

NYSERDA'S 270TH BOARD MEETING

April 28, 2025

Clean Copy of Transcript

Charles Bell:

Afternoon, I call this meeting to order. This is the 270th meeting of the New York State Energy Research and Development Authority. Notice of the meeting was provided to the Members on April 16, 2025 and to the press on April 17, 2025. I directed a copy of the notice and agenda, the annexed the minutes of this meeting. Welcome to the meeting. This meeting is 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 present. I would like each of the Members to please introduce themselves. I'm Chuck Bell, Vice Chair of the Authority and with the resignation of Richard Kauffman will serve as Acting Chair of the Authority pursuant to Article IV, Section 2 of the Authority's By-laws. Would each of the members please introduce themselves?

Lindsay Greene:

Lindsey Greene, Member of the Board.

Jen Hensley:

Jen Hensley, Member of the Board.

JoAnne Hewett:

JoAnne Hewett, Member of the Board.

MarieTherese Dominguez:

MarieTherese Dominguez, Member of the Board,

Jay Koh:

Jay Koh Member of the Board.

Sherburne Abbott:

Shere Abbott, Member of the Board.

Charles Bell:

Thank you. And we don't have anyone in Albany, so thank you all. Before we turn to the formal agenda, I would like to take a moment to recognize Richard Kauffman, who recently resigned as Chair of the Authority. Richard was confirmed as Chair in June, 2013. During his tenure, Richard helped to lead the estate's efforts in clean energy, which included overseeing and advising on the Authority's', work with the Clean Energy Fund and Climate Leadership and Community Protection Act, as well as establishing the NY Green Bank. His efforts focused on the environmental energy and economic benefits to the people of the State of New York. The Authority benefited greatly from Richard's dedication and insight, which aided in the advancement of the Authority's mission. Would any of the members like to say a few words about Richard Kauffman?

Sherburne Abbott:

Yes, Chair. So having served with Richard since, I dunno, 2014 after a lengthy dinner with Jigger Shaw and Richard over the ultimate question of whether or not to pick winners for the future. I've known Richard for a little while beyond that, but I have to say one of the unique qualities of Richard in many respects was an ability one to keep the big picture always in mind, but had an uncanny ability to dive into minutiae you never even knew existed. And so he really did this consistently throughout his tenure on the Board and it was really a pleasure to watch. I learned a lot, a lot from watching him. So I'm grateful to have had the pleasure but also sorry to have seen him see other things in the horizon.

Jay Koh:

I'd just also like to express my gratitude on map of repairs in New York to Richard for his leadership and certainly in his organization on this Board. It's always been a very constructive, both strategic and tactical approach to everything, but really in that effort to say how do we get to the right? Yes, not always saying no and also how do we actually try to really use the fulcrum of this agency to kind of turn and create transition in the state. So personally I like I'm grateful to Richard for making me aware of the whole NYSERDA universe and applaud his efforts here and the work of the folks at the agency that have sort of helped to execute the vision over the last decade plus and wish him all the best. Absolutely. But also just express the sincere personal gratitude for all his work here.

MarieTherese Dominguez:

So I'll say a big thank you to Richard. He leaves a legacy not just at NYSERDA but across the State of New York. His leadership at the State level is pretty astounding, pretty significant. So I heard about him well before joining, joining State service, but all of which to say I think he's helped elevate the game for the State and for NYSERDA and I just want to thank him for his leadership.

JoAnne Hewett:

I'll just say as a new Member of the Board, I would really like to thank Richard for all he did in introducing us to NYSERDA and ensuring that we could all contribute in the best way possible and really took the time out of his busy day to take the time for that. So much appreciate.

Jen Hensley:

I echo that sentiment and had known Richard previously as well and agree that his legacy and his impact on New York State has been profound and expansive and really appreciate all of his public servants.

Lindsay Greene:

I didn't get to spend more time with him, but I really appreciate the bit of time I did have with him how he was really good at recognizing that this Authority in particular has a very large role to play regardless of what that role is in the written word and that can create an outsized sense of expectation, but that really resonated with me in his appreciation for the leadership role, the place. So that's really great.

Charles Bell:

Thank you. Anyone else? I just want to say I also appreciate Richard for his concern for the level of impact that my could have always asking the question. He was one that really pushed us to consider the issues of how we could have an impact on developing markets for clean and renewable energy and detailed knowledge of finance was really an asset for the organization and its relationships with people in the field. And so we've had many great leaders at NYSERDA over our 50 years, but we are really fortunate to have him to fly the plane to get us to the 50th anniversary and we thank him for his public servant to the people of New York. The first item on the discussion agenda is a report from the Authority's President and CEO, Doreen Harris. Doreen,

Doreen Harris:

Thank you. Next slide please and next slide. Today's meeting I had three basic categories of updates for the members. One really looking at the trends of the clean energy transition. I think there's some important notes that I wanted to convey relative to the world in which you were working, followed by some more tactical updates from a State and federal policy perspective and as always reflecting on our progress programmatically some milestones with what done as well. So next slide please. First I

Wanted to note there has been news with respect to our sister agency, the Department of Environmental Conservation. On February 24th, Amanda Lefton was appointed as Acting Commissioner for DEC. She is awaiting confirmation upon confirmation she would join Board and ultimately as someone, as you can see here, not only a diverse but impactful career spanning both energy and environment, someone that we have worked with both from the State policy perspective in her role as a First Assistant Secretary for Energy and Environment back at the time of the adoption of the Climate Leadership and Community Protection Act all the way through her work as a counterparty to the State in advancing our offshore wind resource through the Bureau of Ocean Energy Management Director of position she also held. So I'm certainly well familiar with Amanda and I'm looking very much forward to working with her already. The impact she's having at DEC is notable and certainly look forward to her eventual appointment to our Board as well. Next slide. And the next,

There's a few broader points of context that I had wanted to share today. Starting with the global context, we obviously have seen broader macroeconomic trends such as inflation, the debt crisis, interest rates, supply chain constraints, et cetera. Really being born initially from the major global events of Covid and the war in Ukraine. However, really what we are seeing now is the actual impact of that global context and I had a couple of metrics that I wanted to share specific on domestic natural gas prices this winter with a year over year increase of approximately 134% in average natural gas prices in 2025, which translated to an approximate 88% increase in the cost of wholesale electricity in our State in 2025 as well. I'd say this is notable because of course our electricity sector is driven by natural gas and the price increases there have implications on consumers across our State as we speak.

We also really saw a major shift in broader government action in these number of years as well. The metric I'm quoting here is every year from 2019 to 2021, governments around the world added more than 300 climate adaptation and mitigation policies. Each year that number in 2024

fell to under 50. So we certainly do see a shift in the way that the global economy is responding to these challenges and specific to our work from a federal perspective, zooming in just a little bit, we know we are seeing a rapidly changing federal policy landscape. First in the ways in which we are attracting or working to attract new manufacturing. Moving from the previous administration's focus on incentivizing <inaudible> of the industry to now a broader focus on tariff approaches to discourage imports as a means for domestic manufacturing. We also see the focus away from renewable energy technologies to conventional energy technologies.

Not only impacting project development but also the financial positions of the company's supply chains and contributors to those economies all resulting in an increased in cost. Fundamentally more uncertainty is also being felt with the budget reconciliation process that the US Congress is currently negotiating. And certainly this may have the implication in our State not only with respect to costs but resource viability, et cetera. When we look at economic trends, we see those largely being driven by these global and federal trends. For example, the S&P Global Clean Energy Transition Index has been in steady decline with its value falling by more than half since 2021 even before the current federal administration really reflecting those challenges that I had referenced earlier. I think the impacts are being felt across the nation, not just in New York. In the US, nearly \$8 billion in investments in 16 new large scale factories and other projects were canceled, closed or downsized in the first three months of 2025.

More than three times the total investments canceled over the previous 30 months. So certainly we've seen this a reduction in the clean energy workforce that has already occurred and impacts on the leading economic index joint decline for at least the past year and pointing to continued economy slowing ahead. So certainly when we look at the past 10 years, one might say that it had been relatively smooth sailing comparatively speaking and it is one I'd say factor that we work within and we need to be aware of and plan accordingly given that we need to be planning for multiple scenarios while into the future. Next slide please. Despite the headwinds that we face, there are certainly some positive macro trends to keep in mind, which this slide captures back. One slide please. First, annual solar power installations more than doubled since 2021. Renewables produced 92.5% of added worldwide power capacity last year.

The term the industry is using is renewables is the bridge fuel. It's the resource that you can have if you need a generating asset in the near future, it's going to be renewable. Certainly from a federal perspective, we saw more US electricity generated by renewables than fossil fuels last year with wind capacity up 23 fold in two decades and battery capacity up 29 fold in five years. And I think there are points of alignment that we very much see with this federal administration and those would focus first on innovation, ensuring that innovation and technology are advancing along with our manufacturing competitiveness and supply chain security. And as you heard, advanced nuclear technologies is an area where we see strong alignment as well. From an economic perspective, we saw globally annual investment in the energy transition doubled to \$2 trillion in three years and certainly investments that can lead to tens of thousands of new jobs.

Notably in March through March, over 60% of all clean energy projects announced are in congressional districts represented by Republicans and of course here at NYSERDA we are working strategically to continue to harness and drive this momentum and that is what we are here to do, not only to send strong signals that New York is a market mover but also one that can

policy certainty to spur investment and progress certainly as one of the best places in the country for clean energy businesses. Next slide please. So with that context, I wanted to continue with updates on our work, starting with some news we're tracking from the state and federal perspective. Next slide please. So first, as we heard through the Program Planning

Committee, we had a major milestone just this year. As part of our ongoing effort to gather information regarding the sources of air pollution and to implement the climate act, we see that DEC is establishing a mandatory greenhouse gas reporting program and this is really the first step in not only collecting data but also reporting that data to DEC as part of the three rulemakings that will be part of our cap and invest program. As we well know, NYSEERDA role in this program is the auction rule, but also the cap and invest rule by DEC, which will really drive forward the mechanisms whereby this program can be launched. So as we speak, the first rule is subject to public comment. A number of hearings are being held as we wait for the state's executive budgets to be adopted. Notably a \$1 billion proposal in funding for the sustainable Future program. Really focusing on mitigation and clean energy and climate solutions that we are hopeful will be advanced and that can be deployed in a manner that's reflective of these priorities. Next slide please. And

As discussed, our State Energy Planning Process is underway is chaired by the President and CEO and comprised of the leaders of nine New York State agencies, three appointees and the New York Independent System Operator. We launched the State Energy Planning Process last year and importantly the Board has been meeting periodically including on May 1st when we will be hearing presentations on the energy transition from the perspectives of different end use customers and updates on certain chapters of the plan. We are planning to issue a draft plan in the coming months, which will include a written comment period and public hearings around the state. This is an essential aspect of the ways in which we are planning 40 and I think very notably the timing of really looking at the State of this transition and ultimately the various paths forward the State may utilize to advance toward our 2040 objectives will be essential aspect of this plan. Next slide please.

And in the context of the government, it is important to note that in addition to the day one executive order relative to wind energy, we did see very significant aspect of action by the US Department of Interior Secretary Burgum instructing the Bureau of Ocean Energy Management to order a halt to all ongoing activities related to the Empire Wind 1 project until BOEM completes a review. Notably and immediately Governor Hochul myself as well as the Chair of the Public Service Commission issued strong statements. Given the fact that this project is not only a cornerstone of our offshore wind portfolio, it is also one that received federal permits under the former Trump administration is fully permitted and in fact was under construction toward a 2027 commercial operation date at the time of that stop work order. I think this is notable not only because of the impacts on our project but foundationally on the impacts of permits and it really speaks to the level of risk that has been imparted in a fully permitted under construction project. And I think notably the swift response of the State is reflective of the commitment that we have to this industry and certainly to this project. So more to come in that respect.

Few slides forward please. A couple of programmatic and policy updates. I'm starting with the exciting news that NYSERDA selected clean capital under our build ready program to build one of the largest solar projects in the Adirondack Park. This is a very novel program in which NYSERDA conducts the pre-development work to advance projects on underutilized properties and this was our very first project that actually has been transferred and will be constructed by clean capital in a very novel way, really de-risking the projects to make them truly build ready for EPCs and developers to advance the project. So now that that project has been closed, we've been paid our development fee and it can move into final development and construction, really reflective of the creative ways in which we are advancing projects across our state.

Next slide please. And earlier this month, Governor Hochul announced expanded initiatives to make driving electric more affordable. Oh, I'm on the wrong side here, I apologize. So during last Thursday's Public Service Commission session, it was an important action taken by the Public Service Commission to advance not only our 10 gigawatt distributed solar goal but also to expand beyond 10 gigawatts. So as we've heard, this is a very successful program. The Public Service Commission elected to allocate 150 million of surplus funds to actually expand beyond the 10 gigawatts, which was previously authored by the commission and identified that the remaining surplus funds would be redirected into other programs into the future. So I'd say this is reflective not only of the ways in which we can not only have positive news for the state, but frankly action by the Public Service Commission to reduce the cost burden on rate payers to continue to support LMI customers and to continue to build this industry. Next slide please. Next slide please. Well I will tell you about the electric which is now

Present going back. Alright, we missed a slide. Okay. Well there's three aspects of these announcements by the governor. I think they're indicative really of looking at the EV transition in a broader sense. First by expanding our drive clean rebate program, you can receive up to \$2,000 off the purchase of an electric vehicle, more money for longer range vehicles, and ultimately the real opportunity to not only invest more in that transition, but also through our Charge Ready New York program to expand the value of the incentives we're given to charging infrastructure across our State as well. In addition, in this period of time, and I really want to identify a massive effort by the NY Green Bank in announcing a \$60 million transaction to accelerate EV charging infrastructure across the city. This is the first loan that the NY Green Bank team has made into EV charging infrastructure in this case to rebel the largest provider of public EV fast charging in New York City, allowing rebel to more than triple its public fast charging network this year here in New York City. So I want to really give a huge congratulations to the NY Green Bank team, but also our broader transportation team for these exciting milestones and achievements. And with that I'll conclude my President's reports and hand it back to you Acting Chair Bell

Charles Bell:

Thank you so much, Doreen. Are there any questions for Doreen? Hearing none, I just want to comment that as this tremendous thing to expand EV charging resources in New York City. Not everybody who lives in the urban area has off street parking to charge their, so it's really incredibly important for the industry and for drivers to have that charging available to them. Very excited to hear about that. Thank you.

Okay, thank you so much Doreen. The next item on the discussion agenda is a report on the Authority's Diversity, Equity, and Inclusion work from DEI, Officer Michelle Andry, Michelle,

Michelle Andry:

Good afternoon to the Board. It's a pleasure to see you for our first opportunity this year to update you on our Diversity, Equity, and Inclusion Initiatives. The next slide, please. As you

Recall, NYSERDA's work on Diversity, Equity, and Inclusion was launched under the direction of NYSERDA five year DEI Strategic Plan in alignment with New York State's commitment with respect to diversity, equity and inclusion specifically for State entities and the State workforce. The goals of the NYSERDA DEI Strategic Plan are largely focused on organizational culture and internal systems and execution of the plan over these initial years has consisted primarily of complimentary initiatives and updates on the part of both the Diversity, Equity, and Inclusion team and Human Resources team. So a critical intended impact from these efforts is to improve overall positive engagement across the whole of the NYSERDA team, which ultimately will help us to improve our effectiveness and productivity, help us attract and retain staff and overall increase the value and return on investment of NYSERDA work for New Yorkers. So in today's update, I and Pam Poisson whose portfolio includes our Human Resources team. We'll share a few of the latest features of our ongoing efforts. Go to the next slide please.

So onto our first highlight, which is our specific effort to understand, improve and measure employee engagement, which we refer to generally as engagement among our NYSERDA team. The general objective of this work stream is to improve align communication and connection amongst the whole of the team, which ultimately strengthens our effectiveness as individuals in our role as well as most importantly our effectiveness in our mission as an organization. The DEI Strategic Plan lens of this focus on engagement is working to ensure that the opportunity to feel fully engaged and contributing successfully is inclusive of everyone on staff and every part of the organization. We've conducted engagement surveys annually since we began our DEI initiative and each year we've looked at insights from the surveys to inform areas of improvement organization-wide as well as within each business unit. We completed our fourth organization-wide survey in Q4 2024 as a pulse assessment of how our organization-wide and business unit specific efforts are landing with staff as well as how our overall engagement is changing.

What we learned from this most recent survey is that engagement on our staff team overall is gradually and steadily increasing and as of Q4 2024, our engagement level was slightly above the recent government benchmark outcomes of the engagement tool that we participate in. Also, we received feedback that there is progress in some areas we focused on strengthening such as internal communication with and across our team. So you'll hear later about how updates the HR team is making are also aligned with supporting and inclusive engagement through providing all staff members with the tools and resources they require to be successful.

Next I'd like to share about our guiding principles update on the next slide. We began this update in alignment with the evolution of our mission, vision and promise, which you heard about earlier and in responsiveness to A DEI Strategic Plan priority to increase inclusion in the internal organizational tenets we have called our guiding principles. Our guiding principles have been in

place close to 10 years. This update focuses on shifting from that exceedingly broad set of principles to a clarification of our core values as an organization and to being better able to articulate those values and our work together as a staff team across the organization. Our objective in this update is to support a continued culture of strong collaboration, decision-making and accountability with a particular interest in strengthening the inclusion of all team members in the ways we work. We have invited input and feedback from the staff team Orgwide in this update process, which we expect to conclude in May, followed by work on strategies to make our shared values more visible and reinforced in how we work together on a day-to-day basis and recognize each other if for commitment to those values.

On the next slide, I'd like to highlight our work on inclusion focused learning and development across the organization in which our objective is to maintain a working environment where we are able to fully leverage the strengths, skills and perspectives of all current and future team members. Our DEI learning and development efforts have maintained momentum as we have transitioned from implementing a rather large initiative developing and delivering our series of five foundational trainings to the entire existing team to a longer term effort to both engage newer hires and provide opportunities for continuous learning for all team members. In addition to offering our foundational interactive workshops on a quarterly schedule each year we launch at least one new training opportunity open to all this year. Our newest offering is a workshop on how to support a more inclusive work environment for transgender non-binary and other gender expansive team members.

These learning and development opportunities are offered in addition to the regular organization organization-wide awareness and education communications that the DEI team provides both independently and in coordination with communication from our President. In addition to our internal online hub for DEI resources and in addition to events and initiatives engaging the entire staff led by our three resource groups, the training resources we have leveraged up to this point have been largely through the expertise of external providers, but we have also in the last few months embarked on a specific work stream to build our internal capacity to identify training needs focused on improving inclusive practices in the workplace as well as our capacity to have internal staff from the DEI team, the HR team and others to develop and deliver those learning and development opportunities. Lastly, on the next slide, I'd like to share the latest on our work to establish indicators of our DEI initiatives, needs and impacts as described in our DEI Strategic Plan.

Our intent and objective of establishing indicators or metrics is to help inform whether our policies particularly as relates to our staff team and our work environment are fair and supportive of our intent to retain a prepared team that is skilled to meet our mission through a diversity of expertise, experience and backgrounds. Our milestones in establishing indicators has included identifying a set of three to five key indicators. We'd like to track a suite of attributes to stratify the data within those indicators, primary data sources to feed the analysis and collection gaps that we currently have within those data sources. The work we have in progress includes resolving those data gaps, establishing an adequate time series of data that will allow us to do effective analysis of trends and determining how we can most appropriately utilize and communicate about the data and analysis that we will ultimately have in hand. So the initial set of indicators we have identified include the personnel focus areas of recruitment and hiring, performance

management and career growth opportunities. So this is a great point to turn this update over to Pam to share some highlights from the work happening in those areas on the Human Resources front.

Pam Poisson:

Great, thanks Michelle. Good afternoon. Next slide please. So I'd like to highlight just a few points here on behalf of our Human Resources team. Excuse me. These all draw from our HR roadmap, which is really focused on four areas. The three you see in the box is here as well as the fourth on efficiency and compliance. We're really working on multiple fronts in a multi-year effort to improve our processes and our approaches. That work has been heavily informed by benchmarking data as well as employee surveys and we've got periodic checkpoints built in to assess our effectiveness, make sure that we're continuing to utilize funds wisely. I do have to say it is a challenging time to be attracting new talent to government positions. So while we've built some really good momentum, our continued focus will be needed here to keep that momentum going. I'm just going to highlight a few items here rather than go bullet by bullet really to give you a sense of the themes that we're trying to have permeate this work.

So first we're focused on ensuring that Employees have clarity about their jobs and a sense of opportunity. Three items that really support that are two under the talent development and one under performance and rewards. So looking at talent development, we have standardized job descriptions, really intended to improve clarity around the expectations for the work and adherence to best practice to level out how these job descriptions are presented across the organization. We are in the final verification steps of that work and will soon be publishing centrally for all Employees to be aware. We also are mapping job competencies. As you might have heard, we already have three core competencies that have been established across all positions for about two, two and a half years now, and we've moved into the second layer of that work seeking to identify an additional five or six more job competencies that apply to each position in NYSERDA.

Really the intent here is to improve clarity around priority skill sets for each role and then to provide a framework for that individual employee's professional development so they can see how they can advance not just in terms of position ladder, but also how they can more holistically build skills in each of those areas that are competencies for the particular positions. Continuing that theme of clarity and opportunity and hopping to the performance and rewards we're complimenting those efforts I just mentioned with a more macro review of job titles and classifications and that is really intended to achieve two goals. One better alignment with State standards so that we're fully leveraging the array of positions available in the management and confidential framework and in concert with that, making some specific updates to expand the range of available grades to ensure that there are reasonable opportunities for advancement, more entry level positions where conditions warrant and ultimately better aligning with benchmark structures to resolve some headroom challenges.

A second key theme that's highlighted within this is really ensuring that we have a competitive and holistic resource strategy where we have a need to fill new positions. To that end, two things to note is that we have expanded our recruiting resources to more cost effectively reach a wider array of audiences both individually via NYSERDA outlets and partnership with the State's

Department of Labor efforts. We also are working to continually improve our onboarding program. We've implemented some changes there and we'll soon be rolling out more comprehensive guides that address new employee roles, manager roles and enhanced check-in that goes beyond the initial 90 day mark so that we continue and sustain support for new hires up through that critical one to two year window. Those are obviously not the only aspects of our work there, but two key items I wanted to highlight. And then finally, as we continue to make sure that our Employees are aware of the value proposition, we have increased our focus on the education that's being provided to Employees about the benefits that are available in a New York State position and at NYSERDA in particular, we've increased access to the promotion process, making it clearer what the criteria are for promotions to be considered and updating our frequency of those.

That's not to say that we will do more promotions, but we want to make sure that we're not creating unintentional barriers by doing things just once a year. So we've actually increased the frequency of the consideration there and then finally staying consistent with New York State advancements on geographic compensation. So all of that together I do believe is having some positive impact. It would be premature to infer right now that our short-term data changes imply a longer term trend, but just looking back to last Fiscal Year, I'm sorry, two years ago compared to the Fiscal Year just closed, we have seen our turnover rate decline by half a percentage point and that rate continues to show up favorably relative to comparable benchmarks and all of this ultimately to improve the experience for employees, but also to improve our productivity as an organization, which ultimately should improve our effectiveness and impact. So thank you and I would be happy to dig into that more as time permits offline. But Michelle, back to you.

Michelle Andry:

Thanks Pam. That really concludes our presentation. Just going to the next slide, I think Pam summed it up nicely in terms of how the work that we are doing from the perspective of increasing inclusion, really focusing on organizational culture paired with policies and practice updates are really working together overall in support of our DEI initiatives. So with that, happy to open it up for any questions that you have.

Charles Bell:

Thank you. Michelle and Pam, are there any questions?

Jay Koh:

I just have one. We've had this programmatic increased focus in the last couple of years on low moderate income housing support and I'm just wondering if that's had any effect on our own internal recruiting capability and retention just because I think CHIP demonstrates additional mission alignment with I think the values of the agency. Has that shown up at all in our kind of survey analysis and things like this?

Michelle Andry:

I'm not sure I'm quite following the question. Do you mean in terms of staff

Jay Koh:

Staff awareness of that or the ability to recruit and retain? Is the fact that the agencies had an increased focus on LMI improved our ability to recruit and retain talent within the agency itself?

Michelle Andry:

That's a good question. I mean I think, I'm not exactly sure that I would have data to point to on that, but I mean I know that from my perspective being at this organization for nearly 10 years that focus on LMI related issues and markets has been fairly present as a potential area of work at NYSERDA for attracting staff. I feel like that's probably been fairly steady, but I'm not sure if someone from the program side has some perspective on that.

Pam Poisson:

Well, I can maybe not to address it from the program side, but compliment from an HR perspective, we don't specifically poll on that with the recruits, but what I can say is that what we hear at least anecdotally is that people have appreciated the opportunity to see our interaction on the ground with New Yorkers and I think that LMI area is a space that really creates that opportunity. So as the mission focus has always been preeminent for our workforce, I think that is something that we see come out loud and clear. The opportunity to combine the clean energy space with the LMI space I do believe is speaking to people on a more personal level and that has helped retain.

Michelle Andry:

Thank you. Did we in our engagement surveys, commitment to the mission of the organization remains high and remains one of the strongest retention areas. Reasons for people staying with NYSERDA and coming to

Charles Bell:

Yes JoAnne

JoAnne Hewett:

Have we had the benefit of either legal counsel, internal or external talking about our programs as they relate to the executive orders and the federal actions? And has that been incorporated into this planning and thinking, recognizing I think that there's broad support on the Board and otherwise I think for these efforts and want to make sure that we continue to advance them, but lawfully in light of the current conditions.

Peter Costello:

The short answer is yes, the longer answer, maybe we take that up the private. Great,

Sherburne Abbott:

Thank you. So following on that said, I think it's important for us to thank you for the work that you've done and to continue to support you as you continue your work and in whatever way we can be supportive. The Board is on your side.

Lindsay Greene:

I was going to make two comments. Having gone through our organizational love similar work and we only rolled out engagement survey in the last two years. I think one insight was we introduced a total compensation tool for employees, be able to see the threats of the benefits that the organization offers. Particularly it makes a little bit of a stereotype, but not everyone thinks about their retirement savings as a real direct benefit, but it really is and it's often a very large financial contribution that they discount because it doesn't affect their take copay. And then the other thing that we found, we updated and develop some leadership principles and we did that at the management level, but before we rolled it out, we did a focus group with people who were not in our typical management or leadership tier, and we found that those other team member, team members were very engaged and crave more type of exposure to whether it's the inner workings of the organizational leadership stuff or it just was very beneficial for promoting engagement and giving junior members more inside view as to how things happened. I think it promotes engagement and so we've taken that as feedback to attempt other ways to include folks when we're developing policies or procedures that they don't always have to be exclusively top gamma.

Michelle Andry:

That's really helpful.

Charles Bell:

Any other questions? I wanted to just commend the focus on universal professional development. That's a terrific resource for Employees to feel like they have access to opportunity in the workplace to develop their skills and knowledge to go into other areas. So that's really a great philosophy to have. So thank you so much Michelle and Pam. I appreciate the court. Thank you. The next agenda item on the discussion agenda concerns a private session and an executive session. Section 108 of the Public Officer's Law authorizes the Members to convene in private sessions. Review attorney client privilege matters. Additionally, Section 105 of the Public Officer's Law authorizes the Members to convene in an executive session to discuss the employment history of a particular person and to discuss the proposed sale, acquisition or lease of real property. May I please have a motion for resolution numbers 1760 to enter into private session for the purpose of discussing attorney-client privilege matters and to enter into executive session for the purpose of discussing the employment history of a particular person and to discuss the proposed sale, acquisition or lease of real property.

Jay Koh:

So moved.

Dale Bryk:

Second.

Charles Bell:

All in favor, please say aye.

Members of the Board:

Aye.

Charles Bell:

Any opposed? Thank you. The motions carried. Members will now enter into private session and executive session. During that time, the webcast will remain up. Upon our return, we will reconvene the meeting. The next item on the discussion agenda is a report on the items considered by the Program Planning Committee from the Committee's Chair, Shere Abbott, Shere.

Sherburne Abbott:

Oh, the Committee met earlier today and a quorum was present throughout the meeting. The Committee received a report from the Authority's President and CEO Doreen Harris and Director of Strategy, Erich Scherer on the Authority Strategic Plan entitled *Toward a Clean Energy Future of Strategic Outlook. 2025-2028*. Doreen presented the Authority's revised mission statement for the members' review. In addition, the presentation summarized the Authority's plans and strategies for the next three years. This included the Authority's work in pursuit of its mission, outcomes and strategic focus areas including clean energy, jobs and economies, sustainable and climate resilient communities, greenhouse gas emissions reduction, clean electricity, clean and efficient buildings, and clean transportation. Further details are included in your meeting package. Based on the presentation and discussion, the Program Planning Committee recommends that the full Board adopt the resolution approving the Strategic Outlook for the next three years as provided and the amended mission statement. Next, the Committee received a report on the Authority's use of artificial intelligence presentation, summarized the Authority's, AI policy, staff training plans, and current use of AI to aid the Authority's work. The Committee was able to ask questions and was satisfied with the discussion. Lastly, the Committee received a report from Senior Vice President for Distributed Energy Resources Technology. David Sandbank on the Authority's energy storage work. The Committee was able to ask questions and was pleased with the discussion. Concludes my report.

Charles Bell:

Thank you. Are there any questions for Shere? Hearing none, may I please have a motion for resolution 1761 approving the Strategic Plan entitled *Toward a Clean Energy Future of Strategic Outlook. 2025-2028* and the Authority's Mission Statement.

Lindsay Greene:

So moved.

Jay Koh:

Second.

Charles Bell:

All in favor say aye.

Members of the Board:

Aye.

Charles Bell:

Any opposed? Thank you. The motion is carried. The Strategic Outlook is approved. Thank you to the senior leaders and staff that worked on this important update. Thank you Shere. The next item on the discussion agenda is a report on the items considered by the Governance Committee meeting from the Committee's Chair Dale Bryk Dale.

Dale Byrk:

Thanks. 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 and the Conflict of Interest Policy for Employees. Specifically the employee policy consists of non substantive ministerial or clarifying changes. The Committee unanimously recommends that the Board approve the revisions to the conflict of interest for Board members and the Conflict of Interest Policy for Employees. We also met in private session to discuss the results of the member's evaluation of the board's performance. And this will be presented to the Members at the June, 2025 Board meeting. This concludes my report.

Charles Bell:

Thank you Dale. Are there any questions for Dale? We will consider the resolution on the conflict of interest policies as part of the consent agenda. So thank you Dale. So now we're going to turn to the consent agenda. We're going to reorder the meeting and look at the consent agenda and after that we will return to the remaining items on the discussion agenda. There are two resolutions to be considered on the consent agenda. Information on each of these items was included in your meeting materials. Resolution number 1762 was recommended for approval by the Governance Committee as just discussed. Resolution number 1763 would approve the Periodic Contracts Report. Council's office has compared the list provided by members of entities with which each Member is associated, which they believe may enter into contracts with my NYSEERDA to the list of contracts in the periodic contracts report. Council's office report there are two potential conflicts, Cadmus identified by Jay Koh and Stony Brook University identified by JoAnne Hewett. Jay and JoAnne, can we please assume that you'll be recusing yourselves from voting on those particular items?

Jay Koh & JoAnne Hewett:

Yes. Yes.

Charles Bell:

Thank you. Are there any questions on these items? Hearing none may please have a motion for resolution number 1762 and resolution number 1763?

Members of the Board:

So moved

Jen Hensley:

Second.

Charles Bell:

All in favor, please say aye.

Members of the Board:

Aye.

Charles Bell:

Any opposed? The consent agenda is carried and the resolutions are approved. We now return to the discussion agenda. The next item on the discussion agenda is a report on the items considered by the Audit and Finance Committee. The Committee's Chair, Jay Koh. Will present this item, Jay.

Jay Koh:

Thank you. The Committee met earlier today and a quorum was present throughout the meeting. The Committee received a report from the Authority's Acting Director of Internal Audit Dorriane Teitsch-Gilligan on a proposed Internal Audit Plan for Fiscal Year 2025 to 2026. Following a discussion, the Committee voted to approve the 2025 to 2026 audit plan and thanks RA for hard work on preparing this plan for 2025 to 2026. In addition, the Committee heard a detailed presentation from KPMG on its proposed process for conducting the Fiscal Year 2024 to 2025. Independent audit of the Authority's financial statements and the NY Green Bank's financial Statements Committee was able to ask questions and thought the approach is reasonable and that the financial statements would meet the requirements of the Public Authority Accountability Act and the State Comptroller's regulations including the delivery of all required opinions. No action was required on this item. I just wanted to note, as was confirmed by KPMG, that Authority has received unqualified audit opinions from its third party auditors. And that concludes my report.

Charles Bell:

Thank you. Are there any questions for Jay? All right. Thank you Jay. The next item on the discussion agenda is the Authority's work with the New York Code Council, Senior Vice President, Clean and Resilient Buildings. Susanne DesRoches will present this item. Susanne?

Susanne DesRoches:

Great. Hi everyone. So I wanted to give all an update on what's happening with the Energy Code update. I know we've come a number of times and thank you for all of the work to date. I think we're in the home stretch. Okay, so I'm just going to plow through and the slides will follow. It's just a quick date. So in February on the 28th, the code council voted to commence a rulemaking on the next update to the New York State Uniform and Energy Codes. So just as a refresher, the proposed energy codes will include the zero emissions new construction requirements as well as a number of advanced energy efficiency features. The code council and NYSERDA energy code cost effectiveness rule determined that the energy code was cost effective. So the work that we put in and the advisement of the Board went towards this final stage of getting the energy code

approved and across the finish line. I'm going to talk through some of the updates to the code in the next slide. Just as a refresher, I won't go through

All of these, but really the way to think about these updates is that it will incorporate the zero emissions new construction, so no fossil fuel combustion equipment or building systems in new buildings. And it will importantly increase the thermal envelope of the building and all of the efficiency improvements along with that. So what we're building here are more efficient, tighter are updated <inaudible> buildings that no longer use fossil fuels. There's a lot of other important components here. Commercial buildings will be required to have rooftop solar PV. There will be a limit to the amount of electric resistance, space heating, so that to meet the all electric piece, we aren't seeing very inefficient electric resistance, improved equipment for efficiency for elevators and escalators and then changes to the climate zones for certain parts of the think.

So if we go to the next slide, I wanted to sort of round out all of this important work to get us to the end of the, so in the second quarter of 2025, we expect there to be three public hearings conducted by the DOS staff. On the 27th of May, the comment period closes for the code update, and then from May to June, those comments will be considered by DOS with any updates to the energy code that's needed rolling into the third quarter of 2025, we will begin developing our training for the new energy code. We expect in the July 25th code council meeting that they will adopt the new energy code. And then after that it will be published and made the final codes made public. In the fourth quarter of this year, we'll start deploying trainings. And just to note here, NYSERDA will be providing trainings throughout the three year code wide cycle so that we ensure across the State that code officials have the right training that they need in order to implement this code. And then at the end of the year, we expect that the energy code and the uniform code will go into effect for Jan one of next year. That rolls us through the year. Again, thank you so much for your leadership and advisement on in particular the cost effectiveness piece and we look forward to the end of the year. Thank you very much. Thank you.

And thank you. Chris Corcoran is here with us today, who is his team has led a lot of this work.

Charles Bell:

Thank you. Are there any questions for Susanne?

Sherburne Abbott:

Just one question. I think I asked this before when we were talking about this. Is there any provision in the code language for a long-term monitoring of indoor air quality?

Susanne DesRoches:

Charge of Chris who will there are

Sherburne Abbott:

With the closure of envelope?

Chris Corcoran:

Sorry, I didn't hear that last part.

Sherburne Abbott:

With the closure of that building envelope.

Chris Corcoran:

Yes. So the uniform coat does include safety monitoring. It's more, it's mostly focused on fire safety for obvious reasons. But the real key to the change with the new envelope is requiring ventilation. Lots of times the ventilation has just been passive. Most new construction. Now you're going to have mechanical ventilation requirements as well as heat recovery in mechanisms six. So yes, there's some monitoring, but more importantly there's going to be that ventilation. That'll be,

Sherburne Abbott:

We do want to know over time that that actually does change the nature of the indoor air quality. Great.

Jay Koh:

You want to read that or something?

Sherburne Abbott:

Listen, at my age, it doesn't matter.

Charles Bell:

Okay. Any additional questions? Thank you so much and thank you. Thank you. No formal action is required on this item. We now through the other business, there is one item to discuss under the other business. Pam is going to give us a brief update on the Authority's facilities. Pam,

Pam Poisson:

Thank you. This is an informational update and as you know here in New York City, we are proceeding according to plans previously discussed with the Waste and Facilities Management Committee. Just to keep you apprised, we're now well underway with our office consolidation project focused on the four goals, bringing the team together, tracking and cost savings, providing a modernized space that offers increased productivity and supporting energy efficiency and emissions targets. We've engaged qualified outside resources for the design and engineering phase for gathering detailed space planning requirements, including with input from a significantly invested staff design team. And the landlord's pre handover work, excuse me, is on schedule. We expect to be finalizing the initial office layout decisions in May and then we'll move promptly into detailed construction drawings, permitting, and then the construction phase. One thing to be aware of is that while our work is proceeding according to plan, recent market turbulence and tariff announcements are beginning to impact our cross projections and timing.

We are working to manage this as proactively as we can. For instance, building in some upfront value engineering and also ensuring that we are negotiating as much as possible on the best interest of the state, but we're doing so in a way that does not jeopardize the quality and the reliability of the final product. So really trying to strike that balance should it appear that the original budget is not sufficient to conduct the necessary work scope because of market price

increases And plan to update this Committee in June, and I'm sorry, the Board in June and at that time would present for approval of revised budget as part of our regular mid-year budget update, which we do anticipate having this year for consideration. Timing wise, our plan does still support a Q1 of 26 move-in date and we have access to our current space as well. Beyond that if needed. That concludes my update. Thank you.

Charles Bell:

Thank you. Other questions for Pam? Okay, hearing none. Thank you so much Pam. Are there any other matters the Members would like to discuss? Hearing none, may please have a motion to adjourn the meeting.

Jay Koh:

So moved.

Dale Bryk:

Second.

Charles Bell:

All in favor? Meeting a adjourned. Thank you. Thank you very much.