



Budget Operations and Compensation Committee

Meeting Date

January 17, 2024



Budget, Operations & Compensation Committee Members

Lonnie Reed

Chair

Connecticut Green Bank

John Harrity

Chair

CT Roundtable on Climate and Jobs

Brenda Watson

Executive Director

North Hartford Partnership

Robert Hotaling

Deputy Commissioner

DECD

Adrienne Farrar-Houle

President and CEO

Greater Bridgeport Community
Enterprises, Inc.

75 Charter Oak Avenue, Suite 1 - 103, Hartford, CT 06106
T 860.563.0015
ctgreenbank.com



Budget, Operations & Compensation Committee Members:

We have our mid-year targets and budget check-in scheduled to be held virtually on Wednesday, January 17, from 2 pm to 3:30 pm.

We will be presenting you with revised targets and budget for FY2024 based on market activity through the first half of the year. These adjustments are summarized in the accompanying memorandum and its attachment.

Additionally, I look forward to discussing with you the results from our recent compensation benchmarking study and the recommended new salary grades and structure.

Thank you and please contact me with any questions.

Regards,

Eric N. Shrago
Vice President of Operations



AGENDA

Budget, Operations, & Compensation Committee of the
Connecticut Green Bank
75 Charter Oak Ave, Suite 1-103
Hartford, CT 06061

Wednesday January 17, 2024
2:00-3:30 PM

Staff Invited: Sergio Carrillo, Mackey Dykes, Brian Farnen, Bryan Garcia, Bert Hunter, Jane Murphy, Eric Shrager, and Leigh Whelpton

1. Call to order
2. Public Comments – 5 minutes
3. Approve Meeting Minutes for June 7, 2023 Meeting* – 5 minutes
4. FY24 Targets and Budget** – 50 minutes
5. Adjourn

*Denotes item requiring Committee action

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

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 255 180 741 418

Passcode: 4VEzSg

[Download Teams](#) | [Join on the web](#)

or call in (audio only)

[+1 860-924-7736,,976390633#](#) United States, Hartford

Phone Conference ID: 976 390 633#

[Find a local number](#) | [Reset PIN](#)

Next Regular Meeting: Wednesday, May 8, 2024 – 2:00 to 3:30 p.m.
Connecticut Green Bank, 75 Charter Oak Ave, Hartford and online



Resolutions

Budget, Operations, & Compensation Committee of the
Connecticut Green Bank
75 Charter Oak Ave
Hartford, CT

Wednesday, January 17, 2024
2:00 - 3:30 PM

Staff Invited: Sergio Carrillo, Mackey Dykes, Brian Farnen, Bryan Garcia, Bert Hunter, Jane Murphy, Eric Shrago, and Leigh Whelpton

1. Call to order
2. Public Comments – 5 minutes
3. Approve Meeting Minutes for June 7, 2023 Regular Meeting* – 5 minutes

Resolution #1

Motion to approve the minutes of the Budget, Operations & Compensation Committee meeting for June 7, 2023.

Second. Discussion. Vote

4. FY 2024 – Targets and Budget – 50 minutes

Resolution 2:

WHEREAS, Section 5.2.2 of the Bylaws of the Connecticut Green Bank's requires the recommendation of the Budget, Operations, and Compensation Committee of the annual budget to the Connecticut Green Bank Board of Directors;

NOW, therefore be it:

RESOLVED, that the Budget Operations, and Compensation Committee Green Bank Board hereby recommends approval to the Board of Directors the: (1) the revised FY2024 Targets and Budget, and (2) extend the professional services agreements (PSAs) with the aforementioned strategic partners for fiscal year 2024 with the amounts of each PSA not to exceed the applicable approved budget line item.

5. Adjourn

*Denotes item requiring Committee action

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

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 255 180 741 418

Passcode: 4VEzSg

[Download Teams](#) | [Join on the web](#)

Or call in (audio only)

[+1 860-924-7736,,976390633#](#) United States, Hartford

Phone Conference ID: 976 390 633#

[Find a local number](#) | [Reset PIN](#)

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.



Budget, Operations, and Compensation Committee Meeting

January 17, 2024



Budget, Operations, and Compensation Committee

Agenda Item #1
Call to Order

Budget, Operations, and
Compensation Committee
Agenda Item #2
Public Comments

Budget, Operations, and Compensation Committee

Agenda Item #3

Approval of June 07, 2023 Meeting Minutes

Budget, Operations, and Compensation Committee

Agenda Item #4

FY 2024 Targets and Budget

Comprehensive Plan

FY 2024 Incentive Programs Targets – Proposed Revisions



Segment	Program		Targets			
			Number of Projects	Total Capital Deployed	CGB Capital Deployed	Capacity Installed/ Nameplate Capacity
Incentive Programs	ESS (Residential)	<i>Residential Storage Incentives Total</i>	150	4,800,000	0	1
	ESS (C&I)	<i>C&I Storage Incentives Total</i>	15	30,441,176		20.7
	ESS	Total Battery Storage	165	\$35,241,176		21.9
	Smart-E	Total Smart-E	1,204	\$22,423,925		0.9
	Incentive Programs Total		1,359	\$57,345,102		22.8

To support 1,359 ~~1,211~~ **projects** attracting investment of \$57,345,102 ~~\$98,988,148~~ to deploy at least 22.8 MW ~~52 MW~~ of clean energy.

Comprehensive Plan

FY 2024 Financing Programs Targets – Proposed Revisions



Segment	Product	Channel	Targets			
			Number of Projects	Total Capital Deployed	CGB Capital Deployed	Capacity Installed
Financing Programs	CPACE	Total CPACE	19	\$21,170,000	\$7,700,000	0.0
	PPA/Roof Leases	Total PPA	10	\$10,650,000	\$6,510,000	4.7
	SBEA		480	\$11,728,000	\$2,345,600	
	Multi-Family Pre-Dev		0	\$0		0.0
	Multi-Family Term	Total Multi-Family Term	3	\$300,000	\$300,000	0.3
	Transportation	EVCC	0	0		0
	Strategic Investments	Total Strategic Investments	0	\$10,000,000	\$10,000,000	0.0
	Financing Programs Total			509	\$ 53,548,000	\$ 26,555,600

To support **509** ~~515~~ **projects** attracting investment of **\$53,548,000** ~~\$58,979,668~~ to deploy at least **4.7** ~~8.2~~ **MW** of clean energy.

Budget - Revenue Changes

	Fiscal Year		
	Jun 30 2024		
	Budget	FY24 Original Budget	Variance
Revenue			
Operating Income			
Utility Customer Assessments	24,269,579	24,197,900	71,679 (A)
RGGI Auction Proceeds-Renewables	5,200,000	5,200,000	0
CPACE Closing Fees	120,000	120,000	0
REC Sales	14,232,034	14,232,034	0
Grant Income-Federal Programs	40,000	40,000	0
Grant Income-Private Foundations	150,000	150,000	0
PPA Income	500,000	500,000	0
LREC/ZREC Income	450,000	450,000	0
Total Operating Income	44,961,613	44,889,934	71,679
Interest Income	7,885,255	7,885,255	0
Interest Income, Capitalized	60,000	60,000	0
Other Income	1,271,612	1,271,612	0
Total Revenue	\$ 54,178,480	\$ 54,106,801	71,679

Budget - Expense Changes



Operating Expenses			
Compensation and Benefits			
Employee Compensation	8,579,823	8,292,695	287,128
Employee Benefits	7,746,960	7,485,674	261,286
Total Compensation and Benefits	16,326,783	15,778,369	548,414
Program Development & Administration	3,891,852	3,891,852	0
Program Administration-IPC Fee	1,024,665	1,024,665	0
Lease Origination Services	4,000	4,000	0
Marketing Expense	1,670,425	1,620,425	50,000
E M & V	1,030,004	1,030,004	0
Research and Development	458,000	358,000	100,000
Consulting and Professional Fees			
Consulting/Advisory Fees	1,756,365	1,526,365	230,000
Accounting and Auditing Fees	321,350	321,350	0
Legal Fees & Related Expenses	250,000	250,000	0
Total Consulting and Professional Fees	2,327,715	2,097,715	230,000
Rent and Location Related Expenses			
Rent/Utilities/Maintenance	362,848	362,848	0
Telephone/Communication	58,980	58,980	0
Depreciation & Amortization	685,314	685,314	0
Total-Rent and Location Related Expenses	1,107,142	1,107,142	0
Office, Computer & Other Expenses	2,267,056	2,267,056	0
Total Operating Expenses	\$ 30,107,642	\$ 29,179,228	928,414
Program Incentives and Grants			
Financial Incentives-CGB Grants	485,000	485,000	0
Program Expenditures-Federal Grants	40,000	40,000	0
EPBB/PBI/HOPBI Incentives	5,842,318	7,200,000	(1,357,682)
Battery Storage Incentives	1,834,093	1,834,093	0
Total Program Incentives and Grants	\$ 8,201,411	\$ 9,559,093	(1,357,682)
Operating Income/(Loss)	\$ 15,869,427	\$ 15,368,480	500,947
Non-Operating Expenses			
Interest Expense	1,918,737	1,918,737	0
Provision for Loan Loss	1,743,163	1,743,163	0
Interest Rate Buydowns-ARRA	250,000	250,000	0
Total Non-Operating Expenses	\$ 3,911,900	\$ 3,911,900	0
Net Revenues Over (Under) Expenses	\$ 11,957,527	\$ 11,456,580	\$ 500,947

See budget memo for details of adjustments (A) through (F).

Resolution #2



WHEREAS, Section 5.2.2 of the Bylaws of the Connecticut Green Bank's requires the recommendation of the Budget, Operations, and Compensation Committee of the annual budget to the Connecticut Green Bank Board of Directors;

NOW, therefore be it:

RESOLVED, that the Budget Operations, and Compensation Committee Green Bank Board hereby recommends approval to the Board of Directors the: (1) the revised FY2024 Targets and Budget, and (2) extend the professional services agreements (PSAs) with the aforementioned strategic partners for fiscal year 2024 with the amounts of each PSA not to exceed the applicable approved budget line item.

Second. Discussion. Vote

Budget and Operations Committee

Agenda Item #5

Adjourn



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

Regular Meeting Minutes

Wednesday, June 7, 2023

2:00 p.m. – 3:30 p.m.

A regular meeting of the Budget, Operations, and Compensation Committee of the **Connecticut Green Bank (the “Green Bank”)** was held on June 7, 2023.

Committee Members Present: John Harrity, Robert Hotaling, and Adrienne Houël

Committee Members Absent: Lonnie Reed, Brenda Watson

Staff Attending: Joe Buonannata, Sergio Carrillo, Shawne Cartelli, Brian Farnen, Bryan Garcia, Cheryl Lumpkin, Jane Murphy, Ariel Schneider, Eric Shrago, Dan Smith

Others present: None

1. Call to Order

- John Harrity called the meeting to order at 2:06 pm.

2. Public Comments

- No public comments.

3. Approve Meeting Minutes from May 10, 2023

Resolution #1

Motion to approve the meeting minutes of the Budget, Operations, and Compensation Committee from the meeting on May 10, 2023.

Upon a motion made by Robert Hotaling and seconded by Adrienne Houël, the Budget, Operations, and Compensation Committee voted to approve Resolution 1. None opposed or abstained. Motion approved unanimously.

4. FY 2024 Budget Plan – Budget and Targets

Subject to Changes and Deletions

- Eric Shrago reviewed the proposed goals for the Financing programs, Incentive programs, and total overall including the expected social impact in terms of greenhouse gas reduction and job years created.
 - Robert Hotaling asked for clarification about the job years metric. Eric Shrago responded the job years is only estimated based on the approved methodology and isn't extensively comprehensive but is based on the Jobs Study that is researched with DECD review.
- Eric Shrago summarized the proposed Revenue section of the budget which was discussed in the previous meeting. He continued with the explanation of the Operating Expenses, breaking down the numbers for Incentive Programs, Financing Programs, and Compensation and Benefits.
 - Robert Hotaling asked about the projections of what the new hiring positions will bring in for revenue. Eric Shrago responded that the Green Bank hasn't done that kind of calculation in the past due to the more team focused approach, as well as there not being an exact sales staff. He also explained the organization is undertaking a handful of larger CRM projects completed so that staff can look at this type of calculation. Bryan Garcia added that the Green Bank's earned revenues are increasing and covering operating expenses, which is rare for government entities, and that is in part due to the focus on organizational sustainability but noted that the calculation could be determined going forward.
- Eric Shrago reviewed the Operating Expenses.
 - John Harranty asked if there was a way to research how to reduce the cost of ground source heat pumps under the R&D budget. Bryan Garcia responded that it may be best to raise the issue at the Joint Committee for investigation under the CL&M Plan, so the R&D budgeting would then support such a study. Adrienne Houël added that in Bridgeport there are many seminars being done to educate people about heat pumps, but the focus is usually on air source heat pumps because of the differential in cost, and supports John Harranty's suggestion to research how to reduce those barriers.
- Eric Shrago summarized the overall budget which includes an increase in net revenues and decrease in operating expenses.
 - Robert Hotaling asked for clarification about the large reduction in CGB Grant expenses. Eric Shrago responded that approximately \$5 million was budgeted for last year, well before the Inflation Reduction Act passed, which was intended to be used as matching grants to match federal funds, but the opportunity was not needed. He also stated the Green House Gas Reduction Fund is also highly sought after for federal funding to the Green Bank, among other sources. Bryan Garcia added that its also difficult to track when the different agencies release their RFPs but he has been recently utilizing an application to more easily view everything, and work with DEEP and PURA bi-weekly to review everything and maximize their ability to identify opportunities.
- Eric Shrago highlighted the numbers for the Battery Storage program, which may need adjustments in the future, and for Non-Operating Expenses for ARRA funds which should be completed by the end of next year.
- Eric Shrago summarized the Investments for FY2024 including for Multifamily, LMI Programs, Solar PPA, SBEA, and the CE Finance Programs.
 - Robert Hotaling asked for clarification about the unspecified line. Eric Shrago responded that 2 years ago, the Capital Solutions RFP was issued and then he explained what that program is and that it is debt. Robert Hotaling asked if the Green Bank is in the senior debt position and what the quality of the collateral is.

Subject to Changes and Deletions

Eric Shrago answered it is dependent on the project but is typically subordinated debt. Bryan Garcia pointed out that the amount of investment is going to generate principal and interest returns over time and then explained the overall target of the Green Bank from an interest-income annual basis.

- John Harrity commented that the Green Bank has been very successful in putting itself in a good position to not overstep into the private market while still helping a great number of people through its various programs without overspending public funds as well as help encourage other programs to take off.
- Eric Shrago reviewed the proposed Strategic Partners.
 - John Harrity asked about the Strategic Partners, are any of them Connecticut based. Eric Shrago responded that many of the vendors are and listed which ones are.
- Eric Shrago requested that when presented to the Board, the budget include the \$150,000 which was accidentally omitted for FuelCell origination expenses.

Resolution #2

WHEREAS, Section 5.2.2 of the Bylaws of the Connecticut Green Bank's requires the recommendation of the Budget, Operations, and Compensation Committee of the annual budget to the Connecticut Green Bank Board of Directors;

RESOLVED, the Budget, Operations, and Compensation Committee recommends that the Board of Directors authorizes Green Bank staff to enter into new or extend existing professional services agreements (PSAs) with the following, contingent upon a competitive bid process having occurred in the last three years (except Inclusive Prosperity Capital):

- I. Adnet Technologies, LLC
- II. Alter Domus (formerly Cortland)
- III. Clean Power Research, LLC
- IV. Craftsman Technology Group, LLC
- V. C-TEC Solar, LLC
- VI. DNV, GL (includes what was formerly ERS)
- VII. Go, LLC
- VIII. Guidehouse (formerly Navigant)
- IX. Inclusive Prosperity Capital, Inc.
- X. PKF O'Connor Davies
- XI. Strategic Environmental Associates

For fiscal year 2024 with the amounts of each PSA not to exceed the applicable approved budget line item.

NOW, therefore be it:

RESOLVED, that the Budget Operations, and Compensation Committee Green Bank Board hereby recommends approval to the Board of Directors the: (1) the FY2024 Targets and Budget, and (2) the PSAs with the 11 strategic partners set forth above.

Upon a motion made by Robert Hotaling and seconded by Adrienne Houël, the Budget, Operations, and Compensation Committee voted to approve Resolution 2. None opposed or abstained. Motion approved unanimously.

5. Executive Session – Personal Matters

Upon a motion made by Adrienne Houël and seconded by Robert Hotaling, the Budget, Operations, and Compensation Committee voted to move into Executive Session to discuss personnel related matters. None opposed or abstained. Motion approved unanimously.

The BOC Committee entered Executive Session at 3:14 pm.

The BOC Committee returned from Executive Session at 3:33 pm.

Resolution #3

WHEREAS, Section 5.3.2 of the Bylaws of the Connecticut Green Bank's (Green Bank) charges the Budget, Operations, and Compensation Committee with the oversight of human resources policies and practices;

NOW, therefore be it:

RESOLVED, that the Budget Operations, and Compensation Committee of the Green Bank Board hereby recommends approval of the discussed severance agreement.

Upon a motion made by Adrienne Houël and seconded by Robert Hotaling, the Budget, Operations, and Compensation Committee voted to approve Resolution 3. None opposed or abstained. Motion approved unanimously.

6. Adjourn

Upon a motion made by Robert Hotaling and seconded by Adrienne Houël, the Budget, Operations, and Compensation Committee Meeting adjourned at 3:36 pm.

Respectfully submitted,

John Harranty, Chairperson

Memo

To: Budget Operations, and Compensation Committee
From: Bryan Garcia (President and CEO), Jane Murphy (Executive Vice President of Finance and Administration), Eric Shrago (Vice President of Operations), & Dan Smith (Associate Director of Finance and Administration)
Date: January 13, 2024
Re: Proposed updates to FY2024 Targets and Budget

As the Budget Operations, and Compensation Committee is well aware, we typically review our budget and targets mid-way through our fiscal year and look to bring those in line with what we are seeing in the market and what we think we will need to achieve those targets. This year is unique as we are awaiting announcements on the awards coming from the Environmental Protection Agency's competition for monies coming from the Greenhouse Gas Reduction Fund (GGRF). While this capital will most certainly drive the next stage of transition to the Green Economy, we do not expect it to impact FY2024 targets. Within the below budget modifications, we are presenting a request that is contingent upon the Green Bank being part of a winning coalition for the GGRF funds.

I. Targets

After two quarters of assessing program performance and market conditions, the Green Bank staff has proposed the following adjustments to targets for this fiscal year:

- Overall we are increasing the Incentive Programs target by 162 projects and increasing our capital deployment target for the business line by \$1.4 million. Changes to the Incentive Programs targets include:
 - Based on the activity we see in the market, we are reducing the target for the residential portion of Energy Storage Solutions by 100 projects, \$3.2 million in capital Deployment, and 1MW of nameplate capacity. Program growth is still hampered by battery economics.
 - Based on the activity we see in the market, we are keeping the targets flat for the target for the Commercial, Industrial, and Institutional portion of Energy Storage Solutions

- Performance of the Smart-E loan program remains strong. Despite recent losses of some lending partners, we remain positive on the program's overall performance for the year. We have launched the initial round of environmental infrastructure and resilience measures for the program and expect to see growth stimulated by Inflation Reduction Act Incentives this year. We are increasing our target by 260 loans, by \$4.6 million in capital deployment and .7MW of installed capacity.
- Targets for the Financing Programs will decrease by 6 projects, \$5.4 Million in capital deployment, and 3.5MW of installed capacity. Changes to the Financing Programs Targets include:
 - CPACE, Multifamily, and Small Business Energy Advantage (SBEA) targets will remain flat.
 - Our solar power purchase agreement (PPA) targets are where all of the changes are. The targets will now be 10 projects for \$10.65 Million in capital deployment (of which we intend to commit \$6.5 million of Green Bank Capital) and 4.7MW of installed capacity.

The targets are summarized in the following tables:

Table 1. Proposed FY 2023 Targets for the Incentive Programs Business Unit

Segment	Program		Targets			
			Number of Projects	Total Capital Deployed	CGB Capital Deployed	Capacity Installed/Nameplate Capacity
Incentive Programs	ESS (Residential)	<i>Residential Storage Incentives Total</i>	150	4,800,000	0	1
	ESS (C&I)	<i>C&I Storage Incentives Total</i>	15	30,441,176		20.7
	ESS	Total Battery Storage	165	\$35,241,176		21.9
	Smart-E	Total Smart-E	1,204	\$22,423,925		0.9
	Incentive Programs Total		1,359	\$57,345,102		22.8

Table 2. Proposed FY 2023 Targets for the Financing Programs Business Unit

Segment	Product	Channel	Targets			
			Number of Projects	Total Capital Deployed	CGB Capital Deployed	Capacity Installed
Financing Programs	CSPACE	Total CSPACE	19	\$21,170,000	\$7,700,000	0.0
	PPA/Roof Leases	Total PPA	10	\$10,650,000	\$6,510,000	4.7
	SBEA		480	\$11,728,000	\$2,345,600	
	Multi-Family Pre-Dev		0	\$0		0.0
	Multi-Family Term	Total Multi-Family Term	3	\$300,000	\$300,000	0.3
	Transportation	EVCC	0	0		0
	Strategic Investments	Total Strategic Investments	0	\$10,000,000	\$10,000,000	0.0
	Financing Programs Total		509	\$ 53,548,000	\$ 26,555,600	4.7

II. Proposed Changes to the Green Bank Investment and Operating Budgets – Standard Revisions

The overall net proposed budget represents an increase in expenses of \$928,414 and an increase in revenue of \$71,679. Staff proposes a decrease in non-operating expenses of \$1,357,682, of which \$288,469 is contingent upon the Green Bank being a member of a

winning coalition for GGRF funds. The proposed updated budget differs from the original, approved budget in the following ways:

Financing Programs

The Green Bank is proposing adjusting the Financing Programs revenue upward by \$71,679 based on Utility Customer Assessments income being higher than expected (Adjustment A in the attachment).

Staff also proposes additional expenses of \$618,469 the Financing Programs. \$288,469 of this increase is driven by the creation of four new positions to support the rollout of the GGRF (Adjustment B). These positions are contingent upon us being awarded the funds and the nature of these positions depend on in which competition(s) the Green Bank wins. in the investment team. Other proposed changes to the Financing Programs' Segment Budget include an increase of \$50K in marketing for dues that support the Coalition for Green Capital's implementation of the GGRF, \$100k in Research and Development to support battery and solar panel end of life, and the Bridgeport Community LEAP project (Adjustment D), and \$180K for consulting related to our EV Carbon Credit project and guidance from an accountant on tax implications related to the GGRF incentives (Adjustment E).

Incentive Programs

Staff proposes \$87,855 of additional expenses in the Incentive Programs. Of this, \$37,855 is for an additional position that will help with additional volume on Smart-E as we implement the new measures (Adjustment I). Staff propose increasing the consulting line item on this budget by \$50k to support automation in the NGEN tool for Smart-E workflow that will allow the program to scale (adjustment F).

Additionally, we are reducing the incentives we expect to pay this fiscal year by \$1,357,682 (Adjustment H).

Environmental Infrastructure

Staff are proposing changes to the budget to increase the Compensation and Benefits by 222,091 to support two new positions that will help implement the expanded mandate, one at the associate level and one at the associate director level.

III. Salary Bands Change

Upon some advice from the Green Bank's longtime Human Resources Consultant, we are proposing a small change to our salary bands structure. We are proposing the creation of a new band between the existing band 20 (EVP and Officers) and 21 (President). This will allow us to differentiate between our Executive Vice Presidents and our Officers. Further, this will allow room for growth for staff who are presently at the top of their range.

We are proposing the new salary structure in the attached. No salary increases will be granted due to this.

IV. Strategic Partners

As you recall, the board instructed staff to contract with 11 strategic partners in June 2023 with specific not-to-exceed thresholds. At this time we propose to increase the not-to-exceed amount for Strategic Environmental Associates to \$400,000 and the not-to-exceed amount to \$1,400,000.

Resolution 2:

WHEREAS, Section 5.2.2 of the Bylaws of the Connecticut Green Bank's requires the recommendation of the Budget, Operations, and Compensation Committee of the annual budget to the Connecticut Green Bank Board of Directors;

NOW, therefore be it:

RESOLVED, that the Budget Operations, and Compensation Committee Green Bank Board hereby recommends approval to the Board of Directors the: (1) the revised FY2024 Targets and Budget, and (2) extend the professional services agreements (PSAs) with the aforementioned strategic partners for fiscal year 2024 with the amounts of each PSA not to exceed the applicable approved budget line item.

Connecticut Green Bank
Fiscal Year Budget - Recast vs. Original

	Fiscal Year Jun 30 2024			Incentive Programs Fiscal Year Jun 30 2024			Financing Programs Fiscal Year Jun 30 2024			Environmental Infrastructure Fiscal Year Jun 30 2024		
	Budget	FY24 Original Budget	Variance	Budget	FY24 Original Budget	Variance	Budget	FY24 Original Budget	Variance	Budget	FY24 Original Budget	Variance
Revenue												
Operating Income												
Utility Customer Assessments	24,269,579	24,197,900	71,679 (A)	0	0	0	24,269,579	24,197,900	71,679	0	0	0
RGGI Auction Proceeds-Renewables	5,200,000	5,200,000	0	0	0	0	5,200,000	5,200,000	0	0	0	0
CPACE Closing Fees	120,000	120,000	0	0	0	0	120,000	120,000	0	0	0	0
REC Sales	14,232,034	14,232,034	0	12,321,284	12,321,284	0	1,910,750	1,910,750	0	0	0	0
Grant Income-Federal Programs	40,000	40,000	0	0	0	0	40,000	40,000	0	0	0	0
Grant Income-Private Foundations	150,000	150,000	0	0	0	0	150,000	150,000	0	0	0	0
PPA Income	500,000	500,000	0	0	0	0	500,000	500,000	0	0	0	0
LREC/ZREC Income	450,000	450,000	0	0	0	0	450,000	450,000	0	0	0	0
Total Operating Income	44,961,613	44,889,934	71,679	12,321,284	12,321,284	0	32,640,329	32,568,650	71,679	0	0	0
Interest Income	7,885,255	7,885,255	0	39,300	39,300	0	7,845,955	7,845,955	0	0	0	0
Interest Income, Capitalized	60,000	60,000	0	0	0	0	60,000	60,000	0	0	0	0
Other Income	1,271,612	1,271,612	0	767,112	767,112	0	504,500	504,500	0	0	0	0
Total Revenue	\$ 54,178,480	\$ 54,106,801	71,679	\$ 13,127,696	\$ 13,127,696	0	\$ 41,050,784	\$ 40,979,105	71,679	\$ 0	\$ 0	0
Operating Expenses												
Compensation and Benefits												
Employee Compensation	8,579,823	8,292,695	287,128	1,997,691	1,977,871	19,819	6,028,949	5,877,918	151,031	553,184	436,906	116,278
Employee Benefits	7,746,960	7,485,674	261,286	1,817,898	1,799,863	18,036	5,425,664	5,288,227	137,438	503,397	397,584	105,813
Total Compensation and Benefits	16,326,783	15,778,369	548,414	3,815,589	3,777,734	37,855 (I)	11,454,613	11,166,145	288,469 (B)	1,056,581	834,490	222,091 (C)
Program Development & Administration	3,891,852	3,891,852	0	2,303,800	2,303,800	0	1,308,052	1,308,052	0	280,000	280,000	0
Program Administration-IPC Fee	1,024,665	1,024,665	0	237,717	237,717	0	786,948	786,948	0	0	0	0
Lease Origination Services	4,000	4,000	0	0	0	0	4,000	4,000	0	0	0	0
Marketing Expense	1,670,425	1,620,425	50,000	472,600	472,600	0	1,197,825	1,147,825	50,000 (C)	0	0	0
E M & V	1,030,004	1,030,004	0	825,004	825,004	0	205,000	205,000	0	0	0	0
Research and Development	458,000	358,000	100,000	0	0	0	320,000	220,000	100,000 (D)	138,000	138,000	0
Consulting and Professional Fees												
Consulting/Advisory Fees	1,756,365	1,526,365	230,000	636,000	586,000	50,000	1,120,365	940,365	180,000	0	0	0
Accounting and Auditing Fees	321,350	321,350	0	0	0	0	321,350	321,350	0	0	0	0
Legal Fees & Related Expenses	250,000	250,000	0	25,000	25,000	0	175,000	175,000	0	50,000	50,000	0
Total Consulting and Professional Fees	2,327,715	2,097,715	230,000	661,000	611,000	50,000 (F)	1,616,715	1,436,715	180,000 (E)	50,000	50,000	0
Rent and Location Related Expenses												
Rent/Utilities/Maintenance	362,848	362,848	0	86,542	86,542	0	257,189	257,189	0	19,117	19,117	0
Telephone/Communication	58,980	58,980	0	14,067	14,067	0	41,806	41,806	0	3,107	3,107	0
Depreciation & Amortization	685,314	685,314	0	44,042	44,042	0	631,543	631,543	0	9,729	9,729	0
Total-Rent and Location Related Expenses	1,107,142	1,107,142	0	144,651	144,651	0	930,538	930,538	0	31,953	31,953	0
Office, Computer & Other Expenses	2,267,056	2,267,056	0	602,904	602,904	0	1,605,956	1,605,956	0	58,296	58,296	0
Total Operating Expenses	\$ 30,107,642	\$ 29,179,228	928,414	\$ 9,063,265	\$ 8,975,410	87,855	\$ 19,429,548	\$ 18,811,079	618,469	\$ 1,614,829	\$ 1,392,739	222,091
Program Incentives and Grants												
Financial Incentives-CGB Grants	485,000	485,000	0	60,000	60,000	0	425,000	425,000	0	0	0	0
Program Expenditures-Federal Grants	40,000	40,000	0	0	0	0	40,000	40,000	0	0	0	0
EPBB/PBI/HOPBI Incentives	5,842,318	7,200,000	(1,357,682)	5,842,318	7,200,000	(1,357,682) (H)	0	0	0	0	0	0
Battery Storage Incentives	1,834,093	1,834,093	0	1,834,093	1,834,093	0	0	0	0	0	0	0
Total Program Incentives and Grants	\$ 8,201,411	\$ 9,559,093	(1,357,682)	\$ 7,736,411	\$ 9,094,093	(1,357,682)	\$ 465,000	\$ 465,000	0	\$ 0	\$ 0	0
Operating Income/(Loss)	\$ 15,869,427	\$ 15,368,480	500,947	\$ (3,671,980)	\$ (4,941,807)	1,269,827	\$ 21,156,236	\$ 21,703,025	(546,789)	\$ (1,614,829)	\$ (1,392,739)	(222,091)
Non-Operating Expenses												
Interest Expense	1,918,737	1,918,737	0	1,763,280	1,763,280	0	155,457	155,457	0	0	0	0
Provision for Loan Loss	1,743,163	1,743,163	0	0	0	0	1,743,163	1,743,163	0	0	0	0
Interest Rate Buydowns-ARRA	250,000	250,000	0	250,000	250,000	0	0	0	0	0	0	0
Total Non-Operating Expenses	\$ 3,911,900	\$ 3,911,900	0	\$ 2,013,280	\$ 2,013,280	0	\$ 1,898,620	\$ 1,898,620	0	\$ 0	\$ 0	0
Net Revenues Over (Under) Expenses	\$ 11,957,527	\$ 11,456,580	\$ 500,947	\$ (5,685,260)	\$ (6,955,087)	\$ 1,269,827	\$ 19,257,616	\$ 19,804,406	\$ (546,789)	\$ (1,614,829)	\$ (1,392,739)	(222,091)

See budget memo for details of adjustments (A) through (F).

Adjustment Description

(A) Utility Customer Assessments adjusted to actual for July through November, a net increase in budgeted revenues of \$72k.

(B) Compensation and Benefits increase of \$548k is for 2 new Environmental Infrastructure employees, 1 new Smart-E employee and 4 contingent employees dependent on the potential award of GGRF funds in March 2024.

(C) \$50k increase in marketing for an additional sponsorship for CGC in FY24.

(D) \$100k increase in R&D for Bridgeport LEAP and Collective Recycling.

(E) \$230k increase in additional expected consulting costs for \$140k for EV Carbon Credit Consulting, \$40k for an Accounting consultant related to IRA opportunities for taxpayers in the state and \$50k for Smart-E NGEN Enhancements.

(F) Incentives decrease \$1.4M to adjust to actual for July through November 2023.

Job Titles	Grade	Salary Ranges				
		Min	25th	Mid	75th	Max
President	22	214,912	247,149	279,385	311,622	343,859
Executive Vice President	21	197,003	226,553	256,103	285,654	315,204
Officer	20	179,093	205,957	232,821	259,685	286,549
Managing Director, Vice President	19	149,244	171,631	194,018	216,404	238,791
Director	18	124,370	143,026	161,681	180,337	198,993
Associate Director, Sr. Manager Investments, Controller	17	118,689	136,492	154,295	172,099	189,902
Sr. Manager, Programs/Corporate, Senior Administrator	16	98,907	113,743	128,580	143,416	158,252
Manager, Administrator	15	82,423	94,786	107,150	119,513	131,876
Senior Associate/ Associate Manager, Senior Accountant	14	71,672	82,423	93,174	103,924	114,675
Associate, Executive Assistant, Office Manager	13	62,323	71,672	81,020	90,369	99,718
Senior Assistant, Staff Accountant	12	54,194	62,323	70,453	78,582	86,711
Assistant	11	47,125	54,194	61,263	68,332	75,401



75 Charter Oak Ave
Suite 1 - 103
Hartford, CT 06106

700 Canal Street, 5th Floor
Stamford, CT 06902