

## 4CORE Board Meeting Minutes: September 19, 2013



### LOCATION

Durango Transit Center Conference Room

### BOARD MEMBERS PRESENT

Enid Brodsky  
Werner Heiber  
Mary Beth Miles  
Peter May Ostendorp  
Roy Peterson  
Lew Pratsch  
Kurt Schneider

### ABSENT

Gwen Lachelt  
Mark Schwantes  
Paul Senecal

### 4CORE STAFF IN ATTENDANCE

Gregg Dubit  
Bonnie Rozean  
Amanda Saunders  
Teresa Shishim

### GUESTS – Potential Board Member

Steve Kawell – Owner of Durango Solar Homes  
Claudia Williams – Eco Broker with ReMax Pinnacle Real Estate  
Tom Holcomb – Employed by Living Solar

Call to order - 3:07 pm

Introductions were made.

### OLD BUSINESS

#### **Approve minutes from August 15<sup>th</sup>.**

Enid recommended a Director's report be presented at each board meeting with financials being included on a quarterly basis. Discussion was held on financials being presented on a monthly basis. The format of the report was discussed to improve efficiency.

Peter referred to the circulation of the Fundraising Toolkit which can be sent to those Board members interested.

Motion: Werner made a motion to approve the August board meeting minutes; Mary Beth seconded.

Vote: Motion approved.

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### **Sales Funnel/Pipeline Development**

Teresa led the discussion on the marketing plan that has been developed for the four focus areas. Target audience members will be honed in the coming months. Attributes and personas of the homeowners and business owners/professionals were reviewed. A pitch with the value propositions was discussed.

A positioning statement has also been developed.

Gregg noted that 4CORE's marketing reach needs to deepen in the community and one avenue for this is through realtors. Gregg requested any potential referrals and leads from the individual board members. Werner discussed the objectives of 4CORE becoming a community activity for the benefit of the community. Enid noted the use of past clients to be included in the marketing plan. Enid also noted that the County has hired a facility manager which would be useful contact for 4CORE. Discussions are also underway for a county event center. The Work Smarter, Not Harder concept was developed jointly by the RSBP partners to look at the triple bottom line and is broader than the 4CORE mission. Werner asked the best way to provide input for the staff from the board. Teresa recommended emailing Gregg or herself. Peter discussed the size of businesses to be targeted – smaller employers vs. larger employers. Large corporations may not provide as large an impact as working with smaller businesses. Lew discussed initiating an incentive through the local utilities for energy audits. Lew shared a case study brochure provided by another agency that highlights homes that have been renovated with energy efficiency measures. Gathering local testimonials was recommended. Gregg welcomed board members initiating conversations with utility board members to further the discussion on incentives. Tom discussed paying for leads from engaged community members.

### **Executive Director Annual Evaluation and Executive Committee Recommendations**

Peter stated that Gregg had been evaluated during the summer. The evaluation was positive and it is recommended that the board retain Gregg as Executive Director. Peter discussed the timing of Gregg's evaluation being off cycle from the remainder of the staff. The Executive Committee recommends evaluating Gregg again in December 2013. Goals will next be put in place for the ED.

### **Board Development Updates**

Peter noted the interest for new board members.

Motion: Peter made a nomination for Kurt to join the board. Lew seconded.

Vote: Motion approved.

Motion: Werner made a motion for Kurt to serve as Treasurer, Mary Beth seconded.

Vote: Motion approved.

Gregg asked Tom and Steve to submit resumes to his email if they are interested in serving on the board.

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### **NEW BUSINESS**

#### **New Organizational Chart**

Gregg discussed the revised Organizational Chart. The 4CORE chart is formatted in a bottom up style which shows the Board supporting the staff and four focus areas. Feedback received from Enid was that the chain of command is not clear in the current version. Current staff equals 4.4 full time equivalent employees. Enid discussed that it appears that the employees are running the organization and that the chart will be misinterpreted in this format. Peter noted that the chart was useful to show how the organization is staffed. Lew recommended creating the chart in both styles bottom up and top down. Gregg will create both charts and add the reporting hierarchy lines. It was noted that Gregg reports to the board. Kurt requested that all three pages line up sequentially.

#### **Program Update: RSBP**

Amanda Saunders attended the meeting to update the board on the RSBP program. Amanda is currently a .8 FTE and is focused on the RSBP program. In addition Amanda is researching grant opportunities. Amanda detailed the RSBP program and the funding of the Climate Showcase Communities grant through La Plata County. Amanda listed the partners of the program which include Bright Green, Durango Discovery Museum, Health Community Food Systems, Healthy Lifestyles La Plata, La Plata Electric Association, Local First and Southwest Connect. Businesses go through a six step process to be certified as Resource Smart. Assessments are conducted and recommendations provided. Business employees are also educated on energy efficiency. 4CORE is currently working with 30 businesses in La Plata County. The grant will end in December 2013. Work is being conducted on continuing the program with a fee for service. Additional subsidization will be needed as well as charging a fee. Average annual savings for businesses is approximately \$1,000. Of the 30 businesses 14 have achieved certification.. Amanda listed the participating businesses which are a diverse array of local businesses.

Gregg noted that 50 of the Climate Showcase Communities grants were awarded in the country. Investments have been made in the buildings, in the people, and sustainable businesses practices.

Discussion continued on the proposed fee for service model. The program will be streamlined with an introductory assessment for a flat fee followed by a more detailed assessment which has a tiered rate structure if the business is interested. La Plata Electric co-conducts the energy assessments focusing on the lighting. They are also donating energy efficiency kits for the employees of each business. Word of mouth referrals were how the businesses applied to become participants. There are about 12 businesses that have applied but were not selected. These businesses are potential candidates for the fee for service program model. The main goal of the program is to reduce greenhouse gas emissions. The program has not yet become self sustaining. The program is replicable. Businesses would join and pay dues to remain certified. Projections show that by the fourth year the program would be self sustaining. Enid discussed selling this program to our local funding partners. Program prioritization was discussed.

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### **Financial Update: 2014 Budget Forecast by Focus Area**

A draft of the 2014 budget was handed out. The budget has been prepared by the four focus areas showing the funding gaps by focus area. A committee of the board met on Monday to provide review and feedback on the draft budget.

August financials were discussed briefly. They will be prepared by Monday and sent to the new board treasurer.

Bonnie described the sequence of preparing the draft budget with details regarding staffing. Staffing percentages of time are based on percentages of time for Programs, Fundraising, and Management and General activities which have been established by the auditor while preparing the annual 990 tax return. These percentages then are allocated to the income and expense streams as appropriate. Management and General and Fundraising expenses have been allocated to each program based on the wage expense percentage.

The funding gaps for each area were presented. Bonnie noted that the business, government, individual RSBP and fee for service revenue streams were being addressed by staff with many applications for funding in the works. The board can support these requests when it is time to meet with the entities. The projected revenue streams for foundations, sponsors, and new grants are where board input is greatly needed.

The budget does not show 4CORE growing in 2014, just stabilizing.

Kurt discussed that some of the revenue assumptions are already not proving out as forecast. Kurt also discussed the funding history to help determine the probability of funding being received in the amounts forecast and from the sources listed.

Kurt discussed a minimum reserve be kept intact and for the board to determine this amount. Peter recommended amending the Bylaws to note the minimum reserve and to approve this with the 2014 budget at the November meeting. The meeting segued into the Ways and Means agenda item.

### **Ways & Means/ Fundraising Discussion and Next Steps**

Peter requested open discussion on how to proceed for fundraising and focus area prioritization and creating a Ways and Means subcommittee. Gregg highlighted some of the revenue assumptions regarding energy efficiency. Enid discussed the certification trainings and how viable a funding mechanism they might be. Gregg is in talks with the county, the city, and the school district regarding building operator's training.

Gregg discussed the value of the strategic plan which now enables 4CORE to target funding mechanisms. Peter noted that several applications have been put out and board members can help influence the outcome of these applications. Fee structures and incentives to increase volume were discussed.

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Mary Beth noted that the City Manager has recommended funding for 4CORE at its current level at \$16,000 which is below the \$17,049 request and that 4CORE was one of only a few requests to be funded for 2014.

Discussion continued on how to proceed.

Kurt recommended that board development be completed and an immediate orientation be conducted.

Tom requested a funding sales pipeline and the probability of future/continuing funding and who the contacts are.

Werner asked for accountability for the board to assist with the requests. Werner stated he will help with the City and the County.

Amanda noted that the funding requests detail what 4CORE has done with the funding partners funds and plans for future funding. The board requested this be synopsized into a one page talking points document which presents current and potential activities.

Peter noted there might be a perceived notion that 4CORE should be self sustaining by now and how to inform the funding partners on how their funding is essential to continuing to bring additional funds into the county.

Discussion was held on the energy dollars which leave the county.

Peter asked for a board member to lead the Ways and Means subcommittee. Kurt will participate but is unable to lead. Werner can also serve but is also unable to lead for a couple of months.

A Ways and Means subcommittee meeting was scheduled for Thursday September 26<sup>th</sup> with a brief board orientation from 3:00 to 4:00 p.m. prior to the Ways and Means meeting from 4:00 to 5:00 p.m.

### **NEXT MEETING**

October 17<sup>th</sup> 3:00 – 5:00 pm at the Transit Center conference room.

### **ADJOURNMENT**

Motion: Werner moved to adjourn. Mary Beth seconded.

Vote: Motion approved at 5:10 p.m.

Drafted by Bonnie Rozean, Finance Manager

Respectfully Submitted by:

Paul Senecal, Secretary

4CORE Board of Directors