

PROGRAM PLANNING COMMITTEE
OF THE
NEW YORK STATE
ENERGY RESEARCH AND DEVELOPMENT AUTHORITY

Minutes of the 88th Meeting
Held on June 10, 2014

Pursuant to a Notice and Agenda dated May 29, 2014, the 88th meeting of the Program Planning Committee (“Committee”) of the NEW YORK STATE ENERGY RESEARCH AND DEVELOPMENT AUTHORITY was convened at 10:30 a.m. on Tuesday, June 10, 2014, in the Authority’s Board Room at 17 Columbia Circle, Albany, New York and at the Offices of the Department of Public Service at 90 Church Street, 4th Floor (Boardroom), New York, New York. The two locations were connected by videoconference.

The following Members of the Committee were present in New York City, unless otherwise indicated:

Mark Willis, Committee Chair
Robert B. Catell
David D. Elliman
Richard Kauffman
Elizabeth W. Thorndike, Ph.D. (Albany)

Also present in either New York City or Albany were: John B. Rhodes, President and Chief Executive Officer of the Authority; David Margalit, Chief Operating Officer; Tom Barone, Acting Vice President for Energy Services; Jeffrey J. Pitkin, Treasurer; Hal Brodie, General Counsel; Valerie S. Milonovich, Senior Counsel and Secretary to the Committee; and various other members of the Authority staff.

Chairman Willis called the meeting to order, noted the presence of a quorum and stated that a Notice of the meeting (see Exhibit A) was mailed to Committee members and the press on May 29, 2014. Each of the Committee members introduced themselves.

Approval of Minutes from 87th Committee Meeting

The first item on the Agenda was to consider approval of the minutes of the 87th meeting of the Committee held on April 7, 2014. Upon motion duly made and seconded, and by unanimous voice vote, the minutes were approved.

Remarks from the President and CEO on Future Directions of the Authority

Mr. Willis called upon Mr. Rhodes to address future directions of the Authority. Mr. Rhodes provided brief remarks regarding two newly-instituted New York State Public Service Commission (PSC) proceedings that will have a large impact on the Authority’s activities going

forward. The proceedings, addressing the Clean Energy Fund (CEF) and Reforming the Energy Vision (REV), are expected to reform the State's energy agenda. Mr. Rhodes expects these proceedings to have bearing on the Authority's future activities, yet not on its overall mission. Mr. Rhodes explained that the Clean Energy Fund will be the successor funding approach to the current Energy Efficiency Portfolio Standard (EEPS), Technology and Market Development/System Benefits Charge (T&MD/SBC) and Renewable Portfolio Standard (RPS) portfolios.

The Authority has been tasked with submitting an initial CEF plan to the PSC in August 2014 that will be available for public comment. The plan will address current programmatic limitations and suggest ways in which to be more flexible and responsive to current market conditions, as well as suggestions for new approaches. It will also incorporate findings from the Authority's ongoing Corporate Strategy Assessment (CSA). The REV proceeding was described as a longer and more fundamental process that will consider the restructuring of the utility approach to the energy markets, new business models, and re-examine how electricity is generated, valued and consumed.

Mr. Rhodes described the Authority's future as likely including more emphasis on animating and responding to energy markets, generating increased customer engagement, and encouraging a more discerning use of ratepayer resources. He stated that the Authority continues its present activities while actively engaging in ongoing proceedings. As evidenced in the Strategic Plan and, despite the prospect of considerable change in the future, the Authority continues to modify programs in response to newly garnered insight.

In response to an inquiry from Mr. Catell regarding the Authority's role in the REV proceeding, Mr. Rhodes stated that he anticipates active participation on behalf of the Authority by providing recommendations and solutions for addressing market needs and overcoming barriers.

Mr. Catell stated that utilities should be encouraged to provide basic research funding to develop new technologies to deploy and transform the industry. Mr. Kauffman responded by explaining that, currently, some utility efficiency programs address customer efficiency while others address electric system efficiency. He stated that the idea behind the REV proceeding is to require the ratepayer to contribute once and to encourage utilities to take on efforts that address system efficiency when it is in their economic interest. He added that the Authority should continue to engage in efforts that improve competitive markets and enable energy investments, such as defining market gaps, lowering customer acquisition costs, and providing financing. If successful, REV will provide utilities an incentive to engage in system efficiency and engage more in competitive markets. This should, in turn, provide a strong market mechanism for utilities to increase R&D spending and take advantage of technologies that help their bottom line.

Mr. Elliman suggested that early adopters should be encouraged as a means of bringing new technologies to market. Mr. Kauffman responded by stating that the New York Power Authority (NYPA), with its broad franchise, plays a key role in encouraging the early adoption of technologies. Mr. Rhodes added that the Authority's portfolio expands the technology continuum, from proving their viability, testing them from a technology and market perspective, and deploying them in the market. All of these efforts ultimately lead to the development of

more modern versions of technologies, such as combined heat and power (CHP) and storage. NYPA is concentrated on providing customers with viable technology options, whereas the Authority addresses technologies that are still in development. The Authority is highly coordinated with NYPA in many areas, particularly with regard to micro-grids.

**Resolution Regarding Regional Greenhouse Gas Initiative
(RGGI) Operating Plan Amendments**

David Coup, Assistant Director of Energy Analysis, briefed the Committee on proposed changes to the Authority's RGGI Operating Plan and described the stakeholder and approval process which included input from the RGGI Advisory Group and the general public. Mr. Coup also reported that a regional RGGI program review was recently completed and the participating states have incorporated a more stringent carbon cap into their regulations.

Mr. Coup described the revenue assumptions for the RGGI Operating Plan as conservative, assuming a program budget of approximately \$70 million for fiscal year 2014-2015 and about \$64 million for fiscal year 2015-2016, net of administration and evaluation expenses. The current budget projection is for a two-year period, rather than three, as it is difficult to reliably estimate proceeds levels three years into the future during this time of market transition.

With regard to individual program budgets for the 2014 through 2016 period, Mr. Coup reported that most programs described represent a continuation of program activity contained in the 2013 RGGI Operating Plan, or are an evolution of a current program designed to take advantage of important new opportunities. Mr. Coup described in more detail four new programs that are outlined in the Operating Plan: NY-Sun, Renewable Heat NY, Charge-NY, and NYS Generation Attribute Tracking System. He also stated that, should additional revenue become available, it would be used to expand the existing portfolio of RGGI programs, including the NY Green Bank and climate resiliency and sustainability initiatives.

There was a brief discussion among the Committee Members about the implications of the possible adoption by the U.S. Environmental Protection Agency (EPA) of new carbon emission guidelines for electric utility generating units under the authority of Section 111 of the Clean Air Act. Authority Staff are closely following this activity and are coordinating with other interested State agencies.

In response to an inquiry from Mr. Catell with regard to whether biogas should be part of this program, Mr. Rhodes explained that despite some limitations on the RGGI funding, the Authority is supporting efforts in this area, such as anaerobic digestion, with other funding sources.

In response to an inquiry by Mr. Kauffman about the implications of the anticipated new carbon emission standards and the implications for RGGI, Mr. Coup responded by stating that there is much discussion on these issues between various State agency representatives in New York, particularly those from the Department of Environmental Conservation (DEC), and with peers in other States. Mr. Rhodes added that the RGGI entity itself is actively engaged in discussions with other states and the New York State members of RGGI (PSC, DEC, and the Authority) are

highly coordinated. He characterized RGGI as potentially a good solution for New York to the anticipated new requirements which could lead to an expansion of RGGI among other states, as well as to more interest in the markets. Mr. Williams stated that Staff is analyzing the complex rule to further understand the architecture of the rule, the implications for the State, and what changes may arise.

Mr. Kauffman requested that the State's performance as a member of RGGI be closely monitored by staff and regular updates be provided. Mr. Willis agreed that it would be valuable to receive additional information and asked a clarifying question with regard to the emissions cap change that took effect in January 2014. Mr. Coup stated that the new emissions cap has impacted the market and that additional information can be provided at a future meeting.

In response to statements by Ms. Thorndike, staff agreed that it is important to keep abreast of the current issues and potential changes in this area and to keep the Board and Committee informed.

In response to a question from Mr. Willis on the apportionment of allowances and the two auctions under the new emissions cap rules, Mr. Williams explained that apportionment is based on historical emissions with some necessary adjustments. Thus far, there has been no expressed desire to reassess the apportionment process, although it may be raised at the multi-state forum in the context of the new rules. Mr. Williams added that the two most recent auctions have revealed some new market dynamics and there is currently a large bank of credits. However, a new compliance period begins at the end of 2014 and Staff will monitor these new market dynamics.

At the conclusion of the presentations and discussions, the PPC voted unanimously to recommend that the full Board approve the proposed amendments to the RGGI Operating Plan. A copy of said resolution is attached hereto as Exhibit B.

Resolution Regarding the 2014 Strategic Plan

Ruth Horton, Senior Advisor for Strategic Initiatives in the Energy Analysis Program, presented the Committee with an overview of the Authority's Strategic Plan entitled, "Toward a Clean Energy Future: A Strategic Outlook 2014." Ms. Horton stated that, in a departure from past practice, this Plan focuses exclusively on the upcoming year. Ms. Horton stated that the Strategic Plan highlights NYSERDA's core organizational mission, vision, and target outcomes and identifies metrics associated with each mission outcome that will be used to measure performance.

The Strategic Plan reflects the dynamic landscape for clean energy policy in the State and it is expected that the Authority's focus will evolve as a result of new State policies and the assessment of its role in the current and future energy markets. It is anticipated that the Authority's programs and activities may shift based on the ongoing CSA, the new directions expected to emerge from the State's clean energy policies included in the 2014 Draft State Energy Plan (SEP), and in response to the recently announced State regulatory proceedings described earlier by Mr. Rhodes.

Ms. Horton explained that the draft SEP provides the broadest context for the Authority's forward planning. However, meeting the carbon emissions goals alone will require a major scale-up of efficiency and renewable energy and requires new approaches to generate demand for energy services. The draft SEP calls for greater investments to be made in the clean energy economy and the development of new business models to spur innovation; all areas where the Authority can be expected to play a large role, building upon its strengths.

Ms. Horton referenced the two newly-instituted PSC proceedings as likely to have a profound effect on future energy programs and the role of the Authority. She stated that the Authority is seizing the opportunity to chart a future course within this evolving State energy policy framework and that understanding and addressing the needs of its customers is paramount to the Authority's success.

Ms. Horton stated that the REV proceeding aims to align electric utility practices and the regulatory paradigm with technological advances in information management and power generation and distribution. REV is anticipated to open new markets for energy service providers, resulting in greater access to customers, while also allowing customers to choose the energy products and services they value most. However, Ms. Horton stated that it is the new Clean Energy Fund that will have the most direct effect on the Authority's future program portfolio, as it is expected to transition the State from its current suite of ratepayer-supported programs to more market-driven delivery mechanisms. As such, the Authority intends to refocus on market and technology transformation strategies. These strategies will be designed to provide temporary intervention and support to overcome specific barriers and produce self-sustaining results.

Ms. Horton reported that the CSA is designed as a market-oriented discovery process to identify preferred strategies. The preferred strategies will focus on ways to accelerate behind-the-meter energy efficiency and distributed generation deployment, and ways that the Authority can continue to stimulate technology and business innovation in the sectors with the most potential. She also described the CSA process as a "clean sheet approach," but one that is informed by the Authority's own expertise and years of experience working with the State's energy markets. It is also guided by the Authority's overall mission to advance innovative energy solutions in ways that improve New York's economy and environment. The CSA will be used as input for broader policymaking considerations and regulatory processes including the REV and CEF proceedings.

Ms. Horton explained that, to support energy planning and future program focus, the Authority undertook a study to determine the long term potential for the adoption of increased energy efficiency and renewable energy in the State. The study examined economic potential, yet was bounded by the likelihood of realizing such achievements given the state of the market. Overall, the study concludes that large potential exists for additional cost-effective energy efficiency and renewable energy technologies. The findings support a strong case to continue to foster energy efficiency with its attendant environmental and economic benefits.

Ms. Horton continued by stating that the Strategic Plan presents seven initiatives of key strategic importance being undertaken by the Authority as part of the State's clean energy agenda, including: the NY Green Bank; Improving Resiliency; Renewable Heat NY; NY-Sun and Community Solar NY; Charge NY; Developing Sustainable Communities and the Clean Energy Economy.

Ms. Horton also described the five portfolios around which the Authority’s current programs are structured: (1) Energy Efficiency and Renewable Energy Deployment – Helping New York to achieve its aggressive energy efficiency and renewable energy goals; (2) Energy Technology Innovation and Business Development – Helping to stimulate a vibrant innovation ecosystem and a clean-energy economy in New York; (3) Energy Education and Workforce Development – Helping to build a generation of New Yorkers ready to lead and work in a clean energy economy; (4) Energy and the Environment – Helping to assess and mitigate the environmental impacts of energy production and use; and (5) Energy, Data, Planning, and Policy – Helping to ensure that policy-makers and consumers have objective and reliable information to make informed energy decisions.

In response to an inquiry by Mr. Willis as to what the outcome measures are and how one will know if there has been success, Mr. Rhodes explained that each of the components tends to have natural metrics, such as energy savings and capacity savings. However, he cautioned that some outcomes do not lend themselves to such quantitative measures; this necessitates a look at how the effort will advance energy markets, promote sustainable communities, and other similar, desired outcomes.

In response to Mr. Willis’ inquiry as to whether outcome measures will also be a part of the new proposed efforts, Mr. Rhodes responded that an integral reason for any of the efforts is results, necessitating a way to measure them. As the Authority moves toward more innovative approaches, the ease of measurement should not hamper the innovation necessary to improving and creating new markets. Mr. Kauffman added that it is helpful for the Board to understand how the Authority changes fit neatly into broader picture, rather than using metrics that are too isolated.

Mr. Catell stated that, of all the State entities, the Authority has the potential to have the biggest impact on the energy policy efforts going forward and the Board should receive periodic reports on those efforts. He also commended the Authority for taking a longer view, looking at the bigger picture, and described its efforts as being very timely.

Mr. Willis stated that the Authority’s involvement in “behind-the-meter” technologies should be a main focus. Mr. Rhodes agreed, but stated that focus should allow for some exceptions.

At the conclusion of the presentation, the Members were then asked to consider and act upon a resolution recommending approval of the Strategic Plan entitled “*Toward a Clean Energy Future - A Strategic Outlook 2014.*” Based on the report on the Plan as presented, upon motion duly made and seconded, and by unanimous voice vote, the Committee recommended that the full Board adopt the resolution approving the Plan. A copy of said resolution is attached hereto as Exhibit C.

Highlights of Select Strategic Initiatives

NY-SUN

Karen Hamilton, Director of the Residential Energy Services Program, presented the Committee with an overview and detailed description of the Authority’s NY-Sun initiative, including specifics on the megawatt block program design approach that is being implemented. Ms.

Hamilton also described how the Authority is coordinating with both NYPA and the Long Island Power Authority (LIPA) in the implementation of the Program, as well as with the investor-owned utilities. Long-term funding was secured for the Program with the PSC's approval of the Authority's January 2014 Petition and the Program is also supported with RGGI and T&MD funding.

Ms. Hamilton described the related initiatives that make up the NY-Sun portfolio, particularly the details on transitioning the incentive portion of the Program to a megawatt block model. She also described efforts to increase participation by low-to-moderate income households; the photovoltaic (PV) trainers network; balance-of-system cost reduction efforts; the Community Solar NY program development; consumer education, and a forthcoming net metering study.

With regard to the megawatt block program details, Ms Hamilton described that a specified number of megawatts to be acquired for selected sector and certain sized systems would be established within particular regions of the State. Corresponding program incentives would also be specified and would decrease over time as each megawatt block is completed. The benefits of this approach were described as a long-term commitment to the industry in order to further encourage investment; predictable and transparent incentives; decreasing levels of incentives at a rate the market will bear; and a clear path to ultimately eliminating program incentives. There is a statewide goal of three gigawatt hours over the three identified regions: the Long Island service territory; the Consolidated Edison Company of New York, Inc. (Consolidated Edison) service territory, and the balance of the State. There are three separate block structures within each region.

With regard to administrative activities, Ms. Hamilton stated that stakeholder input sessions were held on the incentive block design and that staff undertook planning and specification of the Authority's database, program documentation, and website changes. Incentives for residential and small non-residential systems are expected to become available this summer; and the larger systems (200 kilowatts and above) are expected to become available in early 2015. An Operating Plan will be submitted to the Department of Public Service (DPS) prior to the Program roll-out.

Ms. Hamilton described the identified barriers to increasing participation by the low-to-moderate income households, as well as ideas and proposals that are currently under consideration. These include additional leveraging of Green Jobs/Green New York and Green Bank financing mechanisms. She also described the PV Trainer Network efforts to reduce the "soft" costs of permitting, approvals, and inspections of PV systems. This includes supporting local planning and policy development, emergency response preparedness, technical training and assistance to local officials and first responders, and establishing a permanent training and technical assistance infrastructure.

Ms. Hamilton described other projects underway as the NYSolar Smart effort to develop standardized permitting. She also described "solarize" pilots to demonstrate various models of community-based pricing, customer aggregation and the development of approaches to become self-sustaining. Community Solar NY objectives are to scale-up and standardize successful community-based PV pricing and purchasing and to provide innovative financing at the

community scale. K-Solar objectives are to provide technical assistance, incentives, and financing to schools.

Ms. Hamilton described the forthcoming net metering study that will identify the costs and benefits of the State's current net metering policy. It will also attempt to harmonize the objectives of net metering with the PSC's REV proceeding. She added that the Authority's current megawatt block program approach assumes the continued availability of net metering and the current utility limits on the amount that can be installed.

Ms. Thorndike stated that this was an excellent presentation and that she is aware, first-hand, that barriers to the adoption of these technologies can be formidable under certain circumstances. She suggested that this be recognized in terms of education and outreach, and that local governments need to become more actively engaged.

Mr. Catell agreed with Ms. Thorndike, adding that there are challenges to success and identified the need to reduce confusion for consumers through education as one of those challenges.

Mr. Willis added that barriers in the affordable housing area and complying with local regulations are numerous and asked what approach is being taken to address these issues. Ms. Hamilton stated that staff is working with the associations of towns and mayors and that training is focused on technical assistance to help municipalities to develop sound solar policies, and the training is more extensive than merely training municipal employees on how to process permits and install systems.

Ms. Hamilton added that the most commonly identified barrier, second to customer acquisition, is any issue related to "soft costs," such as the differing municipal requirements. The Authority, in conjunction with the City University of New York (CUNY) has developed a technical assistance approach for municipalities and CUNY is part of the training network.

In response to an inquiry by Mr. Catell regarding the status of net metering, Ms. Hamilton explained that Central Hudson is likely close to reaching 2 percent of the 3 percent overall cap for each utility. Central Hudson could be the first utility to reach the 3 percent cap, which is likely to happen in 2015. Statewide, the 3 percent cap could be met by as early as 2017, if no adjustments are made. She added that the PSC is planning to address this issue as part of the REV proceeding and is considering whether the State's net metering policy should continue in its current form, or whether there should be some adjustments to avoid hindering the potential of the NY-Sun Program. The PSC has encouraged the utilities to come forward individually to address the cap if they are approaching the limit.

In response to an inquiry by Mr. Willis with regard to low-to-moderate income participation and the cost difference for installations as part of a new construction project versus an existing building, Ms. Hamilton stated that there is growing interest in the affordable housing sector to participate in the programs described, as well as for net zero programs (whereby buildings produce as much electricity as they consume). She stated that the Authority is working closely with the Division of Homes and Community Renewal (DHCR) on these issues, particularly with regard to financing and incorporating higher tiers of building performance into some of DHCR's

solicitations. Mr. Willis added that DHCR is very interested in working with the Authority in the area of building rehabilitation.

Demand Management Program

Todd Baldyga, Acting Director of the Energy Efficiency Services Program, presented the Committee with an overview of the Demand Management Program that resulted from a regulatory proceeding that seeks to address the potential closure of the Indian Point Energy Center. The Program, jointly implemented by the Authority and Consolidated Edison, is designed to achieve 125 megawatts of demand reductions and was described as a “no regrets” solution – meaning it is an effort that will bring about more benefits than costs. Of the 125 megawatt target, about 100 megawatts will result from energy efficiency and demand response efforts, with the remaining 25 megawatts resulting from combined heat and power (CHP) projects.

Mr. Baldyga described the energy efficiency and demand response program features, the more aggressive incentive structure, outreach to key sectors, and sales strategies. Initial participation results were reported as strong with a robust number of applications received, as well as strong early estimates of energy savings potential. Mr. Baldyga also described further opportunities, such as enhanced automatic demand response, electric vehicle charging, peaking solar, new construction, next generation tariffs and other new approaches to spur the market toward new approaches, consistent with the REV proceeding.

Mr. Baldyga described the CHP program features as focused on smaller, pre-approved systems that range in size from 50 kilowatts to 1.3 megawatts. Systems of this size lend themselves to a more modular, “off-the-shelf” approach that provides greater assurance that installation timeframes will be met and resiliency will be increased more quickly.

Outreach and sales efforts will be based on approaching key accounts and will build on the strong Consolidated Edison and NYSERDA customer relationships. Both entities are also reaching out to energy service companies and project developers to assist in customer acquisition from certain market sectors and are also sharing customer data in collaborative effort to maximize and engage customers.

The Committee discussion centered on the role of the market in identifying the needs so that appropriate solutions that can be incorporated into programs. There was also a brief discussion on how best to determine the overall value proposition for the type of program such as this that addresses multiple policy objectives.

Mr. Kauffman noted that, if there is enough information identifying the problem, a properly working market should respond with a range of viable solutions. Mr. Baldyga added that a properly designed program should also provide technology agnostic solutions across a spectrum of technologies, all while allowing the market to dictate the needs.

In response to an inquiry from Mr. Willis as to determining the appropriate level of incentives, Mr. Baldyga described the process as balancing the available technologies with incentive levels that spur demand, coupled with the appropriate level of customer investment. Using the Demand

Response Program as an example, Mr. Rhodes added that there are other values, such as the “value” of enhanced reliability and resiliency, which also determine the incentive schedule.

Mr. Barone stated that Authority staff, particularly the Green Bank Team, has been working to encourage energy performance contractors to enter into areas of the commercial and industrial sector in which they are not typically engaged.

Other Business

Mr. Willis indicated that the last item on the agenda was other business and asked if there were any other matters the Committee members wished to discuss. No matters were raised. Upon motion duly made and seconded, and by unanimous voice vote, the meeting was adjourned.

Respectfully submitted,



Valerie S. Milonovich
Secretary to the Program Planning Committee

NOTICE OF MEETING AND AGENDA

May 29, 2014

TO THE MEMBERS OF THE PROGRAM PLANNING COMMITTEE:

PLEASE TAKE NOTICE that a meeting of the Program Planning Committee (the 88th meeting) of the New York State Energy Research and Development Authority will be held in the Authority's Albany Office at 17 Columbia Circle, Albany, New York, and at the Department of Public Service, 90 Church Street, 4th Floor (Boardroom), New York, New York, on Tuesday, June 10, 2014, commencing at 10:30 a.m., for the following purposes:

1. To consider and act upon the Minutes of the 87th meeting held on April 7, 2014.
2. To receive an overview from the President and CEO on NYSERDA's future directions.
3. To consider and act upon a resolution recommending approval of revisions to the plan entitled *Operating Plan for Investments in New York Under the CO₂ Budget Trading Program and the CO₂ Allowance Auction Program*.
4. To consider and act upon a resolution recommending approval of the strategic plan entitled *Toward A Clean Energy Future - A Strategic Outlook 2014*.
5. To transact such other business as may properly come before the Committee.

Members of the public may attend the meeting at either of the above locations. Video conferencing will be used at both locations and the Authority will be posting a video of the meeting to the web within two business days of the meeting. The video will be posted at <http://www.nyserda.ny.gov/About/Board-Governance/Board-and-Committee-Meetings.aspx>.



Valerie S. Milonovich
Secretary to the Program Planning Committee

New York State Energy Research and Development Authority

Albany
17 Columbia Circle, Albany, NY 12203-6399
(P) 1-866-NYSERDA | (F) 518-862-1091
nyserda.ny.gov | info@nyserda.ny.gov
Richard L. Kauffman, Chair
John B. Rhodes, President and CEO

Buffalo
726 Exchange Street
Suite 821
Buffalo, NY
14210-1484
(P) 716-842-1522
(F) 716-842-0156

New York City
1359 Broadway
19th Floor
New York, NY
10018-7842
(P) 212-971-5342
(F) 518-862-1091

**West Valley Site
Management Program**
9030-B Route 219
West Valley, NY
14171-9500
(P) 716-942-9960
(F) 716-942-9961

Exhibit B

Resolution No. _____

RESOLVED, that revisions to the “Operating Plan for Investments in New York Under the CO₂ Budget Trading Program and the CO₂ Allowance Auction Program” as presented to the Members for consideration at this meeting, with such non-substantive, editorial changes and supplementary schedules as the President and Chief Executive Officer, in his discretion, may deem necessary or appropriate, are adopted and approved;

AND BE IT FURTHER RESOLVED, that the Members direct the President and Chief Executive Officer to develop a revised operating plan incorporating such revisions as soon as reasonably possible.

Exhibit C

Resolution No. _____

RESOLVED, that the strategic plan for the Authority's energy, economic environmental program priorities and strategic vision entitled "Toward a Clean Energy Future - A Strategic Outlook 2014," submitted to the Members for consideration at this meeting with such non-substantive, editorial changes and supplementary schedules as the President, in his discretion, may deem necessary or appropriate, is adopted and approved as the Authority's updated Strategic Plan.