



STATE OF RHODE ISLAND  
**ENERGY EFFICIENCY &  
RESOURCE MANAGEMENT COUNCIL**

## **MEETING AGENDA**

**Thursday, April 14, 2016**

**3:30 PM - 5:30 PM**

Conference Room B, 2<sup>nd</sup> Floor, Department of Administration, One Capitol Hill, Providence, RI

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**1. Call to Order**

**2. Approval of March Meeting Minutes**

**3. Executive Director Report (5 min)**

**4. Executive Committee Report (5 min)**

**5. Council Business (30 min)**

*a) Review of Open Meeting Rules Memo from Attorney (15 min)*

The Council attorney will present a summary of key open meeting rules for the Council to keep in mind.

*b) Vote on Action Regarding Legal Counsel Contract (15 min)*

The attorney's contract expires this month. The Council will discuss and vote to either extend the contract for one year or go back out to bid to find a different firm.

**6. Policy and Planning Issues (40 min)**

*a) Vote on EERMC Representative for PUC Docket #4600 (5 min)*

The consultant team will update the Council on the EERMC's participation in PUC docket #4600. The Council will be asked to consider consultant Scudder Parker as its designated representative for the proceeding.

*b) Savings Targets Update (15 min)*

The consultant team will ask the Council for support to hold a series of individual or small group meetings to engage stakeholders as an alternative to a single large meeting.

*c) Vote on Demand Response Proposal (20 min)*

The consultant team will review a proposal from Synapse outlining a scope of services to assist the EERMC with demand response issues. The Council will be asked to authorize the consultant team to move forward with procuring these services and managing work.

*d) Follow-up on Avoided Cost Study Discussion (5 min)*

**7. Review of EERMC Annual Report First Draft (20 min)**

The OER and consultant team will present for Council feedback the draft text for the 2016 Annual Report including proposed policy recommendations. First draft comments are due by April 19<sup>th</sup>.

**8. SIRI Working Group Update and Recommendations on Standards Update (15 min)**

Abigail Anthony will provide an update on the recent work of the Systems Integration RI (SIRI) working group. The Council will discuss whether it would like SIRI to develop recommendations to inform the next round of Least Cost Procurement Standards updating.

**9. Adjournment**



STATE OF RHODE ISLAND  
**ENERGY EFFICIENCY &  
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## **MEETING MINUTES**

**Thursday, April 14, 2016**

**3:30 PM - 5:30 PM**

Conference Room B, 2<sup>nd</sup> Floor

Department of Administration, One Capitol Hill, Providence, RI

**Members Present:** Abigail Anthony, Joe Cirillo, Roberta Fagan, Jennifer Hutchinson, Michael McAteer, Joe Newsome, Shigeru Osada, Chris Powell, Betsy Stubblefield Loucks, Karen Verrengia, Diane Williamson

**Members Absent:** Bob Bacon, Marion Gold

**Consultants Present:** Marisa Desautel, Mike Guerard, Scudder Parker

**OER Staff Present:** Chris Kearns, Nick Ucci

### **1. Call to Order**

The meeting was called to order at 3:35 PM.

### **2. Approval of March Meeting Minutes:**

Joe Cirillo moved. Joe Newsome seconded. All approved.

### **3. Executive Director Report**

Nick Ucci provided a summary of OER's Block Island Saves energy efficiency program and pre-pilot results. The program is being implemented by leveraging State RGGI funds. A report on pre-pilot activities was provided to all Council members.

### **4. Executive Committee Report**

Chairman Powell noted that the Council budget had been updated through February and a copy of the budget was provided to all members. He explained that the resource diversification issue had been discussed at the Executive Committee, which directed the Consultant Team to conduct additional work on the scope of this effort before bringing it back to the Council at a future meeting. Chairman Powell also noted that the Council's legal services contract was on the agenda for consideration.

### **5. Council Business**

#### *a) Review of Open Meeting Rules Memo from Attorney*

Marisa Desautel, EERMC's legal counsel, summarized the application of Rhode Island's open meetings laws and walked through a summary memorandum she drafted, which was provided to all members.

*b) Vote on Action Regarding Legal Counsel Contract*

Chairman Powell explained that the contract for legal services expired on April 1, and that the existing contract provided for two, twelve-month extensions. No Council members expressed concern with the current level of services. **Mr. Cirillo moved to extend the current legal services contract terms for a twelve-month period, and authorize payment for any legal services rendered between April 1 and the date of written extension execution. Karen Verrengia seconded. There was no opposition and the motion passed.** Abigail Anthony suggested that, at a future meeting of the Executive Committee, they consider the level of services needed to ensure that the Council is receiving the full value of the contract. Mr. Ucci stated that OER would draft a letter, to be signed by the Chair, authorizing the twelve-month contract extension.

**6. Policy and Planning Issues**

*a) Vote on EERMC Representative for PUC Docket #4600*

Ms. Anthony provided a brief summary of the genesis of Docket #4600, and offered for consideration that Scudder Parker (consultant) could serve as the Council's representative in that process. **Mr. Newsome made a motion to authorize Mr. Parker to serve as the Council's representative; Mr. Cirillo seconded. The motion passed with no opposition.**

*b) Savings Targets Update*

Mike Guerard explained that the consultant team will work with members of key stakeholder groups to engage them on the development of efficiency savings targets. A memorandum outlining this process was provided to Council members. Detailed meeting notes would be taken, summarized, and provided to the Council as an input into target development. The C-Team will provide additional data and preliminary recommendation during the May Council meeting.

*c) Vote on Demand Response Proposal*

Mr. Parker provided a written proposal from Synapse outlining a scope of work to assist the Council with demand response issues. He explained that the state's least cost procurement law is inclusive of demand response, and the next step in the Council's consideration is to understand the potential role of these resources within Rhode Island's energy system. The Executive Committee recommended support. Mr. Osada asked for inclusion of the frequency of emergency calls for demand response, and response and enrollment levels. Chairman Powell suggested consideration of both load response and generator response. The Council had a brief discussion on the bidding process for demand response. **Ms. Anthony made a motion to approve the scope of work and utilize up to \$20,000 of the Council's client fund to support this work. Ms. Stubblefield Loucks seconded. The motion passed with no opposition.**

*d) Follow-up on Avoided Cost Study Discussion*

Jeremy Newberger stated that Maine, New Hampshire and Vermont had considered a limited update to the region's avoided cost study. However, he explained that the timeline for the multi-state clean energy RFP did not align with study development timelines, and that the results of that multi-state effort could have a profound effect on study results. The Council agreed to recommend that study

development be delayed to account for this variable, with the understanding that the data will be available to support development of the next three-year efficiency plan.

## **7. Review of EERMC Annual Report First Draft**

Mr. Ucci summarized the report timeline, which was provided to all Council members. The Council was encouraged to submit their comments and/or redlines to Rachel Sholly within one week to be incorporated into a second draft.

## **8. SIRI Working Group**

Ms. Anthony summarized the process behind least cost procurement standards, and noted that the EERMC would be reviewing standards documents. She explained that the Systems Integration RI (SIRI) working group has been exploring the changing electric system and can offer a unique level of expertise on system reliability procurement guidelines. She recommend that the SIRI group move forward with proposing recommendations on these standards for the Council's consideration.

## **9. Public Comment**

Kat Burnham of People's Power and Light offered appreciation for the stakeholder outreach being conducted around the development of savings targets. Laura Rodormer of National Grid stated that the Home Show provided a successful launch of Solarize.

## **10. Adjourn**

Mr. Cirillo motioned to adjourn; Ms. Verrengia seconded. The motion was approved.

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**MEMORANDUM**

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**TO:** MEMBERS OF THE ENERGY EFFICIENCY AND RESOURCE  
MANAGEMENT COUNCIL  
**FROM:** MARISA DESAUTEL, ESQ.  
**SUBJECT:** GUIDANCE DOCUMENT FOR COMPLIANCE WITH THE  
RHODE ISLAND OPEN MEETINGS ACT  
**DATE:** APRIL 13, 2016

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This Memorandum is supplied to members of the Energy Efficiency and Resource Management Council (“EERMC”) upon request of the EERMC’s Executive Committee, made during its March 3, 2016 meeting. The request followed conversation regarding procedure for communications between EERMC members outside of a properly noticed open meeting, as that term is defined by the state’s Open Meetings Act (the “OMA”), RIGL §42-46-1, *et. seq.*

Pursuant to the OMA, every meeting of a public body shall be open to the public unless it is voted into closed session under one or more of a specifically enumerated reason. RIGL §42-46-3. In order for a meeting to be held properly, the body must post a notice of all the items it intends to discuss, along with other details, a full forty eight (48) hours prior to the meeting. Questions arise about the appropriateness and applicability of the OMA when members of EERMC discuss council business outside of a properly noticed open meeting.

The threshold question for EERMC members should be whether the type of communication they wish to engage in concerns EERMC business. Communications outside of this scope are not subject to the requirements of the OMA. The second question for EERMC members is whether the communication will involve a “quorum,” collectively or otherwise.

This memo provides two charts. The charts are provided to assist members in determining which communications may be classified as “council business” and if so, whether those communications are appropriate outside of a scheduled and noticed EERMC meeting. The charts are not exhaustive. Factual scenarios will arise which are not contemplated by the charts. In those instances, members are cautioned to use judgment and to exercise discretion.

Council business should be viewed by members, for the purposes of the OMA, as those topics, authorities and obligations outlined in state law:

➤ energy efficiency, conservation, and resource development and least-cost procurement;
➤ stakeholder involvement in energy efficiency, conservation and resource development;
➤ diversification of resources;
➤ energy issues and ways in which energy efficiency, conservation and resource diversification and management can be effectuated;
➤ the state's energy needs, usage, and supplies;
➤ bylaws, committees, officers and agents, consultants and professional services;
➤ loans and grants;
➤ audits, including performance audits,
➤ annual reports regarding the activities of the council, its assessment of energy issues, the status of system reliability, energy efficiency and conservation procurement and its recommendations regarding any improvements which might be necessary or desirable;
➤ proceedings of the public utilities commission that pertain to the purposes of the council;
➤ advising electric distribution companies with regard to implementation of least cost procurement;
➤ advising the office of energy resources, and;
➤ advising the governor, the general assembly, and other parties.

Courts in Rhode Island held that the OMA applies only when a “quorum” of the body’s members are present. In the case of the EERMC, the OMA applies when there is a simple majority of the membership present and discussing council business. Case law in Rhode Island also holds that the “quorum” can be reached as a “rolling or walking quorum,” which typically involves the situation where public business is conducted in a series of encounters that may not individually constitute a quorum, but which collectively do so. Any time members of a public body engage in collective contact, they run the risk of circumventing the requirements of the OMA. The “rolling or walking quorum” issue is likely to be the most troublesome and convoluted. A general rule of thumb may be for members to ask themselves whether the communications will collectively involve a simple majority of both voting and non-voting members. If the answer is yes, the communications involve a quorum and are prohibited by the OMA.

The chart below may be used as a simple guide when EERMC members have a question about the type of dialogue they wish to engage in:

TYPE OF COMMUNICATION	SUBJECT TO REQUIREMENTS OF OMA?	ALLOWED OUTSIDE OF PROPERLY NOTICED PUBLIC MEETING?
Any, not concerning any EERMC business	No.	
In-person	Yes, if it concerns EERMC business.	Yes, as long as it is not a quorum, rolling/walking or otherwise.*
E-mail and/or Telephone	Yes, if it concerns EERMC business.	Only to schedule a meeting, or if a member is on active duty as a member of the armed services, or if a member has a disability and has received a waiver.
"Workshop," "Working," or "Work" sessions	Yes, if it concerns EERMC business.	No.
Scheduling of meetings	Yes.	Yes.

**\* Rolling/walking quorum consists of a simple majority of EERMC members (voting *and* non-voting), engaged collectively.**

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# Synapse Proposal

TO: SCUDDER PARKER  
FROM: DOUG HURLEY  
DATE: MARCH 25, 2016  
RE: PROPOSAL FOR DEMAND RESPONSE SERVICES

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## Background

Rhode Island has a highly collaborative set of stakeholders that work together to maximize the benefits of energy efficiency, conservation, and resource management to the people of Rhode Island. With the U.S. Supreme Court's decision on FERC Order 745 confirming the participation of demand response in wholesale markets, the EERMC and other Rhode Island stakeholders are now beginning to explore how they might best encourage demand response, and the potential benefits of doing so in their next Least Cost Procurement Plan.

Synapse, led by Principal Associate Doug Hurley, proposes to provide technical expertise to the EERMC to ensure Rhode Island stakeholders are positioned to understand and take advantage of demand response opportunities.

## Expertise

Throughout its 20-year existence, Synapse has consistently maintained that encouraging customers to participate in demand-side activities such as demand response, energy efficiency, and distributed generation will have several benefits. Encouraging these measures to the extent that they are cost effective and less expensive than supply from central-station power plants will achieve a more reliable electric system that is cleaner and cheaper to operate.

Doug Hurley was the lead representative of a coalition of demand-side resource providers that worked to include demand response, distributed generation, and energy efficiency into the design of the newly formed Forward Capacity Market in late 2005 and early 2006. He then went on to become the NEPOOL officer for the Alternative Resources sector for five years. In that role, he represented owners of demand-side and renewable energy resources in the stakeholder process to the ISO New England executive staff, and their Board of Directors. Throughout this time, he has kept in close contact with the major demand response providers in New England to ensure that he fully understands their opportunities and challenges.

## Scope of Work

Synapse proposes to help inform the EERMC and other stakeholders with a brief report that summarizes demand response in New England over the past six years. This brief background report will detail: (1) the participation of demand response in the FCM since 2010, (2) the major demand response providers working with customers to provide that service to the wholesale markets, and (3) the customers who typically benefit from that partnership. This report will include a brief overview of the recent U.S. Supreme Court decision on FERC Order 745—a landmark decision for demand response and all demand-side measures in the United States—and how this legal process has affected demand response providers and customers over the past several years.

With this summary of the current state in hand, Synapse will assist the EERMC in scoping the issues that it should address with its stakeholder group. A scoping report will address customer classes, various roles for private demand response providers participating in the wholesale market and state-funded initiatives through the program administrators, and benefits that can be achieved for participating customers and the New England electric grid as a whole, and options for pilot project design.

Doug will then offer to attend up to four meetings with the EERMC and its fellow stakeholders to discuss the current state of demand response in New England, the scoping issues, and opportunities for demand response in Rhode Island, and the role that National Grid – the program administrator in Rhode Island – might play to benefit Rhode Island customers.

### Tasks Not Included

The topic of demand response is one that is inherently closely integrated with numerous other topics that can, and should, be discussed in tandem. While Doug will gladly participate in these discussions during stakeholder meetings, it is important to note those areas that will not be included in the scope of the brief reports being proposed. Under the proposed budget, we will not be able to:

- prepare testimony before the Rhode Island or any other commission;
- address or recommend specific technology choices;
- prepare a formal review of pilot programs undertaken elsewhere or currently being designed;
- perform electric system modeling efforts or analysis of costs and benefits of demand response in New England or elsewhere; or
- formally address the other valuable demand-side measures such as energy efficiency or distributed generation.

Additional tasks can be added to the original scope of work upon mutual agreement of budget and expanded scope.



## Budget and Timeline

Our proposed budget for this project is \$18,040, beginning April 1, 2016 and ending May 31, 2016. This is a good faith time-and-materials estimate based upon our current understanding of the requirements to complete the project. However, there are several factors that could impact the level of effort required, including changes in scope, availability of source materials, communication requirements, or other factors. If for any reason we anticipate that the level of effort required will exceed the estimated budget, Synapse will inform the EERMC as soon as reasonably possible, so that we can discuss an appropriate modification to the scope and/or budget.

The hourly billing rates for our project team are as follows: Doug Hurley \$190/hour, Spencer Fields will assist Mr. Hurley with the report on the state of demand response in New England at a rate of \$165/hour. The table below presents our estimated labor days and labor cost per task.

<b>Tasks:</b>	<b>Total Costs</b>	<b>Total Days</b>	<b>\$190 Hurley</b>	<b>\$165 Fields</b>
State of DR in New England	\$5,480	4.0	1	3
Scope of Issues	\$6,080	4.0	4	
Stakeholder Meetings	\$6,080	4.0	4	
<b>Total Labor Days</b>	---	<b>12.0</b>	9.0	3.0
<b>Total Labor Costs</b>	<b>\$17,640</b>	---	\$13,680	\$3,960
Travel Expenses	\$400	---	---	---
<b>Total Costs</b>	<b>\$18,040</b>	---	---	---

In keeping with our standard business practices, the EERMC will only be invoiced for actual effort expended and actual expenses incurred.

## Project Team

Principal Associate Doug Hurley will lead the Synapse project team for this work and be the Project Manager. Mr. Hurley was the lead advocate for the inclusion of energy efficiency in the FCM during settlement discussions in 2005-2006, and has been actively involved in ISO-NE and NEPOOL proceedings ever since.

Mr. Hurley will be supported by Associate Spencer Fields. Our team is ready to begin work immediately, and has sufficient time available throughout the project timeframe to conduct the scope of work discussed in this proposal.

Brief bios for each team member are provided below. Resumes for all proposed team members can be found at <http://synapse-energy.com/our-team>.

### Doug Hurley, Principal Associate

Doug Hurley joined Synapse in 2004. He assists Synapse's clients in navigating the labyrinth of ISO and RTO market rules, especially regarding the participation of energy efficiency, demand response and



distributed generation in wholesale capacity markets. His work includes representing the interests of consumer advocate, environmental, and renewable resource clients at numerous ISO-NE and PJM stakeholder meetings.

Mr. Hurley was the lead client representative for three members of the New England Power Pool's (NEPOOL's) Alternative Resource (AR) sector in the Forward Capacity Market Settlement Conferences, which, with help from other parties, successfully included demand response and energy efficiency in the design of New England's capacity market. He served for five years as the vice-chair of NEPOOL's AR sector and has spent nine years actively advising numerous clients participating in the Forward Capacity Market with energy efficiency, demand response and distributed generation resources.

Mr. Hurley's other activities include analyzing the economics and environmental impacts of diesel backup generation units; preparing expert testimony on the forward-going economics of coal-fired units; analyzing economic dispatch models; analyzing economic and environmental implications of renewable portfolio standards and clean energy policy scenarios; and investigating electricity market price trends. He has testified before the New Hampshire Public Utilities Commission regarding their most recent Least Cost Integrated Resource Plan, and before the Massachusetts Department of Public Utilities regarding utility mergers and energy efficiency plans.

Prior to joining Synapse in 2004, Mr. Hurley was the head of the West Coast research arm of a website hosting company, and spent seven years as a technology consultant for Ernst & Young. Mr. Hurley holds a BS in electrical engineering from Cornell University.

### **Spencer Fields, Associate**

Spencer Fields is a consultant and researcher who focuses on New England wholesale market planning, energy efficiency plans, and the role of demand-side or distributed resources in various markets. He assists in writing testimony and reports on a wide range of issues, including employment impacts of investments in renewable and traditional energy projects, state-specific impacts and planning requirements of the Clean Power Plan, and utility integrated resource planning (IRP) practices.

## **Relevant Experience**

Synapse will be the sole contracting organization for the proposed work and will conduct all the tasks described. Synapse provides research, testimony, reports, and regulatory support to consumer advocates, environmental organizations, regulatory commissions, state energy offices, and other public interest institutions. The company was founded in May 1996 to specialize in consulting on electric industry regulatory, restructuring, and environmental issues.

Synapse has extensive experience providing expert services to support our clients' involvement in with demand-side resources. Over the past several years, Synapse has provided information and representation services to several FCM participants managing demand resources, state consumer advocate organizations, and public interest and environmental entities. The following project



descriptions represent a small sample of our ongoing and recent work that is related to the EERMC's current need.

### **Demand Response as a Power System Resource**

*Client: Regulatory Assistance Project*

Synapse prepared a report for RAP in response to the expressed interest of European policymakers, including the electric power team at Europe's Agency for the Cooperation of Energy Regulators (ACER). The report focuses on the ways that demand response resources effectively participate in and improve the performance of coordinated electric systems in the United States. Additionally, the report reviews the many types of services that demand response can provide, and the early history of demand response programs in the United States. The bulk of Synapse's research examined the specific applications of demand response in several U.S. regions. This report includes numerous examples of demand response successfully providing reliable system services at competitive prices, and ends with lessons learned and key challenges for the near future.

Based upon the report, Synapse's Doug Hurley prepared materials for and then presented at two events with European Regulators. The first was a workshop in Ljubljana with the staff of the ACER, and the second was a demand response symposium in Brussels.

### **New England Markets Services for NEPOOL Alternative Resource Sector Clients**

*Clients: CLEAResult, Energy Federation Inc., Vermont Energy Investment Corporation*

Since 2005, Synapse has provided monitoring and representation services for clients in NEPOOL's Alternative Resources (AR) sector, which is comprised of providers of energy efficiency, renewable, distributed generation, and demand response resources. Our clients in the AR sector have included CLEAResult (formerly Conservation Services Group), Energy Federation Inc., Vermont Energy Investment Corporation, EnerNOC, and Innovative Energy Systems.

### **Support Rhode Island Consumer Advocate on Energy Efficiency**

*Client: Rhode Island Division of Public Utilities and Carriers*

Synapse provides technical and policy support to the Rhode Island Division of Public Utilities and Carriers. Much of the support includes full participation in the RI Energy Efficiency Collaborative. The work includes all aspects of energy efficiency program design, implementation, and review related to the Narragansett Electric programs, which are some of the most aggressive and successful efficiency programs in the United States. It also includes a comprehensive analysis of the rate, bill, and participation impacts of the energy efficiency programs.



## EERMC CONSULTANT TEAM



# Memorandum

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To: RI Energy Efficiency & Resource Management (EERMC)  
From: EERMC Consultant Team (C-Team)  
Date: April 14, 2016  
Subject: Proposed Update and Overview re: Demand Response in New England ISO.

Relevance of Topic	As the Target-Setting planning proceeds, the SIRI investigation moves forward, and as the new PUC Docket #4600 commences, The C-Team is increasingly convinced that further research on the state of “Demand Response and Load Management” in the New England region is an important area of focus for creating additional Least Cost Procurement benefits for Rhode Island ratepayers. While the LCP legislation for RI is clear about the importance of “load management” it has not been a primary focus of LCP work to date. The C-Team recommends a specific and limited scope of work to help get the participants in LCP planning and implementation informed about current activities, the present and potential future uses of demand response, and various options for delivery. An in-depth discussion of “Demand Response as a Power System Resource, published by the Regulatory Assistance Project, and authored by Doug Hurley is available at: <a href="http://www.raponline.org">www.raponline.org</a> . It was published in May 2013. The work proposed in this effort will build upon and not repeat that paper.
Content of memo	The Memo introduces a proposed Scope of Work from Synapse Energy to accomplish this informational and introductory work.
Expected Outcome	We expect that this preliminary research will advance the consideration of load and demand management as part of Rhode Island’s LCP effort. We hope it will create a shared base of information upon which to build further consideration and development of policies, strategies, and actions. The EERMC will review and vote at the April meeting whether to fund this work.

### Proposed Scope of Services by Synapse Energy Economics

The attached “Proposal to Provide Demand Response Services” from Doug Hurley of Synapse Energy Economics outlines the scope of work envisioned.

Review by the EERMC Executive Committee at its meeting on Thursday, April 7, led to three recommendations for modification of the scope of work. They include:

- Provide a specific discussion about how Demand Response is accounted for in the long-term regional transmission and supply system planning processes.

## EERMC CONSULTANT TEAM



- Specifically address how the dispatch of distributed generation resources is accounted for and treated in the regional system, and how it relates to load management.
- Provide some discussion specifically focused on the link between demand response and energy efficiency, how they are related to one another, and why it might be appropriate to consider them together.

A further modification I would propose is, of course, a correction of the proposed dates and timeframe for the work. A recommendation is that the work start on Monday, April 24, and go for a two-month period as proposed.

A final proposed modification would be that the amount for the contract be “Not to exceed \$20,000” and that the C- Team be authorized to negotiate an amount that might be slightly above the proposed amount, but below the target amount. This would be based on modifications that may be approved by the EERMC.

The C-Team would expect to manage the contract, and our work in doing so would be covered under its current contract.

## 2016 EERMC Annual Report Timeline

<b>Date</b>	<b>Time Between Milestones</b>	<b>Milestone</b>
25-Feb		Rachel sends draft timeline & table of contents
<b>by 4-Mar</b>		<b>Kickoff meeting - timeline, TOC, policy recs, writing assignments, charts, etc.</b>
by 11-Mar	1 week	Policy recommendations call
<b>1-Apr</b>	<b>4 weeks</b>	<b>Individual sections due</b>
<b>5-Apr</b>	<b>2 days</b>	<b>Rachel sends first draft for review</b>
7-Apr	2 days	ExComm meeting - review first draft
14-Apr	1 week	Council meeting - review first draft
<b>19-Apr</b>	<b>2 weeks</b>	<b>Comments on first draft due</b>
<b>21-Apr</b>	<b>2 days</b>	<b>Rachel sends second draft for review</b>
<b>28-Apr</b>	<b>1 week</b>	<b>Comments on second draft due</b>
<b>3-May</b>	<b>2 days</b>	<b>Rachel sends final draft to Council</b>
5-May	2 days	ExComm meeting - review final draft
<b>12-May</b>	<b>1 week</b>	<b>Council meeting - vote on final draft</b>