THE NEVADA CLEAN ENERGY FUND ROUNDTABLE
Green Banks 101 & Nevada Green Bank Study Results

Coalition for Green Capital
Jeff Schub, Executive Director

July 27, 2017
Agenda

- About CGC
- “Green Banks 101”
- Introduction to Connecticut Green Bank
- Results of Nevada Green Bank Opportunity Assessment
Coalition for Green Capital partners with government to design & create public energy finance institutions

- The Coalition for Green Capital (CGC) is a DC-based 501(c)(3) non-profit that partners with governments to establish dedicated clean energy finance entities.
- CGC designs and forms lending institutions that partner with private investors to deploy clean and efficient energy technology that increase energy resilience.
- CGC is leading expert in “Green Bank” model and worked with White House, DOE, USDA, EPA, OECD and other leaders on implementation.
- CGC has helped establish 6 entities which have financed over $2 billion of clean energy projects.
- CGC has driven the “Green Bank” movement since firm was founded in 2009 by CEO Reed Hundt, former chairman of the FCC.
- CGC is supported by leading global foundations.
GREEN BANKS 101
Green Banks use public-purpose dollars to drive more private clean energy investment, deploy affordable energy

- Are **focused institutions**, created to **maximize clean energy adoption**
- Use public-purpose money to de-risk & **leverage private capital**
- Provide **financing** in many forms to underserved market sectors
- Are **market-oriented and flexible**, and aim to increase consumer protection, information transparency, and ease of adoption
- Seek to be **self-sustaining**, and produce dividends for taxpayers
- **Complement** existing actors and programs, bridging gaps in capital supply chain
In the U.S., state & local Green Banks are spreading, with growing interest from all regions

**CGC Now Working on Green Banks in 15 states**

- CA
- CO
- CT
- DE
- DC
- HI
- MA
- MD
- MO
- NV
- NY
- PA
- RI
- VT
- VA
Why Green Banks? Because of importance of dedicated local institutions

- Specific Focus
- Local Capital Formation
- Prime the Pump
- Take 1\textsuperscript{st} or 2\textsuperscript{nd} Loss
- Carry Market-Making Costs
- Convene & Organize
Green Banks utilize a common set of techniques and finance tools to address targeted market barriers.

**Market Development**
- Contractor Training
- Info Transparency
- Standardization
- Demand Aggregation

**Multiple Finance Tools**
- Loans
- Credit Enhancement
- Warehousing & Securitization

**Innovative Mechanisms**
- PACE/Local Improvement Charges
- On-Bill Recovery
- Energy Service Agreement

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**Efficient & Rapid Market Growth**
Green Banks use multiple structures to draw in more investment capital at better financing terms

Credit Support

- Senior Private Capital
- Green Bank Credit Enhancement

Co-Investment

- Green Bank Capital
- Project
- Private Capital

Warehousing

- Project
- Green Bank Origination
- Private Purchase of Portfolio
GREEN BANK NETWORK IMPACT through 2016

CAPITAL
TOTAL INVESTED OR COMMITTED BY GBN
$7.9 BILLION

TOTAL VALUE OF PROJECTS SUPPORTED
$25.9 BILLION

LEVERAGE RATIOS RANGE
2x to 10x
Non-GB money invested per GB money invested

INVESTMENTS
BY TECHNOLOGY TYPE
78.5% Renewable Energy
18.8% Energy Efficiency
2.7% Other
Including low emissions vehicles, CHP and energy storage

RESULTS
ANNUAL CO2EQ EMISSIONS AVOIDED*
12 MILLION TONNES
equivalent to taking 5.6 MILLION cars off the road

*GBN members do not claim that this abatement occurs independently of complementary policies
Sparking the Green Bank Movement

CONNECTICUT GREEN BANK
Agenda

▪ **Who Are We** – who is the Connecticut Green Bank?

▪ **What Do We Do** – what sorts of programs and products does the Connecticut Green Bank oversee within its portfolio?

▪ **Why Do We Do It** – why do we focus on delivering prosperity through the climate economy?
Who Are We?
Connecticut Green Bank
Mission and Goals

Support the strategy to achieve **cheaper, cleaner, and more reliable** sources of energy while **creating jobs** and supporting **local economic development**

**Attract and deploy private capital investment** to finance the **clean energy policy goals** for Connecticut

**Leverage limited public funds** to attract **multiples of private capital investment** while **returning and reinvesting** public funds over time

**Develop and implement strategies that bring down the cost** of clean energy in order to make it more **accessible and affordable** to customers

**Support affordable and healthy homes and businesses in distressed communities reduce energy burden and address health & safety**
Connecticut Green Bank
About Us

- **Quasi-public organization** –

- **Focus** – Finance clean energy (i.e. renewable energy, energy efficiency, and alternative fuel vehicles and infrastructure)

- **Balance Sheet** – Approximately $175 million in assets and $125 million net position and gone from 1:1 to 5 to 10:1 leverage ratio.

- **Support** – Supported by a $0.001/kWh surcharge on electric ratepayer bills (about $10 per household per year) that provides approximately $27-30 MM a year for investments, RGGI about $5 MM a year for renewable energy, federal competitive solicitations (i.e. SunShot Initiative) and non-competitive resources (i.e. ARRA-SEP), private capital, and private foundations
Connecticut Green Bank
Delivering Results for Connecticut

- **Investment** – mobilized over $1 billion of investment into Connecticut’s clean energy economy so far

- **Energy Burden** – reduced the energy burden on over 22,000 households and businesses

- **Jobs** – created an estimated 13,000 total jobs, translating to an estimated 7.5% to 20% of total job creation in CT over the Green Bank’s first 5 years.*

- **Clean Energy** – deployed more than 220 MW of clean renewable energy helping to reduce 3.4 million tons of greenhouse gas emissions that cause climate change

REFERENCES

*62,500 private non-farm jobs created in the state over 5 years since Green Bank creation mid-2011. Green Bank statistics are in job-years; “total jobs” include direct, indirect and induced. CT DOL statistics are aggregated from monthly point-in-time estimates. CT Department of Labor - [http://www1.ctdol.state.ct.us/lmi/privatesectoremployment.asp](http://www1.ctdol.state.ct.us/lmi/privatesectoremployment.asp)
Green Bank Preservation of Public Capital

The State Put $186 Million in public funds into the Green Bank → And effectively all of the capital has been preserved as Green Bank Assets

$186,202,093 → $25,400,000
$176,829,000

Public Money Invested in Green Bank → Green Bank Preserved Capital (Total Assets)

Preserving ratepayer capital as an asset to leverage more private investment that delivers more impact!

Sources:
What Do We Do?
Connecticut Green Bank
What Does a Green Bank Do?

1. Attract Private Investment

2. Create Programs & Products Designed to Lower the Energy Burden for Ratepayers
   - Homeowners
   - Businesses
   - Institutions
Connecticut Green Bank
What Does a Green Bank Do? (cont’d)

3. Apply Innovative Financing Tools to Deploy Public and Private Capital

- **INVESTMENT**
  Green Bank attracts philanthropic institutions and commercial banks to directly invest in our programs.

- **CO-INVESTMENT**
  Green Bank initiates public-private partnerships that co-invest in clean energy projects and programs.

- **CREDIT SUPPORT**
  Green Bank provides local community banks with loan loss reserves, which allow them to offer affordable financing.

- **INCENTIVES**
  Green Bank strives to reduce reliance on incentives by increasing private investment and capital deployment.

- **SECURITIZATION**
  Green Bank demonstrates the viability of innovative programs, which in turn attract private investment.

4. Educate and Activate Consumers with Ratepayer-focused Marketing Strategies

- **LOWER ENERGY COSTS FOR HOUSEHOLD & BUSINESSES**
- **CREATE JOBS**
- **DEPLOY CLEAN ENERGY**
- **IMPROVE ELECTRIC INFRASTRUCTURE**
- **REDUCE GHG EMISSIONS**
- **IMPROVE HEALTH & SAFETY IN BUILDINGS**

5. Accelerate the Growth of Clean Energy Benefits to Connecticut*
Connecticut Green Bank
Help Households and Businesses Thrive

BEFORE

ENERGY BILL

AFTER

Net Savings

- Cheaper
- Cleaner
- Reliable
- Healthier

Clean Distributed Energy Resource Financing Payment

Clean Energy Improvement (Behind the Meter)

REFERENCE
Definition provided by the Coalition for Green Capital and adapted by the Connecticut Green Bank
Incentives
Residential Solar PV in CT

REFERENCES
Co-Investment
CT Solar Loan

CT Solar Loan provides local installers an important sales tool, while customers can take the 30% ITC and benefit from long-term, low cost capital that allows them to own PV.
CT Solar Lease provides **local installers** an important **sales tool**, while customers benefit from **affordable, no-money-down financing** and **peace of mind**.
Credit Support
Smart-E Loan

- **Rates** – 4.49% to 6.99% & special offers (2.99%), unsecured lending
- **Terms** – 5 to 20 years unsecured
- **Amount** – $500 to $40,000
- **Underwriting** – 640 FICO or above, 40-45% DTI; CDFI at 580+ FICO and 50% DTI waived for >680 FICO
- **Measures** – predominantly HVAC, hot water, and solar PV... and supports healthy home too
- **Contractors** – over 300 eligible
- **Lenders** – 4 credit unions, 6 community banks, 1 CDFI
- **Credit Support** – $1.8 MM 2nd loan loss reserve to attract ~$30 MM of loan capital; $2.5 MM interest rate buy-down program
Warehousing C-PACE

Connecticut Green Bank
C-PACE Warehouse ($40 MM)

- Class A Bonds (80%)
- Class B Bonds (10%)
- Class C Bonds (10%)

$30 Million in Funding
Private Placements &
Ultimately Public Markets

Clean Fund

C-PACE Benefit Assessment
C-PACE Benefit Assessment
### Public-Private Partnerships

#### Investment Transactions

<table>
<thead>
<tr>
<th>Amount</th>
<th>Stage</th>
<th>Description</th>
<th>Partners</th>
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</thead>
<tbody>
<tr>
<td>$65 MM</td>
<td>CLOSED</td>
<td>Residential Solar</td>
<td>FuelCell Energy, Dominion</td>
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<td><strong>Grid-Tied</strong></td>
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<td>$6 MM</td>
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<td>Residential Solar</td>
<td>Sungage Financial, KeyBank, Webster Bank</td>
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<td><strong>Residential Solar</strong></td>
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<td>$75 MM</td>
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<td>Commercial Solar</td>
<td>C-PACE</td>
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<td><strong>Commercial Solar</strong></td>
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<tr>
<td>$30 MM</td>
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<td>Residential Energy</td>
<td>smart-e loan, energize CT, US Bank</td>
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<td></td>
<td></td>
<td><strong>Residential Energy</strong></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Residential Solar &amp; Energy Efficiency</strong></td>
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<tr>
<td>$50-100 MM</td>
<td>OPEN</td>
<td>Multifamily Energy</td>
<td>Hannon Armstrong, Capital For Change, The Kresge Foundation</td>
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<td></td>
<td></td>
<td></td>
<td><strong>Multifamily Energy</strong></td>
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<tr>
<td>$60+ MM</td>
<td>OPEN</td>
<td>Commercial Solar</td>
<td>ONYX, Bank of America</td>
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<td><strong>Commercial Solar</strong></td>
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<td>$3 MM</td>
<td>TERM SHEET</td>
<td>Residential Storage</td>
<td>J.P. Morgan</td>
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<td><strong>Residential Storage</strong></td>
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<td>$10 MM</td>
<td>TERM SHEET</td>
<td>Commercial Storage</td>
<td>Eversource Energy, Avangrid</td>
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<td><strong>Commercial Storage</strong></td>
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<td>$50 MM</td>
<td>IN PROCESS</td>
<td>Small Business</td>
<td>PosiGen Solar Solutions, Enhanced Capital</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Small Business Energy Advantage</strong></td>
</tr>
</tbody>
</table>

#### REFERENCES

1. LLR yields high leverage – and it is 2nd loss and thus with no to low defaults, we haven’t used to date. IRB’s not considered in the leverage ratio.
2. Foundation PRI is to HDF, guaranteed by the CGB in the case of MacArthur Foundation.
3. Onyx Partnership has no upper limit and CGB currently has authorization to commit up to $15mm. The team expects to commit $5mm for the first $60-70mm.
4. Foundation PRI and commercial loan are backed by CGB balance sheet in the case of the Kresge Foundation and Bank of America respectively.
Why Do We Do It?
JOBS
Global Investment Needed
Confront Climate Change

- UN Report\(^2\) says the world will need \textdollar 90 trillion in public and private capital over the next 15 years to confront the worst effects of climate change.

- Equivalent to \textdollar 800 per person per year – Connecticut Green Bank has achieved more than \textdollar 80 per person per year for each of the last two years!

REFERENCES
2. Financing Sustainable Development :Moving from Momentum to Transformation in a Time of Turmoil by the UNEP (September 2016)
To lead the green bank movement by accelerating private investment in clean energy deployment for Connecticut to achieve economic prosperity, create jobs, promote energy security and address climate change.

REFERENCES
Map provided by the Coalition for Green Capital
How Green Banks Could Save the World
By Meredith Rutland Bauer
November 28, 2016
With environmental groups worried that a Donald Trump presidency could slow the implementation of renewable energy in the US, some clean energy advocates are turning to green banks for funding.

Does Connecticut’s Green Bank Hold the Secret to the Future of Clean Energy?
By Jan Ellen Spiegel
December 12, 2016
ROCKY HILL, Conn.—Bryan Garcia, president of the Connecticut Green Bank, said he knew five years ago when it was created that it would be an important model for funding clean energy projects. He didn't know it might become critical for funding them.
Thank You

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NEVADA GREEN BANK OPPORTUNITY
A Nevada Green Bank can accelerate deployment of clean energy and reduce energy costs for Nevadans

- Today approximately 85% of Nevada’s total energy from fossil fuels
- Current clean energy programs and policies mostly focused on rebates
- Massive clean energy investment opportunity still relatively untapped
  - Building efficiency alone $2.6B, entirely viable, all cost-saving
- Green Bank solutions lower energy costs for citizens & businesses
  - Products designed to reduce monthly cash expense; possible with affordable lending
- Green Bank can also be a central hub of trustworthy market info
  - Reliable, third-party data, technical assistance, and consumer protections
  - Can also facilitate market growth by working with contractors, lenders, etc.
Estimated Nevada market potential for economically viable clean energy is at least $26 billion

### High & Low Scenario Addressable Market by Technology

<table>
<thead>
<tr>
<th>Selected Technologies</th>
<th>Potential Energy Capacity</th>
<th>Investment Need (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High Scenario</td>
<td>Low Scenario</td>
</tr>
<tr>
<td>Solar</td>
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</tr>
<tr>
<td>Utility</td>
<td>352.8 GW</td>
<td>5.7 GW</td>
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<tr>
<td>Distributed</td>
<td>0.3 GW</td>
<td>0.3 GW</td>
</tr>
<tr>
<td>Geothermal</td>
<td>4.242 GW</td>
<td>1.391 GW</td>
</tr>
<tr>
<td>Wind</td>
<td>6.329 GW</td>
<td>1.526 GW</td>
</tr>
<tr>
<td>Electric Efficiency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Interviews point to numerous obstacles to clean energy market growth

“Getting financing at attractive rates is tough as the state still struggles to come out of the recession”

“There are many smaller casinos that can’t or won’t do retrofits, because the interest rates are too high”

“For commercial building owners, one of the biggest impediments to doing upgrades is information about the payback of technologies and how to finance them”

“Many commercial building operators are unaware of the Sure Bet rebates. And if they need financing, that just adds to the complexity as often they don’t have the expertise in house”

“It can be hard to get our grant dollars out the door, as sometimes folks have little knowledge of all what’s available”
Study finds market failures and gaps that leave viable projects unfunded and consumers unaware of options

- Contractors don’t bother recommending deeper energy efficiency upgrades due to longer payback periods and lack of turnkey finance
- It is extra work to hunt down attractive finance
- Lack of trustworthy, impartial source of clean energy market information leaves customers potentially confused and vulnerable
- Lack of credit history makes access to finance difficult for small to medium commercial buildings
- Some grant programs are unable to get all dollars out customers due to lack of information; many customers unaware of various programs
Priority markets identified based on potential size, savings potential, current policies, market needs

**Nevada Clean Energy Priority Markets**

- Residential Whole-Building Upgrades
- Commercial Whole-Building Upgrades
- Distributed Solar PV (+Storage)
- Low to Moderate Income Efficiency and Solar
- Transportation Electrification
Lessons from the Montgomery County (MD) Green Bank

Coalition for Green Capital
Alex Kragie, Program Director

July 27, 2017
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- 1.1 – The Montgomery County Green Bank today
- 1.2 – Key learnings from early start-up activities
The Montgomery County Green Bank (MCGB) was designated as the County’s Green Bank August of 2016

- Created by legislation from County Council
- Publicly-chartered by Montgomery County, MD
- Designated as the County’s Green Bank
- An incorporated 501(c)(3) nonprofit, independent of Montgomery County
- 11 members on the Board of Directors
- Initial funding from Pepco-Exelon merger settlement agreement arrived June 2017
- Set to receive a minimum of $14m in funding from the County
- Also exploring fundraising through private investment and philanthropic channels
Where has our funding come from?

Secured and anticipated funding:

- **$175,000**: Foundation grants (October 2016 and April 2017)
- **$25,000**: Forgivable loan for operations (January 2017)
- **$3,050,000**: Grant from County as a result of Pepco-Exelon Merger Settlement Agreement (June 2017)
- **$3,050,000**: Additional grant from County as a result of Pepco-Exelon Merger Settlement Agreement (Anticipated September 2017)
- **$7,900,000**: Remaining Funding from County as a result of Pepco-Exelon Merger Settlement Agreement (Unknown arrival date, over next two years)
What are additional potential sources of funds?

**Other Potential Sources of Funds:**

- **Federal Government**
  - Grants from DOE
  - Grants or loans from Treasury via CDFI
  - Capital from EPA via SWRLF
  - Loans or Loan Guarantee from DOE via LPO
  - Loans from USDA via RUS
  - Grants from USDA via RUS

- **County Government**
  - Budget Dollars
  - Repurpose Existing Funds

- **Bond Structures**
  - QECBs and CREBs
  - Private Activity Bonds
  - Non-profit Conduit Bonds
  - Industrial Revenue Bonds
  - Asset-backed Securities
  - GO Bonds of State/Local government

- **Foundations**
  - Grants
  - PRI

- **Private**
  - High Net Worth Individuals
  - Money Center Banks & Other CRA Investors
  - Mission-Driven
The Montgomery County Green Bank has become operational over the past year.

**Where We Are Now:**
- Operations are standardized
- Governance structure in place
- Communications being built out

**Upcoming Milestones:**
- First product launch in Fall 2017
- Second product launch in Winter 2017-2018
- Third product launch in Summer 2018
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- 1.1 – The Montgomery County Green Bank today
- 1.2 – Key learnings from early start-up activities
Board selection is a balance of:

- Expertise
- Government/non-government
- Green Bank experience
- Special Advisor is a way to keep critical parties engaged
Governance Lessons Learned (2/2)

Foundational governance documents:

- Bylaws: draw from templates
- Standard Operating Procedures: Green Bank needs to move at the speed of business
- Conflict of Interest policy: thorough document, needs to keep out actual conflicts and appearance of conflicts
- Internal controls: templates
Staffing Lessons Learned

1. Develop a staffing plan that reflects the priorities of the organization
2. First hire should be CEO/Executive Director
3. Number of directions to go with second hire: COO, CIO, CFO
4. Further staffing done on a programmatic need basis
5. Payroll services and other functions have online solutions
Operational Lessons Learned

1. Incorporation: Choose name wisely
2. BOD Operations: Pay attention to the details
3. Workplan: Create a clear and accessible workplan, and stick to it
4. Accounts: Checking, savings, money market; think about where to bank
5. Pro bono support: legal, fundraising, expert advice
6. Fundraising: Local solutions first, national is slower burn
7. Accounting, financial statements and budget: Start with an eye toward the future
8. Form 1023: Need counsel, and need to beg, borrow, but don’t steal
9. Partnerships: Keep a detailed compendium from day 1
10. Insurance: Know what you need before you need it
APPENDIX – MCGB MILESTONES
Start-up process began in earnest last summer

**Summer 2016:**
- Directors selected and announced for the MCGB Board
- MCGB designated as Montgomery County’s Green Bank (Resolution No. 18-574)
- Full Board of Directors holds first meeting
- Alex Kragie of Coalition for Green Capital appointed Acting Executive Director
- Created Special Advisor to the Board of Directors position (designated DEP energy program manager for role)
- MCGB representatives completed site visit to Michigan Saves, a non-profit organization supporting clean energy investment in Michigan
Fall was focused on operational and governance matters; also early stage product development

Fall 2016:

• MCGB representatives completed site visit to Connecticut Green Bank, the most successful green bank currently operating in the U.S.
• Created program briefs on potential Green Bank programs; conducted other research
• Initiated outreach and engagement with multiple local energy contractors and other stakeholders
• Created initial communications materials
• Secured $25,000 grant for short-term operations
• Opened bank accounts for MCGB
• Completed initial budgeting exercises and created financial statements
• Secured Womble Carlyle as pro bono legal counsel
• Adopted Statement of Purpose and full bylaws
• Created Board work groups for governance, finance and fundraising, recruitment, and product development
• Created Board engagement tool to manage Board communications and progress
• Engaged with potential lenders around possible commercial and residential programs
• Initiated outreach and engagement with credit unions serving the county around a single-family residential loan loss reserve product
• Created draft program guides for potential residential and commercial programs
Winter is when product development work grew more structured; also first fundraising success

**Winter and Spring 2016-2017:**

- Submitted IRS Form 1023 for federal nonprofit tax exempt status
- MCGB representatives completed site visits to New York Green Bank and New York Energy Efficiency Corporation, two different green bank models operating in New York
- Engaged with potential lenders around possible commercial and residential programs
- Initiated outreach and engagement with credit unions serving the county around a single-family residential loan loss reserve product
- Created draft program guides for potential residential and commercial programs
- Explored possible affordable multifamily pilot with Housing Opportunities Commission (HOC)
- Issued website and branding RFP. Selected Brightlight Media for website and branding
- Held Board retreat to focus on vision for organization and Work Plan
- Secured $25,000 forgivable loan for short-term operations from HOC
- Received $150,000 grant from Town Creek Foundation to support a communications/outreach plan
- Established pro-bono accounting services relationship with Connecticut Green Bank
- Adopted Conflict of Interest Policy and Standard Operating Procedures
- Adopted Mission Statement for MCGB
- Created draft initial FY18 operating budget
- Created draft Work Plan for FY18
- Conducted site visit to NYC Energy Efficiency Corporation
Summer work has MCGB on track for first product launch in the fall

**Spring 2017 to June 30, 2017:**

- MCGB granted 501(c)(3) status by the IRS
- Engaged further with bank, credit union, contractor, and other stakeholders on product development
- Received initial $3.05m in merger settlement funds from County
- Hired Tom Deyo as Chief Executive Officer of MCGB
- Created logo and tagline for MCGB
- Created sitemap and wireframe for website
- Adopted internal controls policy
- Adopted procurement policy
- Finalized Board of Directors election plan
- Approved FY18 annual budget
- Approved FY18 work plan
Next Steps & Brainstorm

Coalition for Green Capital
Jeff Schub, Executive Director

July 27, 2017
Legislation is the first step of creating a Nevada Green Bank.

Governor’s Office of Energy

- Create independent nonprofit

Coalition for Green Capital

- Provide start-up support

Nevada Clean Energy Fund

Purpose: Promote investment and other related activity to drive clean energy market growth

Board of Directors (from legislation)

- The Director of the Office of Energy
- The Executive Director of the Office of Economic Development or his or her designee
- The Real Estate Administrator of the Department of Business and Industry or his or her designee
- The Commissioner of Financial Institutions or his or her designee
- One member appointed by the Governor from among a list of nominees submitted by the State Contractors’ Board
- One member appointed by the Governor from among a list of nominees submitted by labor organizations in this State
- One member appointed by the Governor from among a list of nominees submitted by the board of county commissioners of the county in this State with the largest population
- One member appointed by the Governor from among a list of nominees submitted by the board of county commissioners of the county in this State with the second largest population
- One member appointed by the Governor from among a list of nominees submitted by the boards of county commissioners of the counties in this State not described above
Legislation is the first step of creating a Nevada Green Bank

- SB 407 directs the creation of an independent, nonprofit corporation called the Nevada Clean Energy Fund
- Identifies members for the Fund’s board of directors
- Identifies overall mission, but not particular products
- Does not specify operating funds or lending capital

Several pre-launch workstreams needed to ensure organizational success
Process Overview

- Three workstreams identified for start-up phase
- Led by CGC in partnership with GOE
- Timeline TBD, depending on funding
Process Details

1) Nonprofit Incorporation
- Focus on mechanics
- Create articles of incorporation and ensure nonprofit status
- Create organizational bylaws, finalize board members

2) Initial Fundraising
- Focus on raising operating funds (~$200k)
- Identify fundraising strategy and targets
- Create pitch materials and hold meetings

3) Business Plan Development
- [concurrent with fundraising]
- Focus on product development
- Create first draft of biz plan covering: org mission, financials, staffing, and products
For Discussion: Funding Sources

Discussion Questions

• What organizations may have interest?
• What products or markets are most interesting to funders?
• What approaches for clean energy capital fundraising have worked in the past?
• What has not worked?

Examples sources of operating funds

• Nevada-focused foundations
• Family offices
• State and local grants
• Corporate philanthropy or sponsors
• Mission-driven or impact investors
For Discussion: People

Discussion Questions

• Who are the most important stakeholder groups to engage during start-up phase?
• What individuals may be well-suited to a Green Bank role (board members or staff)?
NEXT STEPS