



Audit, Compliance and Governance Committee

Meeting Date

May 19, 2020





Audit, Compliance, & Governance Committee Members

<p>Matthew Ranelli, Chairman Partner, Shipman & Goodwin LLP</p>	<p>Lonnie Reed Board Chair</p>
<p>Thomas M. Flynn Managing Member, Coral Drive Partners, LLC</p>	<p>Mary Sotos Senior Policy Advisor of Energy, DEEP</p>

845 Brook Street, Rocky Hill, CT 06067
T 860.563.0015
ctgreenbank.com



May 12, 2020

Dear Audit, Compliance and Governance (ACG) Committee Members,

We look forward to our meeting on Tuesday, May 19th via GoToMeeting, <https://global.gotomeeting.com/join/315759597> from 8:30 a.m. to 9:30 a.m. We will be discussing the following agenda items:

1. Proposed Loan Loss Decision Framework and Process – Subsidiaries
2. Discuss Draft Succession Plan
3. Employee Handbook Revisions for Recommendation to BOD
4. BOD Membership Terms Update
5. Update on Statutory Report Update
6. Legislative Update

As always, please let me know if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Brian Farnen". The signature is written in a cursive style and is followed by a long horizontal line.

Brian Farnen
General Counsel & Chief Legal Officer



AGENDA

Audit, Compliance and Governance Committee of the
Connecticut Green Bank
845 Brook Street
Rocky Hill, CT 06067

Tuesday, May 19, 2020
8:30 – 9:30 a.m.

Staff Invited: Jane Murphy, Brian Farnen, Bryan Garcia, Bert Hunter, Matt Macunas and Eric Shrago

Others invites:

1. Call to order
2. Public Comments
3. Approve Meeting Minutes for March 11, 2020* – 5 minutes
4. Proposed Loan Loss Decision Framework and Process – Subsidiaries** – 10 minutes
5. Discuss Draft Succession Plan – 5 minutes
6. Employee Handbook Revisions for Recommendation to BOD** - 10 minutes
7. BOD Membership Terms Update – 5 minutes
8. Update on Statutory Report Status – 5 minutes
9. Legislative Update – 10 minutes
10. Adjourn

*Denotes item requiring Committee action

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

Join the meeting online at

<https://global.gotomeeting.com/join/315759597>

Or call in using your telephone:

Dial +1 (872) 240-3212

- One-touch: <tel:+18722403212,315759597#>

Access Code: 315-759-597

Next Regular Meeting: Monday, October 26, 2020
Connecticut Green Bank, 845 Brook Street, Rocky Hill, CT



RESOLUTIONS

Audit, Compliance and Governance Committee of the
Connecticut Green Bank
845 Brook Street
Rocky Hill, CT 06067

Tuesday, May 19, 2020
8:30 – 9:30 a.m.

Staff Invited: Jane Murphy, Brian Farnen, Bryan Garcia, Bert Hunter, Matt Macunas and Eric Shrago

Others invites:

1. Call to order
2. Public Comments
3. Approve Meeting Minutes for March 11, 2020* – 5 minutes

Resolution #1

Motion to approve the minutes of the Audit, Compliance and Governance Committee meeting for March 11, 2020. Second. Discussion. Vote.

4. Proposed Loan Loss Decision Framework and Process** – Subsidiaries – 10 minutes – Bryan Garcia

Resolution #2

WHEREAS, pursuant to Section 5.3.1 of the Connecticut Green Bank (Green Bank) Bylaws, the Audit, Compliance & Governance (ACG) Committee is charged with the review and approval of, and in its discretion recommendations to the Board regarding, all governance and administrative matters affecting the Green Bank, including but not limited to matters of corporate governance and corporate governance policies;

WHEREAS, on October 20, 2017, the Green Bank Board of Directors approved of a recommendation brought forth by the ACG Committee and Deployment Committee to approve the authorization to amend the Staff Approval Policy to increase program funding requests for Projects Under \$300,000 to \$500,000 with an aggregate amount limit of \$1,000,000 from the date of the last Deployment Committee meeting; and

WHEREAS, based on a recommendation brought forth by the Deployment and ACG Committees, the Board approved and authorized the Green Bank staff to implement the Loan Loss Decision Framework and Process for managing assets requiring restructuring or write-off from the Green Bank's balance sheet and consistent with the memorandum to the Board dated June 13, 2018 ("Loan Loss Decision Framework and Process ") and for a similar framework to be developed at a future date for the Green Bank's special purpose vehicles (i.e., subsidiaries); and

WHEREAS, in response to the COVID-19 pandemic, the staff of the Green Bank proposed a modification to the Loan Loss Decision Framework and Process with regards to restructuring transactions, as well as the Green Bank's provision for loan losses, in order to help families and businesses manage through this public health crisis, which the Board approved on April 24, 2020.

NOW, therefore be it:

RESOLVED, that the ACG Committee recommends that the Board of Directors approve of the Staff proposed Loan Loss Decision Framework and Process for Subsidiaries for managing assets requiring restructuring or write-off from the Green Bank's balance sheet and consistent with the memorandum dated May 12, 2020.

5. Discuss Draft Succession Plan – 5 minutes – Bryan Garcia
6. Employee Handbook Revisions for Recommendation to BOD** - 10 minutes – Eric Shrago

Resolution #3

WHEREAS, pursuant to Section 5.2.1 of the Connecticut Green Bank (Green Bank) Bylaws, the Audit, Compliance & Governance (ACG) Committee is charged with the review and approval of, and in its discretion recommendations to the Board of Directors (Board) regarding, all governance and administrative matters affecting the Green Bank, including but not limited to the Connecticut Green Bank Employee Handbook;

NOW, therefore be it:

RESOLVED, that the Audit, Compliance and Governance Committee hereby recommends that the Board of Directors of the Connecticut Green Bank approval of the revisions to the Connecticut Green Bank Employee Handbook presented on May 19, 2020. Second. Discussion. Vote

7. BOD membership terms update – 5 minutes – Brian Farnen
8. Update on Statutory Report Status – 5 minutes – Matt Macunas
9. Legislative Update – 10 minutes – Matt Macunas
10. Adjourn

*Denotes item requiring Committee action

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

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Access Code: 315-759-597

Next Regular Meeting: Monday, October 26, 2020
Connecticut Green Bank, 845 Brook Street, Rocky Hill, CT

ANNOUNCEMENTS

- **Mute Microphone** – in order to prevent background noise that disturbs the meeting, if you aren't talking, please mute your microphone or phone.
- **Chat Box** – if you aren't being heard, please use the chat box to raise your hand and ask a question.
- **Recording Meeting** – per Executive Order 7B (i.e., suspension of in-person open meeting requirements), we need to record and post this board meeting.
- **State Your Name** – for those talking, please state your name for the record.



CONNECTICUT
GREEN BANK SM

Audit, Compliance and Governance Committee

May 19, 2020

ACG Committee

Agenda Item #1

Call to Order

ACG Committee

Agenda Item #2

Public Comments

ACG Committee

Agenda Item #3

Approve Meeting Minutes for March 11, 2020

ACG Committee

Agenda Item #4

Proposed Loan Loss Decision Framework and
Processes – Subsidiaries

Connecticut Green Bank



Balance Sheet and Assets of Subsidiaries

- **Green Bank** – Loan Loss Decision Framework and Process has been in place since June 13, 2018 (modified for COVID-19 on April 24, 2020)
- **Subsidiaries** – Green Bank establishes subsidiaries to enable public-private partnerships to support its mission and has built \$64.6 million in principal and interest producing assets
- **Restructurings and Write-Offs** – as the Green Bank continues to invest its resources through its subsidiaries with the expectation of getting its principal and interest back over time, there will inevitably be instances when restructuring transactions and/or loan losses will occur
- **Oversight** – the Deployment Committee, per the Bylaws (i.e., Section 5.3.3(ii, iv, v, vi, viii)) has oversight over managing the assets
- **Process** – senior staff is proposing a loan loss decision framework and process for its subsidiaries for consideration by ACG Committee (May 19, 2020), Deployment Committee (May 27, 2020), and then Board of Directors (June 26, 2020)

Loan Loss Decision Framework

Proposed Structure for Subsidiaries



Type of Loss Anticipated	Amount of Principal Outstanding		
	<\$100,000	\$100,000- \$1,000,000	>\$1,000,000
Provisional Loss Reserve	Staff (with review and reporting from the Auditor)		
Restructuring	Staff	Deployment	BOD
Restructuring COVID-19	Staff		(1) Staff for certain program transactions (2) BOD for all other transactions
Write-Off	Staff	ACG	BOD

The proposed Loan Loss Decision Framework and Process for Subsidiaries is based exactly on current practice for the Green Bank with respect to all requirements (e.g., calculation, documentation, review and approval, reporting, and COVID-19 restructurings)

ACG Committee

Agenda Item #5

Draft Succession Plan

Succession Plan

Background



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

Succession Plan



“Top 5” Motivations and Discouragements

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

Senior team continues to be motivated by non-compensation benefits

Succession Plan

Findings



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

ACG Committee

Agenda Item #6

Employee Handbook Revisions for
Recommendation to Board of Directors

Employee Handbook

2020 Update Summary



- **Annual Review to bring in line with operations** – update titles, phone numbers, and other minor operational details.
- **Update to capture COVID19 impacts** – this clarifies the telecommuting policy to be consistent with the order of the Governor and to describe some of the measures implemented as we look to reopen
- **Update to reflect current technology** – includes updates to technology leveraged by staff in their day to day jobs as well as the automation of forms included in the handbook

ACG Committee

Agenda Item #7

Board of Directors Membership Terms Update

Board of Directors

Membership Term Updates



Position	Appointer	Name	Appointment Period
Commissioner of DECD ¹	Ex Officio	Binu Chandy	ex officio
Commissioner of DEEP ¹	Ex Officio	Mary Sotos	ex officio
State Treasurer ¹	Ex Officio	Steven Meier	ex officio
Finance of Renewable Energy ²	Governor	Lonnie Reed	10/10/2019 – 10/9/2023
Finance of Renewable Energy	Governor	Kevin Walsh	09/02/2014 – 06/30/2018 ³
Labor Organization	Governor	John Harrity	06/02/2015 – 06/30/2019 ³
R&D or Manufacturing	Governor		
Investment Fund Management	House (Min)	Eric Brown	08/03/2017 – 06/30/2021
Residential or Low Income	House (Maj)	Brenda Watson	02/20/2020 – 06/30/2023
Finance or Deployment	Senate (Min)	Tom Flynn	07/21/2015 – 06/30/2019 ³
Environmental Organization	Senate (Maj)	Matt Ranelli	11/09/2015 – 06/30/2019 ³
President of Green Bank	Ex Officio	Bryan Garcia	ex officio

REFERENCES

1. or designee
2. Chair appointed by the Governor
3. or until a successor is named and qualified.

ACG Committee

Agenda Item #8

Statutory Report

Connecticut Green Bank

Statutory Report



Report	Last Delivered	On time?
Quarterly Cash Flow	3/26/20	✓
Quarterly Human Resources	1/3/20	✓
Sec. 1-123 Annual Report	12/31/19	✓
REEEFA Bonding	12/30/19	✓
SCRF Notice	12/30/19	✓
RSIP (biannual)	1/11/2019	✓
Annual Report	12/27/19	✓
Open Checkbook	1/31/20	✓
Board Diversity	9/25/19	✓

1 Checklist of Statutorily Required Reports																					
Quarterly Cash Flow		Quarterly Human Resources		Sec. 1-123		REEEFA Bonding		SCRF Notice		RSIP		Annual Report		Board Meetings			OpenCT Checkbook Data to Comptroller		Board Diversity		
Due	Submitted	Due	Submitted	Due	Submitted	Due	Submitted	Reason Required	Submitted	Due	Submitted	Due	Submitted	Held	Type	Held	Type	Requested by	Delivered	Due	Submitted
9/30/13	3/14/14	10/1/13	6/17/14	1/1/2015	12/30/2014	1/1/13	2/8/13	CSCU deal	12/1/17	1/1/2014	-	1/1/15	12/30/14	12/16/15	regular	1/26/18	regular	1/15/19	1/10/19	10/1/2019	9/25/2019
12/31/13	3/14/14	1/1/14	6/17/14	1/1/2016	12/31/2015	1/1/14	1/15/14	CSCU, Meriden	11/30/18	1/1/2017	1/30/2017	1/1/16	12/31/15	1/15/16	regular	2/15/18	special	2/1/20	1/31/20		
3/31/14	4/21/15	4/1/14	6/17/14	1/1/2017	12/29/2016	1/1/15	3/15/15	CSCU, Meriden	12/30/19	1/1/2019	1/11/2019	1/1/17	10/17/16	2/26/16	special	4/3/18	regular				
6/30/14	4/21/15	7/1/14	8/5/14	1/1/2018	12/27/2017	1/1/16	12/23/15	Program Sunset	1/1/2021	1/1/18	12/1/17	1/1/18	12/1/17	3/3/16	special	4/27/18	regular				
9/30/14	6/16/16	10/1/14	10/2/14	1/1/2019	12/31/2018	1/1/17	12/15/16			1/1/19	1/11/19	1/1/19	1/11/19	4/22/16	regular	5/25/18	special				

ACG Committee

Agenda Item #9

Legislative Update

2020 Legislative Session

Post-Session Wrap-Up

January/February – bill introductions and committee hearings

March – temporary closure of Capitol complex

April – cancellation of Regular Session activity

May 6 – adjournment without action on bill proposals



All policy changes conducted through executive orders

Fluid conditions for re-convening legislative activity, with possibility of one or more special sessions later in 2020:

- Budget adjustments
- COVID-response
- Committee or leadership priorities



Green Bank identifying contingent legislative priorities:

- RSIP extension for resi solar PV market stability
- CPACE “resiliency” financing and potential for COVID-responsive investment

ACG Committee

Agenda Item #10
Adjourn



**AUDIT, COMPLIANCE AND GOVERNANCE COMMITTEE
OF THE CONNECTICUT GREEN BANK**

Regular Meeting Minutes

Wednesday, March 11, 2020
8:30 – 9:00 a.m.

A regular meeting of the Audit, Compliance and Governance (“ACG”) Committee of the Connecticut Green Bank (the “Green Bank”) was held on Wednesday, March 11, 2020 at the office of the Connecticut Green Bank, 845 Brook Street, Rocky Hill, CT, in the Colonel Albert Pope Board Room.

Committee Members Present: Michael Li (phone), Matt Ranelli (phone), Lonnie Reed (phone)

Committee Members Absent: Thomas Flynn

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

Others present: None

1. Call to Order

- Matt Ranelli called the meeting to order at 8:36 a.m.

2. Public Comments

- No public comments.

3. Approve Meeting Minutes for October 25, 2019

Resolution #1

Motion to approve the minutes of the Audit, Compliance, and Governance Committee meeting for October 25, 2019.

Upon a motion made by Lonnie Reed and seconded by Michael Li, the ACG Committee voted to approve Resolution 1. None opposed or abstained. Motion approved unanimously.

Subject to Changes and Deletions

4. Proposed Revisions to Bylaws

- Brian Farnen summarized the proposed revisions to the Bylaws in response to the independent audit of the Connecticut Port Authority in 2019 as outlined in the presentation.
 - Lonnie Reed noted that the revisions make sense and the benefit of being proactive to further codify what the Green Bank already does.
 - Matt Ranelli asked about inclusion of the statement of mission and the Treasurer position. He expressed concern about the lack of a proper outline of duties as well the verbiage of its inclusion. He suggested the duties may fall within the Budget and Operations Committee. Brian Farnen responded that the intent is to have a Treasurer but its inclusion as written is to allow the Green Bank flexibility should there be a lapse in the position being filled since the Board of Directors positions are on a volunteer basis.
 - Bryan Garcia stated that the Secretary and the proposed Treasurer descriptions in the Bylaws, both are sparse but there are certain expectations anyways (e.g., official meeting minutes for the Secretary). He noted wanting to develop charters for those positions to be specific about roles.
 - Matt Ranelli asked staff to consider further whether the Treasurer position should be tied to the Budget & Operations Committee and to make considerations to the Board.

Resolution #2

WHEREAS, pursuant to Section 5.2.1 of the Connecticut Green Bank (“Green Bank”) Bylaws, the Audit, Compliance & Governance (“ACG”) Committee is charged with the review and approval of, and in its discretion recommendation to the Board of Directors (“Board”) regarding, all governance and administrative matters affecting the Green Bank, including but not limited to matters of corporate governance and corporate governance policies;

NOW, therefore be it:

RESOLVED, that the Audit, Compliance, and Governance Committee hereby recommends to the Board for approval the proposed draft revisions to the Green Bank Bylaws.

Upon a motion made by Michael Li and seconded by Lonnie Reed, the ACG Committee voted to approve Resolution 2. None opposed or abstained. Motion approved unanimously.

5. Proposed Revisions to BOD Ethical Conduct Policy

- Brian Farnen summarized that from the third party Connecticut Port Authority audit, the Green Bank wants to take lessons learned to improve Ethics Policy in a similar manner to improving our Bylaws, and once finalized, intends to have Board members each sign the Ethics Policy.
- The group discussed the need of the Board members to sign the Ethics Policy compared to their requirements as officers of the State and State employees but in the end agreed that it would benefit the Green Bank.

Subject to Changes and Deletions

Resolution #3

WHEREAS, pursuant to Section 5.2.1 of the Connecticut Green Bank (“Green Bank”) Bylaws, the Audit, Compliance & Governance (“ACG”) Committee is charged with the review and approval of, and in its discretion recommendation to the Board of Directors (“Board”) regarding, all governance and administrative matters affecting the Green Bank, including but not limited to matters of corporate governance and corporate governance policies;

NOW, therefore be it:

RESOLVED, that the Audit, Compliance and Governance Committee hereby recommends to the Board for approval the proposed draft revisions to the Board of Directors and Advisory Committee Members Ethical Conduct Policy.

Upon a motion made by Lonnie Reed and seconded by Michael Li, the ACG Committee voted to approve Resolution 3. None opposed or abstained. Motion approved unanimously.

6. Green Bond Framework

- Eric Shrago walked through the proposed Green Bond framework which summarizes the Green Bank’s intentions to certify its bond issuances as “green”, and which runs parallel to the Master Trust Indenture. The Green Bank will use the Climate Bonds Initiative (CBI)’s Standard as the primary standard for certification. When that isn’t applicable, they will use the Green Bonds Standard. Eric emphasized implementing this type of framework is best practice in sustainability certifications.
- The Green Bank is working on implementing a programmatic certification with CBI to allow for more efficient issuances. The Connecticut Green Bank will be 21st organization globally to implement this structure for green bonds.
 - Lonnie Reed asked if the carbon dioxide savings goals of an issuance are the Green Bank’s goals in terms of percentages, and not the requirements for certification. Eric answered yes, the Green Bank sets its own goals. CBI sets minimum standards by technology for certification.
 - Michael Li asked for an example of another organization using the programmatic certification. Eric listed the NY Housing Authority, the NY MTA, Bay Area Rapid Transit, the City and County of San Francisco, as well as some Australian, German, and other international organizations.
 - Matt Ranelli asked if this methodology is part of the Green Bank’s bond indenture, or if it is separate and able to be adjusted later on. Eric clarified it is completely changeable if need be, but it is about expressing the Green Bank’s intentions.

Subject to Changes and Deletions

Resolution #4

WHEREAS, The Connecticut Green Bank seeks to provide transparency to the general public and set the standard in impact assessment;

WHEREAS, The Connecticut Green Bank intends to issue bonds with greater frequency and wishes to do so more efficiently;

NOW, therefore be it:

RESOLVED, that the Audit, Compliance and Governance Committee hereby recommends to the Board of Directors for approval on its consent agenda the proposed Green Bond Framework.

Upon a motion made by Michael Li and seconded by Lonnie Reed, the ACG Committee voted to approve Resolution 4. None opposed or abstained. Motion approved unanimously.

7. Update on Statutory Report status for 2019

- Matt Macunas summarized that the Green Bank is entirely caught up on required statutory reporting. There were no questions.

8. BOD Membership Terms Update

- Bryan Garcia summarized the current appointed positions and their status. He explained that Brenda Watson was appointed by Speaker Aresimowicz and would be taking over for Betsy Crum, and while other terms have technically expired, the Green Bank is awaiting new appointments to be assigned. There were no questions.

9. Legislative Update

- Matt Macunas summarized the Green Bank's contribution and involvement with the list of bills it has provided public testimony for, regardless if the Green Bank proposed it or if it originated by a state agency.
- Lonnie Reed asked about bill HB 5505. Matt Macunas answered that he hasn't had time to update staff on it as it was just announced today, but thanked Lonnie for her diligence.
- The Committee discussed some questions and intents of the list of bills.

10. Adjourn

Upon a motion made by Lonnie Reed and seconded by Michael Li, Audit, Compliance and Governance Committee Meeting adjourned at 9:20 a.m.

Respectfully submitted,

Matthew Ranelli, Chairperson

Memo

To: Audit, Compliance and Governance Committee

From: Brian Farnen (General Counsel and CLO), Bryan Garcia (President and CEO), Jane Murphy (Vice President of Finance and Administration), and Eric Shrago (Managing Director of Operations)

CC: Mackey Dykes (Vice President of Financing Programs), Selya Price (Director of Incentive Programs), and Bert Hunter (Executive Vice President and CIO)

Date: May 12, 2020

Re: Proposed Loan Loss Decision Framework and Process for Subsidiaries of the Connecticut Green Bank – Assets on the Green Bank’s Subsidiary Balance Sheets

Summary

Since its inception on July 1, 2011, the Connecticut Green Bank (Green Bank), through its subsidiaries, has invested in \$64.6 million of assets. These assets reside on the balance sheet of the Green Bank’s subsidiaries.

The following is a breakdown of the assets on the Green Bank’s blended¹ or discrete² subsidiary balance sheets as of the end of FY 2019 (i.e., June 30, 2019):

- **CEFIA Holdings LLC** (Blended) – LLC established to acquire and develop a portfolio of commercial and residential solar facilities to enable investment in solar photovoltaic equipment for the benefit of Connecticut homeowners, businesses, nonprofits, and municipalities (i.e., the end-users). CEFIA Holdings acquires the initial title to the solar assets and contracts with independent solar installers to complete the installation of the solar assets and arrange for leasing of the solar assets (or sale of energy under power purchase agreements). There are \$13.4 million in assets, including \$5.0 million in unrestricted cash, \$1.7 million in other receivables, \$6.6 million due from component units, and other resources. CEFIA Holdings has a net position of \$9.8 million.
- **CT Solar Loan I LLC** (Blended) – LLC owned by CEFIA Holdings LLC established to make loans to residential property owners for the purpose of purchasing and installing

¹ Recording their amounts as part of the Primary Government.

² Showing their amounts separately in the reporting entity’s financial statements.

solar photovoltaic equipment. There are \$3.1 million in assets, including \$0.4 million in unrestricted cash, \$0.3 million in restricted cash, \$2.2 million in program loans, and other resources. CT Solar Loan I LLC has a net position of \$0.2 million.

- **CEFIA Solar Services** (Discrete) – corporation 100% owned by CEFIA Holdings LLC, that was established to share in the ownership risks and benefits derived from the leasing of solar photovoltaic and the sale of energy under power purchase agreements as managing member of CT Solar Lease 2 LLC and CT Solar Lease 3 LLC. CEFIA Solar Services LLC is responsible for performing all management and operational functions pursuant to an Operating Agreement with CT Solar Lease 2 LLC and CT Solar Lease 3 LLC.
- **CT Solar Lease 2 LLC** (Discrete) – LLC established to acquire titles to the residential and commercial solar projects from CEFIA Holdings LLC, the developer, using capital from its members along with non-recourse funding from participating banks.
- **CT Solar Lease 3 LLC** (Discrete) – LLC established to acquire titles to commercial solar projects from CEFIA Holdings LLC, the developer, using capital from its members.
- **CGB Meriden Hydro LLC** (Blended) – LLC established to purchase a 193-kW hydroelectric facility located in Meriden, CT from the facility’s developer (i.e., Hannover Pond Hydro LLC), through a sale and leaseback agreement. Clean Renewable Energy Bonds were used to finance a portion of the total purchase price. There are \$4.4 million in assets. CGB Meriden Hydro LLC has a negative net position of \$0.5 million.
- **CGB KFC LLC** (Blended) – LLC established to hold the loan liability resulting from draws made on a \$3.0 million loan facility provided by the Kresge Foundation in support of a battery storage program in support of resiliency in coastal communities. There are \$1.0 million in assets. CGB KFC LLC has a nearly zero net position. As of January 2020, CGB transferred the \$1.0 million outstanding loan and the remaining facility to inclusive Prosperity Capital.
- **SHREC ABS 1 LLC** (Blended) – LLC established to issue \$38.6 million of bonds (i.e., securitized collateral notes from the sale of Class A and Class B notes) with revenues coming from the sale of Solar Home Renewable Energy Credits (SHRECs) in support of approximately 14,000 solar PV systems receiving incentives through the Residential Solar Investment Program (RSIP). There are \$36.3 million in assets. SHREC ABS 1 LLC has a negative net position of \$2.2 million.
- **CT Solar Lease 1 LLC** (Blended) – LLC established to hold collateral that supports a \$5.0 million guaranty on a Line of Credit with Amalgamated Bank. The Green Bank assigned its solar lease promissory note portfolio to CT Solar Lease 1 LLC. There are \$6.4 million in assets. CT Solar Lease 1 LLC has a nearly zero net position.

The Green Bank owns nine (9) subsidiaries – six blended and three discrete component units.

For a breakdown of assets under management on the balance sheet of the Green Bank’s subsidiaries, see Table 1 below

Table 1. Breakdown of Assets Under Management on the Connecticut Green Bank’s Subsidiary Balance Sheets

Assets	Current and Non-Current Assets	Net Position
CEFIA Holdings LLC	\$13,358,031	\$9,770,267
CT Solar Loan I LLC	\$3,130,594	\$246,890
CEFIA Solar Services	-	-
CT Solar Lease 2 LLC	-	-
CT Solar Lease 3 LLC	-	-
CGB Meriden Hydro LLC	\$4,393,115	(\$472,925)
CGB KFC LLC	\$989,315	(\$10,685)
SHREC ABS 1 LLC	\$36,303,045	(\$2,211,186)
CT Solar Lease 1 LLC	\$6,381,654	\$6,879
Total	\$64,555,754	\$7,329,240

As the Green Bank continues to invest its resources with the expectation of getting its principal and interest back over time, there will inevitably be instances when restructuring transactions and/or loan losses will occur.

Governance pertaining to Subsidiaries

The bylaws of the Green Bank provide guidance in terms of managing transactions, and their potential restructuring or write-off. Specifically, the Deployment Committee of the Board of Directors, as outlined in Section 5.3.3 is responsible for:

- “(ii) with respect to loans, loan guarantees, loan loss reserves, credit enhancements... between three hundred thousand dollars (\$300,000) and two million five hundred thousand dollars (\$2,500,000), evaluation and approval of such requests on behalf of the Board so long as such approval is within the Green Bank’s approved Operations and Program Budget,”
- “(iv) oversight of policies and practices relating to the evaluation and recommendation of initial investments, follow-on investments, *investment modifications and restructurings*, and the sale or other disposition of investments by the Authority’s professional investment staff,”
- “(v) oversight of policies and practices relating to investment management by the Authority’s professional investment staff, including implementation of investment exit strategies,”
- (vi) except to the extent of any investment powers expressly reserved to the Board itself in any resolution of the Board, to approve on behalf of the Board investments, follow-on

investments, investment modifications and restructurings, and the sale or other disposition of investments,” and

- (viii) the exercise of such authority as may from time to time be delegated by the Board to the Deployment Committee within its areas of cognizance.³

The bylaws of the Green Bank serve as the foundation to establishing a loan loss decision framework and subsequent process, not only for the organization, but also its subsidiaries. Such a framework and process should be reviewed, revised (as appropriate) by the Deployment Committee, reviewed and recommended for approval by the ACG Committee, and approved by the Board of Directors of the Green Bank.

Accounting for Subsidiaries

On an annual basis the accounting team prepares a detailed analysis of portfolio loans by program. This analysis includes a historical analysis of prior year loan write-offs, if any, by program, repayment delinquencies and inquiries of program and finance staff as to current developments with borrowers that could affect future repayments.⁴ Based upon these inquiries the accounting team assigns a loan loss reserve percentage to the balance of loans for each program to arrive at a total loan loss reserve for the loan portfolio. Currently these percentages range from 5-20% based on the project, product, or program.

The annual loan loss reserve calculation is reviewed for reasonableness by the Green Bank’s audit firm as part of the annual audit process.

It should be noted, that prior to the date of this memo, on April 24, 2020, as a result of the COVID-19 pandemic impact on the organization, the Board of Directors of the Green Bank approved of changes to the Loan Loss Decision Framework, including (1) staff ability to restructure transactions for specific types of assets, and (2) an increase in the Provision for Loan Losses of \$4.1 million.

Here are a few examples for how loan losses are reserved for specific products and programs on the balance sheet of the Green Bank through its subsidiaries:

- **SBEA** – through an on-bill loan program administered by Eversource Energy, capital provided by Amalgamated Bank (i.e., 80-90% of the capital structure) and the Green Bank (i.e., 10-20% of the capital structure), small businesses are provided 0% interest rate loans (i.e., interest rate bought down to zero to the customer). Through FY 2019,

³ The Board of Directors may also delegate certain responsibilities to the President and the other officers of the Green Bank as they believe are desirable to permit the timely performance of the functions of the Green Bank and to carry out the policies of the Board – See Green Bank Bylaws Sections 2.5 (Delegation of Powers) and 3.2 (President). For example, on October 20, 2017, per the memo dated October 13, 2017, the Board of Directors delegated the power for officers to approve transactions up to \$500,000 in value as long as they are consistent with the Comprehensive Plan and Budget.

⁴ It should also be noted that the Comprehensive Annual Financial Review (CAFR) also includes a “high level” breakdown of delinquencies and defaults by financing product or program.

there were 4,339 loans totaling \$43.2 million (i.e., of which \$4.5 million is from the Green Bank), with an average loan size of about \$10,000 with up to 4-year terms.

These loans are protected from losses by the Conservation and Load Management Plan.

- **Solar Loan** – through a residential solar loan product in partnership with Sungage Financial, the Green Bank provided low-cost and long-term debt to financial residential rooftop solar PV. Of the \$6.0 million in assets supported through this product on nearly 300 homes, \$3.6 million have been sold to various third parties (i.e., Mosaic and The Reinvestment Fund).

These loans have no loan loss reserve.

- **Solar PPA** – through a power purchase agreement (PPA), the Green Bank provides debt into the capital structures for commercial-scale solar PV projects (e.g., municipal, schools, nonprofits, etc.). The PPA price for these projects is typically 20-30% less than the retail rate of electricity paid by the end-use customers. Through FY 2019, there were 123 projects totaling \$102.6 million (i.e., of which \$28.0 million is from the Green Bank), with an average investment of \$835,000 for 20-year PPAs.

These PPAs have no loan loss reserve.

As of June 30, 2019 the Green Bank had not written off any portfolio assets to date on the balance sheet of its subsidiaries.⁵

Loan Loss Decision Framework for Subsidiaries

In order to develop processes for determining how losses will be determined with regards to transactions on the Green Bank balance sheet for its subsidiaries, there are two (2) key components – value of the modification and the type of loss anticipated that help formulate the process.

In assessing the threshold of the value of the modification, the Green Bank staff identified the following options:

- **Principal Outstanding** – the type of loss anticipated should apply to only the amount of the principal outstanding of the transaction;
- **Original Principal Value** – the type of loss anticipated should apply to the original principal value of the transaction; or
- **Value of the Modification** – the type of loss anticipated should apply only to the proposed value of the modification of the transaction.

⁵ In December 2019 four solar lease notes in CT Solar Lease 1 were written off for a total of \$61k.

To be consistent with the Loan Loss Decision Framework, the Green Bank staff recommends that the value of the modification to assets under its subsidiaries should apply to the principal outstanding of the transaction as opposed to the (i) value of the original principal, or (ii) value of the modification.

The Green Bank staff has identified three different types of losses anticipated, including:

- **Provisional Loss Reserve** – as determined by the Budget and Operations Committee through the annual budget and targets process and reported in the annual audited financial statements;
- **Restructuring** – a unique action or decision to modify the principal, interest, term, and/or other relevant component of a transaction; and/or
- **Write-Off** – a policy or procedural determination that an asset is impaired as a result of it being delinquent and subsequently in default where it is deemed that it is unlikely for a material recovery of the principal.

Each of these types of losses should be handled in a specific manner depending upon the value of the principal outstanding amount of the transaction, as well as whether or not the transaction was restructured as a result of the COVID-19 pandemic – see Table 2.

Table 2. Loan Loss Decision Framework based on Principal Amount Outstanding vs. Type of Loss Anticipated

Type of Loss Anticipated	Amount of Principal Outstanding		
	<\$100,000	\$100,000 – \$1,000,000	>\$1,000,000
Provisional Loss Reserve	Staff (with review and reporting from the Auditor)		
Restructuring	Staff	Deployment	Board of Directors
Restructuring – COVID-19	Staff	(1) Staff for certain program transactions (see (b) below) (2) Board of Directors for all other transactions	Restructuring COVID-19
Write-Off	Staff	ACG	Board of Directors

The proposed amount of principal outstanding value for Staff approval of provisional, restructuring, and write-offs is intended to be overly conservative with respect to Staff authority, while appropriately reporting out any unusual activity or trends to the Deployment Committee and Board of Directors.

In between report outs, staff will only be able to review and approve in aggregate up to \$500,000 of adjustments to its subsidiaries. In other words, the Loan Loss Decision Framework and Process allows staff to review and approve of transaction modifications “Up to \$100,000 and No More in Aggregate than \$500,000” between report outs to the Deployment Committee. Given that the Deployment Committee approves of transactions greater than \$500,000 and less than \$1,000,000, and the Audit, Compliance, and Governance Committee oversees the accounting and auditing of assets on the financial statements of the Green Bank, transactions

requiring a write-off would be through the ACG Committee after legal remedies have been pursued by staff on the impaired asset in question.

It should be noted, that as a result of the COVID-19 pandemic, that transactions within subsidiaries requiring restructuring, follow this process:

- a) Notwithstanding the proposed \$1,000,000 staff approval limit above (see Table 3), given the strength and security of the asset class, staff approvals specific to the following programs can be for any amount of principal outstanding:
 - C-PACE
 - C-PACE with Green Bank PPA
 - Green Bank Solar PPA projects for municipality, housing authority or school district

- b) All COVID-19 staff restructurings are limited to a maximum of 6-month deferrals except in rare cases of certain towns where C-PACE assessments are collected annually – the accommodation in such cases would be for one year.

This is the Staff proposed loan loss decision framework for the Green Bank’s subsidiaries for consideration by the Deployment Committee, Audit Compliance and Governance Committee, and the Board of Directors.

Example Transaction Application to the Loan Loss Decision Framework to Subsidiaries

To apply the Loan Loss Decision Framework to its subsidiaries, here are a few example transactions.

Example Transaction #1 – CT Solar Loan

The first example transaction is a residential loan through the CT Solar Loan Program that is in default – see Table 3.

Table 3. CT Solar Loan – Write-Off

Program	CT Solar Loan
Original Principal	\$30,000
Outstanding Principal	\$22,500
Type of Loss Anticipated	Write-Off
Approving Authority	Staff

Since the amount of the principal outstanding is less than \$100,000, then the Staff would be approving this type of loss. In this situation, with regards to the CT Solar Loan, as long as all legal remedies have been pursued to collect the loan, then the Staff can write-off the outstanding principal amount of the transaction by paying off the loss through the use of restricted cash in the loan loss reserve account set aside for the CT Solar Loan.

Example Transaction #2 – Solar PPA Project during COVID-19 Secured by C-PACE

The second example transaction is a Solar PPA (i.e., secured by C-PACE), that requires restructuring as a result of the COVID-19 pandemic – see Table 4.

Table 4. Solar PPA – Restructure

Program	Solar PPA
Original Principal	\$1,250,000
Outstanding Principal	\$1,100,000
Type of Loss Anticipated	Restructuring – COVID-19
Approving Authority	Staff

Since this transaction has been adversely impacted by the COVID-19 pandemic, and the PPA is secured by C-PACE, then this transaction would be reviewed and approved by the Staff (i.e., instead of the Board of Directors) and reported out to the Board of Directors.

Had this transaction restructuring not been secured by C-PACE, then the review and approval of the Board of Directors would have been required.

Example Transaction #3 – Hydroelectric PPA during COVID-19

The third example transaction is the issuance of a Clean Renewable Energy Bond (CREB) to finance a 193-kW hydroelectric facility. In this example, the purchaser of the power is unable to pay its PPA due to the impact of COVID-19 – see Table 5.

Table 5. Hydroelectric Facility PPA with Bond Financing – Restructuring

Program	Project Finance – Bond
Original Principal	\$3,000,000
Outstanding Principal	\$2,798,331
Type of Loss Anticipated	Restructuring – COVID-19
Approving Authority	Board

Despite the town being adversely impacted by COVID-19, since the principal outstanding on the bond is greater than \$1,000,000, any restructuring of the transaction would require the review and approval of the Board of Directors. And since the bond uses the Special Capital Reserve Fund (SCRF) of the State of Connecticut, additional steps will be required to support self-sufficiency if the PPA payment is forgiven due to COVID-19.

Example Transaction #4 – State of Connecticut PPA

The fourth example transaction is the issuance of a CREB to finance a portfolio of solar PV projects on state facilities. In this example, the purchaser of the power is unable to pay its PPA – see Table 6.

Table 6. Solar PV Facilities PPA with Bond Financing – Restructuring

Program	Project Finance – Bond
Original Principal	\$9,350,000
Outstanding Principal	\$9,101,729
Type of Loss Anticipated	Restructuring
Approving Authority	Board of Directors

Since the principal outstanding on the bond is greater than \$1,000,000, any restructuring of the transaction would require the review and approval of the Board of Directors. And since the bond uses the Special Capital Reserve Fund (SCRF) of the State of Connecticut, additional steps will be required to support self-sufficiency if the PPA payment is forgiven.

Process for Applying Loan Loss Decision Framework to Subsidiaries

The following is a breakdown of the proposed processes for using the Loan Loss Decision Framework for the Green Bank's subsidiaries:

Process #1 – Provisional Loss Reserve

On an annual basis the accounting team prepares a detailed analysis of portfolio loans by program. This analysis includes a historical analysis of prior year loan write-offs, if any, by program, repayment delinquencies and inquiries of program and finance staff as to current developments with borrowers that could affect future repayments. Based upon these inquiries the accounting team assigns a loan loss reserve percentage to the balance of loans for each program to arrive at a total loan loss reserve for the loan portfolio. Currently these percentages range from 0-20% based on the project, product, or program.

The annual loan loss reserve calculation is reviewed for reasonableness by the Green Bank's audit firm as part of the annual audit process.

On a quarterly basis, with the assistance of Program and Finance Staff, the Accounting Team would make appropriate interim adjustments to the provisional loss reserve.

Process #2 – Restructuring Transactions

A transaction undergoing a restructuring would undergo the following process:

1. **Restructuring Calculation** – staff requesting a change in a previously approved transaction, must calculate the following:
 - a. **Original Investment** – show the cash flow of expected principal and interest payments over the term of the transaction, including the calculation of the net present value of the transaction;
 - b. **Proposed Restructured Investment** – show the cash flow of expected principal and interest payments over the term of the transaction, including the calculation of the net present value of the transaction; and
 - c. **Comparison** – compare the original to the restructured investment to document any changes in cash flow and net present value.
2. **Documentation** – staff requesting a change must document in a memo the reason for the proposed modification including whether COVID-19 adversely impacted the borrower, a description of the project, the calculation showing the original and restructured investment and their comparisons, and preventative measures for avoiding such issues in the future (i.e., for COVID-19 related restructurings, rather than a description of preventative measures for avoiding such issues in the future, the staff

includes a signed letter from the borrower requesting the restructuring due to COVID-19);.

3. **Review and Approval** – the documentation must be reviewed and approved by the appropriate authority, including:
 - a. **Staff** – for principal balances less than \$100,000 (unless a COVID-19 related transaction, then up to \$1,000,000 for specific types of transactions), senior staff would review and approve and documented through the ARS process;
 - b. **Deployment Committee** – for principal balances greater or equal to \$100,000 and less than \$1,000,000, Deployment Committee would review and approve the transaction; or
 - c. **Board of Directors** – for principal balances greater than \$1,000,000, the Board of Directors would review and approve the transaction.
4. **Reporting** – if a transaction receives the approval from the appropriate authority to be restructured, then the details should be reported in a quarterly memo and made available on an ongoing basis to the Deployment Committee and/or the Board of Directors. If the restructured transaction was related to COVID-19, then staff would specifically breakout the transactions in the quarterly memo that were restructured as a result of COVID-19 for reporting and tracking purposes.

Process #3 – Write-Off Transactions

A transaction undergoing a write-off would undergo the following process:

1. **Write-Off Calculation** – staff requesting a write-off in a previously approved transaction, must calculate the following:
 - a. **Project Finance** – the amount of outstanding principal and lost interest revenue from the original transaction.
2. **Documentation** – staff requesting a write-off must document the reason for the write-off including a description of the project, the calculation showing the value of the write-off, and preventative measures for avoiding such issues in the future.
3. **Review and Approval** – the documentation must be reviewed and approved by the appropriate authority, including:
 - a. **Staff** – for principal balances less than \$100,000, senior staff would review and approve and documented through the ARS process;
 - b. **Audit, Compliance and Governance Committee** – for principal balances greater or equal to \$100,000 and less than \$1,000,000, ACG Committee would review and approve the transaction; or
 - c. **Board of Directors** – for principal balances greater than \$1,000,000, the Board of Directors would review and approve the transaction.

4. **Reporting** – if a transaction receives the approval from the appropriate authority to be written off, then the details should be reported in a quarterly memo and made available on an ongoing basis to the Deployment Committee and/or the Board of Directors.

Process for Reporting

Above and beyond applying the loan loss decision framework and process to various transactions of the Green Bank’s subsidiaries, there is a need to frequently report out to the Deployment Committee and/or the Board of Directors. The following reporting on loan losses should begin in FY 2021:

- **Monthly Financial Statements** – within the monthly financial statements provided to the Board of Directors, there should be a separate section that provides an overview of the provisional loan loss reserves noted for the fiscal year, along with any transactions that have been restructured or written-off through this loan loss decision framework and process; and
- **Quarterly Reports** – provided to the Deployment Committee on a quarterly basis, this memo should provide further detail on loss transactions by program or product to assess trends, including:
 - Number of transactions lost;
 - Amount of loss;
 - Frequency of losses;
 - Percentage of losses; and
 - Thresholds of losses reached consistent with the provisional loss reserve.

Reporting is an essential aspect of the loan loss decision framework and process.

Summary

As the Green Bank continues to invest its resources with the expectation of getting its principal and interest back over time, there will inevitably be instances when restructuring transactions and/or loan losses will occur. The Bylaws of the Green Bank offer guidance, specifically through its Deployment Committee, in terms of managing transactions, and their potential restructuring or write-off. The Loan Loss Decision Framework, in combination with the proposed Process for applying the framework, will serve as the road map for managing assets that are being restructured or written-off on the Green Bank balance sheet for its subsidiaries.

Resolution

WHEREAS, pursuant to Section 5.3.1 of the Connecticut Green Bank (Green Bank) Bylaws, the Audit, Compliance & Governance (ACG) Committee is charged with the review and approval of, and in its discretion recommendations to the Board regarding, all governance and administrative matters affecting the Green Bank, including but not limited to matters of corporate governance and corporate governance policies;

WHEREAS, on October 20, 2017, the Green Bank Board of Directors approved of a recommendation brought forth by the ACG Committee and Deployment Committee to approve

the authorization to amend the Staff Approval Policy to increase program funding requests for Projects Under \$300,000 to \$500,000 with an aggregate amount limit of \$1,000,000 from the date of the last Deployment Committee meeting; and

WHEREAS, based on a recommendation brought forth by the Deployment and ACG Committees, the Board approved and authorized the Green Bank staff to implement the Loan Loss Decision Framework and Process for managing assets requiring restructuring or write-off from the Green Bank's balance sheet and consistent with the memorandum to the Board dated June 13, 2018 ("Loan Loss Decision Framework and Process ") and for a similar framework to be developed at a future date for the Green Bank's special purpose vehicles (i.e., subsidiaries); and

WHEREAS, in response to the COVID-19 pandemic, the staff of the Green Bank proposed a modification to the Loan Loss Decision Framework and Process with regards to restructuring transactions, as well as the Green Bank's provision for loan losses, in order to help families and businesses manage through this public health crisis, which the Board approved on April 24, 2020.

NOW, therefore be it:

RESOLVED, that the ACG Committee recommends that the Board of Directors approve of the Staff proposed Loan Loss Decision Framework and Process for Subsidiaries for managing assets requiring restructuring or write-off from the Green Bank's balance sheet and consistent with the memorandum dated May 12, 2020.



Succession Plan

Fiscal Year 2021

This document is a succession plan - subject to review and approval - as requested by the Board of Directors of the Connecticut Green Bank. This document contains sensitive personnel-related information.





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Succession Plan

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This document is the result of a request by the Board of Directors to the President and CEO to develop ongoing succession plans for the Connecticut Green Bank. This document contains sensitive personnel-related information.

1. Executive Summary

Recognizing the challenges of continuing to attract and retain well qualified and highly talented staff to the Connecticut Green Bank ("Green Bank") and the opportunity to foster strong strategic relationships with former staff, the Board of Directors requested that the President and CEO develop succession plans to continue supporting the needs of the organization. The purpose of the plan ("the Succession Plan") is to ensure that the Green Bank has the senior leadership and key talent with the skills and depth of experience required to meet the short, medium, and long-term operational and strategic plans of the organization. It also identifies the need to establish strong strategic relationships with former employees who go to work in the clean energy industry with Green Bank partners, stakeholders, and sister agencies. The Succession Plan is a document developed by the President and CEO for review by the Audit, Compliance and Governance Committee, and then by the Board of Directors. After review and subsequent editing by the members of the Board of Directors, the Succession Plan serves as a roadmap for the Green Bank leadership attraction, succession, and retention.

This is the second succession plan of the Green Bank – the first was for the periods of FY 2017 through FY 2020.

The President and CEO enlisted the assistance of the Managing Director of Operations to prepare this Succession Plan. The process for assembling the Succession Plan not only included meetings with each senior level staff member (i.e., Director-level and above) to discuss a number of topics from motivations and aspirations, but it also included qualitative and quantitative assessments of each position.

The findings from the process, include:

- **FY17 through FY20 Succession Plan** – the prior succession plan was successful in identifying approaches that enabled management to successfully transition through senior staff changes. Specifically, the response to the "sweeps," required the use of the succession plan to manage the dramatic changes that would occur in terms of the organization's restructuring during this time of significant duress.
- **Motivations** – of the sixteen (16) issues identified by and that motivate the senior staff, the "Top 5" include advancing the vision and mission of the organization, delivering strong and measurable results, maintaining the organization's ability to attract the best talent, supporting work-life balance issues, and improving skills and opportunities for professional development. It should be noted, that the senior staff is not motivated by opportunities for bonus compensation, but they do want to be recognized that they are valued. Of the fifteen (15) issues identified by and that discourage the senior staff, the "Top 5" include hiring a political appointee to lead the organization, change in the mission of the organization (e.g., from finance to grants),

managing work-life balance, lack of human resources to perform job effectively, and poor handling of management issues.

- **Lack of Current Successors** – given the extensive senior staff transitions that occurred as a result of the “sweeps” in FY 2018, there are very few senior staff positions with successors that can fill them should circumstances require it.
- **Strong Future Leadership Potential** – despite the lack of current successors, there is a growing number of strong future leaders with the potential to “step up” in 2 to 5 years if they are appropriately prepared.
- **National Elections Might Have an Impact** – depending upon the results of the 2020 Presidential elections in November, several senior staff members may transition if “called to service” in support of the US Government.

It is important to note that this process has identified that non-compensation benefits are driving the attraction and retention of high-performing senior level staff members. Like Google,¹ it is the quality of people they work with (i.e. culture) and the feeling that the work they do is meaningful (i.e. leadership and results) that is attracting and retaining “best in class” staff at the Green Bank.

Based on the purpose, process, and findings, the following recommendations are made:

1. **Succession and Retention Plan** – support by the Board of Directors of the succession (i.e., actions to take when executive senior-level staff member leaves) and retention (i.e., actions to take to develop and retain an executive within the organization) plans for each executive within the organization;
2. **Non-Compensation and Compensation Assessments** – a review by the appropriate committee of the Board of Directors (i.e., Audit, Compliance and Governance Committee and the Budget, Operations, and Compensation Committee) to conduct a:
 - a. **Non-Compensation Assessment** – an annual assessment of employee policies (e.g., sick leave, paid maternity and paternity leave, etc.), including understanding the costs and benefits of overhead charged by the state and health and wellness programs;
 - b. **Competitive Compensation Assessment** – a review every 3 to 5 years, with a follow-up in FY 2021, of the KardasLarson work in FY 2017 to discern competitive compensation levels of staff of the Green Bank with comparable institutions in the market; and
 - c. **Incentive Compensation Assessment** – the investigation – not the implementation – of a mid (i.e., 3 years) and long-term (i.e., 5 years) incentive plan structure to support the organization’s pursuit of sustainability (e.g.,

¹ *Google HR Boss Explains the Only 2 Ways to Keep Your Best People from Quitting* in Business Insider by Jenna Goudreau (April 8, 2015).

performance of assets under management) and to encourage staff retention over the long-term (e.g., no less than 10 years for vesting).

3. **Compensation Philosophy** – consider adoption of a formal compensation philosophy of pay relative to the market or “internally equitable and externally competitive”.
4. **Professional Development Support** – increase access of resources to support the professional development of non-senior staff to build their potential for leadership and growth into roles with increased responsibilities within the organization.

2. Background

In June of 2011, in nearly a unanimous bipartisan manner, Governor Malloy and the Connecticut General Assembly passed Public Act 11-80 “An Act Concerning the Establishment of the Department of Energy and Environmental Protection and Planning for Connecticut’s Energy Future” (“the Act”). The Act was a seminal piece of energy policy for the state that, among other things, included the restructuring of the former Connecticut Clean Energy Fund (which was administered by Connecticut Innovations) into a separate quasi-public agency called the Connecticut Green Bank.

As the focus of the Green Bank shifted its strategic approach from subsidies to financing, extraordinary results have been achieved over the first eight years of its existence, including:

- **Executed Strategy** – developed a multiyear Comprehensive Plan² (i.e., Green Bank 1.0) to transition the approach from subsidies to financing in order to attract more private investment and accelerate clean energy deployment in Connecticut through FY 2019. Recently developed a second Comprehensive Plan (i.e., Green Bank 2.0), that builds on Green Bank 1.0, while including green bonds as a funding mechanism and citizen engagement for demand creation;³
- **Restructured Organization** – formed a quasi-public organization with changes in governance, organizational structure, and operating procedures, including rebuilding the operations with a focus on financing, as well as beginning the development of bonding capacity;
- **Established Strong Financial Position** – transformed a balance sheet that was heavy in current assets (i.e., cash) from \$75 million in 2011⁴ towards a balance sheet that can be leveraged by transitioning towards non-current assets (i.e., loans) of over \$210 million at the end of FY 2019 with a net position of over \$75 million (of which \$34 million is current assets) in partnership with private capital; and

² Connecticut Green Bank Comprehensive Plans for FY 2015 through FY 2016 and FY 2017 through FY 2019 - <https://ctgreenbank.com/strategy-impact/planning/>

³ Connecticut Green Bank Comprehensive Plan FY 2020 and Beyond – Green Bonds US

⁴ Connecticut Clean Energy Fund Financial Statements (June 30, 2011)

- **Delivered Significant Results** – deploying more clean energy at a faster rate through financing versus subsidies and leveraging Green Bank funding with multiples of private capital, which is resulting in an increase in investment, economic development, and environmental protection – see Figures 1 through 3.

Figure 1. Investment Impact - Public and Private Investment (\$1.7 B) in Clean Energy and Associated Tax Revenues (\$87 MM)

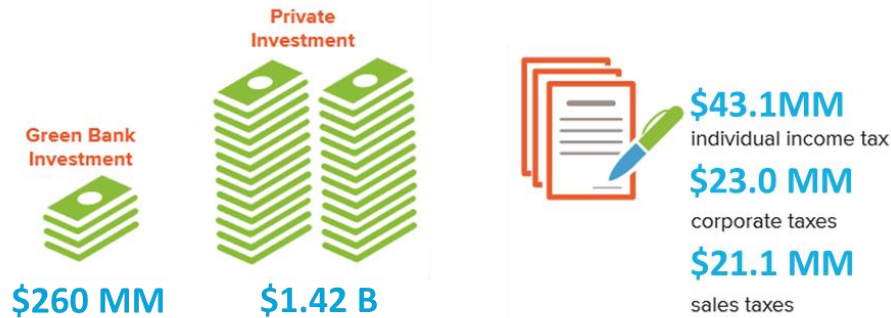
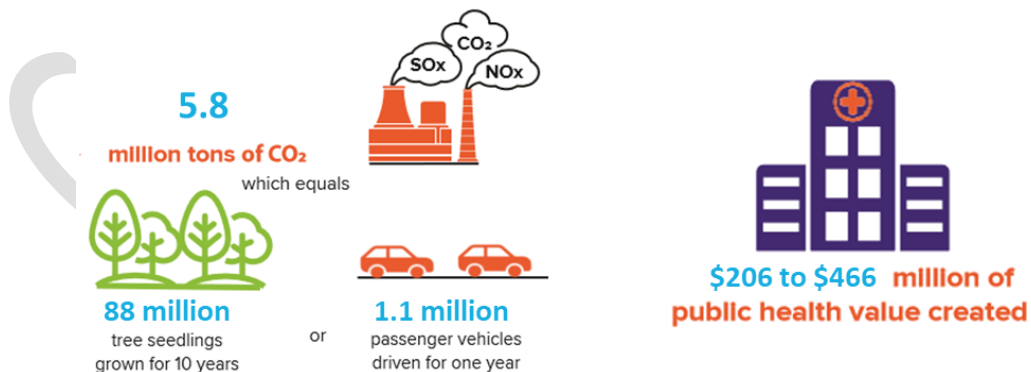


Figure 2. Economic Impact - Job Creation in Communities (20,000) and Energy Burden Reduction on Families and Businesses (+40,000) from Clean Energy Investment



Figure 3. Environmental Impact - Reduction of Air Emissions (5.8 MMTCO₂) and Public Health (\$205-\$465 MM) Benefits



The Green Bank was recognized by Harvard University’s Kennedy School of Government’s Ash Center for Democratic Governance and Innovation with its prestigious “Innovations in American Government Award” in 2017 for its nomination “Sparking the Green Bank Movement”.

The success of the Green Bank is driven by many factors, but nothing more than the people that work for this organization. In its eight years of operation, the staff and leadership of the Green Bank have evolved, and the leadership has been transformed. For example, twelve (12) new senior level staff members were hired or promoted over this period of time, reflecting new leadership within the organization:⁵

- Jessica Bailey (former Director of Commercial and Industrial Programs)
- Andy Brydges (former Director of Institutional Programs)
- Craig Connolly (former Managing Director of Marketing)
- Mackey Dykes (from Chief of Staff to Vice President of Financing Programs and Officer)
- Brian Farnen (from General Counsel to General Counsel and Chief Legal Officer)
- Benjamin Healey (former Director of Clean Energy Finance)
- Bert Hunter (Executive Vice President and Chief Investment Officer)
- Jane Murphy (from Comptroller to Vice President of Finance and Administration)
- Kerry O’Neill (former Managing Director of Residential Programs)
- Selya Price (from Associate Director of Statutory and Infrastructure Programs to Director of Incentive Programs)
- Genevieve Sherman (former Director of Commercial and Industrial Programs)
- Eric Shrago (from Director of Operations to Managing Director of Operations)

Above and beyond senior-level staff members, the Green Bank has retained and attracted exceptional Assistant, Associate, and Manager-level staff as well. As a result of the transition to a financing focus and unrivaled mission-driven staff, the Green Bank is delivering extraordinary public benefits for the State of Connecticut – see Table 1.

Table 1. Model Comparison – Deploying More Clean Energy, at a Faster Pace, Using Ratepayer Resources More Efficiently

	CT Clean Energy Fund FY 2000 – FY 2011	CT Green Bank FY 2012 – FY 2019
Model	VC and Subsidy	Financing
Years	12 Years (2000-2011)	8 Years (2012-2019)
Energy – Installed Capacity (MW)	43.1	358.2
Total Investment (\$MM)	\$349.2	\$1,691
Private to Public Leverage Ratio	1 : 1	6.5 : 1
Ratepayer Investment as Loans (%)	10	100 ⁶

As the Green Bank accesses more private capital investment through the use of its Master Trust Indenture and the issuance of green bonds, it will continue to increase its social and environmental benefits.

⁵ Only three (3) staff members were originally part of the leadership team, including George Bellas (Vice President of Finance and Administration), Dale Hedman (Managing Director of Statutory and Infrastructure Programs), and Bryan Garcia (President and CEO). George Bellas retired and Dale Hedman was severed in 2019.

⁶ It should be noted that subsidies provided by the Green Bank through the Residential Solar Investment Program (“RSIP”), as well as administrative and financing expenses for the RSIP, are cost-recovered through the sale of solar home renewable energy credits to the electric distribution companies through 15-year master purchase agreements. One can call this “environmental finance” whereby the monetization of the environmental attribute (i.e., REC) is a form of loan in exchange for the upfront subsidy through the RSIP.

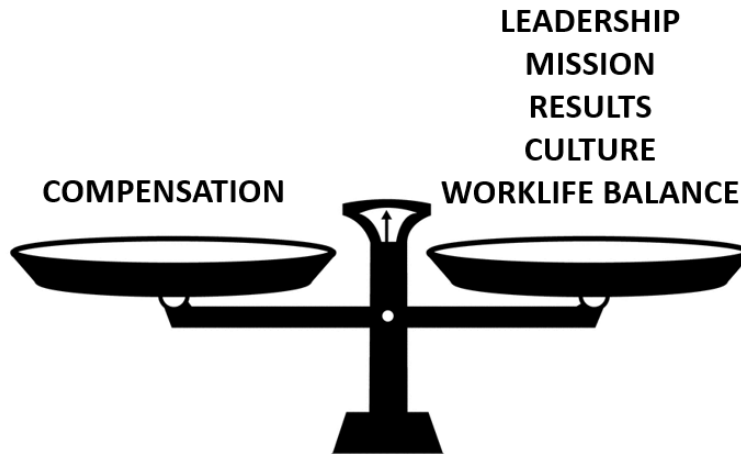
To build upon the success it has had, the challenge before the Green Bank is to continue to attract and retain the best professional talent to serve the clean energy interests of the State of Connecticut by balancing the compensation and non-compensation benefits it offers. Given the fact that the Green Bank is a quasi-public organization,⁷ it can offer an attractive blend of benefits to attract and retain the best talent for public service, including (see figure 4):

- **Leadership** – maintaining a local, national, and international leadership position with respect to the green bank movement is an important motivating factor for our staff. The fact that the Green Bank is the first green bank in the nation, and that other states have created (or are creating) green banks following on the model (i.e., California, New Jersey, New York, Rhode Island, Washington, DC, and others), bodes well for attracting and retaining talented people. Connecticut’s leadership at the state level may translate into more federal leadership with the creation of a national green bank.
- **Mission** – the mission of the Green Bank to expand opportunities for economic development in Connecticut’s communities while at the same time protecting the global environment brings real credence to the mantra to “think globally, and act locally”. Ensuring that clean energy is available for all – from reducing the energy burden on low to moderate income households to increasing small business competitiveness by lowering energy costs – the mission of the Green Bank is a key attraction and retention mechanism.
- **Results** –continuing to deliver out-performing results that are deploying clean energy in record amounts, while creating jobs and reducing greenhouse gas emissions by attracting more private capital investment in clean energy in Connecticut, is inspiring to our staff.
- **Culture** –building and maintaining a culture of high performance, where our staff respects each other, challenges each other’s ideas, and fosters a culture of innovation, collaboration and a commitment to public service is important. The vision statement of “a world empowered by the renewable energy of community,” plays a part in our staff values to ensure that the benefits of the green economy are accessible and affordable to all of society. And as the Green Bank identifies its new headquarter building starting January 1, 2021, it will be important for those leased spaces to represent the values and culture of the organization (e.g., sustainability, community, etc.).
- **Work-Life Balance** –ensuring that there is a work-life balance, in light of a culture of high performance, means that we need to be on the forefront of developments like flextime, telecommuting, and other health and wellness benefits, as well as assuring that the office environment we provide and the IT tools we use are enabling greater degrees of productivity, accessibility and flexibility.

⁷ The state has established a number of quasi-public agencies that are not departments, institutions or agencies of the State. They are, however, bodies politic and corporate that constitute public instrumentalities and political subdivisions of the State and whose exercise of authority granted to them is deemed to be the performance of an essential public and governmental function. These organizations provide a wide range of services that might otherwise be provided directly by the State.

- **Compensation** – in light of our status as a quasi-public organization, we need to provide competitive salary compensation and benefits that respect the limits of the public sector and acknowledge the advantages of the private sector. The lack of an incentive plan – beyond the current merit structure⁸ – presents challenges to attracting and retaining “best in class” talent that must be balanced with professional opportunities. In the absence of an incentive plan, the mission of the Green Bank, its structure as a quasi-public organization, innovative approach, market leadership, and high-performing results position it to continue to attract and retain talent.

Figure 4. Balance of Compensation and Non-Compensation Benefits for Attracting and Retaining Talented Professionals



Notwithstanding the best efforts of the Green Bank to retain the best talent, there are going to be occasions when, for a variety of reasons, talented people will leave the organization. Accordingly, it is imperative to have a Succession Plan in place to ensure that we have an effective process for identifying and selecting new talent for the replacement of key talent and leaders within the Green Bank while, for the duration of any key position’s vacancy, ensuring continuity of leadership and management as well as sustained achievement of our goals.

It should also be noted that the impacts of COVID-19 on the motivations and aspirations of the leadership of the Green Bank has yet to be determined.

3. FY17 Succession Plan Performance

The following recommendations were made as part of the FY17 Succession Plan:

- **Succession and Retention Plans** – support by the Board of Directors of the succession and retention plans for each of the eleven (11) senior level staff within the organization;

⁸ It should be noted that up to 5.0% annual merit compensation can be provided to staff and that there is no annual cost of living adjustment (COLA). The Green Bank in recent years has had merit pools of 3.0% and promotion pools of 1.5%.

- **Compensation and Non-Compensation Assessments** – a review by the appropriate committee of the Board of Directors (i.e., Audit, Compliance and Governance Committee and the Budget and Operations Committee) to conduct a:
 - **Non-Compensation Assessment** – annual assessment of employee policies (e.g., sick leave, paid maternity and paternity leave, etc.), including understanding the costs and benefits of overhead charged by the state and health and wellness programs; and
 - **Competitive Compensation Assessment** – a review every 3 to 5 years, starting in FY16, to discern competitive compensation levels of staff of the Green Bank with comparable institutions in the market, including the investigation – not the implementation – of a mid (i.e., 3 years) and long-term (i.e., 5 years) incentive plan structure.

The FY17 Succession Plan was instrumental in assisting with the dramatic transitions that occurred at the Green Bank in recent years as a result of the “sweeps”.

The following is a breakdown of how the recommendations made in the FY 2017 Succession Plan were implemented.

Succession and Retention Plans

During the period of FY17 through FY20, there were six (6) of eleven (11) senior level positions that underwent various transitions requiring the use of the Succession Plan – see Table 2.

Table 2. Senior Level Staff Position Transitions from FY17 through FY20

Name	Position	Disposition	Timing
George Bellas	VP of Finance	Retired	Q3 of FY 2019
Craig Connolly	MD of Marketing	Severed	Q2 of FY 2020
Ben Healey	Director of Clean Energy Finance	Transferred	Q1 of FY 2019
Dale Hedman	MD of Infrastructure Programs	Severed	Q3 of FY 2019
Suzanne Kaswan	VP of HR (Part-Time)	Severed	Q4 of FY 2018
Kerry O’Neill	VP of Residential Programs	Transferred	Q1 of FY 2019

As a result of the legislative sweeps of FY18 and FY19, there were four (4) staff members immediately impacted by an external event and the subsequent organizational restructuring – two were severed⁹ and two were transferred.¹⁰

The FY17 Succession Plan for each of these senior level positions that were transitioned, was managed in the following manner:

⁹ Dale Hedman and Suzanne Kaswan

¹⁰ Ben Healey and Kerry O’Neill were transferred to Inclusive Prosperity Capital

- **George Bellas** – was filled by Jane Murphy who became the VP of Finance and Administration [consistent with the FY17 Succession Plan recommendation]
- **Craig Connolly** – was filled by Eric Shrago taking on additional responsibilities as Managing Director of Operations, over the Marketing Department [consistent with the FY17 Succession Plan recommendation]
- **Ben Healey** – was filled by Mike Yu who became Director of Clean Energy Finance [consistent with the FY17 Succession Plan recommendation]
- **Dale Hedman** – was filled by Selya Price who became Director of Incentive Programs [consistent with the FY17 Succession Plan recommendation]
- **Suzanne Kaswan** – was filled by Eric Shrago taking on additional responsibilities as Managing Director of Operations, over the Human Resources Department [consistent with the FY17 Succession Plan recommendation]
- **Kerry O’Neill** – was not filled, but subcontracted through Inclusive Prosperity Capital to continue her service in support of residential sector financing programs in Connecticut [not consistent with the FY17 Succession Plan recommendation]

It should be noted that Eric Shrago’s responsibilities have increased dramatically as a result of these senior level staff transitions – both increasing his work load and supervisory responsibilities.¹¹ He will be assessing the human resource needs for the Operations and Marketing Departments, and determining what changes need to be made over time as the Departments are restructured.

The FY17 Succession Plan was an important tool that enabled the Green Bank to efficiently and effectively manage through this period of extensive senior level staff transitions.

Non-Compensation Assessment

Annual assessments of employee policies through the Employee Handbook are conducted through the Audit, Compliance, and Governance Committee. Over the past couple of years, there have been no proposed changes to the Employee Handbook.

Overhead charges including the State Employee Retirement System pension benefits (i.e., Tiers I-IV) and Other Post-Employment Benefits (i.e., health care) imposed by the State of Connecticut continue to be a growing cost to the organization of approximately 55% and 15% above and beyond the salary costs of an FTE respectively.

¹¹ He now also oversees the Marketing Department, which comprises four staff members.

Competitive Compensation Assessment

On March 10, 2016, the Green Bank issued a Request for Proposals (“RFP”) from qualified firms to conduct a benchmark compensation study and make recommendations to update its compensation structure. On June 3, 2016, the Green Bank signed a Professional Services Agreement (“PSA”) with KardasLarson from Glastonbury, CT.¹² The key aim of KardasLarson’s work was to determine and ensure that the Green Bank’s positions are “internally equitable and externally competitive”.

The work with KardasLarson included the following reviews:

- **Job Description Review** – review of 37 jobs descriptions submitted by the Green Bank for content, exemption status, and ADA elements.
- **Compensation Benchmarking** – market-pricing survey, study, and analysis for the base compensation levels for 37 unique positions at the Green Bank.
- **Salary Grade Structure and Position Slotting** – assessment of the current grade structure, development of a new sustainable salary grade structure, and slotting of incumbents in suggested salary grade structure.
- **Incentive Plan Structure** – analysis and assessment of current incentive plan (determination of no recommended changes).
- **Financial Impact Analysis** – from the compensation benchmarking and proposed new salary grade structure, an analysis of the financial impact (determination of no impact).

And then with an expanded scope of work, KardasLarson conducted the following additional tasks:

- **Compensation Analysis by Race, Ethnicity, and Gender** – review and analysis of Green Bank employees’ base compensation from a race, ethnicity, and gender perspective (no disparities in compensation were observed).¹³
- **Resolution of Job Titles** – assignment and use of job titles in a consistent manner to the overall level of duties and responsibilities among the different divisions of the organization.

¹² There were subsequent amendments to the PSA, including 2nd amendment (i.e., period of performance extension) on January 1, 2017, 3rd amendment (period of performance extension and additional work) on February 9, 2017, and 4th amendment (i.e., period of performance extension) on July 31, 2107.

¹³ It should be noted that race and ethnicity is most diverse at the senior level in the Green Bank.

- **Development of Job Grades Map** – customized career path guidance tool that identifies and highlights the general competencies and qualifications expected of employees in each grade of the salary grade structure.
- **Communication with Board of Directors** – meeting with the Budget and Operations Committee and the Board of Directors to present the findings and recommendations.
- **Preparation of Project Executive Summary** – preparation of an executive summary for the project work conducted by KardasLarson.

On August 24, 2017, KardasLarson presented its findings and recommendations to the Budget and Operations Committee. The Budget and Operations Committee reviewed and recommended approval of the grade classifications and salary ranges of positions to the Board of Directors on October 20, 2017. The Board of Directors supported the recommendation by the Budget and Operations Committee, including that the grade classifications and salary range by positions include the 25th and 75th percentile – see Table 3. [Note – those highlighted in “grey” are senior level staff positions to which this Succession Plan applies]

Table 3. Green Bank Grade and Salary Structure

Grade	Position	Salary Ranges				
		Minimum	25 th Percentile	Mid	75 th Percentile	Maximum
21	President	\$189,931	\$218,420	\$246,910	\$275,400	\$303,890
20	VP and Officers	\$158,276	\$182,018	\$205,759	\$229,500	\$253,241
19	Managing Directors	\$131,896	\$151,681	\$171,465	\$191,250	\$211,034
18	Directors	\$109,914	\$126,401	\$142,888	\$159,375	\$175,862
17	AD ¹⁴ and Senior Managers	\$91,595	\$105,334	\$119,073	\$132,812	\$146,552
16	Senior Managers	\$76,329	\$87,779	\$99,228	\$110,677	\$122,126
15	Managers	\$63,607	\$73,149	\$82,690	\$92,231	\$101,772
14	AM ¹⁵ and Senior Associates	\$55,311	\$63,608	\$71,904	\$80,201	\$88,497
13	Associates	\$48,096	\$55,311	\$62,525	\$69,740	\$76,954
12	Senior Assistants	\$41,823	\$48,097	\$54,370	\$60,644	\$66,917
11	Assistants	\$35,368	\$41,823	\$47,278	\$52,733	\$58,188

KardasLarson also suggested that the Green Bank consider the following:

- **Compensation Philosophy** – consider adoption of a formal compensation philosophy of pay relative to the market; and
- **Job Grades Map Training** – consider training of staff and managers on the use of the Jobs Grades Map for career path development planning for employees.

¹⁴ Associate Directors

¹⁵ Associate Managers

The Competitive Compensation Assessment conducted by KardasLarson provides a useful resource for the Green Bank staff ensuring internally equitable and externally competitive compensation – including support for their career development.

4. Focus – Attract, Retain, Mentor, and Prepare and Serve

The Green Bank must always be “best in class” in attracting and retaining talented people to continue making substantial progress in advancing clean energy deployment in Connecticut.

- **Attract** – when there is a new position open and/or when an existing position becomes vacant, the focus of the Green Bank’s recruitment efforts are to attract and hire the “best in class” people for that position through a rigorous, competitive, and thorough hiring process. Each senior-level staff member within the Green Bank was hired through such a recruitment process, which is generally a multipart process including a resume review, telephone interview, in-person interviews, group exercise with real-world scenario, and in some cases meeting with members of the Board of Directors.
- **Retain** – when a talented leader or exceptional staff member has been hired by the Green Bank, it is important to ensure that they are retained. The organization has a number of benefits, including merit compensation, flex-time, telecommuting, sick and family leave, etc. that it can use for retention purposes that are outlined in the Employee Handbook. Opportunities to continue to improve benefits for retention purposes should be pursued where appropriate. Also, the use of special professional development opportunities to continue to develop key talent and incentive compensation should be used, where appropriate, to retain leadership and maintain effectiveness.

In anticipation of those occasions where the Green Bank may lose the services of a key member of the organization, we are taking steps to prepare for interim continuity as well as to mentor and prepare staff with high potential who can ensure continuity and assume the duties and responsibilities of the incumbent as well as, in some cases, be considered as a candidate to assume permanency in the position (through a competitive selection process if deemed appropriate).

- **Mentor and Prepare** – the Green Bank is fortunate to have many talented professionals in a range of roles with high potential for additional responsibilities and senior management. It is not sufficient, however, to have capable staff with the potential to fill a leadership gap when a vacancy in the organization presents itself. So, the executive and human resources team will routinely identify people in the organization with the fundamental talent, leadership, personality and skill sets which, with mentorship and preparation, will enable their readiness for taking on a key leadership role in, at least, an interim capacity.

The following staff members were identified through this review process as having potential for future leadership roles within the organization in a 2 to 5-year period:

- Emily Basham
- Shawne Cartelli
- Bill Colonis
- Louise Della Pesca

- Catherine Duncan
- Isabelle Hazlewood
- Alex Kovtunenکو
- Ed Kranich
- Alysse Lembo-Buzzelli
- Matt Macunas
- Sara Pyne
- Robert Schmitt
- Rudy Sturk
- Mike Yu

In the unfortunate event that talented staff are unable to be retained, the Green Bank should identify ways that enable that staff member to continue to serve the clean energy interests for the State of Connecticut.

- **Serve** – if a talented leader or exceptional staff member is resigning, retiring, or in general, leaving the organization, every effort should be pursued to ensure a seamless transition and knowledge exchange. The Green Bank will commit to maintaining a positive and collaborative relationship with former employees in leadership roles and seek to continue to benefit from their expertise.¹⁶

Ensuring that talented leaders and exceptional staff members that cannot be retained by the Green Bank are able to continue to serve the public benefits of the State of Connecticut is important to continue making significant progress in the deployment of clean energy and supporting the successful implementation of clean energy policy.

5. Process

The President and CEO enlisted the assistance of the Managing Director of Operations to assist in preparing a second succession plan for the Green Bank. As part of the process, he met with every senior level staff member to discuss things like:

- What motivations and values do they hold high;
- What are their career goals and professional development interests;
- How long might we expect them to continue working with the organization;
- What other positions within the organization do they aspire to lead; and
- What other staff members do they see as rising stars that might be targeted for professional development.

Included in the Succession Plan are the following pieces of information:

- **Organization Structure** – an overview of the senior level positions by division within the Green Bank (see Appendix I);

¹⁶ Examples include Jessica Bailey (CEO of Greenworks Lending), George Bellas (Director of Accounting and Administration of Inclusive Prosperity Capital), Andy Brydges (consultant with Eversource Energy), Ben Healey (EVP of Corporate Development and Finance of PosiGen), Dale Hedman (consultant with the Connecticut Green Bank), Kerry O'Neill (CEO of Inclusive Prosperity Capital), and Genevieve Rose Sherman (Head of New Markets and Partnerships of Greenworks Lending)

- **Status** – what is the likelihood of a senior member of the team departing within a period of time. Status was determined based on several factors including direct conversations with members of the staff and employee information (e.g., time of service, salary history, etc.), and time frames were determined, including:
 - A. Within the next 2 years
 - B. Between 2 to 5 years
 - C. More than 5 years
- **Criticality** – is a factor that looks at how much time is needed to fill that position once it becomes vacated by a senior staff member, including:
 - A. Critical – must hit the ground running
 - B. Very Important – fully functional within 6 months
- **Fact Sheets and Position Descriptions** – an analysis of employees in each leadership position was conducted, including employee information, anticipated departure, and professional development. Individual interviews between the President and CEO and key leaders of the staff were also conducted to gather more information for the assessment. Also, each of the current position descriptions for the key leadership positions being addressed by the Succession Plan have also been included (see Appendix II).

The process used for the Succession Plan has identified key leaders that are critical to the success of the organization and begun to determine professional development pathways to continue to retain staff members with initiative and potential to lead and continue serving the organization for years to come. In the event that key leaders are not able to be retained, the Succession Plan identifies pathways forward to manage the vacancy until such time as it is filled with another talented leader.

6. Findings

The succession planning process has sought to:

1. Identify those positions that are critical to the success of the organization and likelihood of departure (or status) of the current staff member filling that position so as to have a plan in place should such position become vacant;
2. Discover the issues for retention that either increase or decrease the likelihood of retaining senior-level staff; and
3. Determine those staff members with exceptional performance and high potential to begin a plan to further develop them for increasing levels of leadership within the organization.

Overview

The following table is an overview of the senior staff of the Green Bank with respect to years of service, retirement benefits tier, time to pension vesting, and current salary (see Table 4).

Table 4. Overview of Green Bank Leadership

Incumbent	Years of Service (as of 01-01-20)	SERS Tier	Years of Service to Pension Vesting	Current Salary
Mackey Dykes	7.10	III	2.2	\$173,506
Brian Farnen	9.10	IIA	0.2	\$197,908
Bryan Garcia	15.0	IIA	N/A	\$216,408
Bert Hunter	7.7	III	2.5	\$226,947
Jane Murphy	4.1	III	5.11	\$145,600
Selya Price	10.7	IIA	N/A	\$145,600
Eric Shrago	3.8	III	6.4	\$156,398

It should be noted that of the current 35 Green Bank staff, the following is a breakdown with respect to retirement benefit tiers (see Table 5):

Table 5. Green Bank Staff by Benefit Tier

Positions	Tier IIA¹⁷	Tier III¹⁸	Tier IV¹⁹	Total
Assistants	2	1	-	3
Associates	2	4	1	7
Managers	4	10	4	18
Senior Staff	3	4	-	7
Total	11	19	5	35

Status and Criticality

An assessment of the status and criticality of various senior level positions was conducted to discern areas of concern should a senior member of the staff be unable to be retained (see Table 6). The more areas of concern, the more essential it is for a plan to be put in place to prepare for the possibility of a staff member leaving the organization.

Table 6. Status and Criticality of Senior Level Positions

Incumbent	Likely to Depart	Status	Criticality	# of Staff as Potential for Internal Replacements
Mackey Dykes	Moderate	A/B	A	0
Brian Farnen	Moderate	B	A	0
Bryan Garcia	Moderate	A/C	A	3 ²⁰
Bert Hunter	Low	B	A	0
Jane Murphy	Low	C	A	0

¹⁷ Tier IIA vests for pension after 5 years and health care after 10 years of state service

¹⁸ Tier III vests for pension after 10 years and health care after 15 years of state service

¹⁹ Tier IV vests for pension after 10 years and health care after 15 years of state service

²⁰ Bert Hunter, EVP and CIO, Brian Farnen, General Counsel and CLO, and Mackey Dykes, VP of Financing Programs and Officer

Selya Price	High	A	B	4 ²¹
Eric Shrago	Low	C	A	0

The assessment of status and criticality criteria indicates the following findings and areas of concern:

High Concern

In terms of what “keeps me up at night” with respect to the senior team, the following positions are areas of high concern:

- **Internal Replacements** – in FY17, we had eleven (11) senior staff members who were identified under the Succession Plan, and strategies for ten (10) of them with temporary or permanent internal replacements. Of the seven (7) senior staff members under this Succession Plan, there are only two (2) of them with temporary or permanent internal replacements. This is a high concern for the organization.
- **Director of Incentive Programs** – it is likely that the current Director of Incentive Programs roles and responsibilities will change in the near-term, and that she will leave the organization before the end of FY 2021. There are several staff members with the potential to lead the incentive programs but who would have to demonstrate their desires by competing for the position through an open internal and external search.
- **EVP and Chief Investment Officer** – given the significance of this position, the extraordinary individual who occupies it, and the lack of availability of staff members to fill-in should he retire earlier than expected, this poses a high concern to the organization.
- **VP of Finance and Administration** – given the critical nature of this position, the exemplary individual who occupies it, the institutional knowledge required to understand the organization (i.e., including subsidiaries), its accounting systems (i.e., Intacct), and stressful duties, this poses a high concern to the organization.
- **Managing Director of Operations** – given the current requirements and voluntary acceptance of responsibilities to the position, the willingness and exceptional capabilities of the individual who occupies it, and the breadth of influence of the position within the organization, this poses a high concern to the organization.

Modest and Low Concern

The following positions are areas of modest and low concern:

- **President and CEO** – there is one member of the staff who can fill the position now on an interim or permanent basis, and two additional staff members who are prepared to compete for and replace the President and CEO.

²¹ If they are willing to compete for the position and take-on a senior leadership role within the organization – Bill Colonis, Senior Manager of Incentive Programs, Sara Pyne, Manager of Incentive Programs, Isabelle Hazelwood, Manager of Market Development, and Emily Basham, Manager of Partnership Development, depending upon direction of the programs (e.g., strategic, asset management, etc.) could take over on a permanent basis with an appropriate transition of roles and responsibilities.

- **General Counsel and CLO** – there are no staff members that can fill this position now or on an interim basis. There is the potential for an internal replacement to be ready in 3 to 5 years, otherwise a competitive search for a General Counsel is required.
- **VP of Financing Programs and Officer** – there are no staff members that can fill this position. There is the potential for internal replacements to be ready in 3 to 5 years, otherwise a competitive search for a Director of Financing Programs is required.

Issues for Retention

Based on the feedback received from senior level staff, the following issues were identified and will serve to either increase or decrease the likelihood of their retention:

Increase the Likelihood of Retention

In a survey,²² of the issues identified by the senior staff, the following are the “Top 5” that will increase the likelihood of retention (i.e., order is of significance):

1. Advancing the vision and mission of the Green Bank – 9.6 out of 10.0
2. Delivering strong and measurable results that are making an impact – 9.4 out of 10.0
3. Maintaining the organization’s ability to attract the best talent – 8.8 out of 10.0
4. Supporting work-life balance issues – 7.8 out of 10.0
5. Improving skills and opportunities for professional development – 7.0 out of 10.0

Beyond the “Top 5” issues that increase the likelihood of retention, the following is a list of other issues that weren’t ranked as high (i.e., order of bullets is of significance):

- Providing opportunities for leadership inside and outside of the organization
- Continuing to pursue new and innovative approaches
- Moving to a new and sustainable Hartford headquarters (i.e., versus staying in Rocky Hill)
- Pursuing pension and/or healthcare vesting of benefits
- Modifying flextime, telecommuting, family medical leave time, and other policies
- Celebrating achievements and recognizing outstanding performance
- Assisting other green banks in achieving impact – 4.8 out of 10.0
- Increasing opportunities for bonus compensation – 4.4 out of 10.0

Several respondents also included the following issues in open-ended responses:

- Lowering work stress level
- Expansion of purview of the organization (e.g., from clean energy to include environmental infrastructure)
- Prefer to stay in Rocky Hill, but obviously will move wherever is decided

Decrease the Likelihood of Retention

In a survey, of the issues identified by the senior staff, the following are the “Top 5” that will decrease the likelihood of retention (i.e., order is of significance):

²² During the in-person interviews, the senior staff identified a number of issues that would increase or decrease their likelihood of retention at the Green Bank. A survey was then subsequently issued to the senior staff on the issues raised – of which there were five (5) responses. The survey allowed the respondent to on a 1 to 10 scale, state how much they agreed or disagreed with the issue and its impact on retention.

1. Political appointee to the organization – 8.8 out of 10.0
2. Change in mission of the organization (e.g., from finance to grants) – 8.6 out of 10.0
3. Managing work-life balance – 7.4 out of 10.0
4. Lack of human resources to perform job effectively – 7.0 out of 10.0
5. Poor handling of management issues – 6.4 out of 10.0

Beyond the “Top 5” issues that decrease the likelihood of retention, the following is a list of other issues that weren’t ranked as high (i.e., order of bullets is of significance):

- Adverse external impacts on the organization beyond its control (e.g., budget sweep)
- Inability to recognize that they are valued
- Lack of competitive compensation
- Bureaucratic barriers preventing progress
- Expansion of purview of the organization (e.g., from clean energy to include environmental infrastructure) – 2.8 out of 10.0
- Moving to a new and sustainable Hartford headquarters (i.e., versus staying in Rocky Hill) – 1.5 out of 10.0

Several respondents also included the following issues in open-ended responses:

- Lack of trust regarding expressed resource needs
- Lack of understanding and recognition of complexity and demands of the work
- Consider leaving before pension vesting if stress level increases
- Prefer to stay in Rocky Hill, but obviously will move wherever is decided

These were the key themes that are keeping senior level staff motivated, happy, and therefore retained versus those things that cause them distress and incite thoughts of leaving.

Again, it should also be noted that the impacts of COVID-19 on the motivations and aspirations of the leadership of the Green Bank has yet to be determined.

7. Recommendations

The succession planning process has identified the following recommendations:

1. **Succession and Retention Plan** – the following table is a breakdown of the succession and retention plan for each senior level staff member (see Table 7). The Board of Directors will review, edit and support these succession and retention plans for the senior level staff members of the Green Bank:

Table 7. Succession and Retention Plan for Senior Level Staff Members

Name	Plan	Description
Mackey Dykes	Succession	<ul style="list-style-type: none"> ▪ Organize a team under the leadership of the EVP and CIO and Managing Director of Operations that can temporarily manage various responsibilities. ▪ Initiate a competitive search for a Director of Financing Programs.

		<ul style="list-style-type: none"> Continue the professional development of junior level staff with management and leadership potential that can “step-up” in 3 to 5 years.
	Retention	<ul style="list-style-type: none"> Support continued “risk-taking” and entrepreneurship by allowing him to develop the Financing Programs business unit. Support the continued development of his professional skills in finance, management, and leadership. Support work-life balance issues. Focus on one-day competing for the position of President and CEO.
Brian Farnen	Succession	<ul style="list-style-type: none"> Organize a team under the leadership of the Managing Director of Operations and EVP and CIO, with support from the Junior Counsel and Contract Administrator, that can temporarily manage various responsibilities with the support of external counsel (e.g., Connecticut Innovations outsource model) until a replacement is hired. Initiate a competitive search process for a General Counsel. Allow him to be a part of the search process. Continue the professional development of junior level staff with management and leadership potential that can “step-up” in 3 to 5 years.
	Retention	<ul style="list-style-type: none"> Support his interest in part-time outside employment (e.g., State Representative of the 132nd District). Focus on one-day competing for the position of President and CEO.
Bryan Garcia	Succession	<ul style="list-style-type: none"> Promote Bert Hunter as President and CEO (or Interim President and CEO). Depending upon where Bert Hunter is with regards to his retirement plans, adjust the succession plan accordingly. Do not default to hiring a political appointee. At an appropriate time, and if necessary, initiate a competitive search for President and CEO – and/or promote from within (i.e., Mackey Dykes or Brian Farnen).
	Retention	<ul style="list-style-type: none"> Continue to support his efforts in being a leader in the green bank movement. Continue to support his professional development by serving on various boards. Continue to support his innovative initiatives (e.g., retail green bonds), efforts to continue building a public sector culture of excellence (e.g., committed and mission-driven staff and passionate board of directors), and being a part of something larger in the community (e.g., sustainable headquarters in Hartford, supporting Hartford in becoming the “greenest” city in America, etc.).
Bert Hunter	Succession	<ul style="list-style-type: none"> Organize an internal team under the leadership of the Officers, with the support of the Directors of Clean Energy Finance and Managing Director of Operations, that can temporarily manage various responsibilities. Immediately initiate a competitive search for an EVP-CIO – hire a professional search firm. Allow him to be a part of the search process. Continue the professional development of junior level staff with management and leadership potential that can “step up” in 3 to 5 years.
	Retention	<ul style="list-style-type: none"> Continue to support his ongoing efforts to develop the next generation of green bankers. It is important that he have the flexibility to manage his team of young professionals.

		<ul style="list-style-type: none"> ▪ Continue to support his efforts in being a leader in the green bank movement, including consistently providing him with opportunities to learn and innovate. ▪ Serve on various boards of directors.
Jane Murphy	Succession	<ul style="list-style-type: none"> ▪ Organize an internal team under the leadership of the President and CEO, EVP and CIO, and Managing Director of Operations, that can temporarily oversee various responsibilities. ▪ Seek assistance from the prior VP of Finance (i.e., George Bellas), as well as capable auditor staff (e.g., Jessica Aniskoff of Blum Shapiro), to support transition needs. ▪ Initiate a competitive search process for a VP of Finance and Administration. Allow her to be a part of the search process. ▪ Continue the development of the Comptroller – she can be professionally developed in another 2 to 3 years
	Retention	<ul style="list-style-type: none"> ▪ This position is high demand/high stress – and any incumbent could be subject to burn-out. Continue to evaluate internal (staff: FT/PT), external (Temps) and technology resources to enable the VP Finance to stay on top and get ahead of daily and periodic compliance demands. ▪ Ensure that any incumbent is able to have reasonable work-life balance and takes their allotted vacation and personal time without undue stress.
Selya Price	Succession	<ul style="list-style-type: none"> ▪ Organize a team under the leadership of the President and CEO and Managing Director of Operations, to understand where the Incentive Programs business unit is in its life-cycle (e.g., strategic, asset management, etc.) and determine what current staff member(s) could compete for the job. ▪ Initiate an internal and external competitive search for a Director of Incentive Programs. ▪ Continue the professional development of junior level staff with management and leadership potential that can “step-up”.
	Retention	<ul style="list-style-type: none"> ▪ Support her continued career pursuit to confront climate change. ▪ Support the continued development of her professional skills in finance, management, and leadership. ▪ Continue to support resource allocation to improve workload management. ▪ Reduce workload, redefine roles and responsibilities in support of the incentive programs, hire sufficient support staff, and begin hiring a replacement for the Director of Incentive Programs.
Eric Shrago	Succession	<ul style="list-style-type: none"> ▪ Organize a team under the leadership of the President and CEO and the VP of Finance and Administration, that can temporarily manage various responsibilities (e.g., HR, IT, operations, marketing, etc.) ▪ Initiate a competitive search process for a Director of Operations and a part-time Director Human Resources. ▪ Continue the professional development of junior level staff with management and leadership potential that can “step up” in 3 to 5 years.
	Retention	<ul style="list-style-type: none"> ▪ Support the continued development of his professional skills in finance, management, and leadership. ▪ Support work-life balance issues. ▪ Support his advancement in one-day becoming the Chief Operating Officer

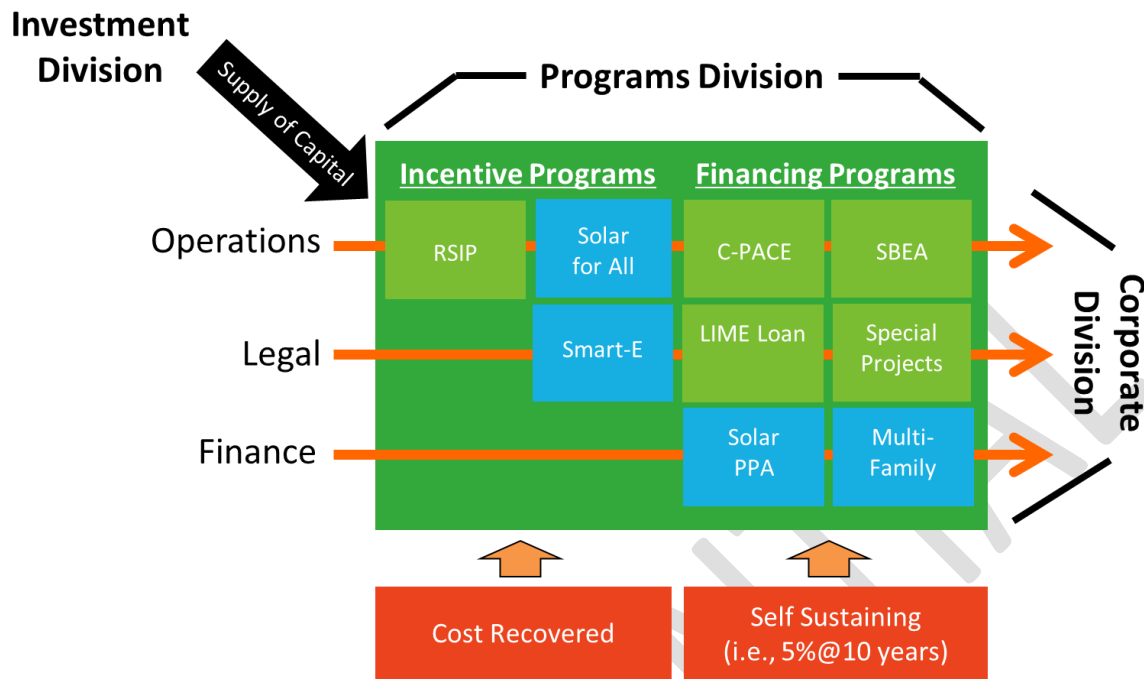
2. **Non-Compensation and Compensation Assessments** – a review by the appropriate committee of the Board of Directors (i.e., Audit, Compliance and Governance Committee and the Budget and Operations Committee) to conduct a:
 - a. **Non-Compensation Assessment** – an annual assessment of employee policies (e.g., sick leave, paid maternity and paternity leave, etc.), including understanding the costs and benefits of overhead charged by the state and health and wellness programs; and
 - b. **Competitive Compensation Assessment** – a review every 3 to 5 years, with a follow-up in FY 2021, of the KardasLarson work in FY 2017 to discern competitive compensation levels of staff of the Green Bank with comparable institutions in the market.
 - d. **Incentive Compensation Assessment** – the investigation – not the implementation – of a mid (i.e., 3 years) and long-term (i.e., 5 years) incentive plan structure to support the organization’s pursuit of sustainability (e.g., performance of assets under management) and to encourage staff retention over the long-term (e.g., no less than 10 years).
3. **Compensation Philosophy** – consider adoption of a formal compensation philosophy of pay relative to the market or “internally equitable and externally competitive”.
4. **Professional Development Support** – increase access of resources to support the professional development of non-senior staff to build their potential for leadership and growth into roles with increased responsibilities within the organization.

The support and implementation of these recommendations will improve the likelihood of the Green Bank attracting and retaining leaders who can support the ambitious vision and mission of the organization.

8. Appendix I – Organizational Structure

The organization has three (3) divisions – Investment, Programs (i.e., Incentive and Financing), and Corporate – see Figure 4.

Figure 4. Organizational Structure of the Connecticut Green Bank



The breakdown of the senior staff within the organization is as follows – see Table 8.

Table 8. Senior Staff of the Connecticut Green Bank

Name	Division	Title
Mackey Dykes	Programs	Vice President of Financing Programs (Officer)
Brian Farnen	Corporate	General Counsel and Chief Legal Officer
Bryan Garcia	Corporate	President and Chief Executive Officer
Bert Hunter	Investment	Executive Vice President and Chief Investment Officer
Jane Murphy	Corporate	Vice President of Finance and Administration
Selya Price	Programs	Director of Incentive Programs
Eric Shrago	Corporate	Managing Director of Operations

9. Appendix II – Fact Sheets and Position Descriptions

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**CONNECTICUT GREEN BANK
SUCCESSION PLANNING**

Mackey Dykes

POSITION DESCRIPTION

Title	Vice President of Financing Programs (Officer)
Reports to	President and CEO
Direct Reports	Program Staff
Description	See the attached position description
Division	Programs
Officer	Yes
Salary Range	\$158,276-\$253,241

EMPLOYEE INFORMATION

Name	Mackey Dykes
Start Date	February 17, 2012
State Service	7 years, 10 months, 14 days (as of January 1, 2020)
Current Salary	\$173,506
SERS	Tier III
Historical Salary	The following is a breakdown of the position and salary history of the employee – see Table 9

Table 9. Employment History and Salary with Connecticut Green Bank

Year	Effective Date	Action	Job Title	Salary	Salary Increase
2012	02/17/12	New Hire	Chief of Staff	\$125,000.00	-
2013	07/01/13	Annual Adj.	Chief of Staff	\$132,600.00	\$7,600.00
2014	07/01/14	Merit Adjustment	Chief of Staff	\$140,556.00	\$7,956.00
2014	09/05/14	Promotion	VP & COO	\$146,178.24	\$5,622.24
2015	07/01/15	Merit Adjustment	VP & COO	\$151,294.48	\$5,116.24
2016	03/07/16	Promotion	VP of C&I Programs (Officer)	\$161,128.62	\$9,834.14
2016	9/07/16	Merit Promotion	VP of C&I Programs (Officer)	\$163,545.72	\$2,416.96
2017	-	-	VP of C&I Programs (Officer)	\$163,545.72	-
2018	07/01/18	Merit Promotion	VP of C&I Programs (Officer)	\$168,452.18	\$4,906.46
2019	07/01/19	Merit Promotion	VP of C&I Programs (Officer)	\$173,505.75	\$5,053.57

EMPLOYEE DEPARTURE

Likely to Depart	Moderate
Date to Depart	Between 2 to 5 years, however, the results of the 2020 Presidential Elections creates uncertainty as his spouse may be offered a senior position in the next Administration.
Rationale	His family has settled into the West Hartford community. His spouse is an executive member of Governor Lamont’s administration, which began in 2019 and will continue through 2022 and potentially beyond.
Tactics to Keep	As expressed prior, he appreciates the people within, mission of, and impact by (i.e., organizationally and personally) the Green Bank, including the entrepreneurial culture in which management operates (e.g., willingness to move the organization and its programs in new and innovative directions). As a result of the “sweeps,” there is tension he feels with respect to the organization’s shifting objective from maximizing the leverage ratio (i.e., multiples of private capital to public funds invested) to the pursuit of financial sustainability (i.e., more public investment in programs).

He notes that the key retention factor for him is continued entrepreneurial flexibility (e.g., being able to create new programs within the Financing Programs business unit, advancing the green bank model beyond “clean energy” to include other technologies, etc.). Within the business unit that he leads, he seeks to further develop his management and leadership skills to continue building an impactful team, which is consistent with his personal desire to one-day pursue the creation of an entrepreneurial business venture.

If in the event he decides to leave, the President and CEO is confident that he will provide sufficient notice and assistance in order to replace him. He is a committed all-purpose leader within the organization.

SUCCESSION PLANNING

Difficulty to Fill	Moderate
Timeline to Fill	Less than 3 months
Current Staff Fill(s)	No
Search Method	(1) online advertisement and local media, (2) search firm

PROFESSIONAL DEVELOPMENT

Career Path	Executive Vice President President and CEO
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Skills Development	He has extraordinary potential. With his innate desire to be entrepreneurial, he will focus on developing his clean energy finance expertise (e.g., taking he Yale Clean Energy Finance Certification Program), as well as continue to develop his management and leadership capabilities to lead his team. He could be supported by having a mentor with experience being a successful entrepreneur (i.e., risk-taker and organization builder).
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VICE PRESIDENT OF FINANCING PROGRAMS (OFFICER)

Position Grade: 20

Direct Reports: Supervises staff as assigned

Salary Range: \$158,276-\$253,241

Career Series: Program

Reports to: President and CEO

Wage Hour Class: Exempt

Hours Worked: 40

SUMMARY

The Connecticut Green Bank (hereafter "CGB"), Vice President, Financing Programs (Officer) oversees all programs and efforts designed to deploy clean energy through investment by the Green Bank. The Financing Programs cover all investment including but not limited financing, warehousing, credit support, and interest rate buy-downs. The Vice President will be tasked with designing, implementing, and overseeing new and existing financing programs to deploy clean energy to properties, fleets, and infrastructure (e.g., grid) in the state.

The Vice President will lead the team that has ownership of the Multifamily term and predevelopment lending programs (e.g., Low Income Multifamily Energy Loan), renewable energy Power Purchase Agreement offering (s) (e.g., Green Bank Solar PPA), support of the "Lead by Example" program (e.g., Energy Savings Agreements), and the statewide Commercial Property Assessed Clean Energy (C-PACE) Program as well as support of programs linked to Green Bank investments (e.g., Small Business Energy Advantage). This team has responsibility for program design, implementation, target setting, and customer acquisition. Most of the programs are managed in house with some external vendor support,

The Vice President will work with the Chief Investment Officer to investigate, design, and implement a financing program(s) to upgrade properties that are existing Green Bank or market solutions to support clean energy deployment and investment with the goal of increasing the organizations assets to deliver on portfolio returns, while covering the operating expenses of the business unit.

Similar to the managing director level, the Vice President is distinguished from lower level directors by either its oversight of multiple areas in large operational departments, or the management of program services with agency wide internal and/or significant external impact. The Vice President is the most highly experienced and specialized within the Director career series. While the core duties may overlap significantly with lower level Directors, the Vice President is an expert in their field and has full managerial and decision making responsibility on issues of significance and consequence (issues of significance and consequence are: 1. Issues involving the use of personnel (recruitment, progressive discipline, termination, etc.); 2. Issues pertaining to the formulation, interpretation, or administration of policy and/or legislation affecting their program area; 3. Issues involving exceptions or deviations from policy or past practice; 4. significant input into issues involving the allocation of financial resources. In addition, a vice president has complete programmatic responsibility and is responsible for coordinating department wide resources (staff, consultants, budget, etc.) as part of overall responsibility for an entire program with significant internal and external impact.

This position serves as an officer within CGB. According to the bylaws of the Connecticut Green Bank, the CGB Board of Directors (the Board) shall have the power to create positions for such officers as it may deem to be in the interests of the Green Bank and shall define the powers and duties of all such officers. All such officers shall be subject to the orders of the Board and serve at its pleasure.

The Green Bank, a quasi-public authority, is the nation's first state "Green Bank," leveraging public and private funds to drive investment and scale up clean energy deployment in Connecticut. Working at the Green Bank means being part of a dynamic team of talented people who are passionate about implementing the new green bank model, stimulating the growth of clean energy in Connecticut, strengthening our economy, and protecting our environment.

EXAMPLES OF DUTIES:

Program

- Initiates and manages the financing programs for Connecticut administered by CGB;
- Works with the Marketing team to develop and implement strategies to increase participation in financing programs;
- Works closely with municipalities to create programs that attracts their interest and secures their participation;
- Designs program guidelines that take into account the needs and interests of the banking community in Connecticut, with a particular interest in streamlining mortgage holder approval process and consent and lowering transactional costs;
- Designs program guidelines that take into account the needs and interests of Capital Providers and contractors, with a particular interest of accelerating the deployment of energy efficiency and clean energy projects as well as private capital.
- Works with the Chief Investment Officer and Director of Incentive Programs to understand market gaps for financing;
- Works with the Chief Investment Officer and the senior leadership team to design and implement clean energy financial products to attract private capital to finance energy upgrades, including, but not limited to ESAs, energy savings contracts and private placements;
- Ensures all operational (i.e. staff and policies) and organizational (i.e. contracting and reporting) requirements are being implemented and carried out;
- Develops and manages the financing programs' budget and targets and responsible for performance to those targets, including P&L responsibilities;
- Supports the development and implementation of consulting services offered to commercial, industrial and institutional end-users in understanding the availability and benefits of clean energy;
- Works with the Department of Energy and Environmental Protection, the Energy Efficiency Board, the Connecticut gas and electric utilities, the Department of Economic and Community Development, as well as other key stakeholders, to align programs where possible and assure Connecticut's energy finance programs take advantage of shared resources and programmatic synergies;
- Works in coordination with the Director of Incentive Programs in order to ensure that renewable energy and energy efficiency are integrated across all sectors;
- Works in collaboration with the rest of the senior management team to integrate comprehensive strategies to advance clean energy;
- Contributes to the development of CGB's comprehensive plan;
- Regularly updates the Board of Directors, with support from the President and Executive Vice President and CIO on the development of financing programs and new program development to support commercial and industrial facilities;
- Represent CGB on appropriate task forces, committees, and boards relevant to clean energy finance;
- Manages the selection of consultants, where necessary, to support the program in areas where CGB does not have specific in-house expertise;
- Represents CGB to the public in speaking engagements; and
- Supervises CGB C, I & I staff including assistant directors, senior managers, managers, associates, and assistants.

Officer

- Helps the Board determine the CGB's values, mission, vision, and short- and long-term goals;
- Promotes a culture of high performance and continuous improvement that values learning, commitment to quality, leadership and initiative;

- Provides general oversight of all Green Bank activities and assures a smoothly functioning, efficient organization;
- Keeps the Board fully informed of and monitors and evaluates the achievement of CGB goals and assures program quality and organizational stability;
- Contributes to the fiscal activities of the organization including budgeting, reporting and audit;
- Acts as an advocate with the Board and with the public and private sectors for issues relevant to the Green Bank and its services and works with legislators and regulatory agencies to promote legislative and regulatory policies that address the issues of Green Bank constituencies; and
- Performs related duties as required by the Board.

MINIMUM QUALIFICATIONS REQUIRED
KNOWLEDGE, SKILL AND ABILITY:

- Strong knowledge and experience in clean energy finance and/or policy;
- Familiarity with the finance and energy industries;
- Considerable experience in program/project management;
- Ability to work in a team environment as a lead contributor, manager, and facilitator;
- Strong knowledge of business operations and general management including supervisory experience, including the management of outside contractors;
- Considerable ability to develop programs, manage stakeholder processes toward results, and interpret energy policy;
- Understanding of the interaction in clean energy markets between finance and demand;
- Understanding of the financial decision-making considerations of commercial property owners and managers.
- Demonstrated ability to understand various scientific and energy-related technological principles and applications, and integrate those concepts into the overall project, program, or CGB;
- Expertise in scalable models for financing building upgrades through a variety of financial products (ie ESAs, ESCOs, PPAs);
- Ability to work with external stakeholders including strong facilitation, negotiation, and coordination skills;
- Considerable interpersonal skills, as well as oral and written communications skills;
- Ability to market the benefits of financingI programs to potential customers;
- Knowledge of State and Federal energy policies and regulations that support clean energy finance; and
- Familiarity with energy efficiency and clean energy issues and contracts.

EXPERIENCE AND TRAINING:

General Experience:

A Bachelor's Degree (but a Master's degree is preferred) in environmental science, engineering, economics, political science, business administration, or related field. Ten (10) years of experience in energy policy and clean energy finance. Experience supervising staff and working across departments is preferred. Experience working with and facilitating collaborative outcomes with various stakeholder groups in energy policy design and project development.

Special Experience:

Two (2) years of the general experience must have been at the director level (or comparable position) with full responsibility for a programmatic division.

Substitutions Allowed:

1. A Master's Degree in environmental science, engineering, economics, business administration or other related field may be substituted for one additional year of the general experience
2. A professional certification in a relevant field may substitute for one additional year of experience

PHYSICAL REQUIREMENTS:

1. Frequent communications, verbal and written
2. Frequent use of math/calculations
3. Visually or otherwise identify, observe and assess
4. Repetitive use of hands and fingers -typing and/or writing

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is frequently required to sit; use hands to finger, handle, or feel; reach with hands and arms and talk or hear. The employee is occasionally required to stand and walk. The employee must occasionally lift and/or move up to 20 pounds. Specific vision abilities required by this job include close vision.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The noise level in the work environment is usually moderate.

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**CONNECTICUT GREEN BANK
SUCCESSION PLANNING**

Brian Farnen

POSITION DESCRIPTION

Title General Counsel and Chief Legal Officer
Reports to President and CEO
Direct Reports Legal Staff
Description See the attached position description
Division Corporate
Officer Yes
Salary Range \$158,276-\$253,241

EMPLOYEE INFORMATION

Name Brian Farnen
Start Date December 11, 2011²³
State Service 9 years, 9 months, 22 days²⁴ (as of January 1, 2020)
Current Salary \$197,908
SERS Tier IIA
Historical Salary The following is a breakdown of the position and salary history of the employee – see Table 10.

Table 10. Employment History and Salary with Connecticut Green Bank

Year	Effective Date	Action	Job Title	Salary	Salary Increase
2011	12/12/11	New Hire	General Counsel	\$155,000.00	-
2012	-	-	General Counsel	\$155,000.00	-
2013	07/26/13	Annual Adj.	General Counsel	\$164,424.00	\$9,424.00
2013	09/20/13	Promotion	General Counsel and CLO	\$167,523.98	\$3,099.98
2014	10/03/14	Merit Adjustment	General Counsel and CLO	\$177,575.32	\$10,051.34
2015	07/01/15	Merit Adjustment	General Counsel and CLO	\$183,790.36	\$6,215.14
2016	07/01/16	Merit Adjustment	General Counsel and CLO	\$186,547.14	\$2,756.78
2017	-	-	General Counsel and CLO	\$186,547.14	-
2018	07/01/18	Merit Adjustment	General Counsel and CLO	\$192,143.64	\$5,596.50
2019	07/01/19	Merit Adjustment	General Counsel and CLO	\$197,907.95	\$5,764.31

EMPLOYEE DEPARTURE

Likely to Depart Moderate
Date to Depart Between 2 to 5 years
Rationale He reaches 10 years of service this year which means he will be vested for lifetime health care (along with the pension he has already earned), an important compensation benefit for him.
Tactics to Keep He is one of the original core members to join the Green Bank during its inaugural year. As a result, he is very vested in the Green Bank's success. Time flexibility with his schedule is important, allowing him to provide additional part-time public service beyond his full-time duties at the Green Bank (e.g., originally

²³ Brian Farnen worked with the Connecticut Department of Economic and Community Development from 1/25/99 to 8/24/99, CT Appellate Court from 3/30/03 to 7/31/04, and UConn from 8/7/07 to 12/31/08 (Total of 3 years, 3 months, and 25 days)

²⁴ Including all prior state service at DECD, CT Appellate Court and UConn. (Please note: UCONN service time 8/7/2007 – 12/31/2008 does not count towards SERS retirement service time).

as an adjunct professor at the University of Connecticut and now as a State Representative for the 132nd District).

If in the event he decides to leave, the President and CEO is confident that he will provide sufficient notice (i.e., within timeline to fill) and assistance in order to replace him.

SUCCESSION PLANNING

Difficulty to Fill Moderate
Timeline to Fill Less than 3 months
Current Staff Fill(s) No
Search Method (1) online advertisement, professional publications (i.e., legal journals), and local media, (2) search firm

PROFESSIONAL DEVELOPMENT

Career Path President and CEO
Skills Development If the President and CEO position came open, he would like to compete for the opportunity. He seeks to continue his leadership development as a State Representative of the 132nd District.

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GENERAL COUNSEL AND CHIEF LEGAL OFFICER

Position Grade: 20

Direct Reports: Supervises staff as assigned

Salary Range: \$158,276-\$253,241

Career Series: Corporate

Reports to: President and CEO

Wage Hour Class: Exempt

Hours Worked: 40

SUMMARY

This position is responsible for acting as a senior advisor to the President and CEO on legal and policy matters and acting as the General Counsel and Chief Legal Officer for the Connecticut Green Bank (CGB). The general counsel directs legal, legislative and regulatory affairs that will further the mission of the CGB and reports directly to CGB's President.

The Green Bank, a quasi-public authority, is the nation's first state "Green Bank," leveraging public and private funds to drive investment and scale up clean energy deployment in Connecticut. Working at the Green Bank means being part of a dynamic team of talented people who are passionate about implementing the new green bank model, stimulating the growth of clean energy in Connecticut, strengthening our economy, and protecting our environment.

EXAMPLES OF DUTIES:

- Acts as a senior advisor to the President and CEO on legal and policy-related matters;
- Works with the Board of Directors, President, and CGB staff to lead the development of legal, regulatory and policy strategies that further the CGB's clean energy goals;
- Provides legal counsel to the Board of Directors, President and CGB staff;
- Develops a wide range of legal documents with a focus on standardization of contracts relating to clean energy market development and deployment projects and related activities in coordination with the President and CEO, EVP-CIO, and sector directors and in conjunction with Public Act 11-80 (Section 99), Bylaws, Operating Procedures, Comprehensive Plan, annual budget and policies of CGB;
- Ensures all operational and organizational legal requirements are implemented and carried out;
- Represents the CGB in clean energy related legislative and regulatory proceedings with the support of the President;
- Monitors, drafts and interprets legislative and regulatory decisions;
- Drafts and negotiates a wide range of legal documents with a focus on the standardization of contracts relating to clean energy market development and deployment projects and related initiatives;
- Manages contract administration activities;
- Reviews legal due diligence;
- Advises with respect to intellectual property, commercial lending and other financing matters related to the CGB's business and performs other duties as assigned;
- Acts as CGB's freedom of information officer and ethics officer;
- Serves as the staff liaison to the Audit, Compliance and Governance Committee of the Board of Directors;
- Supervises CGB staff including Paralegal, Contract Administrator and other staff as appropriate; and
- Manages relationships with, and reviews work product of, outside counsel.

MINIMUM QUALIFICATIONS REQUIRED KNOWLEDGE, SKILL AND ABILITY:

- Member of the Connecticut Bar in good standing;

- Knowledge of State and Federal laws and regulations pertaining to energy and the environment, as well as banking and finance;
- Substantial knowledge and experience with administrative hearing procedures and other legal, legislative and regulatory practices and procedures;
- Knowledge of electric and energy industries and related regulations and processes;
- Expertise in legal structures for a variety of financing models;
- Experience with project finance transactional work, including drafting and negotiating a wide range of legal contracts;
- Experience with corporate governance;
- Familiarity with energy efficiency issues and energy efficiency service contracts;
- Supervisory experience, including the management of outside legal counsel;
- Considerable interpersonal skills;
- Considerable oral and written communication skills;
- Ability to interpret, analyze and draft legal, legislative and regulatory material.

EXPERIENCE AND TRAINING:

General Experience:

Juris Doctor Degree from an accredited law school. Must be a member of the Connecticut Bar in good standing and have at least seven years of experience practicing law in the areas of finance, clean energy, or related field.

Special Experience:

Two years of the general experience must have been lead counsel dealing with legislative or regulatory executives. Some contract experience is a plus as well as knowledge of energy project finance.

PHYSICAL REQUIREMENTS:

1. Frequent communications, verbal and written
2. Frequent use of math/calculations
3. Visually or otherwise identify, observe and assess
4. Repetitive use of hands and fingers -typing and/or writing

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is frequently required to sit; use hands to finger, handle, or feel; reach with hands and arms and talk or hear. The employee is occasionally required to stand and walk. The employee must occasionally lift and/or move up to 20 pounds. Specific vision abilities required by this job include close vision.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The noise level in the work environment is usually moderate.

**CONNECTICUT GREEN BANK
SUCCESSION PLANNING**

Bryan Garcia

POSITION DESCRIPTION

Title	President and CEO
Reports to	Board of Directors
Direct Reports	Senior Staff
Description	See the attached position description
Division	Corporate
Officer	Yes
Salary Range	\$189,931-\$303,890

EMPLOYEE INFORMATION

Name	Bryan Garcia
Start Date	May 31, 2011 ²⁵
State Service	15 years, 0 months, 29 days (as of January 1, 2020)
Current Salary	\$216,408
SERS	Tier IIA
Historical Salary	The following is a breakdown of the position and salary history of the employee – see Table 11.

Table 11. Employment History and Salary with Connecticut Clean Energy Fund and Connecticut Green Bank

Year	Effective Date	Action	Job Title	Salary	Salary Increase
2000	08/11/00	New Hire	Investment Associate	\$75,000.00	-
2001	-	-	Investment Associate	\$75,000.00	-
2002	12/13/02	Promotion	Program Director – CC Coordinator	\$95,737.46	\$20,737.46
2003	-	-	Program Director – CC Coordinator	\$95,737.46	-
2004	08/20/04	Annual Adj.	Program Director – CC Coordinator	\$98,848.88	\$3,111.42
2005	02/18/05	Promotion	Director of Strategic Energy Initiatives	\$105,508.00	\$6,659.12
2005	07/08/05	Annual Adj.	Director of Strategic Energy Initiatives	\$109,200.78	\$3,692.78
2006	07/07/06	Annual Adj.	Director of Strategic Energy Initiatives	\$114,660.78	\$5,460.00
LEFT THE CONNECTICUT CLEAN ENERGY FUND					
2011	05/31/11	Rehire	President & CEO	\$150,000.00	-
2012	-	-	President & CEO	\$150,000.00	-
2013	07/01/13	Salary Data Adj.	President & CEO	\$175,000.00	\$25,000.00
2014	07/01/14	Salary Data Adj.	President & CEO	\$200,000.00	\$25,000.00
2015	07/01/15	Merit Adjustment	President & CEO	\$207,000.04	\$7,000.04
2016	07/01/16	Merit Adjustment	President & CEO	\$207,000.04	\$3,104.92
2017	-	-	President & CEO	\$210,104.96	-
2018	-	-	President & CEO	\$210,104.96	-
2019	07/01/19	Merit Adjustment	President & CEO	\$216,408.11	\$6,303.15

EMPLOYEE DEPARTURE

Likely to Depart	Moderate
Date to Depart	Up to 2 years or after 5 years
Rationale	If a federal administration that focuses on clean energy and climate change were to ask him to join a senior level position, then he could depart the Green Bank

²⁵ Bryan Garcia worked with the Connecticut Clean Energy Fund from August 11, 2000 through January 23, 2007 (6 years, 5 months, and 13 days)

Tactics to Keep

within the next two years. If not, then it is likely that he will stay with the Green Bank until his retirement.²⁶

He is highly motivated by the mission of the organization. He acknowledges key retention factors for him are the organization's ability to continue to innovate, its national and international leadership position, and the quality of the current staff – which is motivated, passionate, and high performing, and continues to deliver strong results. He would like to continue to be a leader in the green bank movement, continue developing innovative initiatives (e.g., Green Liberty Bonds), continue creating a public sector culture of excellence, and being a part of something larger in the community (e.g., relocating to sustainable headquarters in Hartford, supporting Hartford in becoming the "greenest" city in America, etc.).

If in the event he decides to leave, he will provide the Board of Directors with sufficient notice and assistance in order to replace him.

SUCCESSION PLANNING

Difficulty to Fill	Low
Timeline to Fill	Up to 1 year
Current Staff Fill(s)	Yes
Search Method	(1) Internal hire, (2) online advertisement and local media, (3) search firm.

If he were to depart, Bert Hunter should immediately be promoted as the President and CEO. The Board of Directors should be cognizant of Bert Hunter's timeline to retirement. If he is near retirement, then the Board of Directors should designate him as Interim President and CEO, and then spend 3 to 6 months discerning the future direction of the organization, appropriately revise the position description, and initiate a competitive internal and external search for the new President and CEO.

The Board of Directors should avoid hiring a political appointee.

PROFESSIONAL DEVELOPMENT

Career Path	President and CEO
Skills Development	He currently serves on a number of Boards (e.g., Sustainable CT, Institute for Sustainable Communities, Center for Sustainable Energy, etc.), which provide him with opportunities for professional (e.g., governance, learning, etc.) and leadership (e.g., dissemination of Connecticut's mission and leadership) development.

²⁶ He has planned with his husband to retire at the age of 55 (i.e., as of January 1, 2020 he is 47). His husband will be 77 years young when he turns 55.

PRESIDENT AND CEO

Position Grade: 21
Direct Reports: Directors and Officers
Salary Range: \$189,931-\$303,890
Career Series: Corporate

Reports to: Board of Directors of CGB
Wage Hour Class: Exempt
Hours Worked: 40

SUMMARY

The Connecticut Green Bank's (hereafter "CGB"), president directs and supervises the investment, finance, administrative and general management of CGB.

The Green Bank, a quasi-public authority, is the nation's first state "Green Bank," leveraging public and private funds to drive investment and scale up clean energy deployment in Connecticut. Working at the Green Bank means being part of a dynamic team of talented people who are passionate about implementing the new green bank model, stimulating the growth of clean energy in Connecticut, strengthening our economy, and protecting our environment.

EXAMPLES OF DUTIES:

- Manages a complex, highly visible, and dynamic organization;
- Formulates and implements, under the direction of the CGB Board of Directors, the CGB's comprehensive plan;
- Develops and implements CGB's operational plan and budget to meet clean energy market development and deployment goals and objectives;
- Approves all contracts for financial, legal, and other professional services under the supervision and direction of the Board of Directors;
- Attracts and retains productive and qualified employees to carry out the CGB's statutory mission;
- Enters into personal service agreements as may be desirable for the smooth and efficient operation of the CGB;
- Achieves measurable outcomes on economic development and environmental protection through clean energy market development and deployment;
- Provides leadership in developing and communicating clean energy policies and programs to the State legislature and other stakeholders;
- Develops innovative and creative strategies aimed at leveraging the CGB's total resources to maximize public-private partnerships;
- Coordinates the development of new initiatives and the proposal of new legislation affecting the expansion of clean energy in Connecticut;
- Represents the CGB and its Board at legislative hearings, regulatory proceedings and public meetings in state, regionally and nationally;
- Partners with other entities to advance market development and deployment of clean energy resources for Connecticut;
- Maintains and is the custodian of all books, documents and papers of the CGB;
- Ensures that all Board actions are carried out by the CGB's staff including the adherence to all Board approved policies and procedures;
- Ensures that the CGB adheres to all requirements of its enabling legislation;
- Ensures highest ethical standards are maintained and compliance with applicable laws, best practices and policies; and
- Performs related duties as required by the Board.

MINIMUM QUALIFICATIONS REQUIRED **KNOWLEDGE, SKILL AND ABILITY:**

- Demonstrated ability to manage an organization with complex, multi-million dollar, high-impact projects in a policy environment;
- Demonstrated experience in innovative program development, project management and fiscal oversight;
- Demonstrated expertise in clean energy, economic development and environmental protection;
- Ability to evaluate emerging clean energy technologies, policies, markets and financing mechanisms;
- Strong communication skills, with a confident and comfortable public presence;
- Ability to influence business strategy, identify implications and shape strategic direction;
- Demonstrated aptitude for prudent financial management; and
- Ability to respond in a flexible manner and adapt to changing circumstances.

EXPERIENCE AND TRAINING:

General Experience Required:

Masters of Business Administration and/or Masters of Public Administration and/or Masters of Environmental or Energy Studies degree(s) plus ten (10) or more years of general experience in positions of increasing responsibility that involve organizational management. Administrative experience in the public or non-profit sector preferred.

Special Experience:

Two (2) years of the general experience must have been in a supervisory capacity. Must have experience or academic credentials in finance.

Substitutions Allowed:

1. Multiple advanced degrees from an accredited college or university in business, economics, government, technology, law, public administration, political science or related field that may be substituted for one (1) additional year of the general experience.

PHYSICAL REQUIREMENTS:

1. Frequent communications, verbal and written
2. Frequent use of math/calculations
3. Visually or otherwise identify, observe and assess
4. Repetitive use of hands and fingers -typing and/or writing

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is frequently required to sit; use hands to finger, handle, or feel; reach with hands and arms and talk or hear. The employee is occasionally required to stand and walk. The employee must occasionally lift and/or move up to 20 pounds. Specific vision abilities required by this job include close vision.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The noise level in the work environment is usually moderate.

APPOINTMENT

Appointed by the Connecticut Green Bank Board of Directors in accordance with Sec. 99. Section 16-245n (d) of the Connecticut General Statutes.

CONFIDENTIAL

CONNECTICUT GREEN BANK
SUCCESSION PLANNING

Bert Hunter

POSITION DESCRIPTION

Title	Executive Vice President and Chief Investment Officer
Reports to	President and CEO
Direct Reports	Investments Division
Description	See the attached position description
Division	Investments
Officer	Yes
Salary Range	\$158,276-\$253,241

EMPLOYEE INFORMATION

Name	Bert Hunter
Start Date	May 31, 2012
State Service	7 years, 7 months, 0 days (as of January 1, 2020)
Current Salary	\$226,947
SERS	Tier III
Historical Salary	The following is a breakdown of the position and salary history of the employee – see Table 12.

Table 12. Employment History and Salary with Connecticut Green Bank

Year	Effective Date	Action	Job Title	Salary	Salary Increase
2012	05/31/12	New Hire	EVP & CIO	\$181,091.30	-
2013	07/01/13	Annual Adj.	EVP & CIO	\$184,715.70	\$3,624.40 ²⁷
2014	07/01/14	Retroactive Adj.	EVP & CIO	\$203,630.96	\$18,915.26
2015	07/01/15	Merit Adjustment	EVP & CIO	\$210,758.08	\$7,127.12
2016	07/01/16	Merit Adjustment	EVP & CIO	\$213,919.42	\$3,161.34
2017	-	-	EVP & CIO	\$213,919.42	-
2018	07/01/18	Merit Adjustment	EVP & CIO	\$220,337.00	\$6,417.58
2019	07/01/19	Merit Adjustment	EVP & CIO	\$226,947.11	\$6,610.11

EMPLOYEE DEPARTURE

Likely to Depart	Low
Date to Depart	Between to 5 years
Rationale	He is committed and passionate about the people in and the mission of the Connecticut Green Bank. He sees the Green Bank as his “final” full-time employment. He will “vest” in the pension system in 2.5 years and expects to work another 2-1/2 years after vesting until he is 70 years old.
Tactics to Keep	He is highly motivated by the mission of the organization and his ability to lead a team and help them grow, while continuing to make a meaningful impact on clean energy deployment and climate change through innovations in clean energy finance. He acknowledges key retention factors for him are capacity to offer assistance to achieve more impact, opportunities to continuously learn, ability to improve the professional development of others, recognize and celebrate achievements, and ensure integrity and accountability by promptly addressing issues or mistakes. Allowing for engagement on publicly-traded

²⁷ Additional \$7,104.46 paid out in lump sum increase as adjusted salary exceeded the maximum of the range.

company and non-profit organization Boards of Directors (e.g., Housing Development Fund, Montgomery County Green Bank) are important.

If in the event he decides to leave, the President and CEO is confident that he will provide sufficient notice and assistance in order to replace him.

SUCCESSION PLANNING

Difficulty to Fill	High
Timeline to Fill	Approximately 6 months
Current Staff Fill(s)	No, but Brian Farnen and Brian Garcia could provide transactional oversight in during a period of temporary incapacitation
Search Method	(1) online advertisement and local media, (2) search firm

PROFESSIONAL DEVELOPMENT

Career Path President and CEO

He recognizes that in the event the position was to be abruptly vacated (or during a period of temporary incapacitation), that he could step in as President and CEO for a 3 to 4-year period with the last 12-18 months of that period being geared towards a search for longer term leadership for the Green Bank.

If the Green Bank were to take on additional responsibilities (e.g., expanded authority beyond "clean energy" to include "environmental infrastructure"), then he could see himself as the leader of this new unit of responsibility.

Skills Development He has the requisite skill set to be a successful President and CEO.

CONFIDENTIAL

EXECUTIVE VICE PRESIDENT AND CHIEF INVESTMENT OFFICER

Position Grade: 20

Direct Reports: Supervises staff as assigned

Salary Range: \$158,276-\$253,241

Career Series: Investment

Reports to: President and CEO

Wage Hour Class: Exempt

Hours Worked: 40

SUMMARY

The executive vice president and CIO of the Connecticut Green Bank (hereafter CGB) raises capital and oversees investments that will further the mission of CGB and reports directly to CGB's President.

The Green Bank, a quasi-public authority, is the nation's first state "Green Bank," leveraging public and private funds to drive investment and scale up clean energy deployment in Connecticut. Working at the Green Bank means being part of a dynamic team of talented people who are passionate about implementing the new green bank model, stimulating the growth of clean energy in Connecticut, strengthening our economy, and protecting our environment.

EXAMPLE OF DUTIES

- Acts as a senior advisor to the President and CEO on finance-related matters;
- Works with the Board of Directors, President, and CGB staff to lead the development of new and innovative financing programs to scale-up the state's clean energy investments in commercially viable technologies;
- Develops and manages a range of financial approaches to increase the state's investment in clean energy including bonding, debt financing, loan guarantees, insurance (i.e. performance guarantees improving warranties and reducing cost of capital), tax equity financing, credit enhancement mechanisms, and other low-cost financing arrangements;
- Contributes to the development of CGB's comprehensive plan with a particular emphasis on strategy related to financing clean energy;
- Develops the investment standards that govern the administration of CGB through the preparation of rules, policies, and procedures that specify borrower eligibility, program standards, terms and conditions of support, and other relevant criteria, standards, or procedures and presents to the Board for approval;
- Leads outreach efforts to local, regional, national and international financial institutions and institutional investors to increase their interest in clean energy project financing by reducing risks, uncertainty, and the total cost of deployment;
- Attracts greater private capital investment in clean energy projects in the state from federal sources, charitable gifts, grants, contributions, as well as loans from individuals, corporations, university endowments, philanthropic foundations and pension funds;
- Raises capital from non-ratepayer sources (i.e. pension funds, endowments, bond funding, private investors, etc.)
- Maintains relationships with CGB's financial institution and institutional investor communities;
- Works with the President and General Counsel to develop state and federal policies that support an increase in capital investment in clean energy development and deployment in Connecticut;
- Integrates federal clean energy deployment and financing schemes for the CGB;
- Works with the General Counsel to draft and negotiate a wide range of legal documents with a focus on the standardization of contracts relating to clean energy market development and deployment projects and related initiatives;
- Structures and negotiates financing terms of CGB's debt, equity, and equity-like financing including Clean Energy Ventures;
- Provides comprehensive evaluation and risk analysis of investment opportunities;

- Assesses the need and process for qualifying as a Community Development Financial Institution for clean energy deployment in Connecticut; and
- Supports the development of technology performance metrics to ensure that energy production and consumption are achieving their expected outcomes.

MINIMUM QUALIFICATIONS REQUIRED

KNOWLEDGE, SKILL AND ABILITY:

- Demonstrated experience in managing a diverse portfolio of investments in the energy sector, preferably clean energy and energy efficiency project finance;
- Demonstrated experience in innovative product development and management, and fiscal oversight;
- Demonstrated expertise in clean energy and energy efficiency, economic development and environmental protection;
- Ability to evaluate emerging clean energy markets and financing mechanisms;
- Strong communication skills with the financial community;
- Ability to attract capital for clean energy investment in Connecticut;

EXPERIENCE AND TRAINING:

Required:

Masters of Business Administration plus at least seven (7) or more years of general experience in investment or commercial banking in positions of increasing responsibility. Experience in the clean energy and environment project finance sectors.

Special Experience:

Two (2) years of the general experience must have been in a supervisory capacity.

PHYSICAL REQUIREMENTS:

1. Frequent communications, verbal and written
2. Frequent use of math/calculations
3. Visually or otherwise identify, observe and assess
4. Repetitive use of hands and fingers -typing and/or writing

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is frequently required to sit; use hands to finger, handle, or feel; reach with hands and arms and talk or hear. The employee is occasionally required to stand and walk. The employee must occasionally lift and/or move up to 20 pounds. Specific vision abilities required by this job include close vision.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The noise level in the work environment is usually moderate.

CONNECTICUT GREEN BANK
SUCCESSION PLANNING

Jane Murphy

POSITION DESCRIPTION

Title	Vice President Finance and Administration
Reports to	President and CEO
Direct Reports	Accounting Staff
Description	See the attached position description
Division	Corporate
Officer	No
Salary Range	\$131,896-\$211,034

EMPLOYEE INFORMATION

Name	Jane Murphy
Start Date	November 16, 2015
State Service	4 years, 1 month, and 15 days (as of January 1, 2020)
Current Salary	\$145,600
SERS	Tier III
Historical Salary	The following is a breakdown of the position and salary history of the employee – see Table 13.

Table 13. Employment History and Salary with Connecticut Green Bank

Year	Effective Date	Action	Job Title	Salary	Salary Increase
2015	11/16/15	New Hire	Controller	\$90,000.00	-
2016	07/01/16	Merit Adjustment	Controller	\$92,700.14	\$2,700.14
2017	-	-	Controller	\$92,700.14	-
2018	07/01/18	Merit Adjustment	Controller	\$95,481.10	\$2,780.96
2018	11/09/18	Promotion	Controller	\$100,255.22	\$4,774.12
2019	03/01/19	Promotion	VP of Accounting and Reporting	\$140,000.00	\$39,744.64
2019	07/01/19	Merit Adjustment	VP of Accounting and Reporting	\$145,600.00	\$5,600.00

EMPLOYEE DEPARTURE

Likely to Depart	Low
Date to Depart	More than 5 years (unless she wins the lottery!)
Rationale	As someone who has worked in large corporations, at a compensation level much greater than her current compensation at the Green Bank, she wants to work for a mission-driven organization with committed people. The organization is small and nimble enough to get things done and open to new ideas (e.g., Intacct) that she is able to pursue. This is the last job of her career. And she would like to reach 10-years of service to be vested in her pension.
Tactics to Keep	Given the complexity (e.g., subsidiaries) and volume of transactions that the Green Bank does, she must be supported with appropriate human resources (e.g., potentially a Treasurer) to get the job done. If and when she is able to find the time (i.e., once the Accounting Department has stabilized), she would like to take the Yale Clean Energy Financing Certification Program as part of her professional development interests in the finance side of the Green Bank’s business. She will continue to pursue professional development opportunities with respect to the accounting system.

SUCCESSION PLANNING

Difficulty to Fill High
Timeline to Fill Less than 3 months
Current Staff Fill(s) No
Search Method (1) Online advertisement and local media

PROFESSIONAL DEVELOPMENT

Career Path Executive Vice President
Officer
Skills Development When the time is appropriate, she wants to increase her knowledge of clean energy finance.

CONFIDENTIAL

VICE PRESIDENT OF FINANCE AND ADMINISTRATION

Position Grade: 19

Direct Reports: Supervises staff as assigned

Salary Range: \$158,276-\$253,241

Career Series: Corporate

Reports to: President and CEO

Wage Hour Class: Exempt

Hours Worked: 40

SUMMARY

This position is accountable for acting as the Vice President of Accounting and Financial Reporting and for assisting the President in managing the financial operations of the Connecticut Green Bank. This position is accountable for managing the financial accounting, reporting (both internal and external), financial planning and analysis, as well as the day to day management of the accounting department. the Connecticut Green Bank.

The Green Bank, a quasi-public authority, is the nation's first state "Green Bank," leveraging public and private funds to drive investment and scale up clean energy deployment in Connecticut. Working at the Green Bank means being part of a dynamic team of talented people who are passionate about implementing the new green bank model, stimulating the growth of clean energy in Connecticut, strengthening our economy, and protecting our environment.

EXAMPLES OF DUTIES:

- Develops and implements improvements to internal controls and accounting procedures.
- Analyzes and interprets accounting records and reports;
- Supervises financial reporting (both internal and external) financial planning and analysis as well as the day to day management of the accounting department.
- Prepares estimates of projected revenue and expense items as needed.
- Recommends accounting related improvements to business practices such as accounting controls and financial reviews.
- Oversees the cash management function.
- Assists with the preparation of financial forecasts as needed.
- Oversees the annual financial reporting process and the external and internal audits.
- Acts as liaison to state auditors and public auditors.
- Performs other related duties as required.

MINIMUM QUALIFICATIONS REQUIRED

KNOWLEDGE, SKILL AND ABILITY:

Ability to address managerial matters with attention to detail, as well as the facility to keep in mind the larger framework. The ability to analyze and interpret financial statements. Requires considerable knowledge of business operations and general management and the ability to apply relevant State and federal laws, statutes and regulations. Requires considerable ability and willingness to function constructively as a leader of or a participant in one or more teams. Must possess considerable knowledge of and have the ability to apply management principles and techniques. Requires the ability to respond flexibly and adapt to changing circumstances. Requires considerable knowledge of the principles, procedures and applications of information systems. Considerable interpersonal skills which include oral and written communications skills, negotiating skills, strong portfolio valuation skills, and fluency with computer financial spreadsheet applications.

EXPERIENCE AND TRAINING:

A Bachelor's degree in accounting and nine years' employment experience in a combination of fiscal/administrative functions (e.g. accounting, budget management, personnel, payroll, purchasing, or other relevant business or management disciplines).

Substitutions Allowed:

1. A Masters Degree in accounting may be substituted for one (1) additional year of the General Experience.
2. A certification as a Certified Public Accountant may be substituted for one (1) additional year of the General Experience.

PHYSICAL REQUIREMENTS:

1. Frequent communications, verbal and written
2. Frequent use of math/calculations
3. Visually or otherwise identify, observe and assess
4. Repetitive use of hands and fingers -typing and/or writing

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is frequently required to sit; use hands to finger, handle, or feel; reach with hands and arms and talk or hear. The employee is occasionally required to stand and walk. The employee must occasionally lift and/or move up to 20 pounds. Specific vision abilities required by this job include close vision.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The noise level in the work environment is usually moderate.

**CONNECTICUT GREEN BANK
SUCCESSION PLANNING**

Selya Price

POSITION DESCRIPTION

Title	Director of Incentive Programs
Reports to	President and CEO
Direct Reports	Program Staff
Description	See the attached position description
Division	Program
Officer	No
Salary Range	\$109,914-\$175,862

EMPLOYEE INFORMATION

Name	Selya Price
Start Date	February 26, 2010 ²⁸
State Service	10 years, 6 months, 25 days ²⁹ (as of January 1, 2020)
Current Salary	\$145,600
SERS	Tier IIA
Historical Salary	The following is a breakdown of the position and salary history of the employee – see Table 14.

Table 14. Employment History and Salary with Connecticut Green Bank

Year	Effective Date	Action	Job Title	Salary	Salary Increase
2010	02/26/10	New Hire	Associate	\$89,566.10	-
2011	07/01/10	Merit Adjustment	Associate	\$91,805.25	\$2,239.15
2012	10/07/11	Promotion	Manager	\$100,985.78	\$9,180.53
2013	07/01/13	Merit Adjustment	Manager	\$106,095.60	\$5,109.82
2014	07/01/14	Merit Adjustment	Manager	\$111,400.38	\$5,304.78
2014	09/05/14	Promotion	Senior Manager	\$114,742.42	\$3,342.04
2015	07/01/15	Merit Adjustment	Senior Manager	\$119,746.12	\$5,003.70
2016	-	-	Senior Manager	\$119,746.12	-
2017	-	-	Senior Manager	\$119,746.12	-
2018	11/09/18	Promotion	Associate Director	\$125,733.40	\$5,987.28
2019	01/04/19	Merit Adjustment	Associate Director	\$131,999.92	\$6,266.52
2019	03/01/19	Promotion	Director of Infrastructure	\$140,000.00	\$7,999.94
2019	09/01/19	Merit Adjustment	Director of Incentives	\$145,600.00	\$5,600.00

EMPLOYEE DEPARTURE

Likely to Depart	High
Date to Depart	9 months to a year
Rationale	She has always wanted to work in a field that confronts climate change. She didn't think that long-term was an option for her given that the RSIP is ending. She has extraordinary leadership potential as evidenced by receiving the highest merit score (i.e., 360-degree review, progress to targets, and budget management) in her first such review in FY 2019 among her senior staff peers. Her career focus is confronting climate change.

²⁸ Selya Price worked with Manchester Community College from 01/01/05 to 05/30/05 and 08/25/05 to 01/06/06

²⁹ Including all prior state service at Manchester Community College

Tactics to Keep

Continue supporting the Incentive Program business unit, including the management and transition of the RSIP and its staff. Continue to support resource allocation to improve workload management and better allow for professional development. If the Green Bank’s mission is broadened beyond “clean energy” to include “environmental infrastructure” (e.g., resiliency, adaptation, waste, land conservation, etc.), then identify opportunities for her leadership in these new areas of development.

If in the event she decides to leave, the President and CEO is confident that she will provide sufficient notice (i.e., within timeline to fill).

SUCCESSION PLANNING

Difficulty to Fill Low
Timeline to Fill Less than 3 months
Current Staff Fill(s) No, for current position requirements, but yes as the RSIP comes to an end.
Search Method (1) open internal and external search

PROFESSIONAL DEVELOPMENT

Career Path Managing Director
Vice President
Executive Vice President
Officer
President and CEO

Skills Development She has extraordinary potential. She will pursue professional development opportunities (e.g., MBA-like courses, finance, project management, communications, etc.) to continue her leadership advancement within the organization.

CONFIDENTIAL

DIRECTOR OF INCENTIVE PROGRAMS

Position Grade: 18

Direct Reports: Supervises staff as assigned

Salary Range: \$109,914-\$175,862

Career Series: Program

Reports to: President and CEO

Wage Hour Class: Exempt

Hours Worked: 40

SUMMARY

The Connecticut Green Bank (hereafter "CGB"), Director of Incentive Programs oversees all programs and efforts designed to deploy clean energy through incentives by the Green Bank. The Incentive Business's current programs include the Residential Solar Investment Program (RSIP) and the Smart-E Loan program. The Director will be tasked with designing, implementing, and overseeing existing and new (as appropriate) incentive programs to deploy clean energy to properties, fleets, and infrastructure (e.g., grid) in the state.

The Green Bank, a quasi-public authority, is the nation's first state "Green Bank," leveraging public and private funds to drive investment and scale up clean energy deployment in Connecticut. Working at the Green Bank means being part of a dynamic team of talented people who are passionate about implementing the new green bank model, stimulating the growth of clean energy in Connecticut, strengthening our economy, and protecting our environment.

EXAMPLES OF DUTIES:

- Initiates and manages the design of Connecticut Green Bank's Incentive Programs, including the Residential Solar PV Investment Program, the Energize Smart-E Loan Program, and others.
- Works with the Marketing team to develop and implement strategies to increase participation in incentive programs
- Works with the Clean Energy Finance Team to attract private capital to support incentive programs (i.e., SHREC securitization);
- Develops and implements strategies to reduce the cost of residential solar PV systems and ratepayer incentives for the systems;
- Works with the Chief Investment Officer and Vice President of Financing Programs to understand market gaps for incentives;
- Works with the Department of Energy and Environmental Protection and the Energy Efficiency Board, as well as other key stakeholders, to align programs where possible and ensure Green Bank programs take advantage of shared resources and programmatic synergies;
- Ensures all operational (i.e. staff and policies) and organizational (i.e. contracting and reporting) requirements are being implemented and carried out;
- Manages the selection of consultants, where necessary, to support the program in areas where Connecticut Green Bank does not have specific in-house expertise;
- Works in collaboration with the Green Bank Leadership to integrate comprehensive strategies to advance clean energy, including the smooth and orderly transition from incentives upon program completion;
- Works in coordination with the Vice President of Financing Programs in order to ensure that renewable energy and energy efficiency are integrated across all sectors;
- Contributes to the development of Connecticut Green Bank's comprehensive plan with a particular emphasis on strategy related to incentive programs and projects;
- Works with the Board of Directors and the President to lead the development of clean energy programs and initiatives;
- Regularly updates the Board of Directors, with support from the President and Executive Vice President and CIO on the development and progress of incentive programs;

- Represent Connecticut Green Bank on appropriate task forces, committees, and boards relevant to incentives for clean energy;
- Represents Connecticut Green Bank to the public in speaking engagements; and
- Supervises Connecticut Green Bank staff including managers, associates, and assistants.

MINIMUM QUALIFICATIONS REQUIRED
KNOWLEDGE, SKILL AND ABILITY:

- Strong knowledge and experience in clean energy incentives and/or policy;
- Familiarity with the finance and energy industries;
- Considerable experience in program/project management;
- Ability to work in a team environment as a lead contributor, manager, and facilitator;
- Strong knowledge of business operations and general management including supervisory experience;
- Considerable ability to develop programs, manage stakeholder processes toward results, and interpret energy policy;
- Understanding of the interaction in clean energy markets between incentives, finance and demand;
- Demonstrated ability to understand various scientific and energy-related technological principles and applications, and integrate those concepts into the overall project, program, or CT Green Bank;
- Ability to work with external stakeholders including strong facilitation, negotiation, and coordination skills;
- Considerable interpersonal skills, as well as oral and written communications skills;
- Ability to market the benefits of clean energy incentives and financing products to potential customers; and
- Knowledge of State and Federal energy policies and regulations that support clean energy finance.

EXPERIENCE AND TRAINING:

General Experience:

A Bachelor's Degree (but a Master's degree is preferred) in environmental science, engineering, economics, political science, business administration, or related field. Seven (7) to ten (10) years of experience in energy policy and clean energy finance. Experience supervising staff and working across departments is preferred. Experience working with and facilitating collaborative outcomes with various stakeholder groups in energy policy design and project development.

Special Experience:

Two (2) years of the general experience must have been in supervising staff and with full responsibility for a program implementation.

Substitutions Allowed:

1. A Master's Degree in environmental science, engineering, economics, business administration or other related field may be substituted for one additional year of the general experience
2. A professional certification in a relevant field may substitute for one additional year of experience

PHYSICAL REQUIREMENTS:

1. Frequent communications, verbal and written
2. Frequent use of math/calculations
3. Visually or otherwise identify, observe and assess
4. Repetitive use of hands and fingers -typing and/or writing

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is frequently required to sit; use hands to finger, handle, or feel; reach with hands and arms and talk or hear. The employee is occasionally required to stand and walk. The employee must occasionally lift and/or move up to 20 pounds. Specific vision abilities required by this job include close vision.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The noise level in the work environment is usually moderate.

CONFIDENTIAL

**CONNECTICUT GREEN BANK
SUCCESSION PLANNING**

Eric Shrago

POSITION DESCRIPTION

Title	Managing Director of Operations
Reports to	President and CEO
Direct Reports	Operations Staff
Description	See the attached position description
Division	Corporate
Officer	No
Salary Range	\$131,896-\$211,304

EMPLOYEE INFORMATION

Name	Eric Shrago
Start Date	April 29, 2016
State Service	3 years, 8 months, 2 days (as of January 1, 2020)
Current Salary	\$156,398
SERS	Tier III
Historical Salary	The following is a breakdown of the position and salary history of the employee – see Table 15.

Table 15. Employment History and Salary with Connecticut Green Bank

Year	Effective Date	Action	Job Title	Salary	Salary Increase
2016	04/29/16	New Hire	Director of Operations	\$135,000.00	N/A
2017	10/29/16	Merit Adjustment	Director of Operations	\$139,050.08	\$4,050.02
2018	07/01/18	Merit Adjustment	Director of Operations	\$143,221.52	\$4,171.44
2018	11/09/18	Promotion	Managing Director of Operations	\$150,382.70	\$7,161.18
2019	07/01/19	Merit Adjustment	Managing Director of Operations	\$156,398.01	\$6,015.31

EMPLOYEE DEPARTURE

Likely to Depart	Low
Date to Depart	More than 5 years
Rationale	As he and his wife begin to grow their family, stability is important. However, over time, there will be increasing pressures to earn more as the family grows. He wants to get to 10 years in order to be vested for a pension.
Tactics to Keep	He acknowledges that key retention factors for him are the organization’s mission, team, and flexibility. As he begins to build a family, work-life balance will be increasingly important. Although he comes from a family of public servants, over time, there will be more pull towards a need to transition to the private sector in order to provide compensation commensurate with the needs of his growing family. Continuing to advance towards a Chief Operating Officer is his focus within the organization.

If in the event he decides to leave, the President and CEO is confident that he will provide sufficient notice and assistance in order to replace him. He is a committed all-purpose leader within the organization.

SUCCESSION PLANNING

Difficulty to Fill	Difficult
Timeline to Fill	More than 6 months

Current Staff Fill(s) No
Search Method (1) Online advertisement and local media

PROFESSIONAL DEVELOPMENT

Career Path Vice President
Executive Vice President
Officer

Skills Development He wants to increase his knowledge in data science through either an in-depth master's degree program or a reputable certification program.

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MANAGING DIRECTOR OF OPERATIONS

Position Grade: 19

Direct Reports: Supervises staff as assigned

Salary Range: \$131,896-\$211,304

Career Series: Corporate

Reports to: President and CEO

Wage Hour Class: Exempt

Hours Worked: 40

SUMMARY

The Connecticut Green Bank's Managing Director of Operations, Planning, & Impact is responsible for managing, directing, and ensuring effective and efficient operations within the Connecticut Green Bank (CGB). The Managing Director of Operations, Planning, & Impact reports to the President & CEO and serves as a key management team member responsible for ensuring that CGB's everyday activities run smoothly.

The Green Bank, a quasi-public authority, is the nation's first state "Green Bank," leveraging public and private funds to drive investment and scale up clean energy deployment in Connecticut. Working at the Green Bank means being part of a dynamic team of talented people who are passionate about implementing the new green bank model, stimulating the growth of clean energy in Connecticut, strengthening our economy, and protecting our environment.

The Managing Director is distinguished from lower level directors by either its oversight of multiple areas in large operational departments, or the management of program services with agency wide internal and/or significant external impact. The Managing Director is the most highly experienced and specialized within the Director career series. While the core duties may overlap significantly with lower level Directors, the Managing Director is an expert in their field and has full managerial and decision making responsibility on issues of significance and consequence (issues of significance and consequence are: 1. Issues involving the use of personnel (hire, terminate, progressive discipline, etc.); 2. Issues pertaining to the formulation, interpretation, or administration of policy and/or legislation affecting their program area; 3. Issues involving exceptions or deviations from policy or past practice; 4. significant input into issues involving the allocation of financial resources. In addition, a managing director has complete programmatic responsibility and is responsible for coordinating department wide resources (staff, consultants, budget, etc.) as part of overall responsibility for an entire program with significant internal and external impact.

EXAMPLES OF DUTIES:

- Administration and Compliance
 - Administers and coordinates the activities of CGB staff with the focus of handling day to day operating matters;
 - Work with the Chief Legal Officer to ensure adequate control and compliance processes are established;
 - Work with the Chief Investment Officer to ensure adequate risk management and investment compliance processes are established;
 - Coordinate with the VP of Finance and Administration and the EVP and CIO in preparation for and ensuring compliance with "green" standards for the issuance of revenue bonds;
 - Works with staff, management team, and board members to develop, revise and implement policies and procedures and reviews administrative operations to ensure conforms to both statutory requirements and approved policies and procedures;
 - Upgrade and implement an appropriate system of policies, internal controls, standards, and procedures that are consistent with the mission and goals of a green bank;
 - Serves as the Human Resources Designee for the organization to:
 - Collaboratively to identify and find solutions to HR issues, including performance assessment, progressive discipline and employee counseling;
 - Strategically recruit and retain resources;
 - Facilitate training;

- Oversees compensation program and ensures compliance with our policy and procedures and competitive salary levels;
- Recommend and maintain an organizational structure and staffing levels to accomplish company goals and objectives;
- Drive annual review processes;
- Manages and supervises all personnel functions such as payroll, time and attendance systems, workers' compensation and benefits;
- Evaluates organizational culture and effectiveness making recommendations to Sr. Staff for improvement.
- Planning, Budget, & Strategy
 - Works with the President & CEO and the Vice President of Finance and Administration to plan, develop, and implement a comprehensive operating and program budget for ultimate approval by the Board and ensures conformance to that budget;
 - Contributes to the development of the Green Bank's strategic goals and objectives as well as the overall management of the organization;
 - Leads the development and implementation of a comprehensive plan and works with the President & CEO to align resources towards the plan;
 - Facilitate the organization's regular brainstorming and strategic planning;
 - Develops and assists in the implementation of new initiatives and strategic investments;
 - Advise the president and other key members of senior management on financial planning, budgeting, cash flow, investment priorities, and policy matters;
 - Monitor Expenses vs. budget for the organization and work with staff to identify cost savings.
- Organizational Infrastructure
 - Promote a culture of high performance and continuous improvement that values learning, commitment to quality, leadership and initiative;
 - Ensure all operations and resources are aligned to support the work of Green Bank staff including facilities in Rocky Hill and Stamford, management of data systems and information technology and acts as a liaison with vendors in these areas to represent the best interests of the Green Bank;
 - Implement and lead a continuous quality improvement process throughout the program and service areas, focusing on systems/process improvement;
 - Ensures that there are operational systems (information technology and data storage) in place to manage the effective and efficient input of and access to information;
 - Work with staff to identify tools, resources, and improvements needed to enhance efficiency.
- Evaluation, Measurement and Verification
 - Drive and facilitate EMV efforts including studies, surveys, and evaluations across the organization;
 - Identify and codify methodologies used for EMV;
 - In conjunction with marketing develop materials and platforms that highlight the success and impact of specific programs or the organization as a whole;
 - Supervises the Manager of Measurement, Evaluation and Verification and works together to ensure appropriate metrics are in place to evaluate programs and services and develop strategies to improve operations and structures for CGB program functions, including process and work flow procedures, program performance dashboards, and other mechanisms to support effective and efficient operations.
- Asset Management, Optimization, and Risk
 - Establish and maintain systems and processes for monitoring Green Bank Investments for performance in conjunction with the VP of Finance and Administration and the EVP and CIO
 - Work with the program teams to ensure process integrity for Renewable Energy Certificate creation and revenue generation
- Attends Board and committee meetings and may act as a liaison to the Board on any operations matters
- Handles special projects as assigned
- May supervise staff and operations of the Green Bank in the absence of the President and CEO.

- Provides such general management and operational functions and other duties as required.

MINIMUM QUALIFICATIONS REQUIRED
KNOWLEDGE, SKILL AND ABILITY:

- Ability to address managerial matters with attention to detail, as well as the facility to keep in mind the larger mission of the organization.
- Considerable knowledge of principles and practices of public administration with understanding of the clean energy industry.
- Extensive knowledge of operation's management, budgeting and planning.
- Experience with commercial banking set-up and operations is a plus, including data management and systems integration.
- Considerable knowledge of administrative and management principles and techniques.
- Excellent interpersonal skills.
- Considerable ability and willingness to function constructively as a leader of or a participant in one or more teams.
- Excellent oral and written communication skills.
- Ability to coordinate and implement a comprehensive plan.
- Ability to prepare and present effective reports and presentations.
- Considerable ability to exercise judgment, critical thinking and creativity, and to act on own initiative as appropriate.
- Ability to negotiate effectively and considerable ability to respond flexibly and adapt to changing circumstances.

EXPERIENCE AND TRAINING:

General Experience:

A bachelor's degree from a recognized college or university granted in public administration, communications, political science or a related business field and ten (10) plus years professional experience in positions of increasing responsibility that involve organizational management. Administrative experience in the public or private sector preferred.

Special Experience:

Two (2) years of the general experience must have been at the director level (or comparable position) with responsibility for managing people, projects and/or budgets, and may include supervisory or professional experience with management-level responsibilities.

Substitutions Allowed:

1. A Master's degree in business administration or other related field may be substituted for one additional year of the general experience.

PHYSICAL REQUIREMENTS:

1. Frequent communications, verbal and written
2. Frequent use of math/calculations
3. Visually or otherwise identify, observe and assess
4. Repetitive use of hands and fingers -typing and/or writing

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is frequently required to sit; use hands to finger, handle, or feel; reach with hands and arms and talk or hear. The employee is occasionally required to stand and walk. The employee must

occasionally lift and/or move up to 20 pounds. Specific vision abilities required by this job include close vision.

Work Environment:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The noise level in the work environment is usually moderate.

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CONNECTICUT
GREEN BANK SM

845 Brook Street
Rocky Hill, CT 06067

| 300 Main Street, 4th Floor
Stamford, CT 06901

Succession Plan



Employee Handbook

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SECTION 1 INTRODUCTION

Employee Welcome

Welcome to the Connecticut Green Bank (CGB)! We are pleased that you are joining our staff and embarking on an employment career with CGB. We are so pleased to welcome you as you begin this endeavor. CGB develops, invests in and promotes clean sustainable energy sources for the benefit of Connecticut ratepayers. Our most important resource in achieving that vision is you – the employee. The staff at CGB works together and depends upon one another to achieve our vision. We want you to know how much we appreciate the contribution you are making to the continued successful operation of our agency.

This handbook was developed to describe some of the expectations of our employees and to outline the policies, programs and benefits available to eligible employees. These policies and programs are general guidelines under continuous review and are subject to change or discontinuance at any time. Employees should familiarize themselves with the contents of the employee handbook as soon as possible, for it will answer many questions about employment at CGB.

Please read your handbook carefully and keep it for further reference. Please contact the Human Resources if you have any questions or concerns about the information set forth in this handbook. Again, welcome and we wish you the best in your career at CGB.

Agency Purpose and Structure

CGB was established by Connecticut's General Assembly on July 1, 2011 as a part of Public Act 11-. This new quasi-public agency supersedes the former Connecticut Clean Energy Fund. The Green Bank was established by the Governor and Connecticut's General Assembly on July 1, 2011 through Public Act 11-80 as a quasi-public agency that supersedes the former Connecticut Clean Energy Fund. As the nation's first "Green Bank", the Green Bank leverages public and private funds to drive investment and scale-up clean energy deployment in Connecticut. The Green Bank's statutory purposes are:

- To develop programs to finance and otherwise support clean energy investment in residential, municipal, small business and larger commercial projects and such other programs as the Green Bank may determine;
- To support financing or other expenditures that promote investment in clean energy sources to foster the growth, development and commercialization of clean energy sources and related enterprises; and
- To stimulate demand for clean energy and the deployment of clean energy sources within the state that serves end-use customers in the state.

The Green Bank's purposes are codified in Section 16-245n(d)(1) of the General Statutes of Connecticut and restated in the Green Bank's Board approved Resolution of Purposes.

Vision

...a world empowered by the renewable energy of community.

Mission

Confront climate change and provide all of society a healthier and more prosperous future by increasing and accelerating the flow of private capital into markets that energize the green economy.

Goals

To achieve its vision and mission and to demonstrate how Green Bonds Us, the Green Bank has established the following three goals:

1. To leverage limited public resources to scale-up and mobilize private capital investment in the green economy of Connecticut.
2. To strengthen Connecticut's communities by making the benefits of the green economy inclusive and accessible to all individuals, families, and businesses.
3. To pursue investment strategies that advance market transformation in green investing while supporting the organization's pursuit of financial sustainability.

The vision, mission, and goals support the implementation of Connecticut's clean energy policies be they statutorily required (e.g., CGS 16-245ff), planning (e.g., Comprehensive Energy Strategy), or regulatory in nature. For more information about CGB, please visit www.ctgreenbank.com.

Objectives and Scope

This Employee Handbook has been prepared to acquaint you with policies and procedures relating to employment at CGB and to provide a reasonable understanding of expectations so that we may work together effectively. It is a guide to CGB's policies but it does not include every single policy. All employees are expected to be familiar with and abide by the policies in this Handbook.

This Handbook provides information concerning CGB benefits. Please note that CGB benefit plans are defined in legal documents such as insurance contracts and official plan texts. This means that if a question ever arises about the nature and extent of plan benefits or if there is conflicting language, the formal language of the plan documents governs over the informal wording of this Handbook. Plan documents are available for inspection.

This Handbook is not, nor is it intended to be, an express or implied contract of employment, an agreement for employment for any specified period of time, or a guarantee of benefits or working conditions between employee and CGB. CGB does not recognize any contract of employment unless it is reduced to writing and signed by the employee and the President. CGB reserves the right to unilaterally revise, delete, or add to the policies, procedures and benefits within this handbook at any time with or without advance notice. Revisions of policies, procedures and benefits may be made and applied immediately or prospectively, or if not prohibited by law, made effectively with a retroactive date. Additionally, CGB reserves the right to make exceptions or vary from any of the rules, benefits, or policies contained in this handbook in its managerial discretion.

At Will Statement

Employment with CGB is at will, which means that either party may terminate the relationship at any time and for any reason, with or without cause. No manager, supervisor or other agent of CGB has the authority to alter the at-will employment relationship by, for example, making a commitment, express or implied, of guaranteed or continued employment to any employee. An employee's at-will employment status can only be altered by a written contract of employment that is specific as to all material terms and is signed by both the employee and the President of CGB.

Administration of Policy

The President has overall responsibility for directing the implementation and administration of policies and procedures. On a day-to-day basis it is the responsibility of the [Managing](#) Director of Operations and each supervisor to administer all policies and procedures in a manner consistent with the handbook.

SECTION 2 EMPLOYMENT

Orientation

During your first few days of employment, you will participate in an orientation program conducted by Human Resources and various members of CGB, including your supervisor. During this program, you will receive important information regarding the performance requirements of your position, basic company policies, your compensation, and benefit programs. You will be asked to complete all necessary paperwork at this time, such as medical benefit plan enrollment forms, beneficiary designation forms and appropriate federal and state tax forms. You will be required to present CGB with information establishing your identity and your eligibility to work in the United States in accordance with applicable federal law. During your first few weeks, you may be asked to prepare a short bio and scheduled to have your photograph taken for inclusion on our Website and in our annual report.

Please use this orientation program to familiarize yourself with CGB and our policies and benefits. We encourage you to ask any questions you may have so that you will understand all the guidelines that affect and govern your employment relationship with us.

Status of Employment

Employees of CGB are exempt from classified service as provided in Public Act 11-80 of the Connecticut General Statutes. Unlike employees in the classified service, CGB employees do not have tenure. Continued employment is predicated on satisfactory performance of duties, a satisfactory record of attendance, and appropriate conduct with the general public and other employees on the CGB staff as well as continued available work. All CGB employees are considered at will employees.

Conditions of Employment

All new and rehired employees work on an introductory basis for the first six months after their date of hire. Any significant absence (in excess of five consecutive days) will automatically extend an introductory period by the length of the absence. During the six-month introductory period, if any employee's performance is not satisfactory, the employee may be terminated or may be required to serve an extended introductory period.

Acceptance as a regular employee of CGB is contingent upon successful completion of a six month introductory period, which is intended to provide the employee the opportunity to demonstrate his/her ability to achieve a satisfactory level of performance and to determine whether the new position meets his/her expectations. CGB uses this period to evaluate the capabilities, work habits, and overall performance of the new employee.

The existence of the introductory period as described above does not change an employee's at-will status. Employees and CGB may terminate the employment relationship at any time and for any reason during and after the introductory period.

Benefits, eligibility and employment status is not changed during a secondary introductory period that results from a promotion or transfer to a new position within CGB. However, the employee will be required to serve a six-month introductory period to assess his/her job performance in the new position.

Staff Relations

CGB's success depends on its employees' skills, abilities and the manner in which they are used to meet our goals. Our employees are our most important resource to help us succeed and to improve the way we do things. To take full advantage of this resource we need to communicate freely and openly. Usually, it is the employees performing the work who have the

most knowledge about the tasks and processes they use. We encourage employees to help us by taking every opportunity to make us aware of problems of any kind, and suggesting ways we can improve. Employees should feel free to discuss any concern or suggestions they have with their supervisor or any member of management. It is our intent that as a result of open communication, CGB and all of its employees will enjoy a mutually prosperous and satisfying relationship.

Our experience has shown that when employees deal openly and directly with supervisors, the work environment can be excellent, communications can be clear and attitudes can be positive. When you have a suggestion, question, problem or concern, your supervisor is in the best position to respond quickly and accurately, but you should feel free to discuss the issue with the staff in Human Resources.

The working environment at CGB is one that puts staff, supervisors, and administration in a close relationship of mutual respect. Attendance at and participation in group meetings and staff meetings are important. Employees are encouraged and expected to use these meetings as opportunities for raising issues to improve client services, program operation, and staff relations. It is generally during these meetings that most business-related matters are communicated. If an employee is absent from any of these meetings, it is his or her responsibility to catch up with business discussed.

Customer Service Deliverables

At CGB, customer service is a priority. We all have internal and external customers. To that end, we expect each one of our employees to be accountable for the following customer deliverables:

- To respond promptly to customer requests for information or assistance.
- To act as a member of the CGB team and pitch in and assist other staff members as requested.
- To provide a work product that is complete, well-organized and useful to the customer.

Equal Employment Opportunity

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at CGB will be based on merit, qualifications, abilities in relation to the staffing requirements, and business needs. CGB is an equal opportunity employer and does not discriminate in employment opportunities or practices on the basis of race, color, religious creed, sex, marital status, national origin, age, ancestry, mental retardation, physical or learning disability, past or present history of mental disorder, sexual orientation, special disabled veterans or veterans of the Vietnam War status, or any other legally protected status, except in those cases where there is a legitimate, compelling and documented occupational qualification that precludes the hiring or promotion of individuals in any of these protected groups. CGB will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship to CGB. This equal opportunity policy extends to all aspects of the employment relationship, including recruitment, hiring, training, compensation, promotions/transfers, job assignments, discipline and termination. All other policies, such as employee benefits, are also administered based on fair and equal treatment.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor. Employees can raise concerns and make reports without fear of reprisal, either verbally or through the grievance procedure. Anyone engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

Disability Policy (ADA)

As an employer, CGB will not discriminate against any employee or person seeking employment on the basis of a disability, in compliance with the spirit and regulations of the Americans with Disabilities Act (ADA) and all applicable Connecticut law. The purpose of the ADA is to assure that individuals with covered disabilities who are able to perform the essential duties of their job, with or without reasonable accommodation, are given equal opportunity and treatment by their employer and fellow employees. If a qualified employee or employee candidate has an ADA recognized disability; they cannot be denied equal opportunity for employment.

In accordance with the ADA, CGB does not discriminate on the basis of disability in the administration of or access to its programs, services or activities, and is committed to equal employment opportunity for employees and job applicants with disabilities. Employees who violate the ADA by discriminating against an individual with an ADA recognized disability would be subject to disciplinary action up to and including dismissal. Rumors and gossip regarding any employee who has an ADA recognized disease or is assumed to have an ADA recognized disease would not be tolerated under any circumstances. Employees who need a reasonable accommodation must request such accommodations through their supervisor. Employees may be required to submit medical documentation to support their request.

Immigration Law Compliance

All job offers extended to successful candidates are contingent upon the receipt of the required documentation and completion of INS Form I-9.

Only those successful applicants who provide the required documentation and complete Form I-9 will be permitted to begin work.

Former employees who are rehired must also complete the form if they have not completed a Form I-9 with CGB within the past three years, or if their previous Form I-9 is no longer retained or valid.

Conflict of Interest

This policy establishes the general framework within which CGB wishes the business to operate.

Employees have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest and should not have a financial interest in any client. A conflict of interest may exist when the interests or concerns of any director, officer, staff, client, or said person's relatives, or any party, group or organization in which said person has an interest or concern, may be seen as competing or conflicting with the interests or concerns of CGB. No "presumption of guilt" is created by the mere existence of a relationship with outside firms. The employee concerned must disclose any possible conflict of interest to the President. If it is not clear to the employee whether a particular situation or relationship constitutes a conflict of interest, the employee should contact the President.

When a conflict of interest exists regarding any matter requiring action by the Board of Directors, the President shall call it to the attention of the Board of Directors (or its committee).

Outside Employment

Employees may hold a job with another company as long as he/she satisfactorily performs their job responsibilities with CGB. Employees who have additional outside employment for which they receive pay must keep their supervisor and the Human Resources Manager informed of such employment. This outside employment must not interfere with the employee's effectiveness in performing their job responsibilities, and must not conflict with CGB's public image. All employees will be judged by the same performance standards and will be subject to CGB scheduling demands, despite any existing outside work requirements.

If the President and/or his designee decides that an employee's outside work interferes with performance or the ability to meet the requirements of CGB as they are modified from time to time, the employee may be asked to terminate the outside employment if he or she wishes to remain with CGB. Inappropriate behavior believed to be a result of outside employment (abuse of sick time, refusal of overtime, unsatisfactory performance, etc.) will be addressed through normal performance management and/or disciplinary procedures.

Outside employment will present a conflict of interest if it has an adverse impact on CGB. Employees with outside employment must abide by the confidentiality standards that protect CGB's clients.

Employment of Relatives

CGB is committed to the objective treatment of all employees based upon their job performance and the operational needs of CGB. The employment of relatives may cause serious conflicts and problems with favoritism and employee morale. In addition, real or apparent partiality in treatment at work and personal conflicts from outside the work environment can be carried into day-to-day working relationships. Therefore, it is the policy of CGB that relatives of employees will not be considered for employment.

If the relative relationship is established after employment, and there will be a direct reporting relationship or the related individuals will be working within the same department, the parties may be separated by reassignment or termination, if it is deemed necessary by the Human Resources Department and/or the President and/or his designee.

A relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

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Confidential Nature of Work

The protection of confidential information and trade secrets, as defined below, is vital to the interest and the success of CGB. The improper disclosure of confidential information would harm CGB and/or its employee or clients if such information were improperly disclosed to third parties. Accordingly, employees may not at any time during and after termination of employment with CGB, use for any purpose or disclose any confidential information to any third person or party, except as specifically authorized in the course of employment and required for carrying out job duties.

Confidential information includes, but is not limited to, the following examples:

- Any work performed by CGB employees for a client, portfolio company, or applicant.
- Any client, portfolio company or applicant information.
- Compensation data, including salary information.
- Personnel information.
- Financial information.
- Pending projects and proposals.
- Any other information not subject to the State Freedom of Information Act.

Confidential information should not be discussed with others (including family and friends), nor should employees discuss office matters or the affairs of clients, portfolio companies, or applicants generally with each other outside the office or any place where they might be overheard, e.g. on the street, in elevators or elevator lobbies, or at lunch counters. Except when they are certain that it is proper to do so, employees are cautioned against disclosing to callers anything being undertaken by CGB or its employees, clients, companies, or applicants. Likewise, it is important not to leave confidential information on desks at the end of the day or while a visitor is in the office which would allow easy unauthorized access to such information. Upon termination of employment with CGB or whenever requested by CGB, employees must promptly deliver to CGB all work product and all documents and other tangible embodiments of the confidential information and any copies thereof.

The best way to adhere to this policy is to not disclose any information if you are not sure whether such information is confidential information of CGB. Also, if you have any question as to whether certain information is considered confidential, please consult your department manager.

Violations of this policy may provide grounds for legal action against an employee and may result in disciplinary action up to and including termination, even if the employee does not actually benefit from the disclosed information.

Categories of Employment

It is the intent of CGB to clarify the definitions of employment classifications so those employees understand their employment status and benefit eligibility.

Full-Time Regular Employees

Employees who are not in a temporary or introductory status and who are regularly scheduled to work a minimum of 40 hours per week are considered full-time regular employees. Full-time regular employees are eligible for CGB benefits, subject to the terms, conditions, and limitations of each benefit program. Such employees must have successfully completed the six-month introductory period.

Part-Time Regular Employees

Employees who are not assigned to a temporary or introductory status and who are regularly scheduled to work less than 40 hours per week are considered part-time regular employees. Part-time regular employees receive all legally mandated benefits (such as Social Security and Workers' Compensation Insurance). Part time employees who work at least 20 hours per week are generally eligible for other CGB benefit programs on a prorated basis, based on the ratio of their standard hours of work per week to the full time standard for that position. Such employees must have successfully completed the six-month introductory period.

Exempt Employees

Exempt employees will not receive any overtime pay. Exempt employees may be granted compensatory time at the discretion of the President and/or his designee in accordance with the compensatory time policy outlined in Section 4.

Non-Exempt Employees

Non-exempt employees are paid based on the number of hours actually worked and are eligible for overtime pay. Overtime pay will be paid at the rate of one and one-half times (1½) the non-exempt employee's regular rate of pay for all time worked in excess of 40 hours per week. Overtime pay is based on actual hours worked. Thus, if a non-exempt employee is absent during a week when overtime hours have occurred, the absent hours reported will not be considered hours worked in determining a time and one-half overtime payment. An accurate record of non-exempt regular and overtime hours must be maintained for purposes of pay. Time sheets are to be signed by the staff member and by their supervisor, then submitted to Human Resources for processing.

Introductory Employees

Employees who work on an introductory basis as specified in the "Conditions of Employment" are considered introductory employees. Introductory employees who satisfactorily complete the six-month introductory period will be notified of their new employment classification. Any significant absence will automatically extend the introductory period by the length of the absence. If an employee changes jobs during the introductory period, a new six month introductory period shall begin.

Temporary Employees

Employees who are hired as interim replacements to temporarily supplement the work force or to assist in the completion of a specific project are considered temporary employees. Temporary employees hired from temporary agencies for specific assignments are employees of their respective agencies and not CGB. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status.

Consultants

Those independent contractors who are on contract to provide services to CGB. Persons in this category are not CGB employees.

Selection Process, Interviewing and Hiring

The President and/or his designee must approve all new positions or changes to existing position descriptions. Vacant positions to be filled may be posted internally and if necessary posted externally. The immediate supervisor, the President, any manager or director within CGB and/or any person the President designates, may be involved in the interview selection

process. The President has the ultimate responsibility for appointing the candidate to the position.

CGB through the actions and approval of the President reserves the right to transfer or reclassify positions and employees within CGB and restructure their job duties and position without going through the above public process when in the best interest of CGB.

Promotion Policy

CGB is committed to providing employees with opportunities for career advancement. Employees may apply for posted positions, for which they are qualified, provided any such position represents a promotion or advancement.

CGB is committed to implementing a fair and equitable “in-house” promotion policy that will aid in the development of staff to their fullest potential. Full and equal opportunity will be extended to all employees in accordance with CGB’s affirmative action plan.

There is an established career path for most positions within CGB. The career path progression for each position can be found in the job description for that position. If an employee is being promoted within the established career path and within their department, such promotion can be made without posting the position. A current employee shall be eligible for reclassification or promotion to an existing or new position only if such employee has at least six (6) months of service with the Green Bank and meets the minimum qualifications for such position.

If the position is not within the established career path progression, the position will be posted and the selection process outlined above will be followed.

Employment Applications

CGB relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented through the hiring process and employment. Any misrepresentations, falsifications or material omissions in any of this information or data may result in CGB exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

Employment Reference Checks

CGB wishes to ensure that applicants are qualified and have a strong potential to be productive and successful. It is the policy of the CGB to check the employment references of all applicants.

Human Resources will respond to all reference check inquiries from other employers only with the approval of the employee or past employee and in accordance with applicable law. No offer of employment can be made until Human Resources has received satisfactory reference checks.

Performance Management and Review

CGB has a performance management and review process. The objectives of this process are to:

- Provide clear communication between the supervisor and employee
- Identify the employee’s work objectives and expected results
- Identify the employee’s performance strengths and weaknesses
- Assess the need for training
- Aid in decisions about future work assignments
- Determine the employee’s suitability for continued employment

- Determine the employee's eligibility to receive a merit compensation award

CGB believes that all employees should receive prompt, thorough feedback regarding their performance. Formal performance assessments for new hires and newly promoted employees are conducted at the completion of six (6) months. Once an employee has completed an introductory employment period of six months, formal written performance appraisals are conducted annually. Performance evaluations provide employees with the opportunity to express any concerns they have about their jobs, career aspirations, and future with CGB. If an employee is having difficulty in their job, interim evaluations may be conducted to help the employee understand what performance improvements are needed.

All performance assessments are reviewed by the appropriate department head, President and/or his designee and Human Resources.

Personnel Files

CGB maintains a confidential personnel file on each employee. The personnel file includes such information as the employee's job application, resume, records of training, documentation of performance appraisals and salary increases, written warnings or reprimands, and written commendations.

Personnel files are the property of CGB, and access to the information they contain is restricted. Generally, only supervisors and management personnel of CGB who have a legitimate reason to review information in a file are allowed to do so unless otherwise required by law.

Employees will be notified when information is added to their personnel file.

Employees who wish to review their own files should contact Human Resources. With reasonable advance notice, employees may review their own personnel file in the Human Resources Office in the presence of a Human Resources employee.

Updating Personnel Records

Employees must notify Human Resources of any changes in personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of an emergency, etc.

It is the responsibility of each individual employee to promptly notify CGB of any such changes in personnel status.

It is also the responsibility of each individual employee to review bi-weekly payroll deductions (tax withholding, FICA, etc.) for accuracy and report any errors promptly to Human Resources.

SECTION 3 WAGES AND SALARY ADMINISTRATION

General Policy

It is the policy of CGB to maintain a fair compensation program that provides equitable payment for work performed, is competitive with the identified labor market, and ensures compliance with federal and state legislation.

A salary range has been assigned to each position. The compensation for each employee shall be within the minimum and maximum range established for the grade to which the position has been assigned. In rare instances, the President may approve a salary outside the range for which the position has been assigned. Periodically, CGB may revise job descriptions, evaluate individual jobs to ensure they are being compensated appropriately and review job specifications as business needs dictate. Salary ranges may also be adjusted for annual inflation at the discretion of the Board of Director's Budget and Operations Committee.

Hours of Work

The standard workweek for full-time regular employees is currently a minimum of 40 hours. Regular daily work hours are from 8:00 a.m. to 5:00 p.m. Monday through Friday. Where workload or schedules require, some departments may operate outside these regular hours. Supervisors should notify employees of their work schedule. Each employee is responsible for informing Human Resources of any permanent change in usual work hours.

Flexible Time

Under the flextime policy, an employee may be permitted to start and end the workday at times that differ from the standard hours of operation.

Flextime schedules are at the discretion of management, and must be approved in advance by the employee's supervisor and the Department Head.

Employees participating in flextime must have regular daily starting and quitting times that do not vary from day to day.

All full-time regular employees must be at work during the core hours of 9:00 a.m. to 3:30 p.m. No flextime schedules shall begin before 7:00 a.m., or end later than 6:00 p.m.

All employees participating in flextime must work their full scheduled hours per day and take at least a one half-hour lunch break.

Pay Periods

Staff members are paid on a bi-weekly basis. Each paycheck will include earnings for all work performed through the end of the previous payroll. Thus a new employee can expect to receive his/her paycheck up to four weeks from the first day he/she commenced work for CGB.

Employees may have pay directly deposited into their bank accounts if they provide advance written authorization. Direct deposit applications may be obtained from Human Resources. Employees will receive an itemized statement of wages.

For those employees not participating in Direct Deposit, paychecks will be distributed directly to the staff member after 3:00 p.m. every other Thursday. All paychecks not distributed by the end of the business day will be returned to human resources. If a staff member is absent from work and desires other arrangements, he/she will have to contact Human Resources directly to make such arrangements.

Lunch Periods

Employees are generally entitled to a one (1) hour lunch period. All employees must take a minimum of a half-hour for lunch. Scheduling of lunch periods is between the hours of 12:00 P.M. and 2:00 P.M. Lunch hours should be scheduled so that there is coverage at all times. Employees who work in tandem with other employees should schedule their lunch hours so there will always be coverage. If employees must attend to personal business during the workday, they should do so during their scheduled lunch break period. Employees should not work through their lunch period in order to leave early without prior authorization from their supervisor.

Time Sheets

CGB participates in self-service time reporting to the State of Connecticut's payroll system, CORE. Accurately recording time worked is the responsibility of every employee. Time worked is all the time actually spent on the job performing assigned duties. Time sheets must be accurately filled out in accordance with CORE time reporting guidelines and approved by the supervisor. Each employee shall personally record his or her own time, which includes the time they begin and end work and any time that is charged against their leave balances (personal time, vacation time, sick time, etc.). Altering, falsifying, tampering with time records, or recording time on another employee's time sheet may result in disciplinary action, up to and including termination of employment.

Employee time sheets for each two-week pay period must be completed in CORE by noon on the Friday after the pay period. All time sheets must be approved and initialed by the employee's supervisor, including any corrections and backup. Working time is logged in 15 minutes increments. Non-exempt employees, who report to work more than seven minutes late, but less than 15 minutes, must log their starting time at 15 minutes after the normal starting time. Time lost due to reporting to work late may not be made up by staying late at the end of the day or working through lunch periods, unless the employee obtains the prior authorization of his/her supervisor.

Attendance and Punctuality

The ability of CGB to operate smoothly and efficiently depends on regular attendance and punctuality. Absenteeism and tardiness are disruptive and place a burden on other employees. To maintain a productive work environment, CGB expects employees to be consistently reliable and punctual in reporting for work.

In the rare instances when employees cannot avoid being late to work or are unable to work as scheduled, they should personally notify their supervisor before the anticipated tardiness or absence. If the supervisor is not available, employees should notify the Human Resources Manager so that he/she can arrange for coverage during the absence. Employees should also inform their supervisor or the Human Resources Manager of the reason for their tardiness or absence. In case of an emergency where advance notification is not possible, employees must report the absence or tardiness as soon as possible.

An employee's supervisor is responsible for monitoring an employee's attendance. The supervisor should deal with abuses of reporting time. Occurrences of abuse should result in counseling of the employee by the supervisor. Supervisors and Human Resources will monitor unscheduled occasions of absence and Human Resources will determine the action to be taken upon the accumulation of a certain number of unscheduled occasions of absence within a given time period, taking into consideration the following.

- Numbers of days taken;
- The number of unscheduled occasions of absence;

- The pattern of absences
- The employee’s past records; and
- The reasons for the unscheduled occasions of absence.

Although the specific action taken in each instance will be determined by Human Resources in its discretion, the chart below illustrates the actions likely to be taken upon the accumulation of a certain number of unscheduled occasions of absence within a given time period.

Number of Occasions	Within this Time Period	Action Likely to Be Taken
3	3 months	Your attendance record will be reviewed with you to determine contributing problems and possible solutions.
5	6 months	Your attendance record will be reviewed with you to determine contributing problems and possible solutions AND this counseling session will be recorded in a written memo, a copy of which will be maintained in your personnel file.
9	12 months	Your attendance record will be reviewed with you to determine contributing problems and possible solutions AND this discussion will be documented and a copy will be maintained in your personnel file. An “Unsatisfactory” or “Below Threshold” performance appraisal will be given to you for unsatisfactory attendance and dependability unless you give your supervisor documentation explaining the occasions to his/her satisfaction. You will also be notified that receiving two “Unsatisfactory” or “Below Threshold” performance appraisals in a row (for poor attendance or any other reason) is just cause for dismissal.

Poor attendance and excessive tardiness, including failing to report the same in a timely manner, may lead to disciplinary action, up to and including termination of employment. For example, an employee who does not report to work and who has not notified their supervisor of this absence may be terminated unless an acceptable explanation is provided for both the absence and the failure to report.

Absence from the Office

If an employee must be out of the office for business or personal matters, the supervisor must be advised. The employee also should make every attempt to keep their schedule up to date on their Outlook Calendar. If the supervisor is not available, the appropriate department head or the President and/or his designee should be notified. Employees who are working outside the office at meetings or other events should leave a telephone number where they can be reached. These employees are also responsible for checking in and receiving messages.

Procedures for Absences from the office

1. Pre-schedule all vacation time use. Vacation leave shall be requested as far in advance as possible and is subject to CGB's operating needs.
2. Pre-schedule all absences, if possible. You should attempt to schedule all absences (including late arrivals and early departures) in advance with your supervisor. Pre-scheduled and approved use of sick and other types of leave, such as vacation, a doctor's visit or a funeral, will not be counted as an unscheduled occasion of absence.
3. Unscheduled absences. If it is not possible to pre-schedule an absence (including a late arrival or early departure), you must:
 - o notify your supervisor within a ½ hour of the start of the work day;
 - o give the reason for the absence; and
 - o give an estimate of how long the absence will be.
 If the absence is continuous or lengthy, notify your supervisor on a daily basis, or as otherwise required by your supervisor.
4. Exhaustion of sick leave accruals. If you are absent because of illness or injury, but have exhausted your sick leave accruals, you must:
 - o For each absence, have your physician complete a state medical certificate form explaining the reason for your absence, and submit the completed form to Human Resources.
 - o If you wish to use other accrued leave in place of your exhausted sick leave, you must make such a request in writing and submit it to your supervisor or to Human Resources with the completed medical certificate form.
 - o If you fail to follow this procedure, you will be charged with an unscheduled occasion of absence and unauthorized leave for the day.
 - o If you have exhausted all other accrued leave time in addition to your sick leave time, you will be charged with unauthorized leave for the day.
5. Extended Leaves. If you will be absent for an extended period of time because you are sick or injured, you must
 - o Obtain a medical certificate form from Human Resources
 - o Have the form completed by the treating physician stating the reason for the absence and your anticipated return to work date; and
 - o Return the form to Human Resources at the time you return to work.

Telecommuting

Telecommuting is a management option that allows an employee to work at home or an alternate work site; it is not an employee entitlement. The purpose of telecommuting as outlined in Connecticut General Statute 5-248i(a) is to: (1) Increase worker efficiency and productivity; (2) benefit the environment; and (3) reduce traffic congestion." Telecommuting does not change the hours of work.

It should be noted, that as a result of COVID-19, the entire staff of the Green Bank went to full-time telecommuting from [Date 1] to [Date 2] March 16 as a result of Executive Order 2020 07B. As of May 11, 2020 the organization was able to efficiently and effectively maintain the operation during this public health crisis. Telecommuting is a tool that can be used more effectively at the Green Bank to not only be prepared for emergencies, but to also practice on a more regular basis.

An employee may be considered for this option when the following minimum criteria are met:

1. In most instances, the employee must have completed their introductory period and have been performing his/her current job duties for at least 60 days.

Commented [BG5]: You might check with Alex Kovtunenکو who is summarizing all of Governor Executive Orders during COVID-19. Perhaps there is something on telecommuting for state employees that we can reference (i.e., 7B)

2. The employee has requested to telecommute by completing a telecommuting agreement on [sharepointSharePoint](#) which will outline the terms and conditions of their telecommuting arrangement.
3. CGB has determined that the employee's job can be readily and effectively completed at an alternate site.
4. CGB determines that the employee's absence from the office is not detrimental to office operations, overall productivity, the working conditions of other employees, or services to clients and customers.
5. The employee's performance has been satisfactory or better.
6. The employee agrees to abide by the guidelines of the Telecommuting Policy outlined in their telecommuting agreement.

The following guidelines for telecommuting are to be followed in accordance with each employee's individual telecommuting agreement:

1. Each employee must specify a regular telecommuting [day-schedule](#) on their telecommuting agreement including hours to be worked per day, start time, end time, breaks, lunch periods, and duration if this is implemented on a project basis.
[Employees, at manager discretion, may telecommute on an as needed basis.](#)
2. If an employee would like to telecommute in the case of inclement weather, they must [have a signed indicate as such on the "inclement weather" submitted telecommuting agreement on file.](#)
3. Telecommuting is not an entitlement. If business needs dictate the employee's physical presence in the office, the employee is required to report to work.
4. In order to meet the business needs of the agency, an employee may request an adjustment to the telecommuting schedule outlined in this agreement. No adjustment may be made without prior supervisory approval.
- 4-5. [The President may approve of changes to this policy on an interim basis if needed in the event of an emergency or of agency operations and requirements.](#)

Overtime and Overtime Pay

Under the federal Fair Labor Standards Act (FLSA), employees who are covered by FLSA shall be paid time-and-one-half for all hours worked in excess of 40 hours per week. Each position at CGB is determined to be exempt or non-exempt in consultation with the President, ~~the~~ [Managing Director of Operations staff](#) and CGB's attorneys. Exempt employees will not receive any overtime pay. Non-exempt employees are paid based on the number of hours actually worked and are eligible for overtime pay. Overtime pay will be paid at the rate of one and one-half times (1½) the non-exempt employee's regular rate of pay for all time worked in excess of 40 hours per week. Overtime pay is based on actual hours worked. Thus, if a non-exempt employee is absent during a week when overtime hours have occurred, the absent hours reported will not be considered hours worked in determining a time and one-half overtime payment. An accurate record of non-exempt regular and overtime hours must be maintained for purposes of pay. Time sheets are to be [signed-submitted](#) by the staff member and [reviewed and approved](#) by their supervisor [and then submitted to Human Resources through CoreCT](#) for processing.

Merit Compensation

On an annual basis, the President may recommend for approval by the Board of Directors an allocation of funds for merit compensation increases for the staff. A maximum percentage salary increase will be set by the President for those employees with exceptional performance evaluations. Employees shall be compensated according to job performance as determined through the performance management process as administered by CGB.

SECTION 4 TYPES OF LEAVE

Vacation Policy

Vacation is not earned in any calendar month in which an employee is on leave of absence without pay more than five working days. Regular full-time employees will accrue and must use vacation time in accordance with the following schedule:

Years of Service	Vacation Earned	Must Use Annually
0 - 2 years	15 days per year	10 days
2 - 10 years	20 days per year	15 days
Over 10 years	25 days per year	20 days

The maximum number of vacation days an employee will be eligible to earn annually will be 25 days. Generally an employee may not take more than four (4) consecutive weeks at one time in one year. Under extraordinary circumstances, the President and/or his designee may grant exceptions.

All employees will be limited to a maximum carryover annually of 5 days (40 hours) of vacation time accrued during the calendar year. In extraordinary circumstances, such as unusual work circumstances, deadlines, or demands, the President may increase the allowable annual carryover to ten (10) days. The additional time that is carried over must be used during the next calendar year, in addition to all other vacation time required to be used during that calendar year as outlined in the grid above.

Maximum Aggregate Carryover

The maximum aggregate vacation balance permitted to be carried into a new calendar year for employees hired after January 1, 1998, including all vacation hours previously accrued shall be 30 days (240 hours). With approval, the President/CEO may allow a one-time exception to carryover vacation in excess of 30 days (240 hours) into a new calendar year. If the exception is granted, the employee's vacation balance must be at 30 days (240 hours) by December 31st of the new calendar year. Vacation accruals above this amount will be automatically reduced to the maximum aggregate carryover of 30 days/240 hours and all unused vacation time over 30 days (240 hours) will be forfeited.

Employees will be allowed to accrue more than this amount during a given year, however, the maximum aggregate accrual for which an employee will be compensated upon separation is 240 hours. In the event of an involuntary termination where the employee is not given the opportunity to utilize their vacation balance over 240 hours prior to separation, the effective date of the termination will be adjusted to incorporate the employee's unused vacation time over 240 hours and the employee will be paid out in a lump sum for the remaining balance of 240 hours.

Maximum Vacation Hours Paid Out Due To Termination/Resignation

The maximum number of vacation days/hours to be paid upon termination/resignation for employees hired after January 1, 1998 shall be 30 days/240 hours. The maximum for employees hired prior to January 1, 1998 shall be 120 days/960 hours.

Advancing Vacation Time

Vacation time will not be advanced under any circumstances. If an employee wishes to take vacation time, but does not have accrued time available, they may request to take unpaid leave. Such leave may be granted at the discretion of the employee's supervisor and or/ the department head. Vacation time is paid at the employee's base pay rate and can be taken when

earned. Vacation time earned is credited to an employee on a monthly basis based upon the schedule presented above.

*Note – Once an employee is at the maximum vacation balance of 30 days, they must utilize all of their annual accruals or forfeit them.

Accrual Period

Vacation days are accrued on a monthly basis. Employees begin to accrue vacation days the first full month after their date of hire.

Scheduling

To the extent possible, and with sufficient advance notice, vacations will be scheduled as requested by the employee provided that staffing requirements be met as determined by the supervisor. The supervisor will settle conflicts between employees with regard to desired vacation schedules.

A written or electronic request should be filled out by the employee and approved by the Supervisor. Whenever possible, if requesting less than one week of vacation, the request should be presented three days prior to the time requested and if requesting one week or more the request should be presented and approved at least three weeks prior to leave.

Compensatory Time

The President and/or his designee may grant compensatory time for extra time worked by exempt employees, excluding members of the senior management team, for these unique situations provided it conforms to the following criteria:

1. As a general rule, exempt employees at CGB work 40 hours per week. However, these employees are expected to work the number of hours necessary to get the job done. There are some occasions that require an exempt employee to work a significant number of extra hours in addition to the normal work schedule. This does not include the extra hour or two a manager might work to complete normal work assignments in a normally scheduled workday.
- 4-2. ~~(C)~~ The Senior Management Team is defined as those exempt employees with a direct reporting relationship to the President and are at a level of Director or above.
- 2-3. The exempt employee must receive **written authorization in advance** to work extra time by the President and/or his designee in order to record the extra hours as compensatory time. The authorization must include the employee's name and outline the reason(s) for compensatory time. Proof of advance authorization must be retained for audit purposes.
- 3-4. The amount of extra time worked must be significant in terms of total and duration and **occur on weekends or state holidays**.
- 4-5. Extra time worked must be completed at an approved work location.
- 5-6. Compensatory time shall not accumulate by omitting lunch hours or other changes that do not extend the exempt employee's normal workday.
- 6-7. Compensatory time shall not accumulate for travel or commuting purposes.
- 7-8. The number of extra hours worked and the compensatory time taken must be recorded on the appropriate time sheet and maintained by CGB. In no case shall an exempt employee be permitted to take compensatory time before it is earned.
- 8-9. All compensatory time earned January 1 through June 30 will expire on December 31 of the same year, and compensatory time earned July 1 through December 31 will expire on June 30 of the following year. All compensatory time balances will be set to zero on these dates. Any time not used by these dates will not be available.
- 9-10. In no event will compensatory time be used as the basis for additional compensation and shall not be paid as a lump sum at termination of employment.
- 10-11. No more than 8 hours can be earned in a twenty-four hour period.

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Personal Leave

All CGB full time employees are granted three days paid personal leave each calendar year for purposes not covered by vacation or sick leave. Personal days do not require prior approval of the employee's supervisor. Personal time may not be accumulated or carried over to the next calendar year. Employees will not be compensated for unused personal time upon termination of employment. Personal leave days for part time employees will be pro-rated.

General Leave of Absence

Occasionally, an employee may request time off without pay for reasons not covered by any of the other policies. In these cases the employee should submit a written request for a leave of absence to their manager with a copy to the President and/or his designee. The request should clearly state the reason for the request and provide any supporting information to aid in the approval decision. The reason, and the requested length of the leave, will be considered by the President in his/her decision as to whether the employee's medical and other insurance benefits should continue during the leave, if approved. The decision will also be influenced by any limitations imposed by individual insurers.

Bereavement Leave

CGB will grant an employee up to five consecutive workdays off in the event his or her immediate family member dies. If a death occurs while the employee is on vacation, five days absence with pay may be granted in lieu of the employee's vacation period. The immediate family is defined as an employee's spouse, parent, brother, sister, child, grandparent, grandchild, in-law, legal guardian or permanent resident of the employee's household. Additional time may be granted if approved by the supervisor, and charged against vacation or personal time. Employees should notify their supervisor as soon as possible if they have a need for bereavement leave.

Sick Leave

Full-time employees earn 10 sick leave days per year. Part time employees earn sick leave according to the same schedule as full-time employees, but prorated according to their standard part-time hours per week. Sick time is not earned in any calendar month in which an employee is on leave of absence without pay more than five working days.

Sick leave is intended for use in situations such as the following:

- Family illness - the event of a critical illness or severe injury to a member of the employee's immediate family in which the assistance of the employee is required.
- Medical Appointments – for medical, dental, eye examinations, or treatment for which arrangements cannot be made outside of working hours
- Other bereavement - up to three days per calendar year to attend the funeral of persons other than those of the employees' immediate family.

Terminating employees will not be compensated for the balance of unused sick leave except in the case of retiring employees. Qualified retirees will receive payment for one-quarter of accumulated unused sick leave up to a maximum of 60 days.

Sick Leave - Medical Certification Or Examination

CGB may require certification of illness from an employee's physician or a medical examination with another physician to verify the need for continued absence. To be certain that an employee's health permits his or her safe return to work, CGB may require medical certification or an examination by a physician regarding fitness for duty.

An acceptable medical certificate, signed by a licensed physician or other health care provider, will be required to substantiate time off if the medical/sick leave:

- Consists of more than five consecutive working days.
- Is to be applied contiguous to, or in lieu of time taken off as vacation.
- Recurs frequently or habitually, and the employee has been notified.
- When the employee's presence at work will expose others to a contagious disease.

Sick Leave Bank

The CGB Sick Leave Bank is a pool of sick days that has been established by employees of CGB who have made a donation of their accumulated sick days. The Bank is available to members to draw up to ten (10) eight- hour sick days per year in the unfortunate event that they experience a qualified illness or injury.

Sick Leave Bank members will receive benefits in the form of paid sick leave if all of the following requirements are met:

- the member has a medical condition that prevents them from working that has been verified by a Medical Certificate OR a member's immediate family member has a medical condition that has been verified by a Medical Certificate and requires the Sick Leave Bank member's care;
- the member has been out on approved medical leave (paid or unpaid) as described above for at least two consecutive weeks;
- the member has exhausted all of their sick, personal leave and compensatory time and vacation time in excess of 30 days;
- the member has not been disciplined for an absence-related reason for the past 12 months; however a committee comprised of HR and Management may waive this requirement;
- the member has completed a Sick Leave Bank Withdrawal Request Form and it has been approved by human resources;

All requests for utilization of the sick leave bank must be in accordance with the Sick Leave Bank Policy. Please contact Human Resources for a complete copy of the sick leave bank policy.

Family Medical Leave

Purpose

This policy establishes guidelines for leave available to employees of CGB under the federal Family and Medical Leave Act of 1993 ("FMLA") and highlights relevant provisions of Connecticut law.

Eligibility

Employees who have worked at CGB for at least twelve (12) months, and who have worked at least 1,250 actual work hours during the twelve (12) months immediately preceding the start of a leave, are eligible for unpaid leave under the FMLA. ("Hours worked" does not include time spent on paid or unpaid leave). Employees must have worked at CGB for at least six (6) months to be eligible for family/medical leave under Connecticut law.

Reasons for Leave

Leaves under either the state family/medical leave or federal FMLA or a combination of the acts may be taken for the following reasons:

- The birth of employee's child or adoption of a child by the employee (both).
- The placement of a foster child with the employee (federal only).
- The "serious illness" (state) or "serious health condition" (federal) of a child, spouse or parent of an employee.
- The "serious illness" (state) or "serious health condition" (federal) of the employee.

Family Medical Leave Documentation Requirement

The following documents must be submitted in support of an FMLA request:

- **Birth of child:** "Employee Request" (Form HR-1) and Medical Certificate (Form P-33A-Employee) indicating the pre-delivery disability period (if applicable), delivery date and post-partum disability period (if applicable).

- **Adoption:** (both state and federal) or foster care (federal only) of child: "Employee Request" (Form HR-1) and letter from the adoption/foster care agency confirming the event and its effective date.
- **Serious illness/health condition of child, spouse or parent:** "Employee Request" (Form HR-1) and Medical Certificate (Form P-33B-Caregiver).
- **Serious illness/health condition of employee:** "Employee Request" (Form HR-1) and Medical Certificate (Form P-33A-Employee) (only if employee is on paid or unpaid leave for more than five days).

Length of Leave

Under federal FMLA, employees are entitled to 12 weeks of unpaid leave in a twelve-month period. Under state family/medical leave, employees are entitled to a maximum of twenty-four (24) weeks of unpaid leave within a two-year period. The state entitlement is applied **after** the employee has exhausted any sick leave accruals that may be applicable. The state policy allows the substitution of personal leave and vacation accruals; however, this will not extend the 24-week entitlement period.

The 12-month entitlement period for family or medical leave is measured from the initial date of an employee's first leave under this policy, until the end of the applicable 12 or 24-month period. **For leaves eligible under both the FMLA and state family/medical leave, the entitlement periods will run concurrently.**

Requests for Leave

Requests for a family or medical leave must be submitted to Human Resources at least thirty (30) days before the leave is to commence, if possible. If thirty (30) days notice is not possible, please submit your request as soon as practicable under the circumstances. For leaves taken because of the employee's or a family member's serious health condition, the employee must submit a completed medical certification form before the leave begins, if possible. This form may be obtained from Human Resources. If advance certification is not possible, the employee must provide the medical certification within fifteen (15) calendar days of the employer's request for the medical certification. Failure to submit a certification, or submission of an incomplete certification, may delay the use of FMLA leaves, or result in denial of such leave.

Requests for Leave

If an employee takes leave to care for his or her own serious health condition, immediately upon return to work the employee must provide medical certification that the health condition which created the need for the leave no longer renders the employee unable to perform the functions of the job. This certification must be submitted to Human Resources.

Use of Paid Leave

Employees have the option of substituting their accrued paid personal leave and accrued paid vacation for any unpaid portions of federal FMLA taken for any reason other than the employee's own serious health condition. However, where the leave is for the employee's own serious health condition, accrued paid sick leave shall be substituted for unpaid portions of federal FMLA prior to the employee electing the substitution of accrued paid personal and accrued paid vacation leave. The amount of unpaid leave entitlement is reduced by the amount of paid leave that is substituted.

Medical Insurance and Other Benefits

During approved FMLA and/or state family/medical leaves of absence, CGB will continue to pay its portion of medical insurance premiums for the period of unpaid family or medical leave. The employee must continue to pay their share of the premium and failure to do so may result in loss of coverage. If the employee does not return to work after expiration of FMLA leave, the employee will be required to reimburse CGB for payment of medical insurance premiums during the family or medical leave, unless the employee does not return because of a serious health condition or other circumstances beyond the employee's control.

Employees who have state-sponsored group life insurance will be billed directly for the same amount they contributed prior to the leave. In the case of any other deductions being made from paychecks (disability insurance, life insurance, deferred compensation, credit union loans, etc.), employees must deal directly with the appropriate vendor to discuss payment options.

During a leave, an employee shall not accrue employment benefits such as seniority, pension benefit credits, sick, or vacation leave. However, employment benefits accrued by the employee up to the day on which the leave begins, which remain unused at the end of the leave, will not be lost upon return to work. Leave taken under this policy does not constitute an absence under CGB's attendance policy.

Reinstatement

Except for circumstances unrelated to the taking of a family/medical leave, an employee who returns to work following the expiration of a family/medical leave is entitled to return to the job held prior to the leave or to an equivalent position with equivalent pay and benefits. In cases involving the serious health condition of an employee, CGB will require the employee to produce a fitness-for-duty report on which the physician has certified the employee is able to return to work. This requirement protects the employee, co-workers and the public from the negative consequences that can result when an individual returns to work before being medically ready to do so. Therefore, employees who are notified of the need for a fitness-for-duty certification will not be allowed to return to work without it.

Military Leave

Military leave with pay for required military training is available to members of the National Guard or Reserve components of the Armed Forces. Required military leave must be verified through the submission of a copy of the appropriate military orders to Human Resources. A maximum of three (3) weeks per calendar year is allowed for annual field training.

When an employee is ordered to duty at the expiration of his/her field training, as evidenced by special orders, he/she shall receive additional time off with pay provided the period of absence in any calendar year shall not exceed thirty (30) days. No such employee shall be subjected, by reason of such absence, to any loss or reduction of vacation or holiday privileges.

Extended Military Leave (Induction)

Any employee who shall enter the Armed Forces shall be entitled to a leave of absence without pay for the time served in such service, plus ninety (90) days. An employee who leaves employment for the purpose of entering the Armed Forces of the United States shall be reinstated to their former position and duties, providing he/she apply for return to employment within ninety (90) days after receiving a certificate of satisfactory service from the Armed Forces.

This section shall not apply to any employee who has been absent from his/her employment for a period of more than three (3) years in addition to war service or compulsory service and the ninety (90) day period provided for because of voluntary reenlistment.

Jury Duty

CGB recognizes that every citizen has an obligation to perform jury duty when required. CGB encourages cooperation of its employees with this important civic duty.

If an employee is notified to appear in court to qualify to serve as a juror, the staff member must inform Human Resources by presenting the notice in advance of the court appearance date. The employee will receive time off to serve and will receive his/her regular salary during the period of jury service.

Failure to provide such notice will result in CGB charging that time to either personal or vacation leave.

On any day during which the employee's attendance on the jury is not required, he/she shall report to work as usual. On any day in which the court releases jurors before 1:00 p.m., the employee is expected to report to work for the balance of the day.

Holidays

Holiday time off will be granted to all full-time regular employees on the 12 holidays listed below. Part-time employees will be paid only if they are scheduled to work on the date that the holiday falls and their pay for the holiday shall be pro-rated based on their part-time schedule. Temporary employees after ninety (90) days will receive holiday pay if normally scheduled to work on the day of the week on which the holiday falls.

If a recognized holiday falls during an eligible employee's paid absence (e.g. vacation or sick leave), holiday pay will be provided instead of the paid time off benefit that would otherwise have applied.

Paid holidays at CGB are as follows:

New Year's Day	Independence Day
Martin Luther King's Birthday	Labor Day
Lincoln's Birthday	Columbus Day
Washington's Birthday	Veteran's Day
Good Friday	Thanksgiving Day
Memorial Day	Christmas Day

Inclement Weather

When traveling in snow presents a significant danger to staff and clients, cancellations and late openings for the State of Connecticut will be announced on WTIC-AM 1080 or on-line at the Connecticut Department of Emergency Management and Homeland Security website. The President and/or his designee will inform department managers about any early closing times established during the day.

On inclement weather mornings when no cancellation or late openings have been announced, all employees (except those with an approved inclement weather telecommuting agreement) are expected to make a reasonable effort to be at work on time. Any employee who is unable to get to work is expected to notify their supervisor promptly and will have to utilize their personal leave accruals. Failure to notify your supervisor will be treated as an unexcused absence. Those employees with an approved inclement weather telecommuting agreement shall be subject to the terms and conditions of that agreement.

In the event of a situation where our offices will be closed because of a power outage, the following steps will be taken:

- ~~1. We will notify the local media that our offices are closed so we can be added to the official "cancellation list" on television and radio.~~
- ~~2.1. We will implement a "telephone tree" where we will attempt to contact employees via telephone in the event our offices are closed unexpectedly. Senior Staff will work to contact their teams.~~
- ~~3.2. We will send out an email to all CGB staff and advise them that our offices are closed and inform them of next steps. If necessary, we may communicate a conference call number and a time to call in for a teleconference. We will attempt to communicate this information via email if it is operational or the "telephone tree". This conference call will be used to provide information to staff and to arrange continuity of operations in the event of a major emergency.~~

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Community Service Days

Each employee may take up to one paid workday per year to perform community service. Prior approval by the employee's supervisor is required. The community service must be for 501 c 3 or equivalent non-profit organizations. The purpose of this policy is to encourage a range of community service activities by CGB employees. This day with pay will not be charged against any leave balance of the employee. Prior to the date of community service, each employee must provide a written request to their supervisor. Human Resources will determine whether the proposed service and organization meets the intent of the policy. A letter from the organization will be required as documentation of participation.

SECTION 5 EMPLOYEE BENEFITS

Employees of CGB are eligible to participate in the medical, dental and retirement benefits offered to employees of the State of Connecticut. In addition, there are certain benefits offered by CGB that are available to our employees. A summary of these benefits follows.

Workers' Compensation

All employees are covered under the State of Connecticut Workers' Compensation insurance program. This program covers any injury or illness sustained in the course of employment that requires medical, surgical, or hospital treatment. CGB pays the full premium for this coverage. There is no cost to the employee.

Employees who sustain work-related injuries or illnesses should inform their supervisor immediately. No matter how minor an on the job injury may appear, it is important that it be reported immediately. Consistent with applicable state law, failure to report an injury within a reasonable period of time could jeopardize your claim. Supervisors are responsible for calling **MedInsights** at (800) 828-2717 toll-free as quickly as possible, to report any work-related injury sustained by an employee. Supervisors must provide **MedInsights** with the employee's name, home address, home telephone number, description of the injury, and the date and place the injury occurred. Supervisors should also notify Human Resources and the President as quickly as possible of any on the job injury sustained by an employee.

Neither CGB nor the insurance carrier will be liable for the payment of benefits for injuries sustained during an employee's voluntary participation in any recreational, social or athletic activity sponsored by CGB after normal working hours.

Medical Insurance

Employees become eligible for coverage in a comprehensive health insurance program on the first day of the first full month of employment. Enrollment is limited to the date of hire or open enrollment periods (normally the month of May) as outlined by the employer. The details of the plan options and their coverage will be explained by Human Resources and are listed in the explanatory booklets provided by the insurer. A portion of the cost of the medical insurance for dependents must be covered by employee contributions.

Dental Insurance

Employees become eligible for coverage in a dental insurance program on the first day of the first full month of employment. The details of this insurance coverage will be explained by Human Resources and are listed in the explanatory booklet provided by the insurer.

Deferred Compensation

The Deferred Compensation Plan, created in accordance with Section 457 of the Internal Revenue Code, allows you to defer money earned during your peak earning years and receive its value later when you may be in a lower tax bracket. Amounts you elect to defer are before tax dollars and any interest earned or any gains on these dollars are allowed to accumulate without federal income tax obligations until you receive your money.

Participation in the Plan is voluntary. It is your decision, which should be made after considering all options, as well as your plans for the future. A Deferred Compensation Plan is not intended for savings and investments of a short-term nature since monies deferred are generally not available until you separate from State service. For more information regarding deferred compensation, contact Human Resources.

Retirement Plan

Employees of CGB are provided retirement benefits under the State of Connecticut Retirement Plan (SERS). The benefits provided by the plan are described in the Summary Plan Description given to all eligible employees.

Dependent Care Assistance Program

CGB employees are eligible to participate in the State of Connecticut Dependent Care Assistance Program (DCAP). With DCAP you have the opportunity to deposit a portion of your pay into a Dependent Care Spending Account. These dollars are deducted on a pre-tax basis and are used to reimburse you for eligible dependent care expenses. These "pre-tax" dollars are exempt from federal and state income taxes.

When you contribute pre-tax dollars to a reimbursement account, you lower your taxable income; therefore, you pay fewer taxes and increase your spendable income. To receive more information, contact Human Resources.

Life Insurance

Upon employment, CGB provides life insurance coverage at no cost to the employees that work at least 30 hours per week. In the event of an employee's death, life insurance benefits are payable to the person he/she has named as beneficiary. Other benefits such as dismemberment, loss of sight, continuation of insurance are explained in the group certificate. All eligible employees will receive a certificate showing the face value of the policy upon receipt of the application by the insurance company. The amount of coverage is equal to two times the employee's annual salary up to a maximum of \$150,000 worth of coverage.

Group Life Insurance

Upon date of hire, employees can elect to participate in group life insurance offered by the State of Connecticut. Employees become eligible for coverage under the State of Connecticut group life insurance plan after six months of employment. The details of this coverage will be explained by Human Resources and are listed in the plan booklet provided by the insurer. The cost of this option is fully borne by the employee.

Supplemental Group Life Insurance

The State of Connecticut also offers supplemental group life insurance to employees whose gross annual income is at least \$45,000. New employees are eligible for this insurance after six months of employment. This benefit is available for present employees to be initiated or increased during open enrollment, which is usually in May. The cost of this option is fully borne by the employee.

Other Insurance

There are several options for insurance available to our employees through the State of Connecticut. Human Resources will provide updates on these options periodically. Please contact Human Resources for further information.

Disability Insurance

CGB provides short-term and long-term disability insurance coverage for all full time employees. Disability coverage for new employees will commence on the first day of the second full month of employment. Please refer to your certificate booklet for full details, limitations and provisions of the plan.

Connecticut Higher Education Trust Program

CGB employees are eligible to participate in the State of Connecticut's Higher Education Trust Program, Connecticut's 529 College Savings Program (CHET). With CHET, you have the opportunity to deposit a portion of your pay into a higher education savings account. These dollars are deducted on a pre-tax basis and are "pre-tax" dollars are exempt from federal and state income taxes. To receive more information, contact Human Resources.

Employee Assistance Program

The Employee Assistance Program offers assistance to employees having problems of a personal nature that may affect job performance. Services are also available for family members. Some examples of such problems would be drug or alcohol abuse, marital or family difficulties, or other situations that might have an adverse effect on an employee's emotional health. Participation in the program is confidential and free. It will generally include private consultation with a trained counselor who will advise the employee on what services are appropriate to their need. The counselor will normally refer the employee to qualified providers of treatment or counseling, and advise the employee on what services are or are not covered by their health insurance. Any employee needing assistance should contact UCONN EAP at 860-679-2877 or toll-free (in CT) 800-852-4392. The UCONN EAP website is http://www.hr.uconn.edu/employee_assistance.html

Participation in the EAP program does not excuse employees from complying with normal agency policies or from meeting normal job requirements during or after receiving EAP assistance. Nor will participation in the EAP prevent CGB from taking disciplinary action against any employee for performance problems that occur before or after the employee's seeking assistance through the EAP.

The EAP program is there for you and is totally confidential and voluntary.

Credit Union

CGB employees may participate in the Connecticut State Employee's Credit Union. Payroll deductions may be arranged. For more information, telephone CSE Credit Union, Inc., 84 Wadsworth Street, Hartford, CT 06106, (860) 522-5388 (Savings) or (860) 522-7147 (Loans). An employee can open an account by completing an application card and a payroll deduction authorization form, which are available in Human Resources. A check or money order made payable to the Connecticut State Employee's Credit Union must accompany the application and the normal processing time is four (4) weeks.

A change in deduction form may be obtained from Human Resources for employees wishing to stop their deductions. This form must be submitted to CSECU, Inc. The change will take approximately four (4) weeks to become effective.

Other Payroll Deductions

Payroll deductions may be made for U.S. Savings Bonds and the Connecticut State Employees Campaign for charitable giving. Automobile insurance and homeowner's insurance can also be arranged through payroll deduction utilizing a program established by the State of Connecticut. For more information, contact Human Resources.

Direct Deposit

Direct deposit of paychecks to the banking institution of your choice is available. Forms are available from Human Resources. Upon termination of employment, a final paycheck will be issued and not deposited directly.

Benefits Continuation (Cobra)

The federal Consolidated Omnibus Budget Reconciliation Act (COBRA) gives employees and their qualified beneficiaries the opportunity to continue health insurance coverage under CGB's health plan when a "qualifying event" would normally result in the loss of eligibility. Some common qualifying events are resignation, termination of employment, or death of an employee; a reduction in an employee's hours or a leave of absence; an employee's divorce or legal separation, and a dependent child no longer meeting eligibility requirements.

Under COBRA, the employee beneficiary pays the full cost of coverage at CGB group rates plus an administrative fee. CGB will provide each employee with a written notice describing rights granted under COBRA when the employee becomes eligible for coverage under the health insurance plan.

Continuing Education Assistance

Any employee who has satisfactorily completed six months of service (and receives a rating of "meets expectations" or higher as a result of their six month review) and is continuing his/her education in a job related area, or in an area that will assist the employee in upward mobility or promotional opportunities shall be eligible to receive tuition assistance as follows: For credit courses at accredited institutions of higher education, full-time employees will be reimbursed 100% of the cost of tuition and laboratory fees up to a maximum of \$400 per credit taken for undergraduate courses and \$750 per credit for graduate courses. There will be a maximum dollar limit of \$10,000 tuition assistance per employee per fiscal year. Part-time employees who work at least 20 hours per week will be eligible for continuing education assistance on a pro-rated basis based on their work schedule. The employee must maintain an overall rating of "meets expectations" during the annual review process in order to continue to be eligible for assistance under this program.

Requests for tuition assistance must be in writing and will be reviewed and approved by the employee's department head and the President and/or his designee based on individual merits. Management will consider the relevance of the program to the employee's current position, job responsibilities and promotional path prior to approval of the tuition assistance request. The employee must maintain a grade point average (GPA) of C for undergraduate courses and B for graduate courses to continue receiving tuition assistance under this program. If an employee's GPA falls below these minimums, further eligibility for tuition assistance will be suspended until the required GPA is achieved.

Employees interested in applying for tuition assistance under this program should obtain a "Continuing Education Assistance Form" from the Human Resources department and follow the steps below to assure prompt tuition assistance.

1. Complete the Continuing Education Assistance Form and submit it, along with a written request for tuition assistance to your immediate supervisor.
2. The request will be reviewed and if appropriate, approved by your department head and the President.
3. Once approved and subsequent to enrollment in the program, submit a copy of course registrations, invoices and any other related documents to the director of operations for review and payment approval.
4. Upon completion of the semester, the director of operations will require a copy of all grades. Failure to do so may render ~~you one~~ ineligible for tuition assistance for future course. Employees are financially responsible to reimburse CGB for payments made on their behalf under this program if they resign from their employment with CGB within (6) months of the signed date on the most recent consent authorization section of the Continuing Education Assistance Form.

5. Employee Tax Liability: CGB follows the current IRS guidelines pertaining to annual reporting of employee educational benefits. Employees should consult with their tax advisor regarding this matter.

Training

All employees of CGB are encouraged to take advantage of any job-related training opportunities that will enhance their job performance. CGB will pay the cost of any training deemed necessary for its employees.

The following is the procedure for signing up for and attending training.

1. The supervisor and employee will work together to develop a training plan for the employee based on the requirements of the job and the employees specific training needs.
2. The employee initiates a training request form and forwards it to their supervisor for approval.
3. The supervisor determines if the training is necessary, job-related, and if there is adequate office coverage for the employee to attend the training.
4. The employee attends the training and receives a certificate or attendance confirmation.
5. Upon return to the office, the employee forwards a copy of that certificate or attendance confirmation to Human Resources to be added to the personnel file.
6. The employee is responsible for sharing information learned at training that might be useful to other staff. The employee is also responsible for utilizing or practicing the subject material (i.e. computer training) and will be held accountable for the training material.

In addition, there are several training programs mandated for our employees by the State of Connecticut – sexual harassment prevention, diversity training, workplace violence prevention training and ethics training. Human Resources will work with employees to ensure they attend these mandatory training sessions.

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SECTION 6 TRAVEL AND ENTERTAINMENT POLICY

Travel and Entertainment Policy

This policy provides guidelines and establishes procedures for employees incurring business travel and entertainment expenses on CGB 's behalf.

Our objective is to provide employees with a reasonable level of services and comfort while traveling on CGB business. In order to accomplish this objective all employees must have a clear understanding of the policies and procedures for business travel and entertainment.

Responsibility and Enforcement

The employee is responsible for complying with the travel and entertainment policy. An expense report form must be completed by the employee within 30 days of incurring the expense to request reimbursement for travel and entertainment expenses.

The employee's supervisor is responsible for reviewing and approving expense reports prior to their submission.

CGB assumes no obligation to reimburse employees for expenses that are not in compliance with this policy or are not submitted within 30 days of incurring the expense.

Who to Call About Travel Policy Questions

Any questions, concerns, or suggestions regarding this travel policy should be directed to the Finance Department.

Airline Class of Service

All ~~domestic~~ air travel must be in Coach class. Employees are expected to use the lowest reasonable airfare available.

Upgrades for ~~Domestic~~ Air Travel

Upgrades at the expense of CGB are **NOT** permitted. Upgrades are allowed at the employee's personal expense.

Unused/Voided Airline Tickets

Unused airline tickets or flight coupons must never be discarded or destroyed as these documents may have a cash value. To expedite refunds, unused or partially used airline tickets must be returned immediately to the designated department employee. Do not send unused tickets to the airlines, or include them with expense reports.

Lodging

Employees are entitled to stay in a single room with a private bath. Employees may accept room upgrades to suites or executive floor rooms if the upgrade does not result in additional cost to CGB.

Room Guarantee / Cancellation and Payment Procedures

It is the responsibility of the employee to cancel the room prior to the deadline if business needs require a change in travel plans (cancellation deadlines are based on the local time of the property). Employees should request and record the cancellation number for potential billing disputes.

Rental Car

Rental Car Guidelines

- Employees may rent a car at their destination when:
- It is less expensive than other transportation modes such as taxis, Uber, Lyft, airport limousines and airport shuttles.
- Entertaining customers.
- Employees may reserve rental cars in advance if that is the most reasonable and cost effective means of transportation.

Rental Car Categories

CGB reimburses the costs of Compact or Intermediate class rental cars. Employees may book a class of service one-level higher when:

- Entertaining customers.
- The employee can be upgraded at no extra cost to CGB.
- Transporting excess baggage such as booth displays.
- Pre-approved medical reasons preclude the use of smaller cars.

Rental Car Insurance

Employees should decline all insurance coverage when renting a car for CGB use as CGB has suitable coverage in our general liability policy to cover these situations.

RENTAL CAR CANCELLATION PROCEDURES

Employees are responsible for cancelling rental car reservations. Employees should request and record the cancellation number in case of billing disputes. Employees will be held responsible for unused car rentals that were not properly cancelled.

Returning Rental Cars

Every reasonable effort must be made to return the rental car:

- To the original city unless pre-approved for a one-way rental.
- Undamaged (i.e., no bumps, scratches or mechanical failures).
- On time, to avoid additional hourly charges.
- With a full tank of gas.

Reimbursement for Personal Car Usage

Employees will be reimbursed for business usage of personal cars on a fixed scale as determined by CGB's mileage allowance. The mileage allowance is updated once a year in January and follows the mileage allowance set by the Internal Revenue Service. When working out of the office or out of town, any commute time clocked which is less than your normal daily commute is not reimbursable. Employees will not be reimbursed for any repairs to their personal car even if these costs result from business travel. To be reimbursed for use of their personal car for business, employees must provide on their expense report:

- Purpose of the trip.
- Date and location.
- Receipts for tolls, parking.

Ground Transportation to and from Terminals

The most economical mode of transportation should be used to and from airports and bus and rail terminals when the employee is not accompanying a customer. The following modes of transportation should be considered:

- Public transportation (buses, subways, taxis, Uber, Lyft).
- Hotel and airport shuttle services.
- Personal car.

Personal/Vacation Travel

Combining Personal With Business Travel

Personal vacation travel may be combined with business travel provided there is no additional cost to CGB. Corporate credit cards must **NOT** be used to pay for personal/vacation travel.

Spouse / Companion Travel

A spouse or other individual may accompany an employee on a business trip at the employee's expense. CGB will not reimburse travel and entertainment expenses incurred by a spouse or other individual accompanying an employee on business unless:

- There is a bona fide business purpose for taking the spouse or other individual.
- The expense incurred would otherwise be reimbursable; and
- There is prior approval from the President.

Telephone Usage

Business Phone Calls

Employees will be reimbursed for using their personal cell phone or home phone for business phone calls that are reasonable and necessary for conducting business. Expenses must be substantiated with the original telephone bill. The finance department maintains a cell phone reimbursement policy. If you are contemplating using a cell phone for business purposes on a regular basis, contact the finance department to obtain a copy of the policy.

Airphone Usage

Employees will be reimbursed for using an airphone only in an emergency or if critical business issues necessitate its use.

Travel Insurance Coverage

Expenses for additional travel insurance coverage will not be reimbursed.

Meals and Entertainment

Personal Meal Expenses

Personal meals are defined as meal expenses incurred by the employee when dining alone on an out-of-town business trip. Employees will be reimbursed for personal meals according to actual and reasonable cost incurred.

Business Meal Expenses

Business meals are defined as those taken with clients, prospects or associates during which a specific business discussion takes place. Employees will be reimbursed for business meal expenses according to actual and reasonable cost.

Business Meals Taken With Other Employees

Employees will be reimbursed for business-related meals taken with other employees only in the following circumstances:

- When a client is present.
- When, for confidentiality reasons, business must be conducted off CGB premises.
- When traveling together for business.

Meal costs for social occasions, such as employee birthdays; secretary's day, etc. are not classified as business meals or entertainment expenses.

Entertaining Customers

Entertainment expenses include events that include business discussions, which take place during, immediately before or immediately after the event, are eligible for reimbursement for entertaining customers, with the prior approval from the President.

Tipping

Tips included on meal receipts will be reimbursed. Any tips considered excessive will not be reimbursed. As a general rule, employees should not tip more than 15% to 20% of the cost of the meal.

Other types of tips for porters, maid service, etc. should be reasonable.

Payment for Meals and Entertainment

When more than one employee is present at a business meal, the most senior level employee should pay and expense the bill.

Documentation Requirements

A receipt must be submitted with the expense report for any individual meal or entertainment expense. If a receipt is lost or destroyed, the President or Vice President Finance and Administration must approve the expense. In addition, for business meals and entertainment expenses, the following documentation is required and must be recorded on the expense report:

- Names of individuals present, their titles and company name.
- Name and location of where the meal or event took place.
- Exact amount and date of the expense.
- Specific business topic discussed.
- In the case of entertainment events, the specific time the business discussion took place (i.e. before, during or after the event).

Corporate Charge Card

The President and/or his designee must approve the issuance of a corporate charge card.

Personal Use of Corporate Charge Card

Corporate charge cards are intended for business use. Corporate charge cards must **NOT** be used for personal expenses and use of the corporate charge card for personal expenses will result in termination of the card.

Reporting Lost / Stolen Cards

A lost or stolen corporate charge card must be reported to the card issuer and director of operations as soon as the employee discovers it is missing. Statistics on stolen charge cards indicates that unauthorized use of stolen cards is greatest in the first few hours after the theft.

Expense Reporting

An expense report form is required to be completed to request reimbursement for incurred eligible travel and entertainment expenses.

The expense report form is located under Templates in the Shared Drive. The form will automatically calculate mileage reimbursements, total expenses by day and by type and calculate the net amount due the employee.

The expense report is to be completed and submitted for reimbursement in a timely manner. Expense reports should be submitted within one week of incurring the expense. CGB will assume no obligation to reimburse employees for expenses that are not submitted within 30 days of incurring the expense.

The type of expense and dollar amount must be separated on a **daily basis**. For example: a hotel bill may include meals, lodging and telephone expenses. Each category must be split and entered in the appropriate space on the expense report form with expenses allocated for each travel day.

Approval / Authorization Process

All expense reports must be approved by the employee's immediate supervisor and then forwarded to the Finance Department. The President's expense report will be approved by the Vice President Finance and Administration. Individuals approving expense reports are responsible for ensuring:

- The correctness, reasonableness and legibility of entries.
- Applicable receipts are attached.
- Charges are consistent with policy and were incurred for business purposes.
- Expenses are adequately explained.
- The expense report is signed by the employee.

In accordance with present rules and guidelines, charges that are questionable should be discussed with the employee and resolved **before** the expense report is approved.

Expense Report Review

The Finance Department will review each employee expense report for:

- Approval signatures.
- Business purpose.
- Correct totals.
- Supporting documentation and receipts.
- Policy compliance.

The Finance Department will not reimburse any expense that is not in compliance with CGB's travel and entertainment policy.

Examples of Acceptable Documentation:

- Air/Rail - original passenger coupon.
- Hotel - hotel folio plus charge card receipt or other proof of payment.
- Car Rental - rental car agreement plus charge card receipt or other proof of payment.
- Meals/Entertainment – charge card receipt or cash register receipt.
- Receipts for all miscellaneous expenses over \$10.00.

Receipts must include the name of the vendor, location, date and dollar amount of the expense. When a receipt is not available, a full explanation of the expense and the reason for the missing receipt is required.

Incorrect or Incomplete Expense Reports

Expense reports that are incorrect or incomplete will be returned to the employee for corrective action and may result in delay or non-reimbursement of specific items. Violating CGB policy or altering of receipts can result in disciplinary action up to and including termination.

Employees Will Not Be Reimbursed for the Following Items:

- Airline club membership dues.
- Airline headsets.
- Airline drinks.
- Airline or personal insurance.
- Annual fees for personal credit card.
- Barbers and hairdressers.
- Birthday lunches.
- Car washes.
- Cellular phone repairs. (note that employees will be reimbursed for business use on their cellular phones pursuant to the CGB Mobile Communications Policy.
- Child care.
- Clothing (i.e. socks, pantyhose, etc.).
- Expenses for travel companions/family members.
- Expenses related to vacation or personal days while on a business trip.
- Flowers or gifts for employees or customers (unless approved by the President or a Vice President).
- Gum, candy or cigarettes.
- Health club facilities, saunas, massages.
- Hotel movies.
- Hotel room refrigerator items.
- Hotel laundry and valet services unless the trip exceeds five consecutive days.

- Interest or late fees incurred on a personal credit card.
- Loss/theft of cash advance money or Company-paid airline tickets.
- Loss/theft of personal funds or property.
- Magazines, books, newspapers, subscriptions.
- Mileage for travel between home and office/work site.
- “No show” charges for hotel or car service.
- Optional travel or baggage insurance.
- Parking or traffic tickets.
- Personal accident insurance.
- Personal entertainment, including sports events.
- Personal toiletries.
- Pet care.
- Postage costs, postcards (sent to fellow employees).
- Shoe shine.
- Short term airport parking (except for 1 day trips only)
- Unexplained or excessive expenses which are not within the intent of CGB policy will not be reimbursed.

All employees must review this policy and sign the acknowledgement form found in the Appendix and return it to Human Resources.

SECTION 7 GENERAL RULES OF CONDUCT

(C) ~~INTRODUCTION:~~ Ethical conduct is a core value of ~~C~~the Connecticut Green Bank and all board members and employees of ~~C~~CGB are expected to maintain the highest professional standards in the conduct of their duties. In particular, ~~C~~CGB employees are considered to be “state employees” and members of ~~C~~CGB’s Board of Directors are considered to be “public officials”. A copy of the Public Officials and State Employees Guide to the Code of Ethics (the “Guide”) is attached for ~~reference~~reference. You may also access both the Code of Ethics and the ~~B~~Guide on the Office of State Ethics website at www.ct.gov/ethics by clicking on “Statutes and Regulations” and “Public Official and State Employee Information”, respectively.

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General Rules of Conduct

To ensure orderly operations and provide the best possible work environment, CGB expects employees to follow rules of conduct that will protect the interests and safety of all employees and the organization. Although it is not possible to list all the forms of behavior that are unacceptable, the following are examples of infractions that may result in disciplinary action, up to and including termination of employment:

- Theft or inappropriate removal or possession of property of CGB, clients or other employees.
- Dishonesty or misrepresenting, falsifying or providing misleading records including, but not limited to, employment applications or resumes, time keeping records, client records, expense requests, etc.
- Working under the influence of alcohol or illegal drugs.
- Possession, distribution, manufacturing, sale, transfer, or use of alcohol or illegal drugs in the ~~work-place~~workplace, while on duty.
- Fighting, wrestling, horseplay, or threatening violence in the workplace.
- Insubordination or other disrespectful conduct including, but not limited to, refusal to perform assigned work.
- Refusal to do assigned work, use of obscene or vulgar language, or other disrespectful conduct.
- Taking any action detrimental to CGB, fellow employees, clients or visitors.
- Unsafe behavior and/or violation of safety or health rules.
- Sexual or other unlawful or unwelcome discrimination or harassment.
- Possession of dangerous or unauthorized materials, such as explosives or firearms, in the workplace.
- Excessive absenteeism, tardiness, or any absence without notices.
- Unauthorized use of telephones, mail system, or other employer-owned equipment for personal use or other unauthorized operation.
- Sleeping, loafing, failure to demonstrate a professional behavior in carrying out assigned tasks.
- Soliciting, gambling, taking orders, selling tickets, collecting or contributing money for any unauthorized cause.
- Engaging in outside business activities that conflict with CGB’s interests or interfere with proper performance of job duties.
- Failure to report a work-related injury immediately.
- Unauthorized use or the willful damage, abuse or destruction of CGB property or the property of others.
- Violation of CGB’s personnel policies and/or rules.

- Unsatisfactory work performance.

The examples listed above are not intended to cover all situations that may result in disciplinary action, but are only intended to be guidelines as to what are considered improper standards of work conduct. Also, this policy does not alter the at-will nature of an employee's employment with CGB.

If any employee's behavior or interactions jeopardize positive working relationships with clients, and render the employee unable to fulfill the responsibilities of his/her position, or place CGB at risk of liability, the employee will be subject to review and possible disciplinary actions. It is important for all employees to conduct themselves in a way that is fair to each other and to our common objective of delivering quality services.

Personal Appearance

The nature of our business at CGB puts us in frequent contact with clients and the public. We enjoy an excellent reputation among the energy community in Connecticut. While there are many reasons for this reputation, one of the ways to help maintain it is for all staff to present a professional image to the community. It is important that they have confidence in the staff, and the staff members have confidence/pride in themselves when transacting business. To help present this image and foster public confidence, staff members must dress appropriately for their work assignments and use common sense and good judgment in their appearance. Employees with questions regarding what is deemed appropriate dress for his/her work assignments should discuss this with his/her supervisor. CGB reserves the right to determine individual compliance with the policy in all questionable cases.

Personal Appearance Guidelines

Staff will wear clean and well-maintained attire appropriate to the type of work they do. Shoes are required and must also be well-maintained. Good grooming is required. Formal business attire may be expected for internal and external events such as board meetings, hearings, presentations, and meetings.

Business casual attire (ties are optional) is acceptable for all other occasions. In compliance with this policy, the following are examples of unacceptable attire:

- torn, patched/faded clothing
- athletic wear, e.g. sneakers, shorts, t-shirts, skorts, etc.
- halter tops
- tube tops
- rubber soled flip flops
- blue denim clothing (unless on a designated "Jeans for Charity" Day)
- shorts (any pant or slack that ends above the knee)
- shirts with slogans or large letter advertising

Commented [MD9]: Necessary to prohibit this? I don't believe we do Jeans for Charity anymore and jeans have become more prevalent in the office.

Freedom from Harassment

CGB is committed to treating its employees with dignity and respect. All employees have a right to be free from racial or ethnic slurs, unwelcome sexual advances, or any other verbal or physical conduct that constitutes harassment. CGB is committed to providing a work environment that is free of discrimination and unlawful harassment.

Sexual harassment is unlawful under federal and state law. The CGB statement on Sexual Harassment and the Equal Employment Opportunity Commission "Guidelines on Discrimination Because of Sex" provide that unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment.
- Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting that person.
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Actions, words, jokes, or comments based on an individual's sex, race, ethnicity, age, religion, or any other legally protected characteristics will not be tolerated. As an example, sexual harassment (both overt and subtle) is a form of employee misconduct that is demeaning to

another person, undermines the integrity of the employment relationship, and is strictly prohibited.

Sexual, racial, ethnic, or other unlawful harassment of employees by supervisory or non-supervisory employees of CGB, or by non-employees (including clients) will not be tolerated. All members of CGB management and supervision have the explicit responsibility to take immediate corrective action to prevent any sexual, racial, ethnic or other harassment.

Any employee who wishes to report an incident of unlawful harassment should promptly report the matter to his or her supervisor. If the supervisor is unavailable or the employee prefers to report the incident to someone other than the supervisor, he or she should immediately contact the Human Resources designee or any other available manager.

Anyone engaging in unlawful harassment will be subject to disciplinary action, up to and including termination of employment.

Sexual Harassment

Title VII of the Civil Rights Act of 1964, which is a federal law and Connecticut law, prohibit sexual harassment. CGB will not tolerate sexual harassment in the workplace. No employee- either male or female-should be subject to unwelcome verbal or physical conduct that is sexual in nature or shows hostility to the employee because of the employee's gender. Sexual harassment does not refer to occasional compliments of a socially acceptable nature. It refers to behavior that is not welcome, that is personally offensive, that debilitates morale, and that, therefore, interferes with work effectiveness.

Management Responsibility

Management at all levels of CGB is responsible for preventing sexual harassment in the workplace. This responsibility includes immediately reporting conduct by anyone, whether a coworker, supervisor, or non-employee, that may constitute sexual harassment, even if the conduct was sanctioned and regardless of how awareness of conduct was gained.

Prohibition Against Sexual Harassment

CGB strictly enforces a prohibition against sexual harassment of any of its employees. Sexual harassment prohibited by state and federal law and by this policy includes the following conduct:

- Unwelcome verbal or physical conduct of a sexual nature when submission to such conduct is made either an explicit or implicit term or condition of any individual's employment (such as promotion, training, timekeeping, overtime assignments, leaves of absence); or
- Unwelcome verbal or physical conduct of a sexual nature when submission to or rejection of such conduct by an individual is used as the basis for employment decisions; or
- Unwelcome verbal or physical conduct of a sexual nature when the conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment; or
- Unwelcome verbal or physical non-sexual conduct that denigrates or shows hostility toward a person because of his or her gender when the conduct has the purpose or effect of substantially interfering with an individual's work performance, or creating an intimidating, hostile, or offensive work environment.
- Sexual harassment is a form of sexual discrimination, and neither sexual harassment nor discrimination will be tolerated.

Examples of Conduct Prohibited By This Policy Include:

- Offering or implying an employment-related reward (such as a promotion or raise) in exchange for sexual favors or submission to sexual conduct;
- Threatening or taking a negative employment action (such as termination, demotion, denial of a leave of absence) if sexual conduct is rejected;
- Unwelcome sexual advances or repeated flirtations;
- Graphic verbal commentary about an individual's body, sexual prowess or sexual deficiencies;
- Sexually degrading or vulgar words to describe an individual;
- Leering, whistling, touching, pinching, brushing the body, assault, coerced sexual acts, or suggestive, insulting, or obscene comments or gestures;
- Asking unwelcome questions or making unwelcome comments about another person's sexual activities, dating, personal or intimate relationships, or appearance;
- Conduct or remarks that are sexually suggestive or that demean or show hostility to a person because of that person's gender (including jokes, pranks, teasing, obscenities, obscene or rude gestures or noises, slurs, epithets, taunts, negative stereotyping, threats, blocking of physical movement);
- Displaying or circulating pictures, objects, or written materials (including graffiti, cartoons, photographs, pinups, calendars, magazines, figurines, novelty items) that are sexually suggestive or that demean or show hostility to a person because of that person's gender;
- Retaliation against employees complaining about such behaviors;
- Harassment consistently targeted at only one sex, even if the content of the verbal abuse is not sexual;
- Sexually suggestive or flirtatious letters, notes, e-mail, or voice mail

This policy covers all employees. CGB will not tolerate, condone or allow sexual harassment whether engaged in by fellow employees, supervisors, and associates or by outside clients, opposing counsel, personnel or other non-employees who conduct business with this agency.

General Harassment

Actions, words, jokes or comments based on an individual's sex, race, ethnicity, age, religion or any other legally protected characteristic will not be tolerated. Such conduct can unreasonably interfere with work performance and create an intimidating, hostile and offensive work environment.

We expect all employees to consider at all times the effect your words and actions may have on those with whom you work. While you may feel that your behavior is harmless, it is the way your words and actions are perceived by others that counts.

Please do not assume that the agency is aware of a harassment situation. It is in your best interest and your responsibility to bring your complaints and concerns to management's attention so that the issue may be resolved.

Complaint Process

Should you ever experience any job harassment problem, please exercise the steps in our agency Grievance Procedure (outlined in Section 7 of this handbook), or at your option, you may directly contact Human Resources. You may expect prompt and concerned reaction to your problem. Any employee engaging in unlawful harassment will be subject to disciplinary action, up to and including termination.

Sanctions

Any employee found to have engaged in sexual harassment or sexual discrimination will be subject to appropriate discipline, up to and including discharge.

No Retaliation

This policy also prohibits retaliation against employees who bring sexual harassment charges or assist in investigating charges. Retaliation in violation of this policy may result in discipline up to and including termination. Any employee bringing a sexual harassment complaint or assisting in the investigation of such a complaint will not be adversely affected in terms and conditions of employment, nor discriminated against or discharged because of the complaint.

All employees must review this policy and sign the acknowledgement form found in the Appendix and return it to Human Resources.

Confidential Disclosure Policy

Instructions: Please read this Confidential Disclosure Policy form carefully, then sign and return this form to Human Resources.

I understand that in connection with my work for CGB, I may be exposed to or given confidential or proprietary information belonging to CGB and others, including, but not limited to, information concerning trade secrets, business, products, finances, personnel information, and plans of CGB or CGB's clients, portfolio companies and applicants, (the Confidential Information). Without limitation, examples of Confidential Information are: drawings, manuals, notebooks, reports, models, inventions, formulas, processes, machines, compositions, computer programs, accounting methods, financial information, business and marketing plans and information systems.

Some of the Confidential Information may belong to or relate to "publicly held" companies and may include "inside information" which is not available to the public. My employment by CGB creates a relationship of special confidence and trust between me and CGB with respect to the Confidential Information.

I agree as follows:

1. I will not, either during or subsequent to my employment by CGB, (1) publish or otherwise disclose Confidential Information except to persons who may from time to time be designated by CGB as proper recipients of such Confidential Information or (2) use the Confidential Information (including any inside information) either for the benefit of myself or for the benefit of anyone other than CGB. If I have any questions regarding whether any information is Confidential, I will ask my supervisor for instructions and will not disclose such information unless otherwise instructed by my supervisor.
2. The Confidential Information will remain at all times the property of CGB or the rightful owners thereof notwithstanding its disclosure to me.
3. I will promptly disclose to CGB all materials, innovations, studies, writings or other works created or developed by me as a result of tasks assigned to me by CGB or exposure to the confidential Information ("Work Product"). I agree that all ("Work Product") shall be the sole property of CGB and that CGB shall be the sole owner of all copyrights and other intellectual property rights related thereto. I hereby assign to CGB any and all rights which I may have or acquire in any Work Product and agree to assist CGB in every way (but at CGB's expense) to obtain or enforce copyrights and other interests in the Work Products as CGB may desire.
4. Upon termination of my employment with CGB or whenever requested by CGB, I will promptly deliver to CGB all Work Product and all documents and other tangible embodiments of the Confidential Information and any copies thereof.

Confidential Disclosure Policy

This agreement supersedes and replaces any existing agreement between CGB and me relating generally to the same subject matter. It may not be modified or terminated, in whole or in part, except in writing signed by an authorized representative of CGB. Discharge of my undertakings in this agreement shall be an obligation of my executors, administrators, or other legal representatives or assigns.

All employees must review this policy and sign the acknowledgement form found in the Appendix and return it to Human Resources.

Computer Use Policy

Purpose

Your computer is a CGB resource and is subject to the same rules as other CGB resources. The purpose of this policy is to ensure that employees understand the guidelines governing computer and other electronic communications (including tablet computers and mobile phone^s) use with regard to Internet access, email, other electronic communications, software licensing, security and personal use, in particular.

This policy cannot provide rules and guidance to cover every possible situation. Instead it is designed to express CGB's philosophy and set out the general principles that employees should apply when using company computers and technology. These policies apply to all CGB employees and staff (consultants, third-party contractors and administrators).

This policy does not cover health and safety issues.

Issues not directly addressed in this policy or in some other written form are to be decided by HR and/or CGB management should the need(s) and situation(s) arise. Further policy documents are forthcoming to cover specific areas of acceptable use as technology is deployed.

Unless otherwise stated, violation of these policies may result in disciplinary action, up to and including termination and/or legal action.

General

CGB provides employees and staff with personal computers (PCs), printers and other computer equipment as necessary to perform their job. Employees should not expect the latest hardware or software releases to be provided unless there is a business reason to do so.

CGB encourages the use of email, voicemail, online services, the Internet and Intranet as they can make communication more efficient and effective. In addition, they can provide valuable sources of information about vendors, customers, competitors, technology and new products and services. Pursuant to the Freedom of Information Act (FOIA), no employee shall have any expectation of privacy in any CGB work product.

Everyone connected with the organization should remember that electronic media and services provided by the company are company property and their purpose is to facilitate and support company business. Data stored and/or accessed on company equipment, regardless of origin, purpose, or design should also be considered to be within, at least, company purview, oversight and audit rights. The company reserves the right to access data of any sort, stored or located on company provided equipment.

The following are examples of **non-business** related activities that are prohibited:

- Streaming music or video.
- Shopping.
- Booking a vacation.
- Using instant messaging.
- Viewing personal pictures over the web.
- Downloading unauthorized computer software or pornographic materials.

E-Mail

All employees and staff are supplied with a company email address and the means by which to access their account. These details are provided by CGB as part of our IT orientation process. E-mail messages are considered public records and are subject to the Freedom of Information Act. Furthermore, e-mail, both incoming and outgoing, is not confidential and is monitored by the Information Technology Department. All e-mail correspondence is saved on the network backup solution and is easily retrievable. You should take great care to scrutinize what you include in an e-mail message. E-mail messages may exist on the system indefinitely and may be recoverable even after you have deleted the message.

All employees must create and use a business email signature, based on the approved template that is generated by the marketing department.

All non-company email services, such as Gmail, Hotmail, Yahoo, etc. are never to be used for company purposes. If third-party email services must be used, it will be provisionally and under direct supervision of [the managing director of operations departments](#). Never is an employee or staff member to use a personal email account to correspond with clients.

Electronic media (email, web browsers, etc.) must not be used for knowingly transmitting, retrieving or storage of any communication that:

- Is discriminatory
- Is harassing or threatening
- Is derogatory to any individual or group
- Is obscene or pornographic
- Is defamatory
- Is engaged in any purpose that is illegal or contrary to CGB's policy or business interests
- Contains unencrypted personal information
- Contains unencrypted intellectual property

Further, all forms of mass email (including 'virus warnings', 'good luck' and similar messages) are unacceptable unless for an approved business purpose.

The transmission of user names, passwords, or other information related to the security of CGB's computers is prohibited. If a password protected file absolutely must be emailed, the password should be sent in a separate email from the document or communicated in another manner.

Employees should avoid sending unnecessary informational emails to large parts or all of the organization. However, we recognize the business need for companywide emails, but there will be a strictly monitored and governed use of such behavior and practice. Failure to comply with these guidelines could result in disciplinary action.

Email Disclaimer

An email disclaimer is automatically added through our exchange server to the end of all e-mail being sent outside the office. Do not add your own disclaimer to messages. The company disclaimer is as follows:

NOTICE TO RECIPIENT: This e-mail is (1) subject to the Connecticut Freedom of Information Act and (2) may be confidential and is for use only by the individual or entity to whom it is addressed. Any disclosure, copying or distribution of this e-mail or the taking of any action based on its contents, other than for its intended purpose, is strictly prohibited. If you have received this e-mail in error, please notify the sender immediately and delete it from your system.

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External email and participation in online forums

Employees should be aware that any messages or information sent using the company systems are statements identifiable and attributable to the company. Thus, an email carries the same weight in law as a letter written on company stationery.

Employees should note that even with a disclaimer, as described above, a connection with the company still exists and a statement could be imputed legally to CGB. Therefore, no one should rely on disclaimers as a way of insulating CGB from the comments and opinions that are contributed to forums or communicated in emails. Instead, discussions must be limited to matters of fact and expressions of opinion should be avoided while using company systems or a company-provided account. Communications must not reveal information about company processes, techniques, trade secrets, or confidential information and must not otherwise violate this or other company policies.

Employees should not send file attachments by email in situations where there is any potential for the compromise of company secrets or in relation to litigation. Be aware, files from many word processing packages, including Microsoft Word, retain information related to previous versions of the document that can later be retrieved.

Electronic calendars and voicemail

It is CGB policy that all employees keep their electronic calendars up to date (using Microsoft Outlook) and that calendars can be read by supervisors. When a meeting or event needs to be kept confidential, it should be marked as 'private' with the appropriate program functionality.

It is CGB policy that all employees with email and/or voicemail keep their "out of office assistant" or pre-recorded greetings up-to-date. In particular, during periods of absence from the office, these greetings should provide the individual with information indicating when the employee will receive a message or information about an alternative contact.

My Documents

The "My Documents" folder is to be used as a work-in-progress location. This is the only place you are allowed to store documents on the PC. Once items in this folder are deemed completed they should be moved to the proper location within the department's folders on the server. Your my documents folder is located on the server, synchronized with your PC on logon and logout. The size of this folder is limited to 350 mb.

Creation of folders and files on your PC is prohibited, except within your "My Documents" folder.

[OneDrive Info? Should we add here](#)The Green Bank will be looking to implement web based file storage (onedriveOneDrive and sharepointSharePoint). Work files must not be stored outside of these solutions on other web based file share solutions without the expressed permission of the operations department.

Illegal & Prohibited Activities

Use of your computer for an illegal purpose is prohibited. Illegal activities include violations of local, state and/or federal laws and regulations. Connecticut General Statutes, section 53a-251

establishes the crime of “Computer Crime.” A person can be charged with a computer crime for such things as:

- Unauthorized access to a computer system.
- Theft of computer services.
- Interruption of computer services.
- Misuse of computer services.
- Destruction of computer equipment.

A computer crime violation can range from a Class B Felony (1 to 20 years in prison and up to \$20,000 fine) to a Class B Misdemeanor (up to 6 months in prison and up to \$1,000 fine) depending on the amount of money or damage involved.

CGB strives to maintain a workplace free of harassment and sensitive to the diversity of its employees. Therefore, CGB prohibits the use of any of its systems, including the computers and the e-mail system in ways that are disruptive, offensive to others, or harmful to morale. For example, the display or transmission of sexually explicit images, messages, and cartoons is not allowed. Other such misuse includes, but is not limited to, ethnic slurs, racial comments, off-color jokes, or anything that may be construed as harassment or showing disrespect for others.

It is recognized that employees do not have complete control over all incoming e-mail that is sent to CGB. However, it is the responsibility of every employee to monitor incoming e-mail and request cessation of inappropriate, voluminous, unprofessional or disruptive e-mail.

Software

It is CGB policy that only licensed software that is legally owned by the company may be used. All use of unlicensed software is expressly forbidden, unless written pre-approval by IT and management. However, you are not allowed to install any software on any company hardware. All software must be approved and installed in coordination with the director of operations. As always, proper documentation of licensing is required.

In order to implement this policy, CGB maintains a central register containing physical licenses for the software install on its computers. Where no physical manifestation of a license exists, a written record of the license purchase is kept with a reference to the relevant invoice. It is the responsibility of the IT support organization to maintain this license repository.

Free or shareware programs should not be installed on company computers due to the risk of virus infection and other side effects without approval from IT. Where installed, they are only exempt from the central license recording provided the software clearly identifies itself as free.

Hardware

Employees issued portable (laptop, tablet) computers must take reasonable precautions. When out of the office the computer should always be under direct control of the employee or out of sight in a secure location. CGB may take other security measures including, but not limited to, computer tracking hardware/software, security cables, and/or hard drive encryption.

- Personal use of the company phone system should be kept to a minimum.
- ~~Presentation laptops and~~ LCD projectors must be reserved [using in the CI device resource on calendars](#).
- All laptop users must carry their device in an adequately padded laptop case. Laptop sleeves, tote bags and any other uncushioned bags are unacceptable.
- Printers must be handled with care. If a jam or other issue occurs and you cannot quickly fix the issue, the IT Staff should be contacted to resolve the issue.

Standard Configuration

Standard hardware and software configurations are used wherever possible to provide the best levels of reliability for the company network and computers. Other benefits of the standard configuration include the rapid replacement of faulty equipment with spare parts, the tracking of software licenses (as described in the preceding section) and the ability to plan for the implementation of new projects.

The configuration of company computers should not be changed in any way without the prior agreement of CGB management. In particular, new hardware devices, new software and upgrades to existing software should only be installed under the guidance of CGB's IT staff.

Data Security

All employees and staff (consultants, third-party contractors, and administrators) are assigned a network ~~user name~~username and password when they join the company. The network will force employees and staff to change their password at regular intervals, the interval being determined by the network administrator. The network administrator will also impose other restrictions, such as password length and complexity requirements.

Employees must select network passwords that cannot be easily guessed or that appear in a standard dictionary. If it is necessary to create a written record of a password, that record should never be stored near the employee's desk and never associated with the employee's ~~user name~~username. In general, passwords should be memorized and not recorded in writing.

Employees must password-protect all smartphones, tablets and other mobile devices that are paid for by CGB or contain sensitive or confidential business information.

Privacy

CGB respects your desire to work without the company being overbearing with respect to monitoring and control. However, detailed electronic records about your use of the PC, the network, email and Internet are created, but not routinely reviewed by the company.

While the company does routinely gather logs for most electronic activities, they will typically be used for the following purposes:

- Cost analysis
- Resource allocation
- Optimum technical management of information resources
- Production analysis
- Detecting patterns of use that indicate users may be violating company policies or engaging in illegal activity

CGB reserves the right, at its discretion, to review any electronic files, logs and messages to the extent necessary to ensure electronic media and services are being used in compliance with the law, this policy and other company policies. This includes the use of spot checks on Internet (Web) use, network files and email without prior notification or user interaction.

Software tools to identify possible breaches of this policy (e.g. highlighting access to websites with unacceptable content or emails containing abusive language) may be used. The results will be reported to the company management and thoroughly investigated where appropriate.

It should not be assumed that internal or external communications are totally private. Accordingly, particularly sensitive information should be transmitted by other means. Therefore, do not use the company network or mobile devices paid for by CGB for personal items that you would not want made public.

Encryption

Only encryption software supplied by CGB for purposes of safeguarding sensitive or confidential business information may be used. People who use encryption files stored on a company computer must provide their manager with a sealed hard copy record (to be retained in a secure location) of all the passwords and/or encryption keys necessary to access the files.

Power-on passwords should not generally be used but if they are, they are required to be approved by IT.

Please note: this means that employees must inform their supervisor of any passwords used to protect individual documents.

File Storage

CGB creates backup images of all email, server and network file stores. These images are stored in a secure location and can be used in the event of:

- Accidental deletion of important material
- A “disaster” necessitating complete recovery of one or more of the company’s systems

Data and other files created during the course of an employee’s work should, therefore, be stored on the network.

Personal Use

Computers and associated equipment are provided by CGB for employee’s and staff’s business use. The activities on information technology platforms provided by or paid for CGB, including computers, networks, internet connections, smartphones, tablets and any mobile devices, may

be monitored with or without your knowledge. You should have no expectation of privacy regarding the contents contained within such technology or device.

Only limited, occasional and incidental use for personal, non-business purposes is permissible at the discretion of the President. However, please be mindful of prohibited activities as described above in General Guidelines (i.e. shopping, music streaming, etc.) Limited, occasional or incidental use is defined as use for less than 15 minutes during a workday.

Use of social networking sites (e.g. Facebook, Twitter, LinkedIn) at any time using company provided computers is prohibited, unless it is for company purposes and/or business. While at work, the impact to company resources can impact business operations, but also opens the device to possible security issues.

Personal laptops, cell phones and other internet-enabled items are permitted to be used; however reasonable restrictions of use may be exercised at HR/management discretion. CGB does not provide internet access for public/private use, except on an approved device/user basis. Please advise IT for further detailed instructions before attempting to connect any device to the CGB network.

Streaming media (internet Radio, YouTube, Hulu, Pandora, Spotify, etc.) uses significant resources and is prohibited for personal use. Please consider the impact of its use for business purposes only for all devices, including cell phones.

Company locations may provide a freely accessible public Wi-Fi connection that may be used by employees and staff, but CGB absolves itself of any and all damage, liability, etc. that arises from the use of third-party networks. It is the policy of CGB that if an employee chooses to use these third-party connections that they do so on their break, lunch, or after-hours and do not pursue personal activities during business hours.

Contract and freelance staff

CGB will provide agency/temporary, contract/freelance staff with access to computers and the company computer systems for the sole purpose of fulfilling their contractual role with CGB. No personal use by these staff of computer and communication facilities provided by CGB is permitted at any time.

Viruses/Spyware

All computer viruses/spyware must be reported immediately to IT. IT is responsible for verifying the updating of virus/spyware detection software from time to time and providing detailed guidelines in the event of a major problem. IT will also investigate any infection and must receive the full cooperation of all staff in attempting to identify the source. Any attempt to introduce viruses/spyware to the network through malice or negligence will be thoroughly investigated and will be dealt with according to HR guidelines and procedures.

Mobile Devices

It is CGB policy that representatives of our organization who are issued a cellular phone understand that phones are issued for business use. It is anticipated that personal as well as business use will occur, however it is your responsibility to remember its intended use. Company-paid phones with data plans must be first approved by your supervisor and proper paperwork filed with Finance. Once this process is complete, the IT department will configure the device to connect to the server to retrieve mail, contacts and your calendar. Levels of reimbursement will be set forth in accordance with CGB's Mobile Communications policy.

It is your responsibility to take care of the device and ensure its safety. If your device is lost or stolen, you must contact IT immediately so it can be remotely wiped of company data.

CGB has a ~~zero-tolerance~~zero-tolerance policy regarding using a cell phone and other mobile devices while driving. For the safety of our employees and others it is imperative that you pull over and stop at a safe location to dial, receive, text or converse on the cell phone in any way. Please consider the use of hands-free devices as allowed by Connecticut State Law.

Mobile devices equipped with cameras require special attention. No photography should occur where confidential information exists, nor where client information is stored. Areas where personal privacy exists (bathrooms, etc.) should be avoided with such devices entirely. Under no circumstances should photography occur at a client location without their permission.

Tablets

Those who own such devices must have management approval to use them for company business and e-mail synchronization, just as for smartphones. Just as for synchronized phones, IT needs to be informed if your device has been lost or put into the wrong hands or if you are getting rid of the device as they need to wipe it of company data.

Company Data

The Information Technology department is responsible for protecting company data. This includes all data on the servers, as well as on other devices such as laptops, desktops, mobile devices and multifunction printers. The IT department backs up all data on the servers on a daily, weekly, and monthly schedule and retains this data under the company-approved Backup Policy.

The following are not permitted:

- Backing up company data on your own.
- Having company data on your personal equipment, this includes the following:
 - Personal PCs laptops or desktops, tablets, smartphones or other mobile devices.
 - Personal USB devices, such as memory sticks, MP3 players, hard drives or other recording devices.
- Sending company data via e-mail to your or another CGB employee's personal email account.
- Accessing another employee's hardware, computer files or email without prior permission from employee or appropriate manager.
- Sharing your logon password with anyone except the IT staff.
 - The system will ask to reset your password every 90 days.

If you telecommute, all work must be done on company equipment. If you are not using a company-owned laptop, a loaner PC can be arranged through the IT department with proper advanced notice to accommodate your needs. No personal devices may be attached to company hardware without prior approval by the IT department (i.e. printers, hard drives, etc.).

It is permissible to transfer items such as presentations and documents to a recording device for the sole purpose of collaboration with approved clients or customers pertaining to company business.

Access to the Internet at CGB is a resource, and use thereof is subject to the same rules as other CGB resources. It is the responsibility of the user to make sure that all use of the Internet is authorized, appropriate and to the benefit of CGB. Each

individual with access to the Internet is responsible for controlling its use. The use of the Internet is a privilege, not a right, which can be revoked at any time.

Social Media

These guidelines apply to CGB employees, temporary employees and contractors who create or contribute to blogs, wikis, social networks, virtual worlds or any other kind of social media for both professional and personal use.

Overview

Social networks are fundamentally changing the way people communicate, conduct research and make purchasing decisions. As an organization, CGB is engaged in these communities as they are appropriate and relevant to our clients and the marketing department has developed a strategy for our Social Media Platform. We encourage you to learn how you can use social media to help us share the exciting things we are doing with our clients, uncover new opportunities and strengthen the perception of CGB's staff as innovative professionals—people who work for a company that our clients trust and want to do business with.

Marketing does not exist in a vacuum within the marketing department; every interaction our clients, prospective clients and partners have with us can strengthen or harm our brand. Therefore, social media should not be thought of just as a marketing tool. While it can be a vehicle for organizations to publish content, it can also be a way for the people who make up those organizations to build and maintain relationships with clients and business partners.

You might be thinking “I already know how to use social media. What else do I need to know?” As the lines between personal and business communications become increasingly blurred, there are a few important points we would like you to consider when using social media in the capacity of your job.

1. You don't have to participate if you don't want to.

Unless you are in marketing, using social media is not likely to be an official part of your job role. We respect that some people prefer not to participate in social networking, or are unsure if they want to mix personal and professional networks. Don't worry, there's no pressure to participate.

2. Be honest and transparent about your role.

If you publish something or respond to something about CGB, make sure to include your real name and it is understood that you are a CGB employee so there is no conflict of interest. There are several easy ways to do this, such as listing CGB as your place of employment on your profile, or starting your comment with something like “Disclaimer: I work for CGB”, but regardless of your method, your audience will appreciate your transparency.

3. Know what the official lines of communication are and when to defer to them.

There is a significant difference between speaking *about* CGB and speaking *on behalf* of CGB. CGB has official means to publish information when it needs to and only a few people are authorized to do so via social media, the press, or any other venue. On your own blogs or social profiles, you can use simple statements such as “The postings on this site are my own and don't necessarily represent CGB's positions, strategies or opinions” to make it clear you are not speaking on behalf of CGB.

If you are not authorized to speak on behalf of CGB and receive requests for official comments, or are unsure if you should respond to an inquiry, defer to the marketing department.

Social media can be a forum for customers to share negative comments about an organization. CGB monitors our social profiles daily and has official means of diffusing and responding to these situations. Our policy is to respond promptly and openly and to take the conversations offline. If you see a negative comment or a situation that concerns you, do not respond directly, but report it to your supervisor and/or marketing and it will be addressed quickly and professionally.

4. Remember our core values and follow our general code of conduct.

You should use your best judgment and consider CGB's values of integrity, accountability and professionalism as a guide for your conduct in online communities, just as they are a guide for other professional behavior. You are personally responsible for the content you post on any social network. These forums are public, are often searched and indexed and should be treated as though they will be available for public viewing forever. If you aren't sure whether certain content should be published or discussed, ask before you post.

Know and follow our Code of Conduct, respect all copyright, fair use and financial disclosure laws and never share any confidential or proprietary information belonging to CGB or any other organization. Never comment on anything related to legal matters, litigation, or any parties CGB may be in litigation with. Postings must respect copyright, privacy, fair use, financial disclosure, and other applicable laws. Only marketing may post or authorize the posting of pictures, videos, and other media produced on the business premises or outside events. CGB reserves the right to request that certain subjects be avoided, withdraw certain posts, and remove inappropriate comments. If such employee denies or does not comply, proper legal action will be taken. When in doubt, feel free to run by marketing or human resources.

5. Think before you post.

Use common sense when it comes to verbiage and tone in written online content. While social media is in some cases less formal than traditional business communications, CGB uses social media as a professional extension of our business. Do not use ethnic slurs, insults or otherwise inappropriate and unprofessional language that would not be acceptable in the workplace. Respect the privacy of others and avoid potentially inflammatory topics.

Above all else, seek to add value in your participation. Our clients are looking for your information, insight and expert perspective. Bashing competitors and posting negative comments about work, our clients or our partners violates our Code of Conduct and adds nothing positive to an online dialogue. Think before you post and ask yourself if you are making a situation better or worse by doing so. Answering questions, sharing resources and talking about your experiences are a great way to add value.

6. Online activities should not interfere with your job.

Social media, like, the Internet, can quickly change from a worthwhile tool to a distraction. Make sure your online activities do not interfere with your job or your commitments to our clients. In addition, social media sites may not be accessed on company hardware for personal reasons.

All employees must review these policies and sign the Information Technologies Policies acknowledgement form found in the Appendix and return it to Human Resources.

Solicitation and Distribution

All CGB employees are entitled to the opportunity to perform their work without being bothered or disturbed. Accordingly, we have adopted the following solicitation and distribution rule.

Non-Employees

Anyone who is not an employee of CGB is prohibited from soliciting or distributing literature on CGB premises at any time.

Employees

The CGB Solicitation and Distribution policy as it relates to current employees is as follows:

- Employees may not engage in solicitation or distribution of literature during working time. “Working time” means actual working time during the workday and includes both the working times of an employee doing the soliciting or of an employee being solicited. Working time does not include lunch periods, work breaks, or any other period in which employees are not on duty.
- Employees may not distribute literature concerning matters other than those directly related to CGB business in work areas at any time.
- Employees may not engage in verbal solicitation or distribution of literature at any time in those areas normally frequented by clients carrying on CGB business.

Bulletin Boards

Bulletin boards are important as communications tools to alert you to CGB programs and activities. The posting of written solicitations of any kind on bulletin boards is restricted. Only notices relating to CGB sponsored activities may be posted on bulletin boards. These bulletin boards display important information, and employees should consult them frequently for:

- Employee announcements.
- Internal memoranda.
- Job openings.
- Organization announcements.
- Workplace Violence Policy Memorandum

VIOLENCE IN THE WORKPLACE PREVENTION POLICY SUMMARY

Below is CGB's policy concerning workplace violence and prohibiting weapons and dangerous instruments in the workplace.

The policy is consistent with what has been called a "Zero Tolerance" approach. Violence or the threat of violence by or against any employee of the State of Connecticut, including CGB, is unacceptable and will subject the perpetrator to serious disciplinary action and possible criminal charges.

CGB is committed to providing its employees a safe and healthy work environment, free from intimidation, harassment, threats and/or violent acts.

The worksite is any location, either permanent or temporary, where an employee performs any work-related duty. This includes but is not limited to the building and the surrounding perimeter, including the parking lot. It includes all state-owned and leased space, including vehicles and any location where state business is conducted.

According to the National Institute for Occupational Safety and Health (NIOSH), workplace violence is defined as:

"any physical assault, threatening behavior or verbal abuse occurring in the work setting. It includes, but is not limited to beatings, stabbings, suicides, shootings, rapes, near suicides, psychological traumas such as threats, obscene phone calls, an intimidating presence, and harassment of any nature such as being followed, sworn at, or shouted at."

There is no such thing as a "joke" when dealing with this subject. It is not funny when employees speak about "going postal", "getting" another employee or anything remotely similar.

Do not ignore violent, threatening, harassing, intimidating, or other disruptive behavior. If you observe or experience such behavior by anyone on Authority premises, whether he or she is a CGB employee or not, report it immediately to a supervisor or manager.

The cooperation of all CGB staff is needed to implement this policy effectively and maintain a safe working environment.

CGB

VIOLENCE IN THE WORKPLACE PREVENTION POLICY

The State of Connecticut has adopted a statewide zero tolerance policy for workplace violence. Connecticut Innovations fully supports this policy and recognizes the right of its employees to work in a safe and secure environment that is characterized by respect and professionalism.

Prohibited Conduct

Except as may be required as a condition of employment:

No employee shall bring into any state worksite any weapon or dangerous instrument as defined herein.

No employee shall use, attempt to use, or threaten to use any such weapon or dangerous instrument in a state worksite.

No employee shall cause or threaten to cause death or physical injury to any individual in a state worksite.

In addition, Connecticut Innovations prohibits all conduct, either verbal or physical, that is abusive, threatening, intimidating or demeaning.

Definitions

"Weapon" means any firearm, including a BB gun, whether loaded or unloaded, any knife (excluding a small pen or pocket knife), including a switchblade or other knife having an automatic spring release device, a stiletto, any police baton or nightstick or any martial arts weapon or electronic defense weapon.

"Dangerous instrument" means any instrument, article, or substance that, under the circumstances, is capable of causing death or serious physical injury.

Confiscation of Weapons and Dangerous Instruments

Any weapon or dangerous instrument at the worksite will be confiscated and there is no reasonable expectation of privacy with respect to such items in the workplace.

Reporting Procedures

Emergency Situations: Any employee who believes that there is a serious threat to his/her safety or the safety of others that requires immediate attention should contact **911**. The employee must also contact his/her **immediate supervisor** or the **Human Resources** -at ~~extension 356~~ or (860) 258-7861 or the Managing Director of Operations at 860-257-2897.

Please note that when 911 is dialed from a hard line, the local police authority will respond. When dialing from a cell phone, 911 will connect you directly to the nearest State Police Troop.

Non-Emergency Situations: any employee who feels subjected to or witnesses violent, threatening, harassing, or intimidating behavior in the workplace should immediately report the incident or statement to his/her supervisor or manager or Human Resources.

Supervisors/Managers Responsibilities: Any manager or supervisor who receives a report of violent, threatening, harassing, or intimidating behavior shall immediately contact the Human Resources Office so that office may evaluate, investigate, and take appropriate action.

Investigation and Corrective Action

CGB will promptly investigate all reports or alleged incidents of violent, threatening, harassing or intimidating behavior.

All employees are expected to cooperate fully in all such investigations.

Any employee suspected of violating this policy may be placed immediately on administrative leave pending the results of the investigation.

If the claims of violent, threatening, harassing or intimidating conduct are substantiated, or if it is found that the employee has otherwise violated this policy, the employee will be dealt with through the appropriate disciplinary process, and may be subject to discipline up to and including dismissal from CGB.

Where the situation warrants, CGB will request that the appropriate law enforcement agencies become involved in the investigation of the matter, and CGB may seek prosecution of conduct that violates the law.

Enforcement of the Policy

This policy will be prominently posted for all agency employees.



President & CEO

Disciplinary Procedure

CGB believes each employee should be treated and respected as an individual. Therefore, employee misconduct is approached in a case-by-case manner. Some infractions are more serious than others are and an employee's lengths of service, work record and prior conduct are all important in determining the proper disciplinary action. It is our general practice to use progressive disciplinary counseling procedures between the employee and their immediate supervisor in which the supervisor will explain the charges and allow the employee to explain their position. In all phases of the disciplinary procedure, CGB will make reasonable efforts to give the employee the opportunity to make their position clear, orally or in writing. Some serious incidents of misconduct may require immediate discharge from employment, but whenever possible, misconduct will be approached with counseling before termination of employment is considered. The primary purpose of discipline is remedial, not punitive. When possible and appropriate the steps of progressive discipline will be as follows:

1. A verbal (oral) warning giving clear guidelines for corrective action and potential consequences.
2. A written warning with the infraction and required corrective action specified.
3. A written reprimand is issued when the employee has been warned and the problem behavior has not been corrected.
4. A suspension without pay serves as the last resort prior to discharge.
5. A demotion results when an employee is willing but unable to perform assigned duties.
6. A termination of employment usually follows prior disciplinary steps or for a serious rule violation.

When disciplinary action is required upon the recommendation of the Supervisor, the President and/or his designee may elect a written reprimand, suspension without pay demotion, disciplinary probation, or dismissal. The President and/or his designee may take any such disciplinary action after the evaluation process determines that an employee's performance and/or conduct is unacceptable, taking any mitigating circumstances into account. A record of the written reprimand or documentation of other disciplinary action will be made a permanent part of the employee's personnel file.

Management reserves the right to enter into any level of disciplinary action or termination based upon the severity of the offense requiring discipline and the employee's past work record. This policy in no way alters the at-will employment policy; the employee or CGB may terminate the employment relationship at any time and for any reason.

Employment Termination

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

Resignation

Employment termination initiated by an employee who chooses to leave CGB voluntarily.

Discharge

Employment termination initiated by CGB.

Layoff

Involuntary employment termination initiated by CGB for non-disciplinary reasons.

Retirement

Voluntary retirement from active employment status initiated by the employee.

Exit Interview

CGB will generally schedule exit interviews at the time of employment termination. The exit interview will afford an opportunity to discuss such issues as employee benefits, conversion privileges, repayment of outstanding debts to CGB, return of CI-owned property, and assuring that necessary assignments are completed. Suggestions, complaints, and questions can also be voiced.

Employee benefits will be affected by employment termination in the following manner. All accrued, vested benefits that are due and payable at termination will be paid. Some benefits may be continued at the employee's expense if the employee so chooses. The employee will be notified in writing of the benefits that may be continued and of the terms, conditions, and limitations of such continuance.

Grievance Procedure

Supervisors are responsible for being accessible and for regularly discussing working conditions, job performance, or any other concern an employee has about his/her job at CGB making reasonable efforts to address problems and concerns. Our success depends upon maintaining clear and open communication with employees. It is of utmost importance to respond to complaints, problems, or anything employees deem unfair or unacceptable. Each employee should feel free to discuss any complaint or problem with their immediate supervisor. This initial step in the grievance procedure is informal to encourage a quick resolution. No employee will be penalized or discriminated against for bringing up a problem or registering a grievance regardless of the nature of the complaint.

Grievances Not Involving Discrimination Or Sexual Harassment

If an employee has a grievance that remains unresolved in informal discussions with their supervisor, they should make a scheduled, recorded appointment with their supervisor to discuss the problem. The employee and supervisor should keep a written record of this discussion.

If a settlement satisfactory to both parties cannot be reached, the employee and their supervisor should submit the grievance in writing to the President and/or his designee, attaching their written records of the meeting. The President and/or his designee will schedule a meeting with the employee and the supervisor within five (5) working days of receipt of the grievance. A written record of this meeting will also be kept, and the President and/or his designee will render a decision within three (3) working days after the meeting.

In the event the employee is not satisfied with the decision of the President and/or his designee, they may request a hearing before the Board of Director's Budget and Operations Committee. The decision of the Budget and Operations Committee shall be final.

Grievances Involving Discrimination Or Sexual Harassment

Any employee who feels they would like counseling about possible violations of CGB affirmative action or anti-harassment policies, or any state or federal statutes related to Equal Employment Opportunity (EEO), Affirmative Action (AA), or Sexual Harassment should contact Human Resources. This counseling will be kept confidential and no related information will be released except upon signed consent of the employee or as necessary for CGB to comply or fulfill its obligations under federal or state law. Human Resources will provide information on state, federal agencies and CGB resources available to employees who wish to pursue a grievance regarding discrimination.

If a grievance involves sexual harassment by the employee's supervisor, or if there are other circumstances that make it impossible for the employee to initially address a grievance directly to the supervisor, he/she may schedule the initial meeting with the President and/or his designee. If the employee's supervisor is the President and/or his designee, the grievance may be directed to the Budget and Operations Committee.

Grievance Procedure Contacts

CHRO and EEOC

Separate and independent from the above process, the complainant may file written complaints of discrimination with:

The Connecticut Commission on Human Rights and Opportunities (CHRO)
21 Grand St, Hartford, CT 06106
Phone: (860) 541-3400

The Equal Employment Opportunity Commission (EEOC)
150 Causeway St, Boston, MA. 02114
Phone (617) 565-3214

Department of Justice (DOJ)
Office on the Americans with Disabilities Act
Civil Rights Division, P.O. Box 66118, Washington, D.C. 20507
Phone (202) 514-0301.

Employees may also file complaints with any other agencies, state, federal or local, including the United States Department of Labor, Wage and Hour Division, that enforce laws concerning discrimination in employment. Employees should be aware that there are statutes of limitations that require complaints be filed by a certain time period or the employee may forfeit his or her rights. Employees may inquire further with the respective agency.

No individual who files a complaint, or who cooperates or testifies in the investigation of a complaint, shall be unlawfully retaliated against for the exercising of their legal rights.

Whistleblower Policy

Any person having knowledge of corruption, unethical practices, violation of state laws or regulations, mismanagement, gross waste of funds, abuse of authority, or danger to the public safety occurring within CGB or in a related contract with CGB may disclose such matter to any member of the Audit Compliance and Governance Committee of CGB or the state Auditors of Public Accounts. A person disclosing such information is known in lay terms as a "whistleblower." A whistleblower should feel free to report such information without fear of retaliation.

No CGB officer or employee, may take or threaten to take any personnel action against a whistleblower who is an employee of CGB in retaliation for disclosing such information. Whistleblowers protection applies to any CGB employee who discloses such information:

- (1) to any employee of the Auditors or of the Attorney General;
- (2) To any member of the Audit, Compliance and Governance committee of CGB;
- (3) to an employee of the state or quasi-public agency that employs the person who retaliated or threatened retaliation;
- (4) to an employee of a state agency pursuant to a mandated reporter statute; or,
- (5) in the case of a large state contractor, to an employee of the contracting state agency concerning information about a large state contract.

A CGB employee who believes he or she is the subject of retaliation for "whistleblowing" may file a "whistleblower retaliation complaint" with the Chief Human Rights Referee at the CHRO's Office of Public Hearings not later than thirty (30) days after the employee learns of the specific incident giving rise to the claim (i.e., the personnel action threatened or taken against him/her). An employee who believes that he or she has been retaliated against should contact a private attorney to discuss his/her rights. The Attorney General cannot provide legal advice or counsel.

CGB's guidelines for making whistleblower complaints are set forth below.

- File a written complaint or verbal complaint with the CEO and/or the Ethics Officer, and or the CGB Audit, Compliance, and Governance Committee. Employees may also choose file a written complaint or make a telephone complaint with the Auditors of Public Accounts. All complaints should be filed in writing with the Auditors of Public Accounts, 210 Capitol Avenue, Hartford, CT 06106, or by telephone: Toll Free within Connecticut: (800) 797-1702 or Locally: (860) 240-5305. If the employee wishes to remain anonymous, they may.
- Whistleblower complaints will be referred to the CGB Audit, Compliance, and Governance Committee for review. That committee will serve as the primary contact between CGB and the Auditors of Public Accounts.

Employees can visit [Auditors of Public Accounts](#) website for more information about filing a complaint. In addition, employees may visit the [Commission on Human Rights and Opportunities](#) website for information regarding the processes and procedures in the administration of whistleblower retaliation complaints.

SECTION 8 HEALTH AND SAFETY

Health and Safety

Each employee is expected to share our commitment to a safe workplace. This obligation means that safe working habits and principles must be followed. All employees are expected to exercise common sense and good housekeeping practices. For the sake of all our employees and clients, safety concerns must be taken seriously. Every employee is expected to take a proactive role in providing a safe workplace. Horseplay or other unsafe activity is prohibited. Every employee must report any injury, no matter how slight, immediately to his or her supervisor. Such reports are necessary to initiate any necessary emergency procedures, to comply with workers compensation laws, and to initiate insurance and workers compensation benefits procedures.

First-aid kits containing items needed for most minor first-aid situations are maintained throughout the building. All employees should make a note of their locations. Each employee is expected to exercise safe working habits and reasonable caution in all work activities. Any unsafe condition must be reported immediately to the appropriate supervisor. Employees who violate safety standards, who cause hazardous or dangerous situations, or who fail to report, or where appropriate, remedy such situations, may be subject to disciplinary action.

Policy On Life Threatening and Communicable Diseases

This policy provides guidance for dealing with work situations involving employees, who have life threatening and communicable diseases, including but not limited to:

- Acquired Immune Deficiency Syndrome (AIDS);
- Human Immunodeficiency Virus (HIV) infection;
- HIV related illness as defined by the Connecticut General Statutes Section 19a58 1; or
- Any other life threatening and communicable disease.

Non-Discrimination

CGB does not unlawfully discriminate against qualified individuals with life threatening and communicable diseases in any terms or conditions of employment.

It is our policy that individuals with life threatening and communicable diseases will be treated with the same compassion and consideration given to any employee with a health problem. No person will be treated differently in the workplace as a result of having or being perceived as having such a disease.

No H.I.V. Or Aids Testing

Present or prospective employees will not be required to submit to an AIDS or HIV related test as a condition of hiring or continued employment.

Ability To Work

CGB recognizes that employees with life threatening and communicable diseases may require a reasonable accommodation to perform their job duties. It is CGB's policy to accommodate these employees by allowing them to work as long as they are able to perform their essential job functions, with or without reasonable accommodation, provided that medical evidence indicates that their conditions do not pose a direct threat to themselves or others.

Employee Health and Safety

CGB also recognizes its obligation to provide a safe and healthy work environment for all employees. Therefore, CGB may obtain appropriate medical direction, when necessary, to ensure that an employee's condition does not pose a significant risk of substantial harm to him/herself or to other employees or customers of the Agency.

COVID-19: The Green Bank recognizes its role in protecting its employees and in limiting the transmission of COVID 19. The organization will implement the guidelines outlined by Reopen Connecticut for Offices issued on May 8, 2020.

Commented [BF10]: Seems odd to include this in the handbook – I would remove and handle outside the handbook

Commented [BG11R10]: I think they are looking at the staff surveys coming from COVID-19. Perhaps there is an EO that can be referenced, or we can generalize the tone here – I see what you are after.

HIV/AIDS: According to the best medical evidence available to date, casual workplace contact with employees who have AIDS or who have been exposed to HIV will not result in transmission to others. Employees are expected to work with coworkers and any other individuals who have these conditions that do not pose a significant risk of harm. Employees who have unwarranted fears of exposure will not be allowed to refuse to work with individuals affected by HIV/AIDS or any other communicable disease. In addition, it is unacceptable for employees to spread rumors regarding situations involving HIV/AIDS or any other lifethreatening and communicable disease where such rumors may affect the privacy, dignity and well-being of others. Behavior of this nature will not be tolerated at CGB.

Commented [BG12]: Why omitting? Also, this is interesting because this is a "sign of the times" inclusion in the 1990's – not different from 2020's with COVID-19.

Confidentiality

All employee records or information regarding life threatening and communicable diseases will be confidentially maintained in the Human Resources Office in a secure area, apart from the employee's personnel file.

Information Specific To H.I.V./Aids

The identity of any employee with HIV or AIDS will remain confidential. HIV and AIDS related information will not be disclosed without the written consent of the employee. Any unauthorized disclosure by an employee is strictly prohibited by the Connecticut General Statutes and may result in disciplinary action. This policy is intended to be consistent with the Connecticut HIV/AIDS Testing and Confidentiality Law of 1989 (C.G.S. §§ 19a585 through 19a592).

Drug and Alcohol Policy

CGB is committed to maintaining a substance-free, healthful, and safe work environment. To promote this goal employees are required to report to work in appropriate mental and physical condition to perform their jobs in a satisfactory manner. Employees are forbidden to use, possess, consume, manufacture, distribute, purchase, sell, or be under the influence of alcohol, illegal drugs, or controlled substances during working hours, whether on the premises, or representing or conducting the business of CGB elsewhere. Reporting to work under the influence of alcohol or illegal drugs, or being in possession of alcoholic beverages or illegal drugs on CGB's premises will not be tolerated. Such conduct is also prohibited during non-working time to the extent that, in CGB's opinion, it impairs an employee's ability to perform on the job or threatens the reputation or integrity of CGB.

The legal use of physician prescribed, or legal over-the-counter drugs is permitted on the job if it does not impair an employee's ability to perform the essential functions of the job effectively and in a safe manner that does not endanger other employees or clients. Any employee taking any legal or prescribed drugs known to have possible side effects that affect or impair judgment, coordination, or other senses, or that might adversely affect the employee's ability to perform normal work in a safe and productive manner, must notify his or her supervisor or other

manager before commencing work. Information provided by the employee concerning the use of medication will be treated in a confidential manner. If CGB has reasonable cause to believe an employee is adversely affected by the use of a drug or medication such that a threat is posed to the safety of the employee, other persons, or to property, the employee may be denied permission to continue working pending further investigation. The investigation will be conducted expeditiously, with the resulting information treated confidentially to the extent possible.

An employee whose job performance has deteriorated through the use of alcohol and/or drugs to the extent that termination of employment is being considered may opt to enter an approved treatment facility of their choice. Upon successful completion of treatment, the employee may be permitted to resume normal employment.

Employees must give notification in writing to Human Resources within five (5) calendar days of any drug conviction for violation of a criminal drug statute if the violation occurred in the workplace. Employees who have substance abuse problems are encouraged to participate in a rehabilitation program prior to any disciplinary action. If an employee chooses not to undergo rehabilitation, CGB will take disciplinary action consistent with state law and regulation within 30 calendar days of receiving notice of the conviction. A conviction means a finding of guilt including a plea of nolo contendere, or the imposition of a sentence by a judge or jury in any federal or state court.

Violations of any part of this policy may lead to disciplinary action, up to and including immediate termination of employment. Such violations may also have legal consequences.

Smoking Policy

The health and well-being of staff and visitors to CGB are primary concerns of management. The Environmental Protection Agency has released a report officially concluding that second hand smoke is a Class A human carcinogen. It is also known that second hand smoke causes respiratory illness and is suspected to be even more dangerous in its link with heart problems. In order to protect the health of those who use our building, smoking or other use of tobacco products is prohibited in any offices or work areas within CGB. Smoking is permitted only out-of-doors.

Emergency Procedures Manual

Emergencies can occur at any time, and we need to be prepared to handle such situations to minimize injury and damage. The following information is designed to assist you in preparing for and handling an emergency.

Emergency Phone Numbers

Rocky Hill Police	911 or 258-7640 (Routine calls)
Rocky Hill Fire	911 or 258-7603 (Routine calls)
Health Emergencies	911 or dial 500 to page and assemble the first responders team to the emergency announced area .

Medical

Medical Emergency Procedures for Staff

Page the Response Team by:

- Picking up the hand set
- Dial 9104, Wait for tone. SPEAK LOUD AND CLEAR AND SAY:

“Attention, Response Team, Emergency in (location)”.

“Attention, Response Team, Emergency in (location)”.

(Give location and repeat the announcement twice).

If the person is unconscious, not responsive, seriously injured or in apparent serious distress, immediately after paging response team, dial 911.

(This will always be a personal judgment call and do not worry about calling unnecessarily). Please use the **house phone (not cell)** if possible as this triggers an in-house and police alert.

Paging button is FOR EMERGENCIES ONLY.

Response Team Actions (fyi)

Always know that if YOU are in distress and call 911 an immediate alert goes to the reception area, IT and the police. Do not hesitate to use this in an emergency.

1. Response Team Members will go directly to code red location. Follow trained response.
2. All team members of the **RESPONSE TEAM** respond to the location immediately.
3. In route to location, pick-up **AED unit --portable 1st Aid Kit** --notebook and Emergency Bag. All found next to the mailboxes and in file cabinet under AED unit.
4. If 911 has not yet been called, CGB trained staff will decide whether or not to call **911** directly or ask someone to do so and report the nature of the emergency and location. (Best to call in the presence of the victim if at all possible so information can be relayed to EMTs.)

One or two Response Team members will assess the situation and take the lead in providing necessary response. Remaining team members will provide the following:

1. Set up AED for use, if needed. Bring notebook in drawer and Emergency Bag.
2. Prepare for CPR relief, if needed. 3-to 5 minutes is desired.
3. Provide Privacy/Crowd Control, request non-response team personnel to evacuate the area until all is clear.
4. Meet and Direct medical personnel to emergency location.
5. Once the Emergency Medical Team (EMT) has arrived the duties and responsibilities will be transferred to them. They may take AED with them.
6. Provide necessary information and any other support needed by the EMT.
7. Contact necessary family member(s) of victim. (List at AED location)
8. See that victim is accompanied to ER when applicable.
9. Provide follow up report to Human Resources Designee.

Medical Emergency Procedure for Front Desk Personnel

Should you receive a call for medical assistance from any staff member, please use the following procedure:

- ~~1.~~ Page the Response Team by dialing 500 which enacts the paging system. "Attention, all response team personnel, there is a code RED in _____" (Give location and repeat the announcement twice). SEND CHAT THRU TEAMS FIRST RESPONDER GROUP AND INCLUDE "@FIRST RESPONDER TEAMS NAME" (THIS NEEDS WORK)
- ~~2.1.~~ Response team members will go directly to red code location and follow trained response instructions. If possible while in route to location, pick-up AED unit and portable First Aid Kit located by the mailboxes next to the front lobby.
- ~~3.2.~~ Response team evaluates situation and does one or all of the following:
 - a. Call 911
 - b. Call Front Desk
 - c. Team will activate procedure for 911.
- ~~4.3.~~ Keep lines open for further communication.
- ~~5.4.~~ Have a list of all family emergency numbers for staff available.
- ~~6.~~ Notify Human Resources Designee that there is an emergency.

Physical Office—

—Identify Areas of Exposure (High/Med/Low)— where are workers exposed? General Public; Customers; Co-Workers; Sick Individuals who have traveled outside of country recently; Analyze where most exposures will be.

When staff become ill while in office... Identify an "Isolation" Room/Holding place for sick staff (w/ Door) until they are picked up (away from other staff)— Properly

disinfect/decontamination needed. (Do we notify staff to keep clear of the area or identify location the staff was using prior to sickness?)

Staff over 60 or anyone with pre-existing medical conditions, smokers, pregnant are at a higher risk for complications from COVID.19.

CLEANING: More frequent cleaning of the office. Cleaning Staff: Make sure they are using cleaning solutions compliant with EPA requirements (SARS-Cov-2 on labels) and to clean more frequently. Ask staff who come into office to wipedown/clean their individual work areas and equipment.

Remote Workspaces: Outside exposure to Covid.19 needs to be reported.

Fire

In order to minimize property damage and possible loss of life, familiarize yourself with the building's fire prevention system. **Know the location of fire alarm pull stations and fire extinguishers. In addition familiarize yourself with the instructions on the extinguishers.**

WHEN THE FIRE ALARM IS HEARD:

- EVERYONE SHOULD IMMEDIATELY STOP WHAT THEY ARE DOING.
- EVACUATE THE BUILDING IN A CALM, ORDERLY MANNER TO A CENTRAL LOCATION AT LEAST 300 FEET FROM THE BUILDING.
- Do Not Stop to Gather Belongings.
- Follow Emergency Exit Signs to Exit Building.
- [Sweepers will sweep the office in their assigned areas, including common areas and bathrooms.](#) Check offices and cubicles as you leave your area.
- Sign-in roster should be picked up and taken to company gathering place.
- ALL DEPARTMENTS AND TENANTS GATHER DIRECTLY [AT THE FAR RIGHT SIDE OF ACROSS](#) THE PARKING LOT [next to driveway \(CLOSEST TO BROOK STREET\)](#). IF FRONT EXIT IS BLOCKED AND YOU MUST EXIT FROM THE REAR OF THE BUILDING, TRAVEL AROUND THE BUILDING AND HEAD TO THAT AREA. PLEASE REMAIN IN A GROUP. FIRE MARSHALL NEEDS HEAD COUNT IMMEDIATELY.
- DEPARTMENT SUPERVISORS TAKE A HEAD COUNT WHEN ALL CLEAR SIGNAL RECEIVED FROM FIRE MARSHALL SUPERVISORS WILL GIVE INSTRUCTIONS TO REENTER BUILDING.

Note: When moving into exit areas in an emergency situation, before going through the door, put your hand against it to feel for heat—there could be a fire on the other side. If the door feels cool proceed with caution. If the door feels hot, use an alternate escape route.

Fire procedures

If you should spot a fire follow these suggested guidelines:

1. If the fire is minor (wastebasket, ashtray, etc.) extinguish if possible. However, do not take risks! Your personal safety comes first!
2. If the fire cannot be immediately brought under control without personal risk, isolate or contain if possible by closing the door to the fire area.
3. Call the Fire Department at **9-911** or **258-7603**
 - a. Give building name: CGB .
 - b. Give building address and intersection: **845 Brook Street, Rocky Hill.**
 - c. Give CGB telephone number **(860) 563-0015.**
 - d. Give location and extent of fire.
4. Pull the fire alarm pull station so that evacuation can begin.
5. If trapped by flame or heat:
 - a. If possible, telephone the fire department and request immediate assistance.
 - b. Close doors separating you from the source of heat or flame.
 - c. Break glass window if necessary in order to escape.
 - d. Remember that both **heat and smoke rise**—air near the floor will be cleaner and cooler. Crouch down or crawl to exits.

Fire drills

Fire drills [need to be are](#) conducted once a year according to town codes. The fire department will be directly involved so that they can test the fire alarm system and see if fire evacuation procedures are being followed.

Supervisors will be designated as the fire safety captains for their area.

Fire safety captains

There is a Fire Safety Captain and will help coordinate evacuation efforts. The captains' responsibilities include:

1. An awareness of employees in their area/office who are present that day so that all are accounted for after evacuating.
2. Knowledge of any employees with handicaps or disabilities which should be considered in an emergency.
3. Awareness of an up-to-date evacuation route from their area or office.
4. Checking of restrooms, conference rooms, smoking rooms or other areas which are not immediately visible to ensure that they are also evacuated.
5. Reporting any problems or special circumstances to Fire Warden.
6. Ensuring that people are exiting from the building in a calm and orderly fashion.

IN THE EVENT OF AN EMERGENCY, THE FIRE SAFETY CAPTAIN WILL IMMEDIATELY NOTIFY CGB 's PRESIDENT, CHIEF OPERATING OFFICER AND/OR SENIOR MANAGEMENT TEAM.

Housekeeping

Please inspect your space regularly and remove any items that could start or contribute to a fire or be a safety hazard. The following guidelines should be adhered to:

1. Do not allow accumulation of trash or waste material that is flammable.
2. Flammable materials or chemicals should not be stored within five feet of exit doors.
3. The wall and ceiling space around emergency and exit light fixtures should be kept clear.
4. The area surrounding electrical equipment should be free of clutter to provide for adequate air circulation.
5. Coffee makers and oven units are potential sources of fire. The last person leaving the building should check to be sure that they are turned off.

Gas Leaks

Due to the proximity of the office park to the Connecticut Natural Gas Storage Facility on the Rocky Hill/Cromwell line, we have occasionally found that a gas odor permeates the area when they are purging their lines. However, if at any time you detect a gas odor, it is important to assume that it's a potential leak and to take proper precautions as follows:

1. **DO NOT** turn on or adjust anything electrical in nature or anything which could cause a spark or flame (light switches, thermostats, lighters, etc.)
2. Call the facilities manager.
3. Evacuate the premises.

How To Handle Anthrax and Other Biological Agent Threats

Many facilities in communities around the country have received anthrax threat letters. Most were empty envelopes; some have contained powdery substances. The purpose of these guidelines is to recommend procedures for handling such incidents.

Do Not Panic

1. Anthrax organisms can cause infection in the skin, gastrointestinal system, or the lungs. To do so, the organism must be rubbed into abraded skin, swallowed, or inhaled as a fine, aerosolized mist. Disease can be prevented after exposure to the anthrax spores by early treatment with the appropriate antibiotics. Anthrax is not spread from one person to another person.
2. For anthrax to be effective as a covert agent, it must be aerosolized into very small particles. This is difficult to do, and requires a great deal of technical skill and special equipment. If these small particles are inhaled, life-threatening lung infection can occur, but prompt recognition and treatment are effective.

How to handle a suspicious unopened letter or package marked with threatening message such as "anthrax":

1. Do not shake or empty the contents of any suspicious envelope or package.
2. **PLACE** the envelope or package in a plastic bag or some other type of container to prevent leakage of contents. Plastic bags and/or containers are available in the kitchen.
3. If you do not have a container, then **COVER** the envelope or package with anything (e.g., clothing, paper, trashcan, etc.) and do not remove this cover.
4. **LEAVE** the room and **CLOSE** the door, or section off the area to prevent others from entering. Keep others away.
5. **WASH** your hands with soap and water to prevent spreading any powder to your face.
6. Contact **Human Resources**. They will take the necessary steps to report the incident to the proper authorities.

7. **LIST** all persons who were in the room or area when this suspicious letter or package was recognized. This list will be given to both the local public health authorities and law enforcement officials for follow-up investigations and advice.

How to handle an envelope with powder and powder spills out onto surface:

1. **DO NOT** try to **CLEAN Up** the powder. **COVER** the spilled contents immediately with anything (e.g., clothing, paper, trashcan, etc.) and do not remove this cover!
2. Then **LEAVE** the room and **CLOSE** the door, or section off the area to prevent others from entering. Keep others away.
3. **WASH** your hands with **soap and water** to prevent spreading any powder to your face.
4. Contact **Human Resources**. They will report the incident to the proper authorities.
5. **REMOVE** contaminated clothing as soon as possible and place in a plastic bag, or some other container that can be sealed. This clothing bag should be given to the emergency responders for proper handling. Plastic bags and/or containers are available in the kitchen.
6. **SHOWER** with soap and water as soon as possible. **DO NOT USE BLEACH OR OTHER DISINFECTANT ON YOUR SKIN.**
7. **LIST** all persons who were in the room or area, especially those who had actual contact with the powder. This list will be given to both the local public health authorities so that proper instructions can be given for medical follow-up, and to law enforcement officials for further investigation.

What to do if you suspect a room has been contaminated by aerosolization- (For example: a small device was triggered, a warning was received that the air-handling system is contaminated, or a warning was received that a biological agent was released in a public space.)

1. Turn off local fans or ventilation units in the area.
2. **LEAVE** area immediately.
3. **CLOSE** the door, or section off the area to prevent others from entering. Keep others away.
4. Contact **Human Resources**. They will then report the incident to the proper authorities.
5. **SHUT** down air handling system in the building, if possible.
6. **LIST** all persons who were in the room or area. This list will be given to both the local public health authorities so that proper instructions can be given for medical follow-up, and to law enforcement officials for further investigation.

How to identify suspicious packages and letters:

Some characteristics of suspicious packages and letters include the following:

- Excessive Postage
- Handwritten or poorly typed addresses
- Incorrect titles
- Title, but no name
- Misspellings of common words
- Oily stains, discoloration or odor
- No return address
- Excessive weight
- Lopsided or uneven envelope

How to identify suspicious packages and letters continued:

- Protruding wires or aluminum foil
- Excessive security material such as masking tape, string, etc.
- Ticking sound
- Marked with restrictive endorsements, such as "Personal" or "Confidential"
- Shows a city or state in the postmark that does not match the return address

Bomb Threats

In the event of a bomb threat, evacuating people from the potential danger area is the highest priority. In the event of the receipt of a bomb threat, try to remember as many of the following details as possible:





1. Time call received
2. Time call terminated
3. Exact words of caller
4. Time to explode
5. Location of bomb (if given)
6. Description/type of bomb (if given)
7. Why was it placed?
8. Description of voice (male, female, deep, high, accents, etc.)
9. Background sounds (traffic, machinery, music, voices, etc.)

Then immediately call: Police (**911** or **258-7640**); Fire Department (**911** or **258-7603**). Immediately call **Administrative Services ext. 391 IT ext. 365**. Explosives can be concealed in any type of container and in any location. Any suspicious item must not be touched and should be considered dangerous. Alert police of anything out of the ordinary, and do not turn on or adjust anything electrical in nature (i.e. - thermostats, light switches, radios, etc.)

It is policy that everyone evacuates the building immediately!

CGB Fire Exits

CT Green Bank
Fire Exits
Building Two

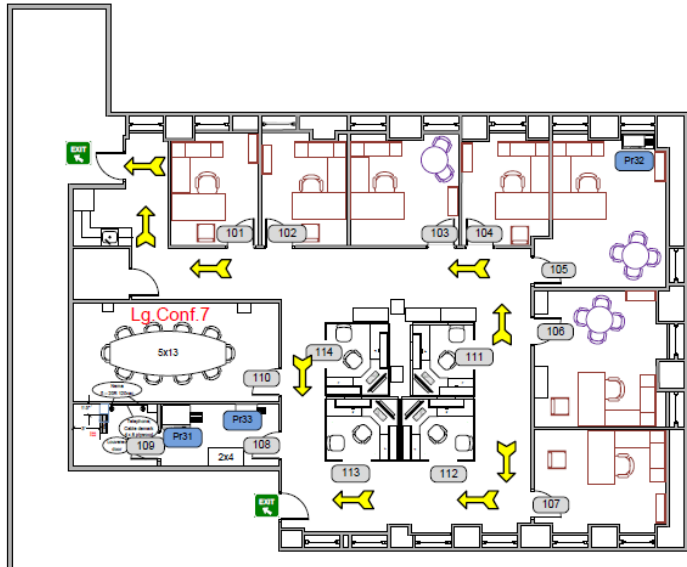
- Fire Exit Plan
 Recommended Path - 
 Fire Extinguisher - 
 Fire Pull - 
 Exit - 



- Room #s
 Printer Names

CT Green Bank
Stamford Office

- Fire Exit Plan
 Recommended Path - 
 Fire Extinguisher - 
 Fire Pull - 
 Exit - 



In Case of Emergency: Questions and Answers for Employees

What happens if I can't reenter the building?

The Emergency Operations Team (correct name) including the President when available will assess the immediate damage and will inform the President or designee of what to expect. You may be asked to assemble at a nearby building for further instruction.

How will I know when and where to go back to work?

CGB has designated a Team Leader (~~George Bellas~~ Barbara Johnson — ~~Vice President Finance and Administration~~) for implementing its Business Continuation Plan. This team leader will contact you at home and let you know when and where to return for work. If the business disruption is a serious one, it may take up to 30 days for all staff to return. A small number of employees who handle critical business functions may be asked to report to work immediately in a different office location.

What should I do if a reporter approaches me?

If a member of the press approaches you, please refrain from commenting about the incident or your personal reaction to what has occurred. It is natural that any business – disrupting incident may result in press coverage, and the Marketing Staff is the designated CGB representative to keep the news media informed and answer questions. Please refer any such inquiries to that designee.

The signature page for CGB's Emergency Procedures is in the Appendix. All employees must review and sign the policy in the Appendix and return it to Human Resources.

APPENDIX AND FORMS

Employee Acknowledgement form

The Employee Handbook describes important information about CGB, and I understand that I should consult my supervisor or the Human Resources Designee regarding any questions not answered in the Handbook.

Since the information, policies, and benefits described here are necessarily subject to change, I acknowledge that revisions to the Handbook may occur. All such changes will be communicated through official notices and I understand that revised information may supersede, modify, or eliminate existing policies.

Furthermore, I acknowledge that this Handbook is neither a contract of employment nor a legal document. It is understood that nothing in this Handbook or any other policy or communication changes the fact that employment is at will for an indefinite period unless terminated at any time by CGB or me. Accordingly, either CGB or I can terminate the relationship at any time and for any reason.

I have received the Handbook and understand that it is my responsibility to read and comply with the policies contained in this Handbook and any revisions made to it. Should the content of this Handbook be changed, I understand that CGB may require a written acknowledgement from me that I have received and understand the change.

I understand that this signed statement of acknowledgement will be retained in my personnel file.

Employee's Signature

Date

Print Employee Name

Harassment Policy

I hereby acknowledge that I have reviewed the Sexual Harassment Policy in Section 7 of the Employee Handbook. I hereby acknowledge that I have read and understand this policy. By signing below, I agree to abide by this Policy. I also acknowledge that any infractions will result in disciplinary action, up to and including termination.

Employee's Signature

Date

Print Employee Name

Travel and Entertainment Policy

I hereby acknowledge that I have reviewed the Travel and Entertainment Policy in Section 6 of the Employee Handbook. I hereby acknowledge that I have read and understand this policy. By signing below, I agree to abide by this Policy. I also acknowledge that any infractions will result in disciplinary action, up to and including termination.

Employee's Signature

Date

Print Employee Name

State of Connecticut Workplace Violence Prevention Policy

I hereby acknowledge that I have read and understand the Workplace Violence Prevention Policy in Section 7 of the Employee handbook. By signing below, I agree to abide by the Policy. I also acknowledge that any infractions will result in disciplinary action, up to and including termination.

Employee's Signature

Date

Print Employee Name

CGB's Emergency Procedure Signature Page

I hereby acknowledge that I have read and understand the Emergency Procedures Manual in Section 8 of the Employee handbook. By signing below, I agree to abide by the Policy. I also acknowledge that any infractions will result in disciplinary action, up to and including termination.

Employee's Signature

Date

Print Employee Name

Confidential Disclosure Policy

I hereby acknowledge that I have read and understand the Confidential Disclosure Policy in Section 7 of the Employee handbook. By signing below, I agree to abide by the Policy. I also acknowledge that any infractions will result in disciplinary action, up to and including termination.

This agreement supersedes and replaces any existing agreement between CGB and me relating generally to the same subject matter. It may not be modified or terminated, in whole or in part, except in writing signed by an authorized representative of CGB. Discharge of my undertakings in this agreement shall be an obligation of my executors, administrators, or other legal representatives or assigns.

Employee's Signature

Date

Print Employee Name

Information Technologies Policies

I hereby acknowledge that I have read and understand the Information Technologies Policies in Section 7 of the Employee handbook. By signing below, I agree to abide by the Policies. I also acknowledge that any infractions will result in disciplinary action, up to and including termination.

Employee's Signature

Date

Print Employee Name

CGB Request for Training

Name _____

Class Requested _____

Date of Class _____

Location of Class _____

Class is being offered by: _____

Requestor's Signature _____

Supervisor's Approval _____

Today's Date _____

Signature _____

Suzanne Kaswan
Vice President, Human Resources

**(Form on SP) APPLICATION FOR PARTICIPATION IN THE
CGB SICK LEAVE BANK**

I understand that as a permanent employee of CGB that has completed my introductory period, I may elect to choose to participate in a sick leave bank that is outlined in CGB Sick Leave Bank Policy. I understand that if I do not elect to participate within 30 days of completing my introductory period, I may only elect to participate during the annual open enrollment period.

I understand that if I elect to participate in the Sick Leave Bank, I will contribute the hourly equivalent of one day towards the Sick Leave Bank, and if the Sick Leave Bank falls below an adequate number of hours, I may be required to make an additional contribution to the Bank at a later date.

Employee Name: _____

Telephone: _____

Title: _____

Qualifying Event

I completed by introductory period on _____

I am enrolling during open enrollment on _____

_____ I elect participation in the Connecticut Innovations Sick Leave Bank.

_____ I reject participation in the Connecticut Innovations Sick Leave Bank.

Signature: _____

Date: _____

CGB.

(Make SP Form – Tuition Reimbursement) Continuing Education Assistance Policy Form

1. Identification

Name _____ SS # _____

Home Address: _____

Current Title: _____ Current Dept: _____

2. Educational Information

School _____ Semester _____ Year _____

Degree: Certificate _____ Assoc. _____ Bach. _____ Grad. _____

Program: _____ Expected Matriculation: _____

HR Dept Use:

Course Name:	Course No.	Date Reimbursed:	Grade
_____	_____	_____	_____
_____	_____	_____	_____

(Attach supporting documentation)

3. Consent and Authorization

I consent to the reporting of my grades in the above named course(s) to CGB. As of the date of this application, I hereby signify my intention to remain an employee of CGB for a period of not less than six months following completion of course(s). I further agree that if I voluntarily terminate my employment with CGB prior to the six month period and I have received reimbursement, I will repay CGB any funds extended to me under this program over the past six months.

I also understand that any additional tax liability related to these courses will be my responsibility and that CGB shall not be responsible for any such liability.

Signature _____ Date _____

4. Approvals

The employee identified above is authorized by CGB to pursue the program indicated above. Under this authorization, CGB will reimburse the employee for these courses in accordance with its Continuing Education Assistance Policy.

Supervisor _____ Date _____

Executive Director _____ Date _____

[\(Include link to form on SharePoint – Delete form here\)](#) CGB

Telecommuting Agreement

This *Telecommuting Agreement* specifies the conditions applicable to an arrangement for performing work at an alternate work site on a regular basis. All employees that telecommute, even occasionally (i.e. inclement weather) must have a signed and approved Telecommuting Agreement on file with Human Resources. The *Agreement* becomes effective on _____ (date) and will remain in place as long as it meets the business needs of the organization. Either party can terminate the *Agreement* at any time. ~~On-site workspace will be provided to the returning employee as soon as appropriate accommodations can be arranged.~~ Please remember that telecommuting is not an option for some jobs – there are certain positions that require face to face interaction in the office. Prior to completing a telecommuting agreement, you should discuss with your supervisor whether your job duties can be performed remotely.

1. Telecommuting employees must have a set schedule of regular telecommuting days. **In order to meet the business needs of the agency, an employee may request an adjustment to the telecommuting schedule outlined in this agreement. No adjustment may be made without prior supervisory approval. The supervisor has the right to revoke telecommuting privileges based on performance and/or business needs.**

To facilitate ease in communication, the telecommuting schedule is defined as follows: Please indicate start time, end time, breaks, lunch periods, and duration if telecommuting is for a specific project basis.

Monday	Tuesday	Wednesday	Thursday	Friday	Inclement Weather and/or As Needed Basis*

*Inclement Weather and/or As Needed Basis requires individual supervisory approval for each occurrence.

Telecommuting may also be permitted on an as-needed basis with the approval of your supervisor if a valid business need exists for the agency. The employee must have an approved telecommuting agreement on file with Human Resources.

2. Telecommuting site information:

Address: _____

Phone # _____ Fax # _____ E-mail _____
Cell Phone # _____

3. Salary, job responsibilities, benefits, work status, and the amount of time worked per day or pay period will not change while telecommuting unless otherwise specified in writing. Since the employee's telecommuting space is considered an extension of **CGB's** workspace, the company's liability for job-related accidents will continue during the understood and approved telecommuting hours. The employee will maintain a designated workspace. Workers' Compensation coverage is limited to this workspace as opposed to adjacent areas, e.g. other areas of the home.

4. Duties and assignments authorized to be performed at the telecommuting site are the following:

Management will establish with the employee the means of assessing the quality and quantity of work performed at the telecommuting site, integrating these into established performance objectives. Management reserves the right to assign work as necessary at either the regular or the telecommuting site.

5. Identify any aspects of your current role that will not be able to be performed at the telecommuting site. Describe how you plan to compensate for these duties/responsibilities (e.g. faxes, phone coverage, etc.)

6. Recognizing that effective communication is essential for a telecommuting arrangement to be successful, the following methods and times of communicating are agreed upon. Specify how such communication will occur, including items such as backup & emergency contacts, time frames, phone, fax, beeper, email, face-to-face etc. In addition, employees shall forward their company phones to their home telephones or cell phones while telecommuting.

7. The employee agrees to remain accessible during designated work hours, and understands that management retains the right to require that the employee come into the regular work-site when a business need arises. Employees must indicate their telecommuting days on their Outlook calendar. Advance notice will be given whenever possible. In addition, employee will report to the traditional worksite for regularly scheduled meetings and time-periods pre-determined by management for purposes of education, communication, etc. In the event of equipment failure, loss of remote access capability or other system problems, employee will report to the traditional work site until the problem is resolved unless otherwise directed.

8. Describe your proposed telecommuting location:

A. The physical location in your home where your work space will be located

B. When choosing your workspace please ensure the following:

- a. Adequate electrical power and power outlets, workspace and access pathways
- b. Ergonomic lighting, seating work surfaces, and other work – related resources
- c. Power cord, work-related tools, filing equipment, office equipment and items stored in overhead shelves or bins are safely arranged and secured.
- d. Reasonable in-place safeguards to prevent family members from getting hurt within the telecommuters work's area; prevent loss or theft of the employer's proprietary data and equipment and protect the confidentiality of matters related to the telecommuter's work.

9. Also, make a detailed inventory of employer owned equipment that you will be utilizing in your telecommuting workspace. Regarding space and equipment set-up and maintenance, the following is agreed upon: Specify purchase source e.g. purchase/ lease/loan, set-up, maintenance, provision of supplies, insurance arrangements, etc. for each piece of equipment, furniture, phone, etc.
10. Employee will not subcontract or perform non-company work using its equipment, materials, information or anything else made available for the express purpose of performing work as defined in this Agreement.
11. Any hardware or software purchased by CGB remains its property and will be returned at the conclusion of the telecommuting arrangement. Employee agrees to protect all company equipment against unauthorized or accidental access, use, modification, destruction, or disclosure. Employee agrees to report to management instances of loss, damage, or unauthorized access immediately. Company-owned software is not to be duplicated except as formally authorized. Company information, whether stored electronically or as hard copy, remains the property of CGB; all work produced and products developed while telecommuting, remain the property of the company. CGB equipment at the telecommuting site will not be used for personal purposes or by anyone else at the telecommuting site. Employees may check email via webmail on home computers, but may not edit any attachments on any computer that is not issued by CI. Management reserves the right to make unscheduled inspections of the telecommuting premises, equipment and software to ensure compliance with all aspects of policies, procedures and agreements.

Employee agrees to maintain a safe, ergonomically correct, and secure work environment, and agrees to allow management access to telecommuting site to assess safety and security, upon reasonable notice.

12. Employee agrees to report work-related injuries to the supervisor and appropriate departments immediately. Employee agrees to hold the company harmless for injury to any non-employee at the telecommuting site.
13. Employee accepts responsibility for tax consequences, if any, of this arrangement, and for conformance to any local zoning regulations.
14. Employee agrees that dependent care responsibilities during agreed-upon telecommuting time periods, or other times as required by business need, will in no way impact work performance, quality, or attainment of goals and objectives.
15. Viewing or sharing in any way of company information, documentation or work product by any unauthorized person (e.g. family member, neighbor, etc.) will be cause for disciplinary action, up to and including termination.
16. Employee understands that all obligations, responsibilities, terms and conditions of employment with **CGB** remain unchanged, except those obligations and responsibilities specifically addressed in this Agreement.

I hereby affirm by my signature that I have read this *Telecommuting Agreement*, and understand and agree to all of the provisions found in it. The *Telecommuting Agreement* itself is not a contract of employment and may not be construed as one. I understand that I am accountable to all previous confidentiality agreements, policies and procedures of the company. The *Telecommuting Agreement* does not create an express or implied contract or promise of employment for a definite term. Telecommuters, as all **CGB** employees, are employed 'at will' and as such may be terminated at any time and for any reason, with or without notice.

_____/_____
Employee Date

_____/_____
Manager Date

_____/_____
Chief Operating Officer

Date

(Compare) THE CONNECTICUT GREEN BANK ETHICAL CONDUCT POLICY

I. Introduction

Ethical conduct is a core value of The Connecticut Green Bank (CGB) and all employees and officials of CGB are expected to maintain the highest professional standards in the conduct of their duties. In particular, each person is responsible for, and should become familiar with, the Code of Ethics for Public Officials. A copy of the "Guide to the Code of Ethics for Public Officials" is attached here. You may also access both the Code and the guide on the Office of State Ethics website at www.ct.gov/ethics by clicking on "Public Information".

II. Code of Ethics Compliance

Principle provisions of the Code of Ethics for Public Officials include:

- **GIFTS** - In general, state employees are prohibited from accepting gifts from anyone doing business with, seeking to do business with, or directly regulated by the state employee's agency or department or from persons known to be a registered lobbyist or lobbyist's representative. There are also restrictions on gifts between state employees in certain circumstances. (See the "Guide to the Code of Ethics for Public Officials" and Statutory References below, Sections 1-79(e) and 1-84(m).)
- **FINANCIAL BENEFIT** - A state employee is prohibited from using his/her office or non-public information obtained in state service for the financial benefit of the individual, certain family members, or that of an associated business.
- **OUTSIDE EMPLOYMENT** - A state employee may not accept outside employment which will impair his/her independence of judgment as to official state duties or which would induce the disclosure of confidential information. Generally, outside employment is barred if the private employer can benefit from the state employee's official actions.
- **FINANCIAL DISCLOSURE** - Certain state employees are required to file a financial disclosure statement with the State Ethics Commission. This statement will be considered public information.
- **RECUSAL OR REPORTING IN CASE OF POTENTIAL CONFLICTS** - The Code of Ethics requires that public officials and state employees avoid potential conflicts of interest. If a public official or state employee would be required to take official action that would affect a financial interest of such public official or state employee, certain family members or a business with which they are associated, they must excuse themselves from the matter or prepare and file a sworn written statement explaining why continued involvement in the matter would be on an objective basis and in the public interest despite the potential conflict. (See Statutory References below, Section 1-86(a).)

III. Additional CGB Policies

CGB expects that, in addition to complying with all provisions of the Code of Ethics for Public officials, employees and officials will:

- Protect the confidential information to which CGB has access;
- Avoid actual or potential conflicts of interest;

- Neither interfere with nor solicit contracts on behalf of any person;
- Avoid, in the case of employees, outside employment which may compromise or interfere with the ability to perform duties for CGB; and
- For those employees subject to the requirements of C.G.S. 1-83(a), submit the Statement of Financial Interests disclosure documents to the Office of State Ethics in a timely manner.

For the same reasons, and in order to maintain public confidence and avoid even an appearance of impropriety

- CGB employees and members of their immediate families are prohibited from investing in companies that receive financial assistance from CGB; and
- If an application for financial assistance from CGB is received from a business with which a CGB employee is associated, or in which such employee or an immediate family member has a direct financial interest, such employee, whether or not he or she expects to be involved in the processing or consideration of such application, shall notify the President of such business association or financial interest and such employee shall be sequestered from all information, discussions, actions and other activities related to such application. For this purpose, a business with which such employee is associated has the same meaning assigned in Section 1-79 of the Code of Ethics to the phrase "business with which he is associated". (See Statutory References below, Section 1-79(b).)

For these purposes, CGB may post a "restricted list" of companies in which employees may not invest and may require employees to disclose outside business interests. The rules of conduct in these matters may also be covered in more detail in the CGB Handbook.

IV. Post-State Employment Restrictions

Employees leaving The Connecticut Green Bank are required to comply with the Code of Ethics provisions pertaining to post-state employment, which are commonly known as the "revolving door" provisions. For example, there are restrictions on accepting employment with a party to certain contracts (which would include contracts relating to investments or other financial assistance) if the employee or official were involved in the negotiation or award of the contract, and restrictions on representing other parties before CGB during the one-year period following departure from state service. Employees should familiarize themselves with the statutes pertaining to post-state employment. They can be found at C.G.S. Section 1-84a and 1-84b. (See Statutory References below.) You may access these statutes on the Office of State Ethics website at www.ct.gov/ethics by clicking on "Statutes and Regulations". A summary of these requirements is included in the "Guide to the Code of Ethics for Public Officials and State Employees" attached to this ethics policy.

Before an employee leaves the employment of The Connecticut Green Bank, an exit interview will be conducted by our Ethics Liaison Officer. The purpose of this exit interview will be to individually review potential issues relating to post-Connecticut Green Bank employment.

V. Other Matters

The Board of The Connecticut Green Bank continues to have well justified faith in the integrity of and ethical conduct of employees and officials of The Connecticut Green Bank. It is understood however, that breaches of this ethics policy may require disciplinary action, including but not

limited to dismissal from CGB, in addition to sanctions provided by state law. Such sanctions are to be applied as appropriate with the approval of the Connecticut Green Bank Board of Directors.

It is the responsibility of each employee and official to inquire of the Ethics Liaison Officer or the Office of State Ethics at 860.566.4472 should any question arise concerning his or her conduct.

VI. Statutory References

Sec. 1-79. Definitions. The following terms, when used in this part, shall have the following meanings unless the context otherwise requires:

(b) "Business with which he is associated" means any sole proprietorship, partnership, firm, corporation, trust or other entity through which business for profit or not for profit is conducted in which the public official or state employee or member of his immediate family is a director, officer, owner, limited or general partner, beneficiary of a trust or holder of stock constituting five per cent or more of the total outstanding stock of any class, provided, a public official or state employee, or member of his immediate family, shall not be deemed to be associated with a not for profit entity solely by virtue of the fact that the public official or state employee or member of his immediate family is an unpaid director or officer of the not for profit entity. "Officer" refers only to the president, executive or senior vice president or treasurer of such business.

(e) "Gift" means anything of value, which is directly and personally received, unless consideration of equal or greater value is given in return. "Gift" shall not include:

(1) A political contribution otherwise reported as required by law or a donation or payment as described in subdivision (9) or (10) of subsection (b) of section 9-601a;

(2) Services provided by persons volunteering their time, if provided to aid or promote the success or defeat of any political party, any candidate or candidates for public office or the position of convention delegate or town committee member or any referendum question;

(3) A commercially reasonable loan made on terms not more favorable than loans made in the ordinary course of business;

(4) A gift received from (A) an individual's spouse, fiancé or fiancée, (B) the parent, brother or sister of such spouse or such individual, or (C) the child of such individual or the spouse of such child;

(5) Goods or services (A) which are provided to a state agency or quasi-public agency (i) for use on state or quasi-public agency property, or (ii) that support an event, and (B) which facilitate state or quasi-public agency action or functions. As used in this subdivision, "state property" means (i) property owned by the state or a quasi-public agency, or (ii) property leased to a state agency or quasi-public agency;

(6) A certificate, plaque or other ceremonial award costing less than one hundred dollars;

(7) A rebate, discount or promotional item available to the general public;

(8) Printed or recorded informational material germane to state action or functions;

(9) Food or beverage or both, costing less than fifty dollars in the aggregate per recipient in a

calendar year, and consumed on an occasion or occasions at which the person paying, directly or indirectly, for the food or beverage, or his representative, is in attendance;

(10) Food or beverage or both, costing less than fifty dollars per person and consumed at a publicly noticed legislative reception to which all members of the General Assembly are invited and which is hosted not more than once in any calendar year by a lobbyist or business organization. For the purposes of such limit, (A) a reception hosted by a lobbyist who is an individual shall be deemed to have also been hosted by the business organization which he owns or is employed by, and (B) a reception hosted by a business organization shall be deemed to have also been hosted by all owners and employees of the business organization who are lobbyists. In making the calculation for the purposes of such fifty-dollar limit, the donor shall divide the amount spent on food and beverage by the number of persons whom the donor reasonably expects to attend the reception;

(11) Food or beverage or both, costing less than fifty dollars per person and consumed at a publicly noticed reception to which all members of the General Assembly from a region of the state are invited and which is hosted not more than once in any calendar year by a lobbyist or business organization. For the purposes of such limit, (A) a reception hosted by a lobbyist who is an individual shall be deemed to have also been hosted by the business organization which he owns or is employed by, and (B) a reception hosted by a business organization shall be deemed to have also been hosted by all owners and employees of the business organization who are lobbyists. In making the calculation for the purposes of such fifty-dollar limit, the donor shall divide the amount spent on food and beverage by the number of persons whom the donor reasonably expects to attend the reception. As used in this subdivision, "region of the state" means the established geographic service area of the organization hosting the reception;

(12) A gift, including but not limited to, food or beverage or both, provided by an individual for the celebration of a major life event **[Not an available exception; see Section 1-84(m) below]**;

(13) Gifts costing less than one hundred dollars in the aggregate or food or beverage provided at a hospitality suite at a meeting or conference of an interstate legislative association, by a person who is not a registrant or is not doing business with the state of Connecticut;

(14) Admission to a charitable or civic event, including food and beverage provided at such event, but excluding lodging or travel expenses, at which a public official or state employee participates in his official capacity, provided such admission is provided by the primary sponsoring entity;

(15) Anything of value provided by an employer of (A) a public official, (B) a state employee, or (C) a spouse of a public official or state employee, to such official, employee or spouse, provided such benefits are customarily and ordinarily provided to others in similar circumstances;

(16) Anything having a value of not more than ten dollars, provided the aggregate value of all things provided by a donor to a recipient under this subdivision in any calendar year shall not exceed fifty dollars; or

(17) Training that is provided by a vendor for a product purchased by a state or quasi-public agency which is offered to all customers of such vendor.

Section 1-84 Prohibited Activities

(m) No public official or state employee shall knowingly accept, directly or indirectly, any gift, as defined in subsection (e) of section 1-79, from any person the official or employee knows or has reason to know: (1) Is doing business with or seeking to do business with the department or agency in which the official or employee is employed; (2) is engaged in activities which are directly regulated by such department or agency; or (3) is prequalified under section 4a-100. No person shall knowingly give, directly or indirectly, any gift or gifts in violation of this provision. For the purposes of this subsection, the exclusion to the term "gift" in subdivision (12) of subsection (e) of section 1-79 for a gift for the celebration of a major life event shall not apply. Any person prohibited from making a gift under this subsection shall report to the State Ethics Commission any solicitation of a gift from such person by a state employee or public official.

Section 1-84a. Disclosure or use of confidential information by former official or employee

No former executive or legislative branch or quasi-public agency public official or state employee shall disclose or use confidential information acquired in the course of and by reason of his official duties, for financial gain for himself or another person.

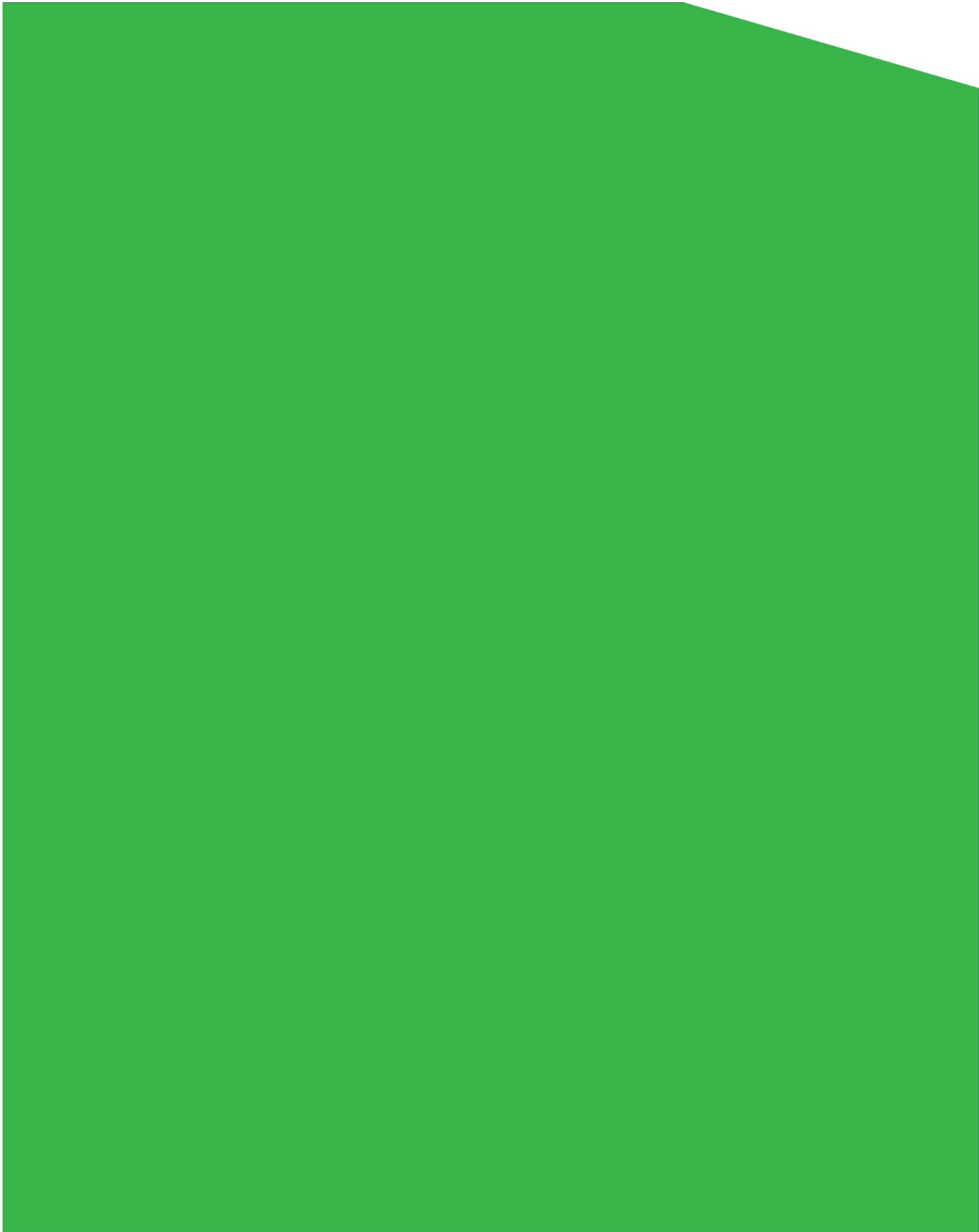
Sec. 1-84b. Certain activities restricted after leaving public office or employment

(a) No former executive branch or quasi-public agency public official or state employee shall represent anyone other than the state, concerning any particular matter (1) in which he participated personally and substantially while in state service, and (2) in which the state has a substantial interest.

(b) No former executive branch or quasi-public agency public official or state employee shall, for one year after leaving state service, represent anyone, other than the state, for compensation before the department, agency, board, commission, council or office in which he served at the time of his termination of service, concerning any matter in which the state has a substantial interest. The provisions of this subsection shall not apply to an attorney who is a former employee of the Division of Criminal Justice, with respect to any representation in a matter under the jurisdiction of a court.

(f) No former public official or state employee (1) who participated substantially in the negotiation or award of (A) a state contract valued at an amount of fifty thousand dollars or more, or (B) a written agreement for the approval of a payroll deduction slot described in section 3-123g, or (2) who supervised the negotiation or award of such a contract or agreement, shall accept employment with a party to the contract or agreement other than the state for a period of one year after his resignation from his state office or position if his resignation occurs less than one year after the contract or agreement is signed.

(g) No member or director of a quasi-public agency who participates substantially in the negotiation or award of a contract valued at an amount of fifty thousand dollars or more, or who supervised the negotiation or award of such a contract, shall seek, accept, or hold employment with a party to the contract for a period of one year after the signing of the contract.



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