SVCE BOD Orientation
Account Services & Community Relations

March 2021
Account Services & Community Relations

Pamela Leonard
Communications Manager

Colleen McCamy
Marketing Specialist

Michaela Pippin
Communications Specialist

Vanessa Shin
Community Outreach Fellow
Key AS&CR Functions . . .

- Customer Rates & Offers
- Customer Operations
- Program Deployment
- Customer & Stakeholder Relations
- Marketing & Digital
- Comms
- Community Outreach
Today’s Topics . . .

• Who are our Customers?
• What is SVCE’s ‘Value Proposition’?
• What you need to know about SVCE rates and billing
• Some current customer-related topics . . .
  o Customer arrearage and COVID relief
  o Direct Access, and C&I non-standard pricing agreements
  o Digital engagement
SVCE’s service territory includes a large and dynamic commercial community . . .

<table>
<thead>
<tr>
<th>Customer Classification</th>
<th>Customer Accounts</th>
<th>Accounts % of Total</th>
<th>Energy Use (million kWh)</th>
<th>Energy Use % of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>240,855</td>
<td>90%</td>
<td>1,335</td>
<td>34%</td>
</tr>
<tr>
<td>Ag, Pumping and Street Lighting</td>
<td>2,759</td>
<td>1%</td>
<td>68</td>
<td>2%</td>
</tr>
<tr>
<td>Small and Medium Business (SMB)</td>
<td>23,082</td>
<td>9%</td>
<td>1,040</td>
<td>26%</td>
</tr>
<tr>
<td>Large Commercial and Industrial (C&amp;I)</td>
<td>1,485</td>
<td>&lt;1%</td>
<td>1,501</td>
<td>38%</td>
</tr>
<tr>
<td>Totals* (Bundled)</td>
<td>268,181</td>
<td>100%</td>
<td>3,945</td>
<td>100%</td>
</tr>
<tr>
<td>Direct Access (DA)</td>
<td>971</td>
<td>&lt;1%</td>
<td>1,278</td>
<td>32% (of SVCE total)</td>
</tr>
</tbody>
</table>

* Totals may not add to 100% due to rounding
Electricity Consumption - City and Sector

Non-Residential Average Monthly Total Electricity Consumption: 2017

- Total Non-Res: 352,826 MWh

Residential Average Monthly Total and Per Household Electricity Consumption: 2017

- Total Residential: 119,992 MWh

Data sources: SVCE, PG&E, Direct Access
A Wide Range of Customers and Needs . . .

Residential Customer ‘Personas’

- Energy Wonk: 20%
- Sustainably Rooted: 25%
- Busy Suburban: 15%
- Green on the Go: 25%
- Making Ends Meet: 5%
- Rather Not: 10%

Board Orientation Slides

SILICON VALLEY CLEAN ENERGY
Applying an Equity Lens . . .

Fall 2020 Survey
Residential Customer
Engagement and Needs
by SEVI Census Tract Quartile
Customer and Community ‘Value Proposition’

**Fight climate change by providing clean electricity**
Help our communities lead the fight against climate change by supplying carbon-free electricity, and building new renewable energy projects

**Accelerate electrification to further reduce emissions**
Encourage adoption of clean all-electric technologies in transportation and buildings, and associated product and service innovation

**Benefit our community by reinvesting locally**
Return value to our community through competitive rates, clean energy programs, scholarships, grants, and improved access and education
SVCE Community-wide Impacts

- 24% reduction in CO2 from 2015 baseline
- Over $1 billion invested in renewable energy projects
- More than $69 million in on-bill savings
In 2016, the City of Sunnyvale and twelve other local communities formed Silicon Valley Clean Energy (SVCE) to provide the region with clean electricity at competitive rates, reduce greenhouse gas emissions and fight climate change.

Sunnyvale Results - Clean, Reliable, Affordable

- 60,700 households and businesses receiving clean electricity from carbon-free sources
- $4,650,000 in on-bill savings for Sunnyvale customers
- $109,800 in cash payments to customers for generating surplus solar energy
- 99% reduction in electric utility-related emissions (217,531,000 pounds greenhouse gas emissions avoided by providing clean energy)

svcleanenergy.org/community-impact
Rates & Billing
SVCE Electricity Choices

GreenStart
Your default option, currently 1% below comparable PG&E generation rates
• Carbon Free
  • 50% renewable wind + solar
  • 50% non-polluting hydropower

GreenPrime
Your voluntary option costs less than 1 penny ($0.008) more per kilowatt hour than GreenStart
• 100% renewable – 80% wind, 20% solar
• Green-e certified
• Qualifies for LEED Points!
SVCE Billing, Enrollment and Participation

- Total SVCE charge on front page of PG&E bill, details on separate page
- New ‘move ins’ receive two auto-enrollment notices in first 6 weeks
- 96% participation rate
How are SVCE generation rates calculated?

- Comparable SVCE rate = SVCE Gen rate + PCIA
- 8 residential rate schedules
- 65 non-residential rate schedules
# Residential Monthly Cost Comparison

<table>
<thead>
<tr>
<th>Plan</th>
<th>Renewable Energy</th>
<th>PG&amp;E Electric Delivery</th>
<th>SVCE Electric Generation</th>
<th>PG&amp;E Added Fees</th>
<th>Average Monthly Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GreenStart</strong></td>
<td>50%</td>
<td>$83.65</td>
<td>$31.20</td>
<td>$20.95</td>
<td>$135.80</td>
</tr>
<tr>
<td><strong>PG&amp;E</strong></td>
<td>29%</td>
<td>$83.65</td>
<td>$52.68</td>
<td>$0</td>
<td>$136.33</td>
</tr>
<tr>
<td><strong>GreenPrime</strong></td>
<td>100%</td>
<td>$83.65</td>
<td>$34.96</td>
<td>$20.95</td>
<td>$139.56</td>
</tr>
</tbody>
</table>

SVCE Residential Average; Usage ~470kWh/month
‘Tiered’ rates transition to TOU in June 2021

- $0.25/kWh
- $0.33/kWh
- $0.41/kWh

< 315 kWh (baseline)
316 – 1,260 kWh (1x to 4x baseline)
> 1,260 kWh (>4x baseline)
# Time-of-Use (TOU) Rate Structure - EV2 rate example

<table>
<thead>
<tr>
<th>SUMMER</th>
<th>PEAK</th>
<th>PART-PEAK</th>
<th>OFF-PEAK</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 1 – Sept 30</td>
<td>$0.50/kWh</td>
<td>$0.39/kWh</td>
<td>$0.18/kWh</td>
</tr>
<tr>
<td></td>
<td>4pm – 9pm</td>
<td>3pm – 4pm</td>
<td>12am – 3pm</td>
</tr>
<tr>
<td></td>
<td>9pm – 12am</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
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<tr>
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<th>PEAK</th>
<th>PART-PEAK</th>
<th>OFF-PEAK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 1 – May 31</td>
<td>$0.37/kWh</td>
<td>$0.35/kWh</td>
<td>$0.18/kWh</td>
</tr>
<tr>
<td></td>
<td>4pm – 9pm</td>
<td>3pm – 4pm</td>
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<td></td>
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</table>
SVCE Net Energy Metering (NEM)

✓ Retail Value for Surplus Generation

✓ Automatic Annual Cash Out

✓ Monthly Billing with Credit Roll Over

✓ Enroll in GreenPrime and earn more value for surplus generation

20,000+ NEM customers!
Other Important Topics de Jour . . .
Payment Delinquency Policy and COVID

• Only PG&E can disconnect a customer’s utility service
• Under SVCE’s standard policy, customer received delinquency letter if:
  o 90+ days in arrears, balance >$100, and not on a payment plan
  o Returned to PG&E gen service if status unchanged after 3rd consecutive notice
• Generally low volume of customer returns and write-offs

• With COVID, PG&E invoked a disconnection moratorium, and SVCE halted customer returns for non-payment; PG&E moratorium scheduled to end June 30th
If Direct Access expansion occurs, how can SVCE compete to retain C&I customers?

- Direct Access customers served in a highly-competitive market by ‘ESPs’ – Energy Service Providers
- C&I ‘Non-Standard Pricing Policy’ approved by the BOD in June 2019
  - ROC review
- Ability to offer customers >10,000 MWh/year custom pricing arrangements
- SVCE pilot efforts in process:
  - EcoInvestment Discount Program
  - GreenPrime Direct
‘Digital Pivot’ - how can we engage customers in electrification, at scale?

**eHub**
- Online content, resources and services
- Promotions

**Email**
- Granicus GovDelivery Email engine for 160,000+ customers
- Nextdoor

**Digital, Print and Outdoor Advertising**
- Expand awareness of electrification via 'The Switch is On'
- Provide education and drive eHub traffic
Other Questions?
Board Orientation – Programs

Aimee Gotway Bailey
Director of Decarbonization & Grid Innovation Programs
March 19, 2021
The Decarb team covers two areas:

1. Programs
   - Strategic planning & analysis
   - Program and policy design
   - Subject matter expertise for legislative & regulatory engagement
   - Evaluation, measurement & verification

2. Data
   - Data analysis/science support for priority use cases (e.g. GHG inventory/forecasting, rates analysis, load forecasting)
   - Support enterprise-wide systems, business process optimization
Outline

1. Who is responsible for programs at SVCE?
2. Why does SVCE offer programs?
3. How does SVCE decide which programs to offer?
4. What programs are currently available?
5. Where do I go to get more information?
Outline

1. Who is responsible for programs at SVCE?
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The “Programs Team”

All SVCE staff make critical contributions to program design, development and implementation.
Two Departments Focus Heavily on Programs

Decarb & Grid Innovation Programs

Account Services & Community Relations
SVCE Relies on Third Party Partners for Program Admin Support

General program admin across portfolio

Evaluation, measurement & verification

+ Over one dozen other competitively selected third parties that are engaged on a program-by-program basis
Outline

1. Who is responsible for programs at SVCE?
2. Why does SVCE offer programs?
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5. Where do I go to get more information?
SVCE Mission Statement

Reduce dependence on fossil fuels by providing carbon free, affordable and reliable electricity and innovative programs for the SVCE community.
Programs Are Critical for Achieving Climate Targets

HISTORICAL, FORECAST

GOAL: 30% BELOW 2015 LEVELS

GOAL: 40% BELOW 2015 LEVELS

GOAL: 50% BELOW 2015 LEVELS

SVCE launched service in 2017; baseline data starts in 2015

Annual GHG Emissions (MMTCO₂e)

CALIFORNIA 2030 TARGET

CALIFORNIA 2045 TARGET

ELECTRICITY (SVCE, PG&E, DIRECT ACCESS)
TRANSPORTATION
NATURAL GAS
SVCE GHG GOAL
Programs are Tailored to Community Needs & Provide Direct Value

SVCE Press Releases on Programs From Past 6 Months:

29 JAN, 2021
New Pilots Launched to Tackle Energy Resilience at Homes, Schools and Across the Community

21 JAN, 2021
SV Clean Energy Board Approves $6M for Building Decarbonization Joint Action Plan

03 DEC, 2020
Los Altos, Sunnyvale Pass Clean Energy Building Codes

19 NOV, 2020
SV Clean Energy Directs $14M to Electric Vehicle Charging

23 SEP, 2020
New Online Resources to Aid Consumers With Fighting Climate Change

More than $25M committed to date for innovative programs
Outline

1. Who is responsible for programs at SVCE?
2. Why does SVCE offer programs?
3. How does SVCE decide which programs to offer?
4. What programs are currently available?
5. Where do I go to get more information?
Extensive Stakeholder Engagement

- Research Universities & National Labs
- National Environmental Non-profits
- Community Advocates
- Labor
- Financiers

- Member Agencies
  - Original Equipment Manufacturers
  - Cleantech Companies
  - PG&E & Local Munis Practitioners

- Federal, State & Regional Government & Regulatory Entities
- CCE Peers
- Industry Agencies
- Accelerator & Innovation Partners
- Architects & Builders

And more!
Board Adopted Strategic Plans Provide Foundation for Programs
Decarb Strategy & Programs Roadmap

- Power Supply
- Energy Efficiency & Grid Integration
- Built Environment
- Mobility

Decarb Strategy & Programs Roadmap (2018)
Board-Approved Sector-Specific Plans

- **Power Supply**
  - Integrated Resource Plan (biennial)

- **Energy Efficiency & Grid Integration**
  - EV Infrastructure Joint Action Plan (2019)

- **Built Environment**

- **Mobility**
  - Building Decarb Joint Action Plan (2020)

Timeline:
- **2018**: Integrated Resource Plan (biennial)
- **2019**: EV Infrastructure Joint Action Plan (2019)
- **2020**: Building Decarb Joint Action Plan (2020)
## Framework to Guide Program Selection & Approach from Decarb Roadmap

### What will we do?

- Retail Products & Services
- Education & Outreach
- Public Policy
- Market Transformation

### Which priorities will guide us?

- Customer & Community Value
- Emissions Impact
- Scalable and Transferable
- Equity in Service
- Core Role for SVCE

### How will we do it?

- Innovation
- Data
- Partnerships

More info: [www.tinyurl.com/SVCERoadmap](http://www.tinyurl.com/SVCERoadmap)
Outline

1. Who is responsible for programs at SVCE?
2. Why does SVCE offer programs?
3. How does SVCE decide which programs to offer?
4. **What programs are currently available?**
5. Where do I go to get more information?
SVCE Has Six Program Focus Areas

- POWER SUPPLY (PS)
- MOBILITY (MO)
- BUILT ENVIRONMENT (BE)
- ENERGY EFFICIENCY & GRID INTEGRATION (GI)
- EDUCATION & OUTREACH (EO)
- INNOVATION (IN)
14 Active Programs...

- C&I Clean Power Offerings
- Reach Codes
- FutureFit Homes & Buildings
- Streamlining Community-wide Electrification
- FutureFit Fundamentals
- Resilience for Community Facilities

Cross-Sector:
- Innovation Onramp
- eHub
- Lights On Silicon Valley (Sunrun)
- Peninsula-Silicon Valley CALeVIP Project
- Priority Zone DC Fast Charging
- FutureFit Assist: EV Charging
- Silicon Valley Transportation Electrification Clearinghouse
- Regional EV Leadership Recognition

More info: [https://www.svcleanenergy.org/programs/](https://www.svcleanenergy.org/programs/)
...And 9 Active Innovation Pilots

More info: https://www.svcleanenergy.org/innovation/
Outline

1. Who is responsible for programs at SVCE?
2. Why does SVCE offer programs?
3. How does SVCE decide which programs to offer?
4. What programs are currently available?
5. Where do I go to get more information?
Where do I go to get more information on programs?

Regular reporting & communications:

• Monthly updates to BOD included in the CEO report
• Quarterly updates to BOD provided as info item on consent
• Primary websites for programs & pilots:
  • http://svcleanenergy.org/programs
  • https://www.svcleanenergy.org/innovation/
• Major program developments also announced via press releases, blog posts, email communication

Contact SVCE/Aimee:

• aimee.bailey@svcleanenergy.org
• 650-284-9062
Questions?
FINANCE & ADMINISTRATION OVERVIEW

Amrit Singh
CFO/Director of Administrative Services
Who we are

Amrit Singh
Chief Financial Officer/Director of Finance and Administration

Nik Zanotto
Management Analyst

Andrea Pizano
Board Clerk / Executive Assistant to CEO

Vacant
Sr. Financial Analyst

Kevin Armstrong
Administrative Services Manager

Lisa Lai
Administrative Assistant
Responsibilities

**Finance**
- Accounting
- Financial Reporting
- Budgeting
- Investments
- Risk Management
- Purchasing

**Human Resources**
- Recruiting/Hiring
- Benefits Administration
- Compensation
- Facilities

**I.T.**
- Reliability
- Cybersecurity
- Asset Management
- Data Security
- Business Continuity

**Administration**
- Board/Committee Meetings
- Document Control
- Contracts Management
- Office Support
- Policies
Strategic Plan Goals

**Workplace Goals**
- Build and maintain a high-performing team (1)
- Maintain an enjoyable and rewarding workplace (2)

**Finance Goals**
- Commit to maintaining a strong financial position (13)
- Empower organization-wide financial decision making with data, systems, processes, and infrastructure (14)

**Data, Governance, IT Goals**
- Ensure SVCE’s Information Technology infrastructure is secure, reliable, and disaster resilient to provide 24/7/365 online access (18)
- Enable data-driven decision-making across the organization (19)
FINANCE
Non-Res Customers are 10% of Total Accounts but Constitute 65% of Energy Sales

273,000 CUSTOMER ACCOUNTS

- Residential 89.8%
- Non-Residential 10.2%

3.8 MILLION MWh'S OF ENERGY SALES

- Residential 35.0%
- Non-Residential 65.0%

Source: FY2020-21 Mid-Year Adjusted Budget

Strategic Plan Goal #13 - Commit to maintaining a strong financial position
• Power supply costs, which fluctuate due to demand and market price volatility, are about 90% of total expenses.
• Low overhead costs keeps SVCE nimble to respond to changing business

Strategic Plan Goal #13 - Commit to maintaining a strong financial position

Source: FY2020-21 Mid-Year Adjusted Budget
Strong Financial Position

**TWO INVESTMENT GRADE CREDIT RATINGS!**
- Moody’s – Baa2
- S&P – A-stable

**Financial Management**
- Healthy Financial Reserves

**Debt Management**
- Repaid Member Agencies and secured $35 million line of credit.

Strategic Plan Goal #13 - Commit to maintaining a strong financial position
Power Prepay

SVCE is innovating in terms of financial structures

• Partnering with EBCE on one of the first CCA-led renewable electricity power prepay arrangement to produce long-term savings in power costs

• Savings result from arbitraging difference between taxable and tax-exempt debt

• SVCE will not issue any debt
  — A separate bond conduit agency is being setup that will issue non-recourse debt
  — Joint effort with EBCE, 3CE, MCE, and SVCE

• Consultants have been hired and the transaction process is underway

• Will not execute unless the tax-free/taxable spread supports 8%-12% savings in power supply costs (~$1.25 MM to $1.7 MM per year)
  — Current tax-free/taxable spreads do not support the transaction

Strategic Plan Goal # 13 - Commit to maintaining a strong financial position
ADMINISTRATIVE SERVICE
High-Performing Team

Small, Diverse, Highly-leveraged staff
- 50% Men / 50% Women

Diverse Management Team:
- 67% Persons of Color

FTE Budget = 32
Vacancies = 8

Revenue of $7.9MM / FTE

Strategic Plan Goal #1 - Build and maintain a high-performing team
Supporting our Team

**Strategic Goal 1** - Build and maintain a high-performing team

**Strategic Goal 2** - Maintain an enjoyable and rewarding workplace

- **Time-Off**
  - Week off between Christmas and New Years
  - 40 hours Management Leave
  - 40 hours volunteer leave

- **Benefit Flexibility**
  - Choice of HRA or HSA + FSA
  - Menu of Health Plans through CalChoice

- **Support for Remote Work**
  - 1-week pivot to full remote work while maintaining productivity
  - Social Events and Work from Home (WFH)
  - Stipend to support staff

- **Lifelong Success**
  - 401a plan with SVCE match (fully-funded)
  - Optional 457b deferred comp. plan
INFORMATION TECHNOLOGY
IT Roadmap

Mission Statement – Develop a Cybersecurity program that is designed to deal with SVCE risks, business challenges, and budget that can grow and adapt based on the evolution of SVCE.

- **2016-2018**
  - IT Infrastructure installed
  - Hired in-house expertise
  - Adopted IT Board Policies
  - IT Risk Assessment Completed
  - Procured Data Breach Security Insurance
  - Moved data to Box and implemented Governance Rules

- **2018-2019**
  - Increased cyber insurance coverage
  - Started cyber training and phishing testing
  - Updated IT section of strategic plan
  - Strengthened IT Board Policies
  - Formed CCA IT Security Group (MCE, PCE and MBCP)
  - Installed Advanced Email Gateway Tool
  - Started weekly vulnerability scanning
  - Performed 2nd IT Audit and AMI Audit

- **2020-2021**
  - Upgrade for enterprise-wide systems
  - Perform IT Audit
    - Upgrade Network infrastructure
    - Install remote monitoring and management
    - Install managed detection and response (24x7 monitoring)
    - Review IT policies and update as needed
    - Implement Work from Home tools

Strategic Plan Goal #18 - Ensure SVCE’s Information Technology infrastructure is secure, reliable, and disaster resilient to provide 24/7/365 online access.
Business Process Optimization (BPO)
A comprehensive assessment of SVCE’s business processes as we mature from a startup phase.

**CURRENT STATE**

1. Process ~8 million rows of customer usage data daily
2. Small group of people managing multiple large transactions (~$250MM)
3. Leveraging many consultants & outside experts
4. Adapting to new regulations continuously
5. Manual and labor-intensive processes create operational and business continuity risks
6. Non-integrated data impedes ability to efficiently and effectively make insightful data-driven decisions

**Future**

- **Overarching Achievement: Competitive Advantage**
  - Keeping rates affordable while achieving climate targets; ability to move faster than our neighbors; industry leader

- **Effective Risk Management**
  - Optimal system leads to effective risk management (market, credit, liquidity, operational, and enterprise risk);
    - checks/controls prevent mistakes, compliance breaches, supplier requirements; data integrity garners confidence in results, decision-making; designated accountability

- **Data Security**
  - Data is secure; clean IT/AMI audits; proper data permissioning

- **Efficiency**
  - Staff is highly efficient; little to no re-work, manual processes; staff time freed up to focus on high-value work

- **Optimal Decision-Making**
  - Robust and enhanced analyses, better insight and judgement, optimal decision-making; enhanced ability to plan/procure/track resources & design/deploy programs; management of supplier relationship

- **Customer Satisfaction**
  - High participation rate and enhanced customer experience through compelling rate and program offerings, effective digital engagement

Supports 2021 Focus Area: Enterprise-wide systems, metrics & tools
BPO: Future State of SVCE’s Business

Focus of following slide

Regulatory Compliance Management
(Deal Capture/Confirmation, Position Management, Risk Analytics, Settlements, Simulation Modeling [Net Energy Position, Cost of Energy, Net Revenue at Risk, etc.])

ETRM
(Meter Data Presentation, Program Participation Tracking, Customer Engagement Tracking, Green Button Connect, Custom Billing)

Revenue & Rates
(Revenue Model, Rate Model, Net Revenue Pro Forma)

Customer Relationship Management

Financial Management and Accounting
(General Ledger, Payables/Receivables, Budgeting, Compliance)

Central Data Repository
(e.g. DAISY data warehouse, future power supply data store, etc.)

Other Datasets
(CAISO, weather, census, tax assessor, DMV, third-party program, third-party DER providers, resource telemetry, third-party forecasting, scheduling and settlement)

Calpine
PG&E

Strategic Analysis & Programs Development
(Programs/Rate Scenarios, Customer Segmentation/Analysis, Avoided Cost/Emissions Model, GHG Forecasting Model)

Meter Data Forecasting and Analysis
(Load Profile Analysis, Load Forecasting, Misc Reporting, Load/Forecast Aggregation)
BPO: Energy Trading and Risk Mgmt.

**Central Data Repository**

- **Input Systems, Models & Files**
  - Deal Capture (DA, HA, Fwds, CRRs, Options, etc.)
  - Market Data (Fwds, Vols, Correlations, historical CAISO)
  - Credit Analysis (Credit Limits)
  - Load Forecast
  - PCIA & PG&E Rate Assumptions
  - Accounting and Invoice Data

- **Scheduling & Settlements; (SettleCore)**

- **Users**

- **Dashboards**

- **Alerts, Metrics, & Reports Including Compliance**

- **Analytical Models & Tools**
  - Mark-to-Market
  - Portfolio Mgmt (Open Position, Contract Valuation, Production Sim?)
  - Credit Exposure
  - Net Revenue@Risk
  - Liquidity@Risk
  - Bilateral Settlement Analysis

**Board Orientation Slides**

- **PCIA & PG&E Rate Assumptions**
- **Accounting and Invoice Data**
- **Forecasting and Analysis**
- **Financial Management and Accounting**
- **Revenue & Rates**
- **Meter Data Forecasting and Analysis**
THANK YOU