeting from the Committee's outgoing Chair, Shere Abbott, Shere, please.

Shere Abbott:

Hey, the Committee met earlier today and a quorum was present throughout the meeting. The Committee received a presentation from the Authority's General Counsel, Peter Costello on proposed amendments to the Authority's Conflict of Interest Policy for Board Members, specifically the policy revisions revolve, resolve inconsistencies with the Authority's Personnel Handbook, streamline the presentation of information, remove outdated information and otherwise of non-substantive, ministerial, or clarifying changes. The Committee unanimously recommends that the Board approved the revisions to the Conflict of Interest Policy for Board

Members. And then finally, the Board, the Committee met in private session to discuss the results of the members' evaluation of the board's performance. This will be presented to the Members of the June, 2022 Board meeting. This concludes my report.

Peter Costello:

If I may, I just wanna give a slight modification is the Conflict of Interest Policy for employees.

Shere Abbott:

What the question.

Chair Kauffman:

Okay. Yep. Okay. Is there the conflict of interest?

Peter Costello:

There's a separate, there's a separate policy for directors and we,

Chair Kauffman:

We don't need to look at that right now.

Peter Costello:

No, look, look at that in June.

Chair Kauffman:

Very good. Questions for sharing, right. So we'll consider the resolution as part of the consent agenda at the end of the meeting. Thank you, Shere. The next item on the discussion agendas report on the items considered by the Audit and Finance Committee from the Committee Chair, Jay check.

Jay Koh:

Thank you, Richard. The Committee heard a detailed presentation from KPMG on its proposed process for conducting the fiscal year 2021 to 2022 independent audit of the Authority's financial statements and NY Green Bank's financial statements Committee would able to ask questions and thought the approach was reasonable. If the finals financial Statements would meet through of the Public Authority Accountability Act and The State Controllers Regulations, including the delivery of all required opinions. Next, the Committee received a report from the Authority's Director of Internal Audit, Mary Peck on her proposed Internal Audit Plan for fiscal year 2022 to 2023. Following discussion, the Committee voted to approve it's 2022 to 2023 Audit Plan. We also note that we also received a report from an external evaluation of our internal audit process that received the highest evaluation level possible next the Committee considered a proposed financing of the Green Jobs-Green New York program that would sell a participation interest in the Green Jobs-Green New York program loans to community banks for credit unions. The details of this transaction were included in your meeting package. The Committee unanimously recommends approval of the green jobs, green New York financing. Lastly, the Committee met in executive session, discussed the authority, cyber security controls. No action was taken during the executive session, but I wanted to note the Audit and Finance Committee's continued interest and the Board's continued interest in making sure that

cybersecurity stays at the forefront of management's attention. These challenging times. This concludes my report. Thank you, Richard.

Chair Kauffman:

Thank you, Jay questions for Jay. All right. The next item on the discussion agenda is report on the Authority's, Diversity Equity and Inclusion work from DEI Officer Michelle Andry, Michelle. I don't know where you are. Thank you.

Doreen Harris:

Okay. Yes, this is Dorian I'm. I'm gonna be kicking off, but I do wanna confirm Michelle, are you on the

Michelle Andry:

Yes I am. Yes.

Doreen Harris:

Great. This will be a presentation jointly by me, Doreen Harris, our DEI Officer, Michelle Andry and our Chief Financial Officer Pam Poisson. So the objective is to turn really to a follow up report to the Board on the Authority's Diversity Equity and Inclusion initiative, and including some timely updates with respect to our employee engagement as well. So Members will recall that we spoke about our DEI activities in depth last fall in October of 2021, which coincided with the release and approval of our first ever DEI Strategic Plan. We were very proud of that important milestone at the time. And since then, our whole team has been hard at work on the extensive implement activities, laid out within the plan.

Our DEI Officer, Michelle Andry has also been building out a new internal team of 3 team members to lead these efforts. And I'm pleased to report that that team is now assembled in place and focused on making progress on a daily basis. So in today's update, you'll hear about 4 important topics. First updates pertaining to DEI and Board Governance. Second, a snapshot of our DEI Strategic Plan implementation progress, third high level results of our recently conducted team engagement survey, and fourth of preliminary proposals for measuring progress and holding ourselves accountable i.e. through metrics in particular. So though the time today is short, I hope it comes clear to each of you, that you have my personal and NYSERDA's broad commitment to advancing DEI through both our internal and external activities. And certainly it will be evidenced in the information we'll share and discuss today. Next slide please.

So to start the DEI Strategic Plan did call for formal engagement with the Board on this initiative to support not only accountability to our DEI goals, but also to consult with the Board as to critical elements of its implementation. So we referenced this when we shared the Strategic Plan with the Board last October, we've proposed that the Governance Committee is an appropriate pathway for this engagement, given that DEI directly relates to corporate governance while the Committee's charter is written broadly enough to encompass DEI, we would like to emphasize DEI more formally by incorporating it into the Committee's charter and would propose to do so at the point, when we, we review and update all charters at our next meeting in June. So certainly we intend to discuss specific language to amend that charter at that time, we also propose annual reporting on our DEI Strategic Plan, progress and metrics directly to the Board with a proposed

cadence at each April meeting supported by ongoing periodic updates to in consultation with the Governance Committee. And in addition, we will of course, welcome and plan for ongoing consultation throughout the year as needed.

We certainly see the governance Committee meetings as access points for detail on our DEI initiative and for the broader Board membership. So we would welcome other Members to join those discussions as you are interested. So that is our proposal as to the integration of our work within the Board. And next I will turn the present to Michelle Andry to move through the next slides regarding the status and implementation of our DEI Strategic Plan. Michelle.

Michelle Andry:

Thank you, Doreen good afternoon to all our Board members. So if we can go to the next slide, please. Excellent. Thank you. It's a little small, but this slide presents a snapshot. Summary of some of our notable work streams implementing our DEI Strategic Plan. As we previously discussed, we have grouped our actions into 3 top general categories of priority goals boosting employee engagement, building out organizational DEI capacity and developing specific DEI metrics for measuring progress and maintaining accountability. While our DEI Strategic Plan guided work on engagement was, has been in development. We released an organization-wide engagement survey in the fourth quarter 2021. The first quarter of this year is involved analysis, debriefing and further action planning using the results of the new engagement survey extending through to presentations to the full NYSERDA wide team yesterday actually. And now this Board reporting on the results here at this meeting more on this later, the new survey results are informing and driving updates to the priority actions for improving engagement, which composed a large portion of near term implementation of the DEI plan going into this year.

And we'll be making adjustments into how we're implementing the DEI plan of survey insights. Finalizing through May. A key area of improving engagement already noted in the Strategic Plan, includes audits of job responsibilities and job classifications to inform a pay equity study. You'll hear a bit more about that later. A search for an external consultant support is coming to a close with anticipation that the multi-stage audit and study will reach completion towards Q3 and Q4. As Doreen just mentioned, other notable milestones include the full staffing of the DEI team with 3 full team full fulltime team Members as of this month we've developed and launched nice service, new job competency framework, including DEI competencies, and we've completed our DEI training plan and are wrapping up our training provider search the multi-stage implementation of that training plan, which consists of multiple courses as anticipated to begin of spring and in the summer concluding in spring of 2023 with the establishment of ongoing internal DEI training capacity. Finally in our last category of metrics and accountability I'll speak more a little bit later about our straw proposal for DEI performance metrics that we're currently working on. And one as we complete that metrics proposal in later this year, we'll engage the Governance Committee as we move towards subsequent stages of refinement and launch.

So if we could go to the next slide, we, I think we'd like to transition now into engagement and our engagement survey. So before we share more details about the results of our engagement survey, it's important to level said about what we mean when we say engagement employee engagement is the degree to which an individual connects with and commits to the mission and goals of an organization. Entergage our survey provider defines employee engagement by three

key components and statements as follows motivation. This organization motivates me my best work commitment. I have not considered searching for another job and referral. I would highly recommend working at this organization to others. So while gathering input for our DEI strategic planning process, we heard and saw the vital connection between overall engagement and diversity equity and inclusion engagement reflects how all of our team Members want to feel that their time and commitment is respected and valued and want to be motivated by good relationships and collaboration with colleagues and managers to work at their full potential. These norms in an organizational culture create a greater opportunity for success at attracting and keeping a diverse workforce and further embedding equity and inclusion. So I'll pass it back to Doreen for our next few slides on our survey highlights.

Doreen Harris:

Thank you, Michelle. So our study of engagement first began with a limited survey of a subset of team Members in 2020, followed by focus groups and findings from both really informed the development of that guiding principles. Michelle referenced as well as this first goal of our DEI Strategic Plan. So we certainly did plan and actually did conduct our first annual full engagement survey of both our NYSERDA team NYSERDA employees, as well as contractors, and certainly are now in the position to report on that those initial results to the Board and intend to do so annually year after. So as described, this was a third-party provider and was really utilizing benchmark industry data and analysis, but also the need to preserve the anonymity of our team's responses as well. So the questions employed by the survey were designed to capture both quantitative and qualitative responses on drivers and business outcome.

And as you see here, some of the highlights from our engagement survey are, as our are, as on the screen. First, we were extremely encouraged by the strong response rate to the survey. 85% of requests were full filled with a rich volume of supporting commentary as well, more than 1200 individual written comments on top of the ranking based responses. So this, I would say was certainly something to be proud of in that we saw a great response and frankly, a rich level of information that it was provided as to the quantitative results themselves. Our overall engagement score was 45%, which reflects the percentage of survey respondents who are engaged or enthusiastically engaged at NYSERDA for comparison. The average engagement score at government to mark organizations is about 10 points higher, about 56%. And the leading A plus private sector engagement scores are typically about 10 points higher than that in the mid to high 60% range. So while the overall results of this survey, show us about 10 points below government benchmark, meaning we have important work to do and progress to make. I would say that the aggregate survey data and analysis has provided us not only with the critical information and direction we need to target these areas of challenge, but also I think importantly, to make measurable progress going forward. Next slide please.

So what were some of the key themes we heard in the responses? First, the survey documented and affirmed NYSERDA strengths, which are largely connected to how strongly our team feels about our mission, the importance of our work and appreciation for our call shared dedication to it. We also learned that support for the direction of this DEI Strategic Plan is strong and confidence in NYSERDA's leadership is also strong. Team members were notably positive about our response and flexibility during the COVID 19 pandemic, which is of course, excellent to hear as well. On the other side of the ledger, several important areas for improvement came

through in the responses we received, and these include addressing departmental silos and promoting cross team collaboration. The need to realize greater operational efficiencies, the need to provide a more robust suite of professional development opportunities and enhanced focus on practices that affect equity and inclusion within the workplace experience, including pay and career advancement pathways. So on the right hand side of this slide, we have identified some of the preliminary ways we're already addressing and planning to further address these top areas for improvement among them are providing greater support for managers in workload prioritization, as well as streamlining processes and enforcing better meeting guidelines, which will be important early measures. And the same is true for implementing standardized job competency and expanded professional development frameworks, along with the aforementioned job audit and pay study and organization wide DEI training.

So all in all, while these findings were in some ways, not all together surprising for us, they certainly give us all enhanced and more granular understanding about where our team feels we're excelling and where we need to place more focus in our pursuit of continued improvement and excellence at NYSERDA. So next I'll pass the presentation to Pam Poisson our CFO and executive overseeing our Human Resources team to speak further about our approach to addressing these areas for improvement.

Pam Poisson:

Thank you during and good afternoon Board Members. Doreen was just speaking about the, what I'm going to speak now a little bit about the how, and as you can see on the screen, we really view these as opportunities to boost engagement. Ultimately that will develop deliver more value for the State and citizens. And we believe we are generally going in the right direction. This survey has largely confirmed what we learned through the pilot last year, and we've also folded in data such as from exit interviews and recent State interviews that we put in place together, more information from the team. So with those insights and knowing that we are generally on the right track, they on the data we wanna try to realize these benefits as quickly as possible. So we're taking an all hands on deck approach, which other organizations have pursued with great success.

Just looking at the graphic that you have in front of you kind going left to, right. It is a bit of a three-pronged approach. So we're looking to pursue macro level improvements that will be coordinated by our DEI and HR teams also with our Operations team ally involved and in partnership with stakeholders across our organization. And that will really focus on NYSERDA wide systemic change. Coupled with that we have business unit specific improvements, organizations naturally see engagement characteristics vary by area, and, and we are no exception to that. And so to foster more tailored solutions that are matched to the findings for specific teams, we're launching unit level specific targeted improvements within each business unit. The third piece of this, which is critically important is that this is a responsibility, and a partnership on our progress with our entire team.

So really each individual team Member is viewed as having a role in a success. And to that end, we will be providing support for them both in the way of expanded training opportunities to build awareness and skills using our competency framework as a basis, and leveraging that to put improvements into practice. This all finally comes together in a hub that you can see a circle

down below where we have our employee based DEI council, President and CEO, of course, with the Board at the home. And those of you on the Board, certainly providing leadership consultation and ultimately accountability, just speaking quickly to the metrics concept that Michelle alluded to earlier we do intend to leverage our, our fairly rigorous reporting structure to make sure that we establish metrics both at macro level and then have those be informed by supporting detail metrics so that we have alignment of our change efforts with the top line goals.

Okay. So what matters, right? We all know that mantra building on that we're integrating individual and team goals regarding DEI engaged in, into our existing goal setting and performance management processes, so that it really becomes part of the fabric of who we are and how we operate. And that will be coupled again with their three core competencies that we have established for the whole team as thresholds, as well as more tailored goals for specific teams. We're socializing those competencies this year to have a baseline. And then by next year, envision it as being part of the actual performance evaluations. Finally with my CFO hat in mind, I have to stress it success of course, as with anything requires a certain level of investment. And so we aim to align our, our budget process with the evaluation of these improvement plans and make sure it is all integrated.

We have really appreciated the support that this Board has provided thus far to ensure that we have adequate funding to secure the necessary resources to provide expanded training and consultant to put us on the right path from a DEI perspective. And as I think you will well appreciate such investments typically translate to a very high paid act and improved employee experience, yield, improved engagement, which ultimately improves outcomes and also reduces the cost of turnover. So it's, it's a good financial proposition as well as one from a human aspect consistent with our reporting ongoing, we envisioned a regular cadence for updates to this group with monitoring and updating at least quarterly. And of course we welcome questions from the Board at any point through this process. So hopefully that gives you a sense of how we are approaching this. And I'm now going to turn it back to Michelle to give us a little better sense of our metrics and where we're headed next. Michelle,

Michelle Andry:

Thank you. Excellent. So we've compiled a list of draft priority metrics for 20 starting for 2023 as well as some additional metrics to be considered beyond 2023 that demonstrate DEI outcomes and progress across specific NYSEERDA support teams and groups. That's what you're seeing here on the slide. These draft metrics have been the starting point of discussion around what DEI metrics may look like for NYSEERDA. These metrics will continue to be workshopped while further is established around implementing these metrics and finalized over the remainder of this year and intended launch of these metrics for, for 2023. So on the left side of the table and on, on this slide and the next slide, the categories of metrics we focused on include employee engagement, indicators, learning and development, recruitment representation, employee performance, and talent, mobility, accessibility, training events, supplier diversity, display, and impact resource groups and industry impact.

So while this draft covers many potential metrics and these are only those we see as potential priority metrics we will be implementing them in stages based on again, priority and readiness to, to track these metrics. In some cases we'll need to develop baselines and benchmarks which

may require some considerable time upfront. So we won't have time to walk through all of these potential metrics line by line but wanted to give you this view to give you a sense of, of areas we're proposing on this slide. For example around engagement a metric might include measuring the increased aggregated engagement survey scores across, across represented demographic groups in years ahead recruiting and representation might include looking at percentage of candidates from diverse identities receiving interviews or extended offers on the next slide, please, around supplier diversity. A metric might include percentage of contracts awarded to MWBEs SDVs, New York State SBS NYSEDA to wide or accessibility in terms of facilities and percentage of bathrooms that gender neutral et cetera. So moving on to the next slide, just to touch on our process around the metrics

The DEI team will continue to workshop these metrics, working closely with NYSEDA's evaluation and market characterization team to ensure that the resulting metrics are consistent with best practice, including generating an inventory of existing tracking documents and processes and leveraging them to see where we can incorporate DEI organically the, for individuals, programs, departments, and leaders. We will look to develop additional tracking processes as well to ensure all metrics are properly tracked and managed. Once these and other foundational steps are completed the DEI team will seek to form a cross-functional DEI evaluation team to ensure the integrity of the DEI metrics, as well as advise on necessary changes. So we anticipate reviewing a final proposed priority metrics again with the Governance Committee setting targets and tracking infrastructure and other steps wrapping up in 2022, again, to prepare for launch of some initial metrics in 2023, with that I'll pass it back to Doreen to conclude our report.

Doreen Harris:

Thank you, Michelle and Pam. Next slide, please. So as we wrap up just, just wanting to, to take just a step back as to where we are and where we're heading. So certainly we have provided our staff with an update on the engagement survey, and as you heard, we may consider focus groups to help refine our measures and our strategies. But in the meantime, we are conducting meetings within our business units to look at the specific outcomes by business unit to allow that second leg of Pam's stool to advance, which are more specific to the needs of the particular teams at NYSEDA. And ultimately we are needing to advance our DEI metrics framework to not only ensure our engagement, but also our alignment with those metrics moving forward. And so we're very cognizant that we are now halfway to our next annual survey already. So we are going to begin planning for our next annual survey and that cadence that we just described. So in closing, we certainly want to emphasize that we are progressing in our trajectory on DEI and engagement to reach what we all agreed is an optimized, engaged, diverse, an inclusive team, working at its fullest potential. And we are confident together that we can get where we wanna be. As you see here. So with that, I will close. And, and of course if there's time for questions, we'd be glad to take them.

Chair Kauffman:

Questions.

Arturo Garcia-Costas:

I just have, first of all, I wanna congratulate Michelle, Doreen and Pam and everyone for, for this effort entire DEI council it's, it's really, I think one of the most detailed substantive DEI plans that in my 30 years I have seen. So I, I really complimentary on that. I did have one question though, to what extent does NYSERDA and this is a rookie question I acknowledge does NYSERDA have a recognition programs, like, for example, at, at the EPA, we had a metal, we had bronze, silver and gold medals. So do you have guys have recognition programs and also, kind of morale of boosting programs? And, I just, when reading through this, I didn't like really see a lot of discussion of that. So.

Pam Poisson:

Michelle, are you, I can take a first stab at that if that's okay. And then please add.

Michelle Andry:

Go ahead.

Pam Poisson:

So I think, I think the short answer is, is yes. And we have kinda a, a presence awards program in recognition of accomplishments. That's one part of the pathway that we have. We also have different ways that we have focused on team appreciation obviously in a, in a very budget friendly way that is appropriately in line with our resources that should be used. So we look for ways to thank people personally, thank you notes to the team, opportunities to get to know each other a little bit that are so just, you know, being cognizant of the fact that people's work focus often is heightened and made more impactful if they understand that they are appreciated by the employer and also helps retain very, very talented staff. So those are just two things that we're doing. And what Michelle, anything that you would be adding to that or Doreen you certainly have more experience with the organization than I do.

Michelle Andry:

Right. I, I would certainly add, this is a great point. That's definitely something that was highlighted in the DEI Strategic Plan as an area that, you know, we, we like to continue building on the efforts that Pam has already mention. I think definitely when it comes to, you know, what we've shared in this presentation we certainly we certainly wanna prioritize some of the areas that we've, we focused on here in terms of ensuring that we're creating an environment in which people can, can really function at their full potential. You the appreciation piece is ongoing work. But we definitely right now are focused on optimizing at this time.

Doreen Harris:

Yeah, I'd say just to round this out, it, it, we're, we're working from both perspectives of, of really timely dynamic, informal ways to appreciate our colleagues. Through regular every month, we have shout outs for people who are doing amazing work as part of our monthly staff meetings, as examples, and maybe too many all staff emails, thanking people some might say, but some offered. But in this, in, at the same time certainly we have the opportunity for more periodic and significant thanks through our guidance, principal awards through president awards and the like, but, but we certainly can't say thank you and acknowledge contributions enough. I would agree with you about that, Arturo.

Arturo Garcia-Costas:

Thanks. And one of the things I can't remember the report did, is there a list of the government agencies that you mentioned mark, the response against hidden the report? So you talk about the 45% versus 56% that 56% government benchmarks. Is there a list of those agencies in the report?

Michelle Andry:

So our survey provider has shared with us a list of some of the, a list of the, the government benchmark agencies. So we do have that information of some of the information. Some of, some of them are you know, listed as State, you know, agencies, for example. So we don't know exactly which agency, those agencies those are, but they are local and State government agencies from around the country that are comparable in size to NYSERDA.

Arturo Garcia-Costas:

So it's, that's a national benchmark

Michelle Andry:

Yes.

Arturo Garcia-Costas:

Of benchmark fruit. Okay.

Michelle Andry:

Yes.

Arturo Garcia-Costas:

Thank you.

Chair Kauffman:

So I've got a general metrics question and I don't have the answer to, but I believe that there's lot of work going on around generally in the question of metrics about how many metrics, the number of metrics. And so this isn't just about this, as I say, it's just a question of what the best thinking is now in, in sort of how to think about the number of metrics. Cause this strikes me as it's great metrics, but maybe too many, but I'm not expert in this at all. So I just to know if you're tapped into the latest thinking on metrics,

Pam Poisson:

Michelle in different places, so sorry, Michelle, please.

Michelle Andry:

Yes. feel free to jump in after I, I just say that totally understood that, that, that it definitely looks like a lot right now. And one of the things that maybe I should have emphasized when kind of showing those couple of slides is that we know that for our initial phase, we likely won't be, we likely will not be anywhere near using all of the, the potential metrics that I just shared with you. It's definitely sort of a potential list that, that we're looking at to identify what's most appropriate and a priority for, for right now. And yes, so we'll continue to apply best thinking and you know,

best practices around coming up with a number that's appropriate. But yes, I do think it's fair to fair to flag that we, we don't wanna be too, too heavy handed with the number of metrics.

Pam Poisson:

And if I may just building on that and I think agree with Michelle's position there entirely on the earlier slide, when I was talking about the, how it's, it's kind of a suite of detailed metrics, but then we'll roll up and inform two or three top line metrics that probably are the ones that we will be most keeping our eyes on over time. So it's, it's kind of two levels of it. I think that that might be

Chair Kauffman:

Other questions or comments. All right. So again, the next step, just to just go back what the next step, the Board will see?

Doreen Harris:

Thank you, sorry, I was on mute. But the next step will be when we meet in June, we will be working to amend the charter as described, and then we will begin our periodic cadence of, of discussions and briefings with the Governance Committee leading to next years full briefing of the Board. As you had heard it today, which will include the metrics that we have advanced as our phrase one metrics.

Chair Kauffman:

Okay. Very good. Thank you very much, really, really good work so far. Thank you.

Doreen Harris:

Thank you.

Michelle Andry:

Thank you.

Chair Kauffman:

Right. So Glasses, the next item on the discussion agenda is a report on recent activities of the NY Green Bank from its President, Andrew Kesler, where ever Andrew is.

Andrew Kessler:

Hey, thank you, Richard. Hi, can you hear me okay?

Chair Kauffman:

Right. We can hear you there you are. Okay. Yes, we can see you too. Thank you.

Andrew Kessler:

Okay. Super great. Thank you very much. It's a pleasure to present to the Board with our performance. I'm gonna cover, can we go to the next slide and we'll talk a little bit about what I plan to cover in these remarks here today, like to spend some time updating you all on NY Green Bank's progress. Since our previous Board presentation on January 25, 2021 I'll start with a performance and portfolio update followed by a review of the progress that we've made against

our recently ended fiscal year end goals and objectives. I'll also provide an update on our work to expand our support for disadvantaged communities and provide an overview of our current investment activity and priorities for this upcoming current fiscal year. And you may have seen in, in the slides that we previously distributed in advance, that we had planned to cover some of the work we're doing around adaptation and resiliency, but I believe that we will be covering this topic and more broadly and in more detail at our next Board meeting. So I will plan to contribute to that discussion on that important topic at that time. Next slide please.

Great. So the top portion of, of this slide summarizes performance for the recently fiscal year end, March, 2022, and the lower portion of this slide shows that same basically the same information, but presented on a cumulative basis since inception I'll start with our recently ended fiscal year end, and I'm very pleased to report that NY Green Bank closed our strongest year ever committing \$438 million across 16 transactions. Just over \$502 million of loans were repaid during that period. And we raised \$314 million from the private sector last year to augment our liquidity. Our capital mobilization was \$1 billion meaning our capital enabled about a billion dollars in new projects in New York State during last year alone, providing significant emissions production benefits Just quickly on a cumulative basis. Just to take the, take a big picture perspective as you can see, we continue to recycle our capital very efficiently. Having now committed approximately \$1.7 billion from our initial approximately billion dollar capitalization and that translates to \$4.5 billion in new sustainable infrastructure in New York State. With that, with that billion dollars, since again, since inception, next slide please.

So as you know, each year, NY Green Bank publishes a set of annual goals and objectives. Having recently closed our fiscal year I'm pleased report that we successfully completed all such deliverables. I will not. I promise go through all of these, but I'm just gonna highlight it just a few with respect to the one at the very top financing solutions to support disadvantaged communities by the end of the fiscal year NY Green Bank had successfully piloted replicable and scalable pre-development and bridge lending for high performance affordable housing properties. We closed three transactions to note one with a NYSEG transaction with Riseborough and a transaction with E2i totaling 13.1 million in supporting at least 1,050 new or renovated units in affordable housing with respect to liquidity I'll point out the specific goal of closing in our initial portfolio monetization transaction. As I mentioned, just previously, we did indeed successfully closed and raised \$314 million with a Bank of America this past summer. That was a critical development, both in terms of addressing our liquidity needs, but also in terms of demonstrating the attractive nature of our port portfolio to, to potential third party investors.

And finally I'll touch on the important category of continuously improving and enhancing our operations and portfolio management. We spent considerable time last year streamlining our processes our, our procedures as well, our legal documentation, including developing a suite of form legal documents to minimize transaction costs when we are working in particular with counterparties in the affordable housing sector. And lastly, I'll just note that you'll see there's a half moon there under our active pipeline objective. And so, you know, that is a purposeful, a non, non-full achievement. One of the changes we introduced last year was to find ways to prioritize and work smarter. The result therefore is a more focused, active pipeline effort. It is purposefully smaller purposefully targeted to actionable transactions that meet our eligibility

criteria and strategic priorities. We will be revisiting this KPI and our upcoming annual plan to reflect this streamlining effort so quickly just to summarize despite some pretty significant headwinds last year related to staff challenge, ongoing COVID uncertainties supply chain disruptions. This has been a year of significant achievement for NY Green Bank. Next slide please.

So during our last Board presentation, we mentioned that as part of our effort expand our investment opportunities to support disadvantaged communities, that we would be embarking on an aggressive stakeholder engagement campaign to better understand where market gaps exist today and how NY Green Bank can support solutions to address those market barriers. Since our last presentation to you all, we did indeed hold a series of individual meetings with the environmental justice community-based organizing and held 11 panel discussions. We engaged with property developers, service providers owners and operators, and environmental advocates as well as a range of lenders that are focused on investing in disadvantaged communities. During those discussions, we solicited impact to assess ways that NY Green Bank's offerings can better meet the needs of, and deliver benefits to disadvantaged communities. And on May 2nd looking forward to publishing and submitting our findings from this engagement two DPS pursuing to our response to last year's DPS order.

This response will include both detailed feedback from the stakeholders stakeholder sessions. I just summarized as well as a preview, a range of products and operational enhancements that we plan to implement this fiscal year to further accelerate our impact on disadvantaged communities. Next slide please. So I'm gonna quickly cover our current investment activity and priorities for this coming fiscal year. So a little bit of a, of a look forward. Next slide, please. I want to first start with our pipeline. We are continuing to see very good diversification with respect to both product types, as well as technology slash sector funding gaps exist across all product types, but we continue to see particular needs to support construction and preconstruction lending. And from a technology perspective our pipeline is highly diversified with ongoing targeted CDG, solar, but also important port infrastructure investments to support the offshore wind projects storage, clean transportation, energy efficiency, wind, and others importantly in reflecting our purposeful and targeted efforts, 35% of the transactions in our active pipeline today, support disadvantaged communities based on the climate justice working groups, proposed definition, one example for example, one example of our, of our current that of our efforts in the disadvantaged communities realm in our pipeline is to support a construction and term loan with respect to a hotel property being developed in an opportunity zone where the capital would be invested alongside a pace loan, and that would support a full electrification building measures. Next slide.

So indeed the diversification you saw on the last slide is an, it has been an ongoing trend. And I think this slide tells that story pretty well, as you can see at the end of 2018, solar represented about 88% of our portfolio, that felt a 64% by the end of 2019 and 60%, by the end of 2020, the sale of receiving bulls to Bank of America last year, further reduce our solar exposure to around 39%. And of course over that period, as you can see from the average growing nature of these stack bar chart on the top, we have successfully put money to work in other less mature sectors and technologies that in that offer important contributions to decarbonizing New York State's economy. We expect this diversification trend to continue as, as we continue to support and

animate financial markets across a wide variety of eligible technologies. Great. Let's go to the last slide here as just a bit of view in terms of what it is that we are looking to prioritize this, this fiscal year. Obviously we will continue to build upon last year's disadvantaged community effort and investing in those communities and, and delivering benefits to LMI workers across all more market segments. In addition, we have other important public commitments that we are planning to execute into, including those within energy storage, clean transportation, building decarbonization and port infrastructure.

And lastly, we we're continuing to, to out in private capital in particular, by working and finding ways to, to co-invest alongside in particular new investors in New York State by helping them understand the market opportunity share our best practices and help pull them into transaction. That going forward they can participate in on a bilateral basis or with others. That concludes my prepared remarks. I'm happy to have any questions if you have one.

Chair Kauffman:

Thank you, Andrew questions for Andrew.

Jay Koh:

Maybe just two quick comments as Member of the Advisory Committee to the NY Green Bank really appreciate the update from Andrew. I wanted to say two quick things. One is it's been great to see Andrew's leadership that kind of continued development and, and growth of the team which led to continued execution. There's obviously bits of transition there. And I think it has proven out in the number on the execution side that this continues to be with a really well executing program under NYSERDA. The second point is also I'm looking forward to more discussion on resilience and adaptation in the future and appreciate the discussions that were had in a new green bank context previously. But also think it's, it's very important to note how the diversification and the trendline in the book does really reflect the prioritization of our strategy here in New York State.

So if we can continue to make sure that NY Green Bank is supporting the evolving set of priorities, if you port infrastructure, as we look at offshore, if we look at more flexible ways to think about adaptation resilience as a component of what we're doing in the storage side, and obviously the execution against disadvantaged communities and the outreach, and we'll see the results of that in the upcoming a months, I think demonstrate that this is a, a really effective tool and engage in the private sector is cycling capital and continuing to evolve. So I just wanted to commend the management team here and senior leadership, and NYSERDA for the execution so far.

Andrew Kessler:

Thank you, Jay.

Arturo Garcia-Costas:

Yeah, I really, I want to commend your outreach to run the justice stakeholders across the State. Would it be possible to see a little bit of a distillation of what emerged from those 11 consultations or meetings that you had? So that was one sort of request that I had the other has to do with the role that Green Bank can play from a blended capital perspective with the, I estimate

about \$1.7 trillion in federal money that has left. Hasn't been yet programed. That's gonna be basically dolled out to the States between this year and 2030 through the American Rescue Plan, the Infrastructure Investment of Jobs Act, and even some money focused on CDFIs that was approved by Congress in December, 2020. I just think that there's a lot of, of resources there that perhaps NYSERDA is really best and the Green Bank is best leveraged to advantage of going forward. And I was just wondering to what extent you guys are analyzing that situation and, and making some strategic decisions there.

Andrew Kessler:

Yeah. Thank you. So with respect to our stakeholder engagement we will have quite a bit of detail about that the results of that, the feedback we've received and, and some of the, the new initiatives and that we plan to implement this coming this current fiscal year in our, in our May 2nd response to DPS, it'll all be detailed there. And so I very much encourage folks to I will, of course summarize that at our next Board session, but certainly a lot of the detail will be set forth shortly. And, and, and just, just a, just a couple, just a, a week or so. And with respect to you know, leveraging federal dollars it, you know, we are working of course closely with NYSERDA on this as a, as an, on an authority wide basis, but in particular, we're, we're working closely with, for example, ESD, which has been awarded a very significant amount of capital that we believe can be highly co to the types of transactions that we close into and could represent a very important way to, to buy down the cost of capital to, to our borrowers while still enabling us to maintain our market animation you know, criteria.

So I think that's a good in particular ways that we're working with other State agencies to take advantage of those federal dollars and ensure that that we are making, you know, the most out of those opportunities.

Sadie McKeown:

I just wanted to add that, you know, the kudos in the good work to do all of that outreach and sort of set the table for your work and disadvantaged communities. But it will continue to require ongoing outreach, accountability, transparency, reporting to that group. You know, starting there is great, but that group now anticipates further engagement. And so I think that that's something that you'll need to plan for going forward to ensure that what you said you were gonna do is, is what you're doing and what they expected you to do. And that, that, that it's hitting the right notes with the, the community that you need to serve there.

Andrew Kessler:

Yeah, you're absolutely right. Sadie, and, you know, it would be a failure if these conversations you know, were kind of a one and done situation, which obviously is not the intent, our full intent is to continue the engagement. It was a launch, but meant to be a continued, sustained effort to ensure that, you know, we are in fact continuing to progress on the right track in collaboration with these important stakeholders.

Chair Kauffman:

And I've got a question on the pie chart that had the different inquiry. You can go back, maybe That's it, the pipeline. So I understand the, sort of the market niche that we had, I've been dealing with the revolving loans. These, these are things that are kind of unfunded, this is where banks have difficulty giving unfunded lines of credit. Right. Is that what that is? So the, the question I have is I have really two questions. The there's a lot in terms of construction finance. And is that a, is that a systemic thing, or is that a is that something that banks or, or is it of the moment where with taking on greater risk cause banks pull back cause they about it?

Andrew Kessler:

Yeah, So with respect to construction, it, it isn't that it's so complicated it's that the sizes are so are small. And so there's a there is a hesitancy for other market participants to invest the resources and funding construction draws for a \$15-20 million project. We found ways to make that very efficient and what we're doing is working purposefully to pull in other lenders alongside us so they can participate you know literally hand in hand on how it is that we are managing, you know, with a relatively, you know, small team you know 55 or so loans in our portfolio, many of which have ongoing availability periods and many of which are those availability periods are related to construction advances, monthly construction advances. So, so that, that is absolutely, you know, continues to be an issue.

We've been very successful last year. We brought in one important lender that was exclusively had exclusively been involved only in the term side for example, in CDT solar and brought them in into a transaction where there was a construction element and it looks like that they are now proceeding on their own to, to do, to do that business themselves. So that's an important anecdote demonstrating, you know, the, the continued importance for us to, to, to support that part of the market because the other, you know, as, as you can see on the term side, we do continue to have exposure there, but those represents op opportunities for us to monetize you know, well seasoned loans over time to continue to increase liquidity, as opposed to necessarily serving an important market animation role. But they started out in many occasions, they started out as construction loans to begin with.

Chair Kauffman:

Okay, well, so the, the construction loans, I see fit the traditional gap of smaller things. That's, that's been one of the things, one of the areas why we need to have a, a Green Bank in New York. But I did wanna talk about the term part just for a second. So the what's the, are we, how interest rate exposed are we on our term loans? What's the kind of, what's the average tenor of those loans?

Andrew Kessler:

I would say 8-9 years is the average tenor on those term loans. We're seeing, you know surprisingly we're seeing some increased refinancing for example we at the, the 19 loans that we monetized last year as part of the Bank of America's receivables, monetization significant amount of those have already refinanced out despite the fact that we, you know, we are, you know, entering into an increasing rate environment. So, so of course the, the going forward as we, as we continue to, to find ways to increase and enhance our liquidity, it's going to be that

chunk of our portfolio, the seasoned part, the seasoned loans, the larger more saleable loans that will, that we will likely be exiting even earlier through a monetization.

Chair Kauffman:

Okay. Good. All right. Thank you very much, Andrew. Yeah. Other questions for Andrew. All right. Thank you, Andrew.

Andrew Kessler:

Thank you.

Chair Kauffman:

All right. The, the last item on the discussion agenda is a presentation from one of our partners Clean Fight. I'd like to ask John Lockner, Vice President for Renovation to introduce this item, John, I don't, I don't see where you are.

John Lochner:

Thank you, Chair Kaufman. Can you hear me and see me?

Chair Kauffman:

Well, you, you come in like our conscience there you are <laugh>.

John Lochner:

Thank you very much. Make a brief introduction before turning it over to the Clean Fight team. NYSEDA innovation has had many success stories throughout its years leading NYSEDA programming in terms of leverage funds and providing jobs and economic development Statewide. Some of our success has come through direct investments, such as R and D project investments that have helped create vital technologies, including those that underpin Plug Power, a \$12 billion market cap public company leading in green hydrogen globally, and employing thousands of New Yorkers. Other successes have come through partner organizations, such as incubators, accelerators, and other organizations supported by nester innovation and designed to develop a robust climate innovation ecosystem in New York and capture the related decarbonization economic and job benefits inherit in such an investments. Partner organizations also help link NYSEDA more closely to the market and market participants and provide valuable insight into State decision making. One of our most recent successes through our network of partners is Nine.energy. A Member of our New York City acre incubator, which recently raised a hundred million and dollars from the Carlisle group to fund further expansion of resilient energy storage systems in New York, Another programming partner, our manufacturing corpse program currently in its fourth year supporting scale up of New York State manufacturers has provided NYSEDA a 10X leverage on our financial investment while driving 12X higher revenue generation for nascent New York climate tech product manufacturers versus peers that did not use the program.

As we continue to work through and alongside partner organizations to maximize our impact and coordinate the New York innovation ecosystem more closely and more closely with global innovation hubs. We to provide the Board an opportunity to hear directly from one of our newer partner organizations about the value it brings to New York. With that introduction, I will turn it

over to Kate Fruchner, Managing Director of the Clean Fight a NYSERDA innovation supported accelerator that helps remove some of the key challenges climate tech companies encounter in their path towards scaling growth in New York, Kate and team. Thank you for being here,

Kate Fruchner:

John, thank you so much for all of your support. That's been indispensable and I also wanna recognize Mike Shamizu, who's been a partner, an indispensable coach since this was an idea that, that we really developed a partnership. As John said, I'm Kate Fruchner, Managing Director of the Clean Fight, proud Albany native. And I'm here with Nyla Mabra who head Strategy Marketing for us and Thatcher Bell who's our Program Director. I should say. We all came from careers in business, really for the reasons that Janet talked about feeling like we had to use our skills to meet this crisis. We had not come from the climate sector at all. All of us are, are doing this for the first time using our skills. Really appreciate the opportunity to talk to you more about our unique approach, the impacts we've had, the learnings we've had along the way and, and where we see we fit in the broader ecosystem. And with that, I'm gonna have Nyla start us off.

Nayla Mabra:

Thank you. You can actually move two slides forward cause pages agenda. So I think everyone in this room appreciates the innovation is critical to the climate fight. And John Kerry had this great quote that 50% of the carbon reduction either to get to next zero, come from technologies that have not yet been invented. So, you know, we have to invest in technology there's in innovation. There's no doubt about that, but if you move to the next slide, the way we like to think about it is if you flip that on its head, it means that 50% of the carbon reduction technology we need already exists. And so while we have to focus on innovation, we have to equally focus on making sure that the innovation already have are adopted and that they're adopted at speed.

And that's really the focus of our work and what we get excited about on the next slide, in order to do that, we focus on growth stage companies. So we define growth stage companies as those that have a solution that has been tested in the market. It actually works and that there is some market traction around the market wants it. And so on just two by two, if you look on the horizontals, there's, you know, creating innovations versus the adoption of those innovations, and then having a kind of more targeted impact on the market, maybe it's more niche or focused versus having this wide broad impact. And when you kind of go through the innovation life cycle, you have concept stage where obviously you're looking at ideas and seeing if they can actually be viable. And that's more about creating innovations. As you get into the early stage, still very focused on perfecting those innovations, looking for product market fit early customers.

And, you know, so there's a bit of adoption and, you know, you are kind of moving into a potentially a broader market, but growth stage is what we love because these technologies exist. And the, and many of these technologies have the ability to impact really a much broader market. The thing about this stage of company is it's not a grown, robust human being that can weather, or, you know, all the factors out there, they don't have, you know, really strong infrastructures in place. They don't have all of the kind of cash and capital that they need, so they still really need help and support from the ecosystem. So on the next slide, when we look at the ecosystem, oh, this is a earlier version of the deck. That's okay. If you look at the ecosystem, there is a lot in place that, that really supports those earlier stage companies.

So the national labs are great and you know, many of the universities are great supporting concept stage. There are many in ecosystem players, both that are nice to support in and are in New York State. And also naturally that look at the early stage ecosystem and work with those. But there are very few that work with growth stage. And, you know, we think that that is in part because traditional tech hasn't really needed to create growth stage support systems in kind of software based technologies that have kind of very simple propositions and are working with consumers. You know, once you get through that early stage development, you can scale at speed, but in climate tech, it's often much harder. You know, these are hardware companies, there's a much tougher regulatory environment. There are much greater challenges to adoption. They complicated products. So we need that support system. So on the next slide really where we are looking to sit is in this top right space and support the adoption of these solutions, but also making sure that we're supporting those that can have the broadest impact on the market. You know, we, we don't have the time collectively to only working on the niche. So we're very focused on adoption and adoption that can have a life of impact on the next slide,

As we start to approach this and think about how are we gonna aid the adoption of these companies? You know, we're looking at doing this obviously in an equitable way, and we are working really with these three key stakeholder groups. So the first is customers or those who are gonna be consuming these solutions and benefiting from them, what do they want and what do need, and we look at that from kind of two angles talking to the leading edge customers, because they're the ones who are gonna be the early adopters and have such, you know, important signaling power to the market, but then also to the broader market, because that's where we just transition will come from. And that's where we're gonna have the biggest impact. So we look for that overlap there, then laid on top of that is we will the market fund, you know, obviously important and then laid on top of that is what are the solutions that are really gonna have an impact, both from a climate perspective and from a human perspective and that are ready to be installed. So we look for that kind of sweet spot between appetite and impact. And then on the next slide,

We said, okay, what are the challenges that we can really help to solve? Because as an accelerator, we can't solve everything sadly, but there is much that we can do. So from the kind of company's perspective in order to be able to scale at speed, you know, the companies are laser focused on customer acquisition. That's really where they're at in their life cycle, but it's really hard to kind of get into the door with, you know, big name companies and kind of get to a sale. So that's a real issue. And, you know, being able to do that and start to kind of perfect their offering, allows them to then have a much more, much greater impact on the broader customer set. And also until they have a more robust customer set, it's very hard for them to have the competence, to scale up their operations on top of that, they need help gaining out their operations and also kind of having the financing to support all of that.

So those are the sort of key challenges that the custom the company space that we felt we could help. And then from the customer side or the influencers of purchase, I think from our perspective, what we are expecting all customers to do, what we need all customers to do is act as if they are the early adopters or at least fast followers. And the problem is that we don't have the structures in place to allow them to do that with confidence. So it's really hard to navigate to

the right solutions unless you have an incredible team behind you. It's hard to have trust in those solutions because these solutions are much in year where they don't have years and years and years of, of of a record behind them. And there aren't the kind of insurance or warranty or guarantees in place to give you the confidence to buy.

And then of course, same thing then having the kind of money, the capital to be able to finance them. So those kind of key challenges there. So on the next slide, taking those kind of factors into account is really what drove the design behind this accelerator. And it is a much more bespoke approach, sadly you can't with, with gross age companies, cause they're more advanced. You can't take a very temperature approach cause they are in each of them are kind of in a more evolved state, so have more differentiated needs. But the way that we have approached this is one, we focus on a thematic element for each cohort. So we've done buildings, we're moving into energy storage and by kind of allowing us to focus on one thing, we can go much deeper. There are many more. And I think one of the things that has been great is that the companies have been able to work together.

They're co-selling their bundling and so they can increase their impact, but also kind of reduce their kind of costs and to go to market. We do an incredibly deep diligence process and the goal of that is that out when we actually get to our cohort and we put them in front of our customers and investors, there is a confidence that these companies are, you know, viable and credible. And so those conversations start at a much more advanced stage than they would otherwise. The business development is core to the program. We'll talk about some of our partner up here. We have this sort of very high touch process. And again, we're trying to just collapse the sales cycle cuz we have to find the wormholes to get to our destination much more quickly. So, you know, we are really looking at how can we remove those obstacles?

How do we root the challenges so that they can get to an agreement us in you would normally bespoke support services. So we work again with each company and kind of figure out like, what's the one thing that will really help you to scale in New York faster than you would otherwise. And then we match them with it, support providers who can help 'em with that, that might be a go to market strategy in New York. It might be help scaling their team or organizational change or help at marketing. So we enable that in terms of the programming, obviously we tailor that kind of to the needs and interests of the group, but we've done a lot of work that has been very successful in introducing them to the gatekeepers and the influencers in the New York market again, so that they can either establish themselves or expand more quickly in New York.

And then lastly, catalytic capital. We've had \$1.2 million in brands, each cohort, and we really put that against deployments to help kind of derisk them and enable these companies, these customers to deploy for the first time, these new technologies with greater confidence. And we've also brought in financing partners so that both the customers and the cohort companies can have the capital to be, to move forward with the projects that that they're looking to do. So that's the kind of quick version of how we got to where we are. And I'm gonna ask that Thatcher talk about the program in what.

Thatcher Bell:

Thanks. Now we can go to the next slide. One of the biggest sources of value we can provide we think is actually in selecting our cohort companies. And that's because the buyers of those solutions. So think owner operators or developers for buildings are bombarded with pitches from all of these different kinds of solution providers with new answers to their problems. Most don't have the time or the resources to deeply evaluate all of those. So they tend to fall back on status quo solutions rather than adopting lower carbon alternatives. So we solicit applications from all over the world. We inform our sort of selection process and, and attributes with that market assessment. We talked about before to try to find the sweet spot between appetite and impact. We follow a rigorous five month selection process where we're involving market, as well as technical experts, conducting financial diligence and customer references, et cetera. And in the end, the companies we select really represent complimentary solutions that solve real problems we're seeing in the market are ready to scale. And as they do to have a big, you can go to the next slide. So those cohort companies are one of three types of participants in our programs. The others are visionary customers and capital partners. And we'll talk briefly about those three types of participants in our first two programs, both of which have been focused on decarbonizing new York's buildings. So next slide.

So our customer partners, these are organizations that make or influence purchase decisions for the kinds of solutions that our cohort companies bring to the market. Our partners for our first program, which was focused on large class E buildings are shown on the left. Our second program was focused on mass market buildings. So think affordable housing multifamily. For example, the partners for that program are shown on the right. These are all re I market leaders who are already in the Vanguard of the effort to decarbonize new York's buildings. They represent fantastic potential customers for our cohort companies and potential partners for them and for each other. And importantly, for the second cohort, a number of them are focused on serving LMI community. So Riseborough L & M Joe NYC fair you go on the next slide.

So we mentioned that we're focused on business development in our program, but it takes capital to scale to that said, we think sort of the best time to build relationships with potential investors is often when you're not raising money. And so during our program, we try to help our cohort companies to develop relationships with investors and not just do a single demo day. For example, in our second program on mass market buildings, we added another category of capital partners, financing partners, and we added them because we have observe that a number of the sort of mass market building, owner operators, developers, and potential buyers of these solutions sometimes are challenged by the capital expenditures required for those upfront investments in some of these energy upgrades, even if sort of project economics pencil out over time. So that's why we added that category of part. We go to the next slide and talk a bit more about our cohort companies. And you can see the cohort companies selected on for each of the programs here on the left, on the right. For each of them, we start to curate a collection of companies with complementary solutions, the meet the needs of the relevant building typologies for that program. And that complementary is meant to facilitate the creation of solution bundles that can be adopted together, thereby driving greater and faster impacted uptake. We go on to the next slide.

As Kate mentioned at the outset, we've intentionally built our team to bring commercial backgrounds to this work. So Kate's been a serial entrepreneur scaling companies in her career. Nayla worked with a fortune 100 on marketing strategy. And my background is in venture capital. That commercial background enables us to relate to and earn the trust of our cohort companies and our partners because they know we understand and respect their interests. Our Board Members have deep experience in sustainability in climate. Lindsey is a Founder and Corporate Executive. Andrew is an Investor and Rick joined the Board before he became Chief Climate Officer of New York City. But we are more than happy to work with him in that capacity. We can go to the next slide. We also benefit by being a part of new energy nexus, which some of you may remember as calf, the California Clean Energy Fund. They were real partners with the California Energy Commission and growing the clean energy ecosystem in California work. They're continuing in geographies now across the world, helping to seed those kinds of same ecosystems elsewhere. We tap that network to find great companies to grow in New York. But with that, I'm gonna hand it to Kate to talk about our impact.

Kate Fruchner:

Next slide, this, and we're proud of the impact the program has had so far. Not all of the accomplishments are public yet, but to give you a flavor from the first cohort, investors are supporting efforts to scale. These companies they've already poured more than 139 million in equity financing and 30 million in debt into the companies have participated into the program. And this includes raises by seven of the nine cohort born companies. Our grant funds are really meant to make it easy for customers to try solutions, to basically help them be early adopters in New York, but with less risk, we've actually seen that even when companies have track records elsewhere, that's often not enough because buyers see New York buildings in the New York market is unique. So for example, grant funds have helped today change in 75 F come into the New York market with their first deployments and radiator labs, which is a New York based company already deploy a new solution for the first time across the \$1.2-5 million in grants deployed in our first cohort. Our investments brought in 14 to one private to public matching dollars, showing the buy-in from the customer side and for our larger group, these companies are growing and expanding in New York in the first cohort, all but one company did. So. And the one company, which is from Malaysia that hasn't yet taken root of New York, we think is on its way. It just has more little to overcome. Next slide, please,

For a second cohort, which is still wrapping up. Here's a sampling of the types of projects we're seeing so far. The City of Ithaca and Alturas are already working with three of our companies to pilot, a deep retrofit of an affordable housing multifamily building as a model that could be used for many others, L & M is working with run wise to install their control system in a segment of L & M's buildings that would reduce energy consumption by an estimated a hundred thousand these and likely lead to broader deployment. Riseborough was also working with run wise on a control upgrade in a portion of their buildings that could also lead to broader deployment in their polio. The Brooklyn Navy yard is exploring using switch as their EV shuttle charging solution. Coned and Indo are working on an incentive approval and there are many more projects underway. These are just the ones that are ready for public audience. Next slide.

Next up, we move into a new vertical with a cohort focused on energy storage. The basic program structure will be fundamentally the same, except in this case, we brought in upstate

partner partners in New York Best and Binghamton University, where they're going to provide a foundation of domain expertise in energy storage and help cohorts, help cohort companies find manufacturing and supply chain partners adding to the value prop for those companies. I should add that in our first year of programming, we want an epic grant from the Department of Energy to support this work building on the foundation that NYSERDA had built and now with Binghamton and New York best and others, we're part of the build back better consortium, focus on building an energy storage, manufacturing, and innovation cluster in New York that has made it into the final round. And if the department of commerce approves that it will expand this work even further. Next slide, As we look to the future beyond this we're gonna continue to ground our work in this really close collaboration between innovators, customers, investors, and policy makers all the key players at the nexus of adoption. This gives us unique insight into what needs to happen to scale broadly. And as we've said, because there are very few models out there, it gives us the opportunity to create models of adoption that will speed the energy transition for all

Next slide. So that's what we're continuing to focus on, not just seeing ourselves as an accelerator, but as innovating models of adoption. Next slide, here's a framework just to give you a sense of how, of a framework that we've developed to capture what this could look like. So we have our core program, which is the growth stage accelerator. We wanna continue to expand into new verticals so that we're eventually covering the whole of the leading economy so that our impact will spread across horizontally here at grid and transportation are just demonstrative, but, but it gives you a feel, but as we execute within a vertical, we also gain richer insights. We learn a lot about what's working and what's not. And we think that our impact can really grow. So our plan is to create a series of more nimble program models to test and iterate for greater impact as we go deeper in a vertical examples of these could be such things as what we're calling speed tests or impactful moves that could speak growth and adoption.

These could be volume approaches to intros or some very targeted intros that get at the Whirlpool. We've talked about challenges I think are an obvious next step for us, which would be very focused calls for application calls, for applications to meet very specific needs in the market. Policy labs kind of speak for themselves, bringing together key players to identify challenges and how they could be solved through policy. And more our, our hope really here is to share model is to generate models and to share those models and learnings with a broader ecosystem. And that over time more, more growth stage oriented programs can be put in place to meet these needs. Next slide.

And finally, since our aim is to make sure that policy makers are really dialed into what's happening on the ground. We thought we'd share some of the key learnings that came out of our work in buildings. I should say that much of this is probably very familiar <laugh> to many of you. But certain trends certainly stood out and we wanted to underscore their importance. So first off the headline here is that we really need to make it easier to adopt all the onus is currently on owners or their key advisors like engineers to navigate to the right solutions and financing options in an incredibly complicated market. That's only tenable if you're a really well resourced sustainable team with lots of time and for everyone else, it's gonna mean we see adoption in 30 years, not the next few years. So going to, to bullet two, that's why we've been looking to create bundles of solutions that can co-sell and work together in our cohorts, but we need to do a lot more here to create more turnkey solutions or anything else that brings these and consolidate.

I think along with that, we need financing innovation that will also aid adoption. Along with that, since that's also critical in my game second going to the first bullet capital will flow when adoption will flow. If there's a sense of reliable demand, we know that creating requirements is easy years had been done given political realities, but stakeholders do say time. And again, that the stick is more effective at driving behavior. That's just, it's just knowing the landscape that's ahead so that everyone can adopt do it. And having consistency across jurisdictions will clearly move things forward. Jumping to the bullet when pushing on adoption of new solutions, issues of trust in inertia, come up a lot as one engineer, as, as one engineering company partner said to us, our reputation rests on this. And generally we use something for a decade or more before putting our name behind it.

Since we don't have decades, anything we can do to demonstrate or guarantee reliability through sandboxes or other demonstration sites, insurance products, or warranties, or the like will move the needle forward. The other points here, lessening disruptions to tenants through the energy strong energy SPR model type approaches, highlighting livability, and not just emissions to show immediate positive impact. These are also important, but of course the last one is the most important for all of us, which is that we have to act like it's a crisis and figure out how to generate that energy. Well, I'm there and ask if there are any questions,

Jay Koh:

If I, if I may I think this sounds like a fantastic area of focus, particularly looking at the growth stage and expansion go to market piece of what's missing. There's a ton of accelerator programs out there. New energy nexus has done a lot of them. I think in the international context that we're familiar with. But it's great to see folks really focus on kind of matching these up with commercial revenue and scale, particularly in the focused area of New York State and the built environment. But these other areas like storage and stone are also important. The one question I have for you is whether or not there, I mean two questions. One is we just have a free station from the Green Bank. I would love to understand whether you start to see ways that these two, two discussions can be connected together, whether through some kind of piloting program or an understanding of how there would be a smooth way to connect the dots between financing available from the green bank to help scale the implementation of some of the solutions that are produced by your companies.

And the second one is the internal question I have around resilience in climate adaptation. There are definitely re agency benefits generated the companies that you're talking about in the built environment. There's also going to be an increasing need for solutions that are specifically oriented around adaptation resilience would love your thoughts about whether that's a component of how you're thinking about either measuring the benefit that you have now or future programming that could, you know, be an area such as for example, energy storage or other types of building operations. Thank you.

Kate Fruchner:

Yeah, sure. I mean, on, on the first one, I absolutely think there are connections that that can be made with the Green Bank. Our, our experiment, this past cycle with bringing in financing partners, I think was a great one. And we invited the Green Bank to our third summit that we had

week before last. And I think that that laid the groundwork for further conversation. I think the, the question that I wanna explore further with the green bank is kind of understanding more of where a kind of nice EQ and the, the spectrum of companies they support overlaps sort of at their top end with the bottom end of what the green bank would support. I think they'll probably support, I guess I'll leave it there. I think that it's ripe to explore kind of our more advanced companies and whether the Green Bank can come in there.

To the question of resilience, I do think that a lot of our solutions are relevant for it. I'd be very interested in exploring a challenge type approach to resiliency specific needs, and whether we wanna do a call for applications around needs that haven't been met as we look at the broader building landscape, you know, to really hone in on what are the resiliency needs that we should find technologies for another way at that would be to have a convening around resiliency and to showcase our existing companies and maybe bring in others so we could take it from either end. But I think that, that, that's a very great and ripe opportunity for us to explore. Anything else?

Thatcher Bell:

Nothing thing I, I would add on resiliency kinda specific point. It definitely has been a part of our thinking so far. So one of the companies from most recent cohort is Urban Electric Power. That is a battery system for buildings. And one reason obviously that their customers get interested is for resilience purposes. So it's been a part of the thing, but the Kate's point more than better.

Chair Kauffman:

I'm sort of picking up on that same theme as the question of how you're connecting to, to other programs within NYSERDA. And NYPA because Justin, I remember at one point NYPA wanted to be a test bed for, for a variety of building efficiency, the products, I dunno, whatever happened.

Justin Driscoll:

Yeah, no, there's still lot going on in that area.

Kate Fruchner:

We would love to connect with NYPA. We are, we're a new program. We're just, we're just sort of, you know, learning all the areas where we can have impact in the important connections and, and we have not connected with NYPA yet. And I think that would be a terrific next step out of this meeting with, within NYSERDA, we have been coordinating with Janet's teams very deeply. And so we, we think that that sort of cross pollination of innovation and in buildings, the market development side has been really fruitful. And those partnerships are only poised to be deepening over time in terms of the earlier stage accelerator ecosystem. I should say that the way that we see that most is in what companies come up to us kind of what grow out of that ecosystem and are at the growth stage, right?

For us in each of our cohorts so far, we've had very strong show in for New York companies. We have not put a thumb on the scale for them. They've been freely competing and in each cohort, a third of our cohorts were made up of New York State companies. That seems like a clean, well, you know, pre-planned number. And it wasn't, they, they, they won without that being a

consideration. So I think that the earlier stage ecosystem is furthering some really strong companies. And I think, you know, that, that says a lot about it. We certainly have those relationships and include them in our copper application and in other in other ways when it makes sense.

Arturo Garcia-Costas:

Yeah. So can I ask to what percentage of, of the, of the customers that your companies are focused on public sector, decision makers? Do you have a sense?

Kate Fruchner:

It's, it's interesting. None of our stated partners were public per se, the Brooklyn Navy Yard, you know, they're sort of quasi public and the Brooklyn Navy Yard would, would fall within though in this last cohort, we included a number, had special programming, that included buyers that were public. So we included Decaps a in New York, we included help me out here, you guys, for the other ones, New York City accelerator.

Thatcher Bell:

Yeah. We also even just within partners, I mean, there's ConEd the City of Ithaca this time around. Yeah. So, you know, I would say an important minority, most of them, you know, are from the private sector, but an important minority, both of, sort of the influencers we introduce, but even of the official partners are, are representing public.

Arturo Garcia-Costas:

Yeah. Part of the reason I asked this question is that, you know, my experience, you sort of made the, an aside about the stick, right? Yeah. That what absence sort of a mandate in a, in a predictable regulatory environment that's gonna generate demand. It, it makes the ecosystem a little bit more dodgy about of death becomes more, more difficult to survive. And my experience has been that government agency budgeting is like famously accountability centered risk averse and innovation, resistance. And I think it takes like special effort to get certain decision makers in that mix to even pay attention to pilot programs and demonstration projects and having a special outreach or an effort to bring them up to speed on what's happening with innovation and technology is probably worth doing because part of what's happening right now is that innovation, technological innovation is going so fast. Or, you know, I was just mocked by someone because I have an S10 Samsung. It's like, oh, we don't carry the screens for the S10 anymore. It's like, we're S20 it before, below. It's like, no, no longer, but, you know, it's a funny thing, but it's also makes some public sector decision makers very careful about, alright, if we're gonna invest this, is it gonna be obsolete? It's gonna be considered obsolete in three years or four years and five years. And to, for them, that act adds to the whole risk, risk environment. So some way on of breaking that mindset or adjusting that mindset, I think is really important for the public sector.

Kate Fruchner:

No, thank you.

John Lochner:

Arturo is that, I, I just wanna thank you for making that comment. I think one of our goals has been to bring companies at the stage, particularly that, that the Clean Fight are working with in the conversation with regulators and policy makers, to be able to future proof and innovation proof, a lot of the work that's going on in the State. So very, very much aligned with that and, and would appreciate any additional thoughts you might have on that offline.

Chair Kauffman:

All right. Well, in the interest of time, I, we need to move on. I wanna thank you for the, for the presentation and before to the next conversation.

Kate Fruchner:

Thank you.

Chair Kauffman:

So we now turn to the consent agenda. There are three resolutions to be considered information on each of these items is included in your meeting materials, Resolutions, number 1653 and 1654 recommended for approval by the Committees Resolution. Number 1655 would improve the periodic contracts report council's office has compared the list provided by Members and entities with which each Member is set State, which he or she believes may enter into contracts. When I started to list of contracts in the periodic contracts report counsel's office reports that there are two potential conflicts cabinet identified by Jay Koh and Columbia University identified by me. <Affirmative> Jay, can I assume that you'll be recusing yourself from voting on that?

Jay Koh:

Yes, you can. I,

Chair Kauffman:

Yes. And I will confirm that I, I will accuse myself from voting on that particular item too. Are there any questions on these items, Cheryl's here? Yeah. I'm saying Cheryl's here <laugh> case anybody has any questions? They're being not may have a motion for Resolution number 1653, 1654 and Resolution number 1655.

Vice Chair Bell:

So moved.

Sadie McKeown:

Second.

Chair Kauffman:

Okay. Good. All in favor.

Members of the Board:

Aye.

Chair Kauffman:

Opposed Resolutions are approved. We now turn to other business. Are there any other matters to Members would like to discuss therefore may have a motion to in the meeting.

Members of the Board:

So moved.

Sadie McKeown:

Moved.

Chair Kauffman:

Okay. All favor.

Members of the Board:

Aye, aye.

Chair Kauffman:

Right? The meeting's adjourn. Thank you very much.