



Green Bank Academy

The Coalition for Green Capital,
The Connecticut Clean Energy Finance and Investment Authority and
The Brookings Metropolitan Policy Program are proud to host

**The Green Bank Academy
February 6-7, 2014, Washington, D.C.**

The Green Bank Academy is a hands-on meeting of state energy and finance leaders to learn how green bank principles can be applied to achieve state energy goals and increase multi-state coordination and standardization.

The Green Bank Academy will be a unique event for state energy and finance officials from around the country to learn about and discuss the role of green bank financing and opportunities for coordinated state action. Policy makers from more than a dozen states will come together to learn from one another how green banks can fit within a state's energy policy framework, how financing programs can be tailored to fit each state's markets, and how states can collaborate to make effective green bank programs.

Attendees will form working groups to engage in hands-on problem-solving, using real-world examples to facilitate discussions on green bank strategy, program design, and standardization. This direct collaboration between energy and finance leaders is designed to create an on-going dialogue that will result in innovative green bank financing programs and coordinated action.

Keynote speeches will be delivered by Dan Esty, the Commissioner of the Connecticut Department of Energy and Environmental Protection, Richard Kauffman, Chairman of Energy and Finance of New York, and Congressman Chris Van Hollen of Maryland. Commissioner Esty will address the need for further green bank development and collaboration around the country. Chairman Kauffman will describe the steps taken by New York to align its green bank with broader state energy policy. Congressman Van Hollen will discuss the efforts he is leading on Capitol Hill to build support for a federal green bank as well as state green banks.



The Coalition for Green Capital is a nonprofit organization working to establish green banks at the state, federal, and international levels.



The Metropolitan Policy Program at Brookings is redefining the challenges facing metropolitan America and identifying assets and promoting innovative solutions to help communities grow in more productive, inclusive, and sustainable ways.



The Clean Energy Finance and Investment Authority is the nation's first state green bank established to attract and deploy private capital to finance the clean energy policy goals of Connecticut.



Green Bank Academy

The Green Bank Academy
February 6-7, 2014 • Skadden, Arps, Slate, Meagher & Flom
1440 New York Avenue NW, Washington, D.C. 20005

All events will take place in Skadden's offices, unless indicated otherwise.

Thursday, February 6, 2014

How Green Banks Help Your State Achieve Its Clean Energy Goals

8:00 am – 8:30 am **Registration & Breakfast**

8:30 am – 8:45 am **Welcome to Green Bank Academy**

- ❖ **Mark Muro**, Senior Fellow and Policy Director, Brookings Metropolitan Policy Program
- ❖ **Reed Hundt**, CEO of the Coalition for Green Capital

8:45 am – 9:15 am **Keynote Address: Green Bank Political Philosophy**

Intro: Reed Hundt

The future of state green banks and the need for state level collaboration. Time will be allotted for questions.

- ❖ **Commissioner Dan Esty**, Commissioner of the Connecticut Department of Energy and Environmental Protection

9:15 am – 10:00 am **State-by-State Introductions**

Leader: Reed Hundt

Participants will be asked to introduce themselves to the group by sharing what state and/or organization they are from and why they are interested in learning about green banks.

10:00am – 10:30 am **Creating and Managing a Green Bank**

Critical lessons from the establishment of the nation's first green bank will be shared. Topics will include organization structure, the importance of identifying staff suited for a green bank, and developing a road map for early organizational success.

- ❖ **Bryan Garcia**, President and CEO of CEFLA

10:30 am – 10:45 am **Coffee Break**



Green Bank Academy

10:45 am – 12:00 pm

Advancing State Clean Energy Goals with Actual Green Bank Products: Residential Solar & Commercial Energy Efficiency

Facilitator: Bryan Garcia

Examples green bank products will be discussed to demonstrate how they are aligned with a state needs. Speakers will explain product structure and how they leverage private capital. Key questions states must address when designing a green bank product will be identified.

- ❖ **Jessica Bailey**, Director of C & I Programs at CEFIA – Commercial Property Assessed Clean Energy (“C-PACE”) Efficiency Financing Products
- ❖ **Bert Hunter**, EVP and Chief Investment Officer at CEFIA - Residential Solar Financing Products

12:00 pm – 1:00 pm

Lunch

1:00 pm – 1:30 pm

Organize Working Groups: Product Development

Leader: Reed Hundt

Participants will be placed in one of four working groups, with each group working concurrently in the afternoon. Participants will be assigned to working groups based on feedback prior to the Academy. Each group will address key topics for developing a green bank product in one of two markets.

- ❖ **Group A1 – Residential Solar:** Develop proposal for lead generation and targeting customers, design a marketing plan, and build performance metrics for DG solar market.
- ❖ **Group A2 – Residential Solar:** Identify where in the capital structure a green bank should invest, what is green bank’s relationship with private investors, and how does product interact with RECs and cash subsidies for DG solar market.
- ❖ **Group B1 – Commercial Efficiency:** Develop a plan for how to pass the required laws and regulations for an optimal program, identify how to source customers, and build performance metrics for commercial energy efficiency market.
- ❖ **Group B2 – Commercial Efficiency:** Develop a plan for setting interest rates for the product, propose a capital structure, and identify a path for capital recycling.



Green Bank Academy

1:30 pm – 3:00 pm

Concurrent Working Group Session

All four groups will meet separately to address the green bank strategy and product topics listed above. Each group will elect a chairperson who will provide the working group's report to the entire group. A facilitator will work with each working group, and one working group member will be the designated reporter and note taker.

3:00 pm – 3:15 pm

Break (*Note: Chairperson, Facilitator and Reporter of each group meet to agree on report to broader group.*)

3:15 pm – 4:15 pm

Reports from Working Groups

Leader: Reed Hundt

The chairperson of each working Groups will report back to the entire body to describe the strategy and product they developed to address the assigned market and topics. Time will be allotted for questions

- ❖ 3:15 pm – 3:30 pm: Group A1
- ❖ 3:30 pm – 3:45 pm: Group A2
- ❖ 3:45 pm – 4:00 pm: Group B1
- ❖ 4:00 pm – 4:15 pm: Group B2

4:15 pm – 4:30 pm

Wrap-Up

Key takeaways from the day's activities, important lessons on green bank product development, and new opportunities for multi-state collaboration.

- ❖ **Ken Berlin**, SVP and General Counsel of CGC

6:30 pm – 9:00 pm

Dinner & Keynote Address: Integrating Green Banks into State Policy Framework

Location: Skadden

A discussion on how to build strategic alignment between a green bank and existing state energy policies, incentives and organizations.

- ❖ **Richard Kauffman**, Chairman of Energy and Finance, State of New York
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Green Bank Academy

Friday, February 7, 2014

How Multi-State Coordination and Financial Standardization Drives Green Bank Effectiveness

8:30 am – 9:00 am **Breakfast**

9:00 am – 9:30 am **Keynote Address: The Role of the Federal Government in the Green Bank Landscape**

Introduction: Reed Hundt

An update on Congressional efforts to create a federal green bank, and how that entity might interact with and support state level green bank financing programs. Time will be allotted for questions.

- ❖ **Congressman Chris Van Hollen**, Maryland's 8th District, Ranking Member of House Budget Committee

9:30 am – 10:30 am **Advocating for, Establishing and Capitalizing a Green Bank**

A panel of state leaders will review strategies for creating a green bank, describe the sources of capital that a green bank may rely on to provide financing, and key considerations when creating an organization.

- ❖ **Ken Berlin**, SVP and General Counsel of CGC, moderator
- ❖ **Michael Paparian**, Deputy Treasurer of California
- ❖ **Greg Hale**, Senior Advisor to the Chairman of Energy and Finance, State of New York

10:30 am – 10:45 am **Coffee Break**

10:45 am – 11:15 am **Standardization & Collaboration: Introduction & Working Groups**

Leaders: Alfred Griffin, New York Green Bank President

An introduction to the role of standardization and collaboration in facilitating efficient green bank programs and animating private capital markets. Participants will then rejoin their working groups to consider topics on standardization and collaboration relevant to the assigned same markets.



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- ❖ **Group A1 – Residential Solar Standardization:** Develop plan to ensure panel quality, and discuss ways to standardize on-bill recovery.
- ❖ **Group A2 – Residential Solar Collaboration:** Identify ways green banks can collaborate to get cheaper capital, identify common elements for shared warehousing, and identify common data needs and methods for sharing.
- ❖ **Group B1 – Commercial Efficiency Standardization:** Determine standard data to show customers to convey value of deal, and discuss ways to standardize C-PACE program.
- ❖ **Group B2 – Commercial Efficiency Collaboration:** Identify ways green banks can collaborate to get cheaper capital, identify common elements for shared warehousing, and identify common data needs and methods for sharing.

11:15 am – 12:30 pm

Concurrent Working Group Session

All four groups will meet separately to address the standardization and collaboration topics listed above. Each group will elect a chairperson who will provide the working group's report to the entire group. A facilitator will work with each working group, and one working group member will be the designated reporter and note taker.

12:30 pm – 1:30 pm

Lunch (*Note: Chairperson, facilitator and reporter of each group meet at start of lunch to agree on report to broader group.*)

1:30 pm – 2:00 pm

The Department of Energy's Continued Focus on Clean Energy Finance

- ❖ **John MacWilliams**, Senior Advisor for Finance, Office of the Secretary, U.S. Department of Energy



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2:00 pm – 3:00 pm

Reports from Working Groups

Leader: Alfred Griffin & Brian Farnen, General Counsel, CEFIA

The chairperson of each working Groups will report back to the entire body to describe the strategy and product they developed to address the assigned market and topics. Time will be allotted for questions

- ❖ 2:00 pm – 2:15 pm: Group A1
- ❖ 2:15 pm – 2:30 pm: Group A2
- ❖ 2:30 pm – 2:45 pm: Group B1
- ❖ 2:45 pm – 3:00 pm: Group B2

3:00 pm – 3:30 pm

Wrap-Up and Next Steps in the Green Bank Effort

Organizers will discuss the ways they will serve as a resource to all states' green bank efforts going forward. CGC will seek input from participants as it launches an initiative to construct a multi-state compact in support of green banks, to be signed by numerous state governors. CGC will also present plans for on-going dialogue and for future collaborative events to build on the Academy's progress.

- ❖ **Reed Hundt**, CEO of the Coalition for Green Capital
 - ❖ **Mark Muro**, Senior Fellow and Policy Director, Brookings Metropolitan Policy Program
 - ❖ **Bryan Garcia**, President and CEO of CEFIA
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