



Executive Committee Meeting

March 13, 2023

Agenda

- Call to Order / Roll Call
- Public Comment (for items not on the Agenda)
- Action to set the Agenda
 - Public Comment
- Regular Agenda
- Committee Members Reports
- Adjourn

Chair Report

Item 2



CEO Report

Item 3



Welcome!

- Brianna Arroyo, Administrative Assistant, started March 7
- Roy Xu, Director of Power Resources, starting today, March 13
- Gwen Rose, Director of Marketing and Community Relations, starting March 20
- Catherine Hansen, Human Relations Manager, starting March 29



Open Positions

Currently posted:

- Power Resources Analyst / Specialist




In – Person Meetings

- Board members now required to attend in-person
- If you are attending remotely, please provide remote address 10 days before the meeting for Nelly to include on the agenda
- If an exemption under AB 2449 occurs, please contact Nelly and Jennifer Stalzer
- Achieving quorum: if you cannot attend, please reach out to your alternate and inform Nelly
- Current PCE Staff Policy is for Staff to wear masks when in the PCE offices, including in-person meetings
 - Masks will be available
- If you have an EV, EV chargers are available – register with Nelly for use

Update: Safety of PCE Funds in the Context of Silicon Valley Bank Failure

- PCE's active bank deposits are guaranteed beyond FDIC insurance amounts by State of CA Government Code Section 53600
- No exposure to Silicon Valley Bank as a counterparty bank in any of our Energy Product agreements
- No holdings of Silicon Valley Bank in our investment portfolio
- Will continue to monitoring PCE payments to vendors to ensure no delay or concerns with those that may have had SVB as their deposit bank



Peninsula Clean Energy FY 2022-2023 Q2 Financial Report

July 1, 2022 through December 31, 2022



FY 2022-2023 Year-to-Date Actual vs. Budget Load Performance

- Total loads year-to-date are 1.3% below budget
 - Commercial and Industrial loads are just at budget
 - Residential loads are 4% below budget

	Year-to-date (Q2 of FY 2022-2023)			
(in kWh)	Actual	Budget	Variance	Variance as % Budget
Commercial and Industrial	1,010,247,538	1,001,729,259	8,518,279	0.85%
Residential	737,494,177	769,176,966	(31,682,788)	-4.12%
Total	1,747,741,715	1,770,906,224	(23,164,509)	-1.31%

Revenue – Year-to-Date Actual vs. Budget & Monthly Trend

- Revenue

- Year-to-date revenue is \$5.4M below budget, or 2% under year-to date budget
- Revenue underperformance is driven mostly by residential loads and revenues coming in under budget

Revenue (Last 13 months)

December-22

Month	Revenue Comparison vs Budget (in Millions)		
	Actual	Budget	Var Fav/(Unf)
Dec-21	\$16.0	\$17.1	(\$1.1)
Jan-22	\$15.1	\$17.6	(\$2.5)
Feb-22	\$14.1	\$16.0	(\$1.9)
Mar-22	\$14.7	\$16.8	(\$2.1)
Apr-22	\$26.1	\$15.5	\$10.7
May-22	\$29.5	\$19.6	\$9.9
Jun-22	\$36.3	\$23.3	\$13.0
Jul-22	\$35.0	\$39.2	(\$4.2)
Aug-22	\$37.0	\$41.1	(\$4.1)
Sep-22	\$41.4	\$39.7	\$1.7
Oct-22	\$32.4	\$33.8	(\$1.4)
Nov-22	\$33.8	\$31.6	\$2.2
Dec-22	\$35.0	\$35.2	(\$0.2)

Cost of Energy – Year-to-Date Actual vs. Budget & Monthly Trend

- Cost of Energy

- Year-to-date cost of energy expenses are \$13 million over budget, or 9% over year-to-date budget
- The months of September and December had the highest energy expenses and large unfavorable variances from budget, given higher energy costs in the market attributed to the September heat events and higher natural gas prices in December

Cost of Energy (Last 13 months)

December-22

Month	COE Comparison vs Budget (in Millions)		
	Actual	Budget	Var Fav/(Unf)
Dec-21	\$18.8	\$19.3	\$0.5
Jan-22	\$20.3	\$18.8	(\$1.5)
Feb-22	\$17.6	\$17.2	(\$0.4)
Mar-22	\$18.4	\$16.9	(\$1.5)
Apr-22	\$19.5	\$16.5	(\$2.9)
May-22	\$19.8	\$17.6	(\$2.2)
Jun-22	\$23.6	\$18.2	(\$5.4)
Jul-22	\$23.1	\$23.7	\$0.6
Aug-22	\$25.7	\$26.9	\$1.2
Sep-22	\$36.1	\$26.7	(\$9.4)
Oct-22	\$19.1	\$21.9	\$2.8
Nov-22	\$21.1	\$21.5	\$0.5
Dec-22	\$31.4	\$22.8	(\$8.6)

FY 2022-23 Q2 Financial Performance – Year to Date Actual vs. Budget

		Year -to-date				Full Year (FY 2022-2023)	
		Actual	Budget	Variance Favorable / (Unfavorable)	YTD Actual as % of YTD Budget	Budget	YTD Actual as % of Full Year Budget
OPERATING REVENUES							
	Electricity Sales, net	\$ 213,645,027	\$ 219,142,719	\$ (5,497,691)	97.49%	\$ 364,961,141	58.54%
	Green electricity premium	\$ 1,536,690	\$ 1,422,832	\$ 113,858	108.00%	\$ 2,822,550	54.44%
Total Operating Revenues		\$ 215,181,717	\$ 220,565,551	\$ (5,383,833)	97.56%	\$ 367,783,691	58.51%
OPERATING EXPENSES							
	Cost of energy	\$ 156,507,649	\$ 143,578,411	\$ (12,929,238)	109.01%	\$ 264,208,440	59.24%
	Staff compensation	\$ 3,704,773	\$ 4,291,611	\$ 586,838	86.33%	\$ 8,583,221	43.16%
	Data Manager	\$ 1,763,451	\$ 1,800,000	\$ 36,549	97.97%	\$ 3,600,000	48.98%
	Service Fees - PG&E	\$ 660,550	\$ 675,000	\$ 14,450	97.86%	\$ 1,350,000	48.93%
	Consultants & Professional Services	\$ 524,138	\$ 829,094	\$ 304,956	63.22%	\$ 1,431,813	36.61%
	Legal	\$ 723,873	\$ 737,000	\$ 13,127	98.22%	\$ 1,474,000	49.11%
	Communications and Noticing	\$ 589,182	\$ 1,228,854	\$ 639,672	47.95%	\$ 2,686,208	21.93%
	General and Administrative	\$ 1,132,987	\$ 1,191,000	\$ 58,013	95.13%	\$ 2,359,806	48.01%
	Community Energy Programs	\$ 1,931,850	\$ 4,320,000	\$ 2,388,150	44.72%	\$ 8,640,000	22.36%
	Depreciation	\$ 38,147	\$ 48,000	\$ 9,853	79.47%	\$ 96,000	39.74%
Total Operating Expenses		\$ 167,576,601	\$ 158,698,970	\$ (8,877,632)	105.59%	\$ 294,429,488	56.92%
Operating Income (Loss)		\$ 47,605,116	\$ 61,866,581	\$ (14,261,465)	76.95%	\$ 73,354,203	64.90%
NON-OPERATING REVENUES (EXP.)							
Total Nonoperating Income/(Expense)		\$ (548,347)	\$ 300,000	\$ (848,347)	-182.78%	\$ 600,000	-91.39%
CHANGE IN NET POSITION		\$ 47,056,769	\$ 62,166,581	\$ (15,109,812)	75.69%	\$ 73,954,203	63.63%

Change in Net Position

Year-to-Date Actual vs. Budget

- Year-to-date Change in Net Position is healthy at \$47 million, however, is under the year-to-date budget of \$62 million
- Higher than budget cost of energy expenses and softness in revenue performance year-to-date dampened actual change in net position

		Year -to-date			
		Actual	Budget	Variance Favorable / (Unfavorable)	YTD Actual as % of YTD Budget
OPERATING REVENUES					
Total Operating Revenues		\$ 215,181,717	\$ 220,565,551	\$ (5,383,833)	97.56%
OPERATING EXPENSES					
Total Operating Expenses		\$ 167,576,601	\$ 158,698,970	\$ (8,877,632)	105.59%
Operating Income (Loss)		\$ 47,605,116	\$ 61,866,581	\$ (14,261,465)	76.95%
NON-OPERATING REVENUES (EXP.)					
Total Nonoperating Income/(Expense)		\$ (548,347)	\$ 300,000	\$ (848,347)	-182.78%
CHANGE IN NET POSITION		\$ 47,056,769	\$ 62,166,581	\$ (15,109,812)	75.69%

Cash Position

	Actual December 31, 2022
Total Cash/Investments Balance	\$ 176,921,299
Restricted by Term/Covenant	
Unrestricted Cash (per Approved Reserve Policy)	\$176,921,299
Days Cash on Hand (per Approved Reserve Policy)	219
<u>Approved Reserve Policy (Days Cash on Hand)</u>	180
Unrestricted Operating Reserve Requirement (180 Days)	\$ 145,198,104
Unrestricted Cash in Excess of Current Reserve Policy	\$31,723,195
Note: Days Cash on Hand based on full-year forecast of Operating Expenses	



Projected Impact of 2.1.2023 PCE Rate Change on FY 2022-2023 Year End Results

Projected Impact of 2.1.2023 PCE Rate Change on FY 2022-2023 Performance

- The PCE rate change that went into effect 2.1.2023 is projected to generate a \$56.9 million positive variance in revenue when compared to the adopted budget
- The rate change underpins the projected change in net position at the end of FY 2022-23 of \$114 million, or \$40 million more than the original budget change in net position of \$74 million
- Also included in the FY 2022-2023 year-end financial projection
 - Actual financial performance year-to-date through December 2022
 - Load forecast adjustment in second half of fiscal year to reflect actual load performance vs. budget in first half of year; commercial and industrial loads at budget and residential loads down 4% compared to budget
 - Cost of energy expenses forecasted to be 8% above budget for the second half of the fiscal year, reflecting energy expenses in excess of budget in first half of year
 - Remaining expenses projected at monthly budget forecast for the second half of the fiscal year

Projected Impact of 2.1.2023 PCE Rate Change on FY 2022-2023 Performance

	FY 2022-2023	FY 2022-2023	Variance Forecast vs. Budget Favorable/(Unfavorable)
	Budget (FY)	Forecast (FY)	
OPERATING REVENUES			
Electricity Sales, net	\$ 364,961,141	\$ 421,696,236	\$ 56,735,095
Green electricity premium	\$ 2,822,550	\$ 2,939,324	\$ 116,774
	\$ 367,783,691	\$ 424,635,560	\$ 56,851,869
OPERATING EXPENSES			
Cost of energy	\$ 264,208,440	\$ 287,763,345	\$ (23,554,905)
Staff compensation	\$ 8,583,221	\$ 6,866,267	\$ 1,716,954
Data Manager	\$ 3,600,000	\$ 3,473,451	\$ 126,549
Service Fees - PG&E	\$ 1,350,000	\$ 1,290,550	\$ 59,450
Consultants & Professional Services	\$ 1,431,813	\$ 1,121,522	\$ 310,291
Legal	\$ 1,474,000	\$ 1,516,623	\$ (42,623)
Communications and Noticing	\$ 2,686,208	\$ 1,541,761	\$ 1,144,447
General and Administrative	\$ 2,359,806	\$ 2,277,867	\$ 81,939
Community Energy Programs	\$ 8,640,000	\$ 4,198,590	\$ 4,441,410
Depreciation	\$ 96,000	\$ 86,147	\$ 9,853
Total Operating Expenses	\$ 294,429,488	\$ 310,136,125	\$ (15,706,637)
Operating Income (Loss)	\$ 73,354,203	\$ 114,499,435	\$ 41,145,232
NON-OPERATING REVENUES (EXP.)			
Total Nonoperating Income/(Expense)	\$ 600,000	\$ (98,347)	\$ (698,347)
			\$ -
CHANGE IN NET POSITION	\$ 73,954,203	\$ 114,401,088	\$ 40,446,885



Discussion Framework for Budget Variances

Budget Variances – Framework to Discuss Budget Variances

- Key Considerations when viewing and discussing budget variances
 - **Timing** - of budget and projection development, adoption, and comparing actual performance vs. budget or projections
 - **Nature of the variance** - positive or negative, one-time or structural
 - **Tools to address variances** - What tools do we currently use and what else can we develop and use to address such variances

Budget Variances – Timing

Framework to Discuss Budget Variances

- Annual Budget and four additional years of financial projections are adopted by the PCE Board in June of each year
 - Provides a snapshot in time of our projected revenues and expenses for the next 12 months – and a projection of our full financial picture over an additional four-year period
 - The basis for these revenue projections are grounded in our assumptions on forecasted loads and rates, and the fundamental basis for our expenditure projections is driven by cost of energy – a point in time view, that is assessed at quarterly variance reporting periods

Budget Variances – Nature of Variances

Framework to Discuss Budget Variances

- Nature of Variances – Revenues or Expenses; Favorable or Unfavorable
 - Revenue Side –
 - Rates - PG&E Generation Rate assumptions, PCIA rate assumptions
 - Load Forecast – assumptions
 - Expenditure Side –
 - Cost of Energy – Significant market price fluctuations that may be seasonally or weather driven, or other external factors that swing significantly
 - Ability to expend budget at a pace that was projected
- Nature of Variances - One-time vs. Structural
 - Are these variances one time – or are they ongoing and structural? Do we shift our underlying assumptions, if so, when and how?

Budget Variances – Tools to Address Variances

Framework to Discuss Budget Variances

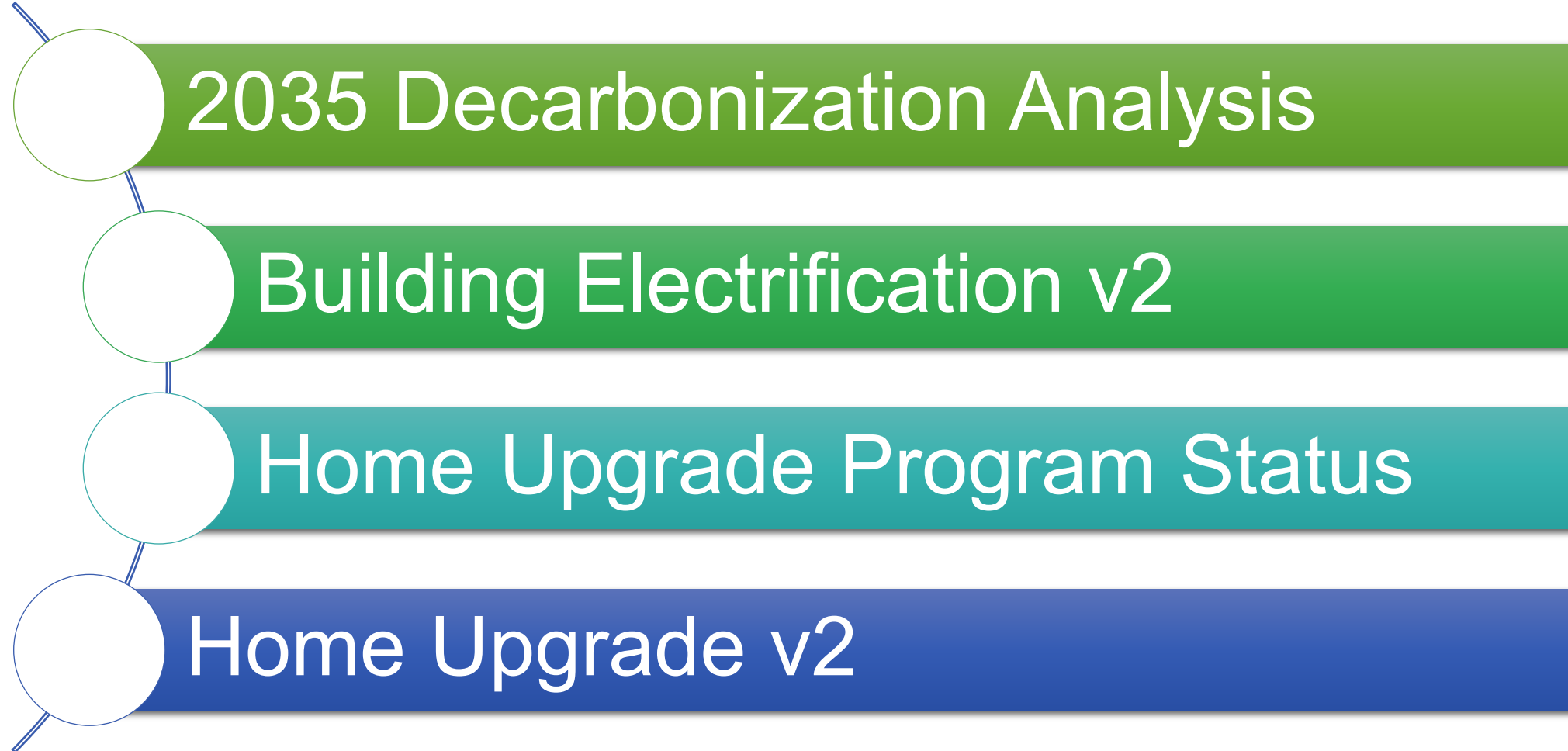
- Tools to address variances
 - Regular variance reporting
 - Cash position
 - Budget contingencies
 - Mid-year budget adjustments
 - Multi-year financial forecasts, adjustments to, sensitivity scenario planning
 - Rate changes
 - Rate Stabilization Funds, Rate Setting Framework that may be different from what is in place today
- Further Discussion and use of these tools in PCE's budget development process – Next Audit and Finance Committee Meeting May 8, 2023

Building Electrification Strategy

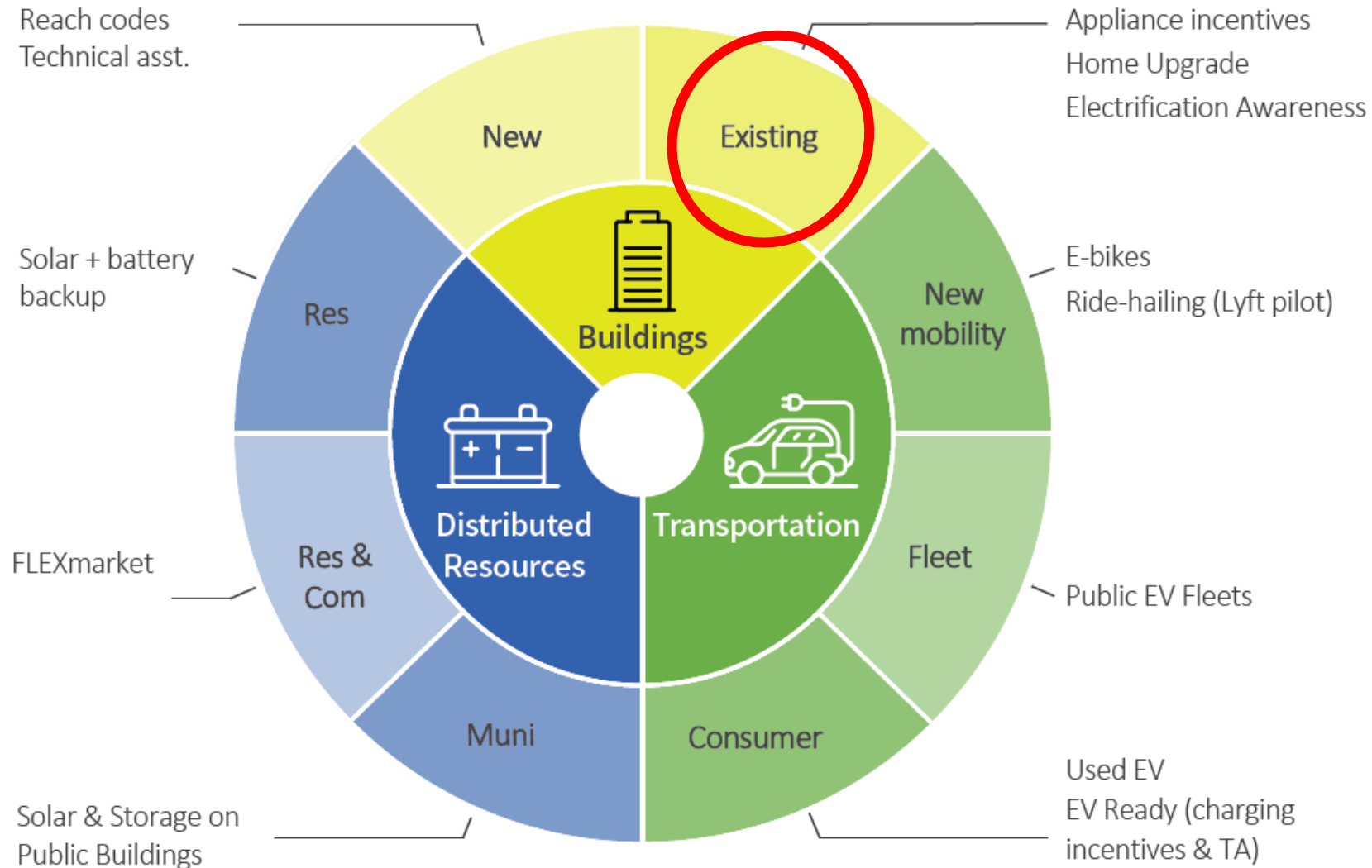
Executive Committee
March 13, 2023



Agenda



Programs Portfolio



2035: PCE Scope

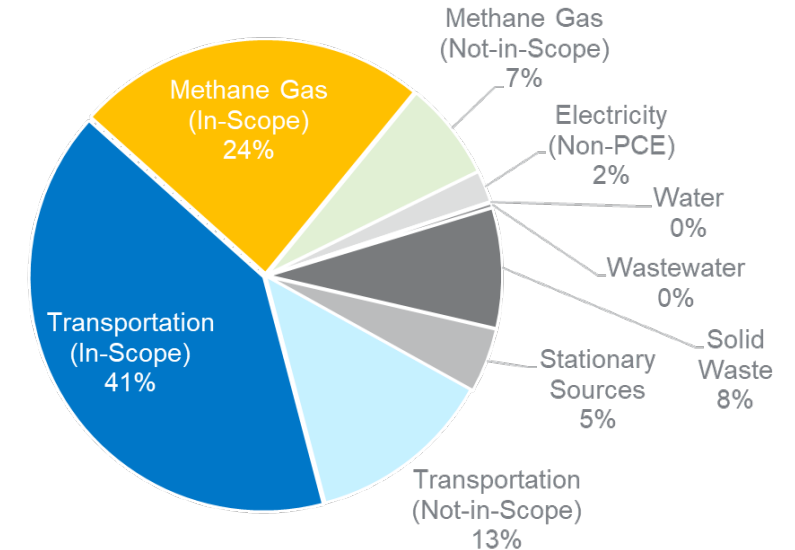
- **Primary Scope**

- Transportation
 - private passenger, local gov & small commercial fleets,
 - ride-hailing, alternative mobility
- Buildings
 - residential (single family & small multifamily),
 - Office (incl. local gov.), small commercial

- **Not in scope, or limited*** (others lead)

- Transportation: heavy-duty vehicles, off-road
- Buildings: industrial, **large commercial***, **large multifamily***
- Non-energy: land-use, compost, stationary sources, landfills
- Out of territory: SF airport
- Embedded carbon, Climate Adaptation, Sequestration/restoration

San Mateo Countywide Greenhouse Gas Emissions,



2035: Buildings Electrification



1. Flexible Incentives

- All measures, incl. rewiring and panels
- Broader building segments
- Integrated load shaping & solar+storage options

2. High touch support

- Advanced “right-sizing” design
- One-stop shop, hotline assist, turnkey option
- Procurement aggregation to lower costs
- Greater contractor support

3. Links to Finance

- Specific linkages by customer segment

Building Electrification v2

A decorative background featuring a large, light blue circle on the right side. To the left of the circle is a cluster of numerous small, yellow dots of varying sizes, some of which overlap the circle. The dots are arranged in a way that suggests a starburst or a cloud of particles.

Goals and Architecture

ON ANALYS

What we have

[All-electric homes](#)

Learn about the benefits and next steps to power your home with clean electricity

[Zero interest loans](#)

Get a loan of up to \$10,000, with no interest, no credit check, and no fees

[Heat pump water heater rebates](#)

Find out about heat pump water heaters and the available rebates

[Heat pump heating, ventilation and air-conditioning \(HVAC\)](#)

Find out about heat pump HVAC and the available rebates

[Home Upgrade Program](#)

This program provides income-qualified homeowners with home repairs and energy efficiency upgrades at no cost

Needs for Building Electrification 2.0 (“BE v2”)

- Current program provides incentives but minimal guidance/support
- Updated program needs to address barriers customers face
 - Especially important to ensure city councils are comfortable adopting existing buildings reach codes
- Customer challenges include:
 - Lack of clear information
 - Difficulty selecting contractors and equipment
 - Technically complicated installations
 - Emergency replacements
 - Limited time and money

Types of Residential Customers - Profiles

- "I want to choose"/DIY

- We need to take action on climate
- I'm interested in technology
- I like sorting it out myself

- "Just get it done"

- I'm busy (single parent)
- My water heater went out and I need one immediately

- "I cannot afford this"

- I've been without heating the last two years. My home has lots of problems.
- I don't have the time or funds



Residential Programs – BE v2



"I want to choose"
(DIY or self-managed)



"Just get it done" &
"It's an emergency"



"I cannot afford this"
(low income)

Retail Partners

Brick &
mortar
presence

Dev supply
chain

Bulk buy

One-Stop Website

Appliance
marketplace

Contractor
network

Info &
education
Why, how,
rebates, etc.

Energy
calculator

Hotline

Program
navigation

Project
planning

Technical
guidance

Turnkey install option

Appliance
install

Emergency
loaner

Whole home
pre-wiring

Bulk buy

Workforce
development

Pilot tech

Finance Options

PCE financing

Third-party
financing

Load Shaping

PV + Storage

Rebates

CPUC Flex market

PCE rebates

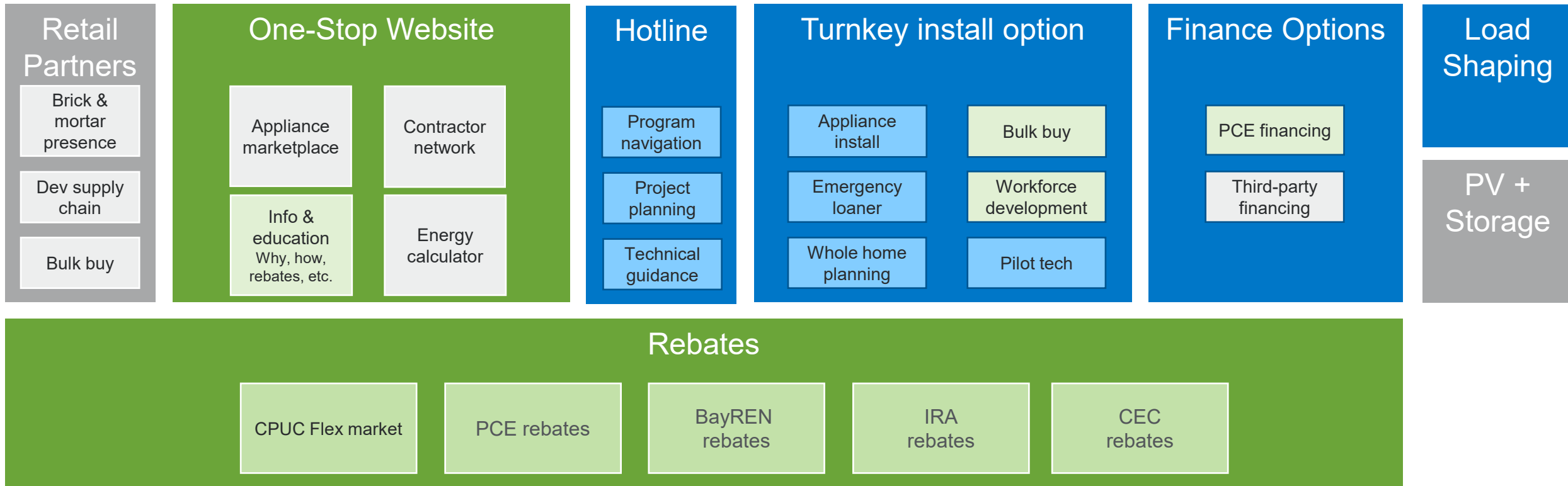
BayREN
rebates

IRA
rebates

CEC
rebates

Residential Programs – BE v2

- RFP
- Future PCE scope
- PCE Internal



First Priorities: One-Stop-Shop Website, Turnkey, Hotline

- **One-stop-shop website v1**

- a) Info & education: why, how, rebates

- **Turnkey install**

- a) Direct install electrician and contractor
 - b) Gas WH loaner unit
 - Supports emergency replacements
 - Essential for deeper existing building reach codes
 - c) Point of sale finance option (OBF &/or 3rd pty)

- **Hotline**

- a) Customer call support for
 - basic program participation
 - navigating PCE & other support
 - basic project process
 - technical support
 - b) Whole home electrification planning

Leveraging Home Upgrade

Dedicated workforce can support turnkey projects for non-low-income customers



Equipment discounts available to all customers



Advanced designs inform program improvements



Dedicated workforce

Specifically trained

Whole home experience

Dedicated contractors

Bulk buy discounts

Embedded innovation

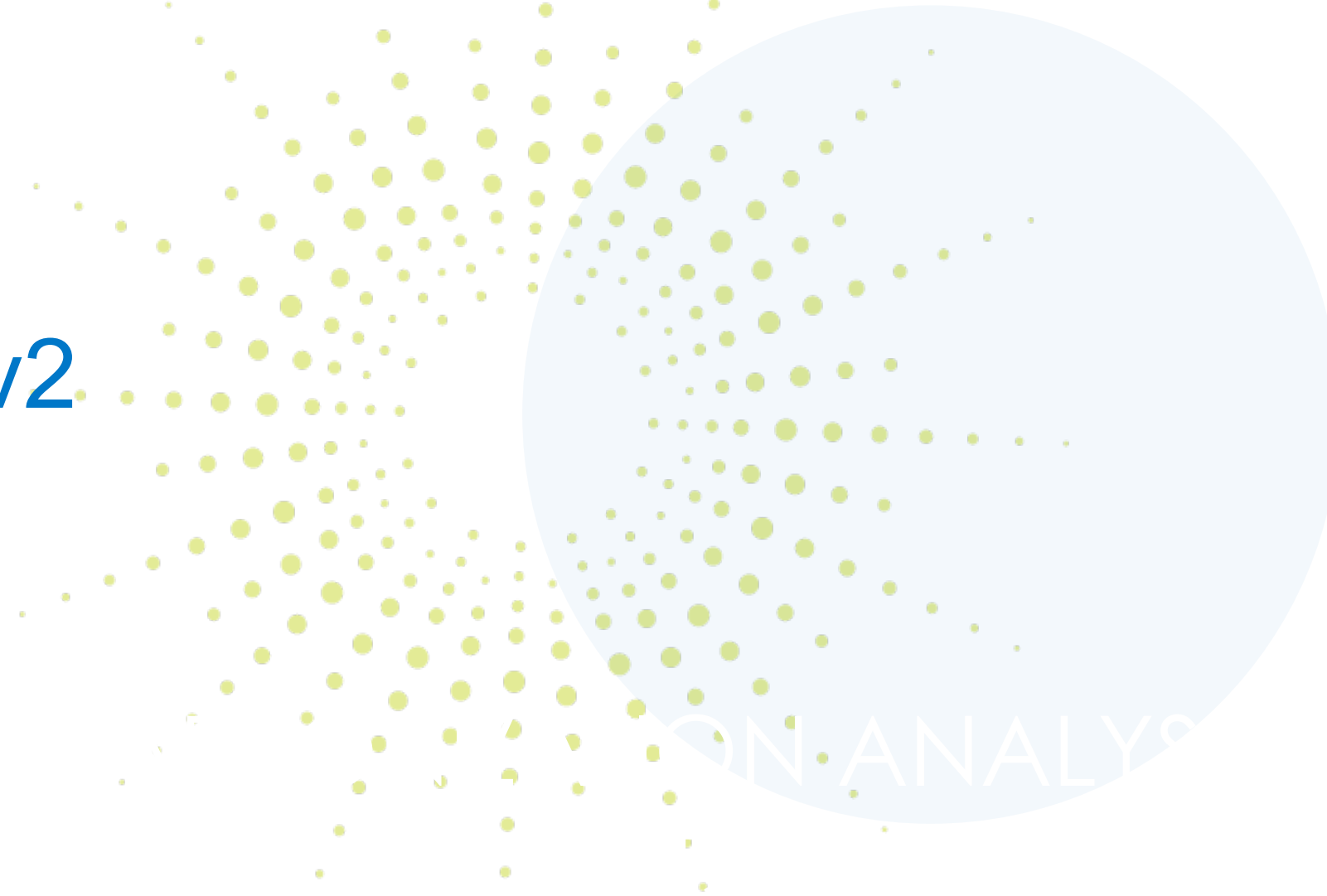
Pilot new tech

Virtual Power Plant (VPP)

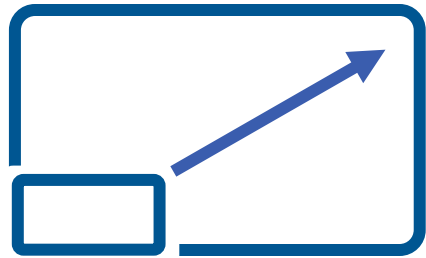
Advanced designs

Home Upgrade Program Components

Home Upgrade v2



Vision for Home Upgrade v2



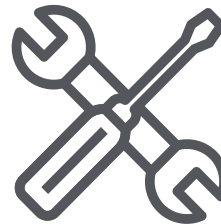
Scale to Whole Home



Increase Homes Impacted per Year



Capture Federal & State Incentives

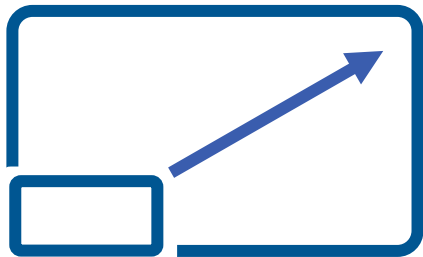


Integrate with Turnkey Offering



Develop VPP

Whole homes & more of them



Scale to Whole Home



Increase Homes Impacted per Year

	Electrification Cost
Water Heating (includes 240V circuit)	\$6,100
Space Heating	\$20,700
Cooking	\$1,098
Clothes Drying	\$925
Total	\$28,823
Panel, if required	\$3,700
Total non-optimized cost	\$32,523
Minor home repair	\$1,500
Estimated Average for Home Upgrade	\$31,500

250 homes per year

Minimum to enable dedicated workforce

Aligns with 2035 analysis

Planning ahead to Capture Fed/State Incentives

Planning to integrate with CPUC FLEXmarket

- \$2,500 per home

CEC building decarb funding being planned currently

- \$600m fund

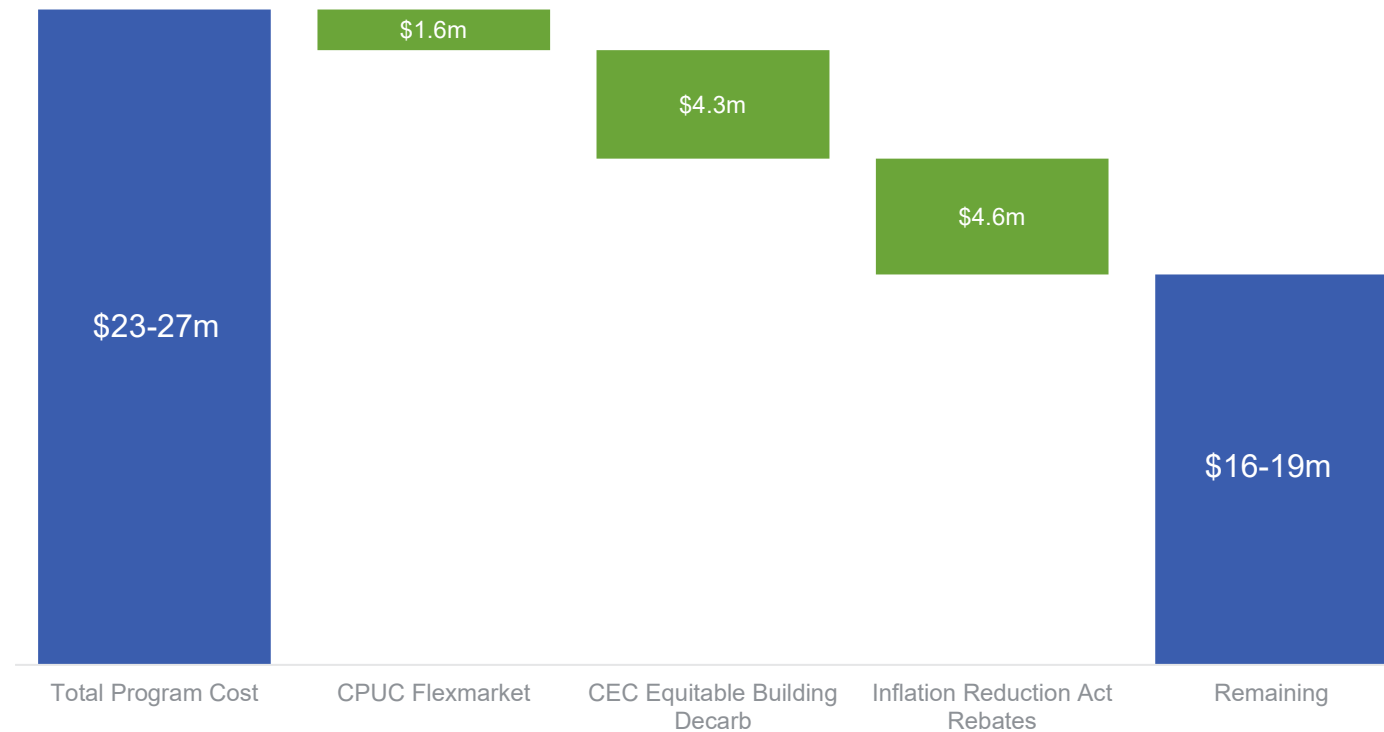
Inflation Reduction Act funds should come online in late 2023/early 2024

- \$10,000 per home



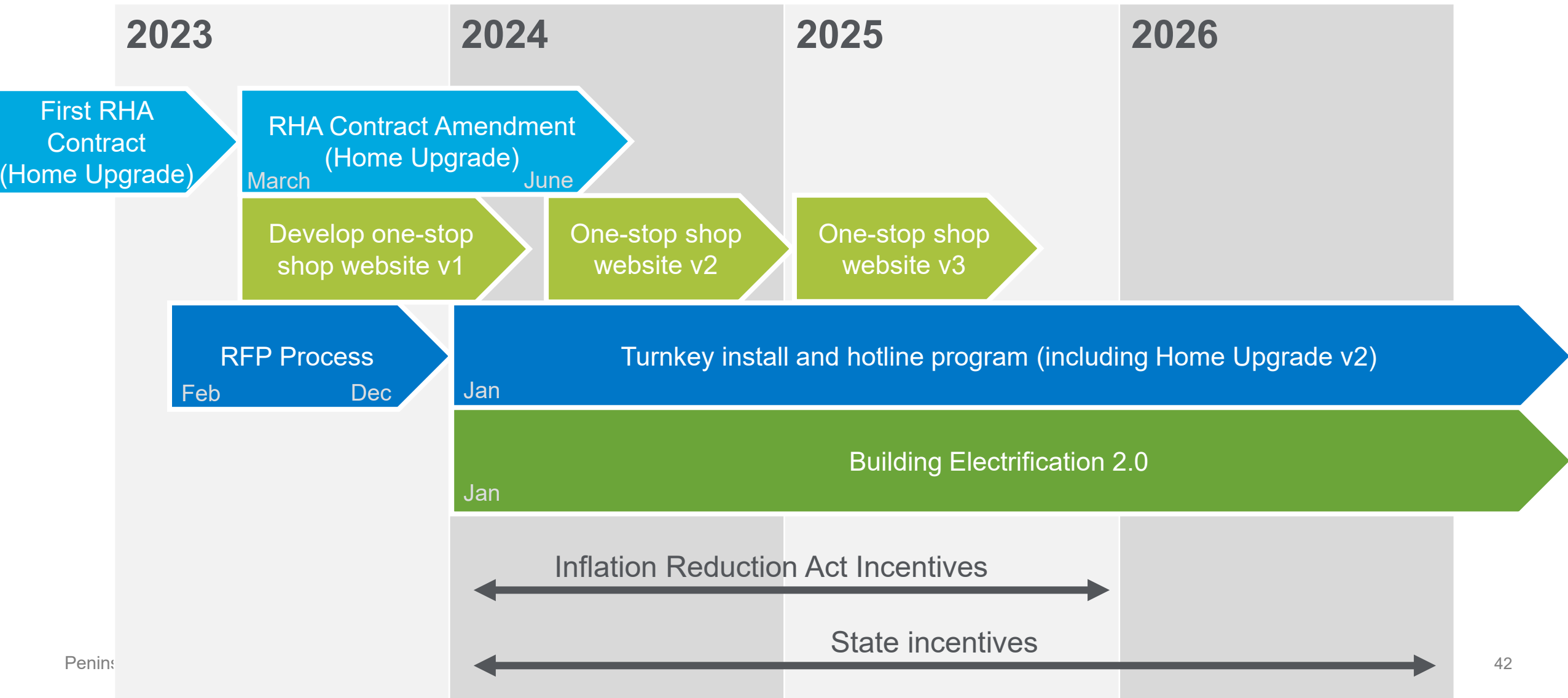
Prospective Budget Leveraging Fed/State Funds

Prospective 3-Year Budget for Turnkey Install & Hotline*



*Most of the cost would be for the expanded Home Upgrade program to fully electrify 650 low-income homes. Non-low-income turnkey and hotline services is estimated at \$900,000-\$1,300,000 but will depend on services and volume. More detailed budget estimates will be developed based on proposals received in a competitive procurement process.

Approximate Timeline and Plan



Discussion on BAAQMD Proposed Amendments to Rule 9-4 and 9-6

Background

- Rule 9-4: Nitrogen Oxides from Fan Type Residential Central Furnaces
 - New rule affecting residential and commercial space heating proposed to take effect on January 1, 2029
- Rule 9-6: Nitrogen Oxides Emissions from Natural Gas-Fired Boilers and Water Heaters
 - New rule affecting residential water heaters proposed to take effect on January 1, 2027
 - New rule affecting commercial and multi-family water heaters proposed to take effect on January 1, 2031

Discussion

- Proposed rules are consistent with PCE Board approved Legislative and Regulatory Policy Platform
 - II. a. Advocate for and support policy efforts to accelerate decarbonization of the energy sector, transportation, and the built environment.
- Seeking concurrence from Executive Committee with regard to submitting a formal letter of support with regard to these two proposed rules

Strategic Plan, Policies #9 and #10 Proposed Edits

Agenda

- Background: DEAI Scope of Work
- Proposed edits to Strategic Plan
- Proposed edits to Policy #9
- Proposed edits to Policy #10

DEAI Scope of Work

1. Review Relevant DEAI Legislation and Regulatory Requirements (complete)
2. Conduct DEAI organizational needs assessment (complete)
3. Create organizational DEAI Policy (complete)
- 4. Update relevant organizational policies (in progress)**
5. DEAI Action Plan: departmental goals and metrics to operationalize DEAI (in progress)

Proposed Edits to Strategic Plan

Proposing edits to Organizational Excellence pillar:

- **Current:** Ensure organizational excellence by adhering to sustainable business practices and fostering a workplace culture of innovation, diversity, transparency, and integrity.
- **Proposed Change:** Ensure organizational excellence by adhering to sustainable business practices and fostering a workplace culture of innovation, diversity, equity, accessibility, inclusion, transparency, and integrity.

Proposed Edits to Policy #9

- Policy originally approved November 17, 2016
- Current title: Ethical Vendor Standards
- Proposed new title: Ethical **Procurement** Standards
- Focus of policy had broadened to include staff's procurement conduct
- Borrowed from San Mateo County Code of Ethical Conduct:
Procurement Ethics

Proposed Edits to Policy #9 Continued

- Proposed revised policy has the addition of the following sections:
 - Sustainability and Social Responsibility
 - Transparency
 - Confidentiality
 - Impartiality
 - Professionalism
 - Compliance
 - Accountability

Proposed Edits to Policy #10

- Policy originally approved December 15, 2016, updated October 25, 2018
- Updated formatting for easier policy navigation
- Reformatting of and additions to Policy Statement under Section 1
- Revisions to Section 2b: Supply Chain:
 - Revised Item 4: request info on diverse business ownership
 - Revised Item 6: encourage reporting on inclusivity in business staff
 - Added Item 7, Supply Chain Code of Conduct

Attachment A: Supply Chain Code of Conduct

- Derived from principles of UN, International Labour Organization (ILO), solar and business social responsibility organizations
- Sections:
 - Freely Chosen Employment
 - Young Workers
 - Working Hours
 - Wages and Benefits
 - Humane Treatment
 - Non-Discrimination/Non-Harassment
 - Freedom of Association
 - Restricted Jurisdictions

Proposed Edits to Policy #10 Cont.

- Addition of the City of Los Banos/Merced County/Central Valley:
 - In Section 2c: Inclusive Business Practices
 - When defining "local" in Section 3b: Sustainable Workforce Objectives
- Modification of "shall require" to "shall use best efforts to require" in ~~second to last sentence of~~ Section 3d
- Modification of apprenticeship requirement ~~from 20% to 25%~~ in Section 3d

Proposed Edits to Policy #10 Cont.

- Removal of entire section/paragraph on PCE Feed-In Tariff Price Projects
- Renaming Section 3e to Peninsula Clean Energy Programs, updating rest of this section to reference energy programs
- ~~Removal of the language “including proper assignment of work to crafts that traditionally perform the work” from Section 3e~~

Meetings with Labor, January 25th and March 6th

- Peninsula Clean Energy staff met with labor to discuss proposed edits to Section 3d of Policy #10
- Outcomes of first meeting with labor:
 1. Peninsula Clean Energy staff proposed retaining the proposed edits for “shall use best efforts” language to present to EC for their guidance and consideration.
 2. Conduct further research on the IRA’s apprenticeship requirements to receive full tax credits
- Met again on 3/6, Labor reiterated concerns with proposed revision

IRA Apprenticeship Requirements

- Described in IRS Notice 2022-61
- Different kinds of apprenticeship requirements:
 1. Apprenticeship Labor Hour Requirements
 2. Apprenticeship Ratio Requirements
 3. Apprenticeship Participation Requirements

Recommendation

Recommend Approval to the Board of Directors of Diversity, Equity, Accessibility, and Inclusion (DEAI)- Related Amendments to the Strategic Plan and Policy #9 and #10

Committee Members' Reports

Item 8