# 2022 VIRGINIA FORUM ON CORPORATE SUSTAINABILITY, ENERGY, AND THE ENVIRONMENT

Working Together to Meet the Commonwealth's Energy and Environmental Goals

**APRIL 13, 2022 | 10 AM- 12 PM WEBCAST EVENT** 



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## AGENDA

10:00 AM - 10:10 AM	WELCOME & OPENING REMARKS Barry DuVal, President & CEO, Virginia Chamber of Commerce Fred Thompson, Chief Administrative Officer, Thompson Hospitality and Chair, Virginia Chamber of Commerce Board of Directors  WELCOME FROM CORPORATE SUSTAINABILITY & ENVIRONMENTAL EXECUTIVE COMMITTEE CO-CHAIRS Chris Davidson, Vice President, Sustainability, WestRock Mike Miller, Senior Vice President of Environmental Health and Safety, Sustainability and Risk Management, Advance Auto Parts
10:10 AM – 10:20 AM	SPECIAL PRESENTATION Ed Baine, President, Dominion Energy and Co-Chair, Blueprint Virginia 2030
10:20 AM – 10:35 AM	KEYNOTE ADDRESS  Craig Sundstrom, Senior Manager, Energy and Environment Public Policy, Amazon Web Services
10:35 AM – 11:10 AM	VIRGINIA'S EVOLVING ENERGY PORTFOLIO  MODERATOR: John Hewa, President & CEO, Rappahannock Electric Cooperative  PANELISTS: Chris Beam, President & COO, Appalachian Power Leo Moreno, President, AES Clean Energy Paul Nester, President & CEO, RGC Resources Inc.
11:10 AM- 11:15 AM	SPECIAL REMARKS Robert Duvall, President & CEO, Virginia Natural Gas
11:15 AM – 12:00 PM	MODERATOR: Brooks Smith, Managing Partner, Troutman Pepper – Richmond  PANELISTS: The Honorable Matt Lohr, Secretary of Agriculture and Forestry Mike Rolband, Director, Department of Environmental Quality Travis Voyles, Acting Secretary of Natural and Historic Resources
12:00 PM	ADJOURN



### CORPORATE SUSTAINABILITY AND **ENVIRONMENTAL EXECUTIVE COMMITTEE**



CHRIS DAVIDSON, VICE PRESIDENT, SUSTAINABILITY. WESTROCK CO-CHAIR, CORPORATE SUSTAINABILITY & ENVIRONMENTAL **EXECUTIVE COMMITTEE** 



MIKE MILLER, SENIOR VICE PRESIDENT OF ENVIRONMENTAL HEALTH AND SAFETY. SUSTAINABILITY AND RISK MANAGEMENT, ADVANCE AUTO PARTS CO-CHAIR, CORPORATE SUSTAINABILITY & ENVIRONMENTAL **EXECUTIVE COMMITTEE** 







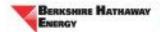












































































### Corporate Sustainability & Environmental Industry Council Executive Committee

Klas Abrahamsson, Alfa Laval Melissa Adams, WGL

Robert Adams, American Woodmark Corporation

Steve Arabia. LS Power

Lorenzo Bared, Shenandoah Valley Organic

Lily Barrie, The Kraft Heinz Company

Doug Baxter, Tyson Foods

Hannah Bent, ENGIE North America

Erin Bilings, George's Inc.

Katharine Bond, Dominion Energy

Justin Bridges, George's Inc.

Grace Cammack, ENGIE North America

Mike Carlin, TC Energy

James Chen. Cuisine Solutions. Inc.

Ester Codina, Alfa Laval

Marshall Conrad, Strata Solar

Chris Davidson, WestRock

Mark Delisi, AvalonBay Communities

Jennifer DeValerio, NextEra Energy Resources

Matt Dillon, Shenandoah Valley Organic

Robert Duvall, Virginia Natural Gas

Tammy Finley, Advance Auto Parts

Bill Francis, ENGIE North America

**Melody Ge**, StarKist Co.

Lazaro Gonzalez, Micron

Andrew Green, Capital One

Dale Guidry, TMEIC

Matthew Hall, StarKist Co.

Holly Hannold, ExxonMobil

Deriece Harrington, PepsiCo, Inc.

Corwin Heatwole, Shenandoah Valley Organic

John Hewa, Rappahannock Electric Cooperative

Nate Hill, Amazon

Helen Humphreys, AES Corporation

JJ Jacobson-Allen, Dollar Tree

Kirk Johnson, ODEC

Ashly Johnson, Strata Solar

Matt Kellam, Dominion Energy

Stewart Leeth, Smithfield

Chelsey Lucas, NextEra Energy Resources

Christine Lynch, American Woodmark Corporation

Todd Marty, Coca-Cola Consolidated

Christine McElhinney, AvalonBay Communities

Scott Meece, StarKist Co.

Jessica Mendez, PE, Wood

Jeff Merritt, Cox Communications

Mike Miller, Advance Auto Parts

Edward Mullen, Reed Smith

Kevin Murphy, Ferguson

Ida Namur, CEP, AECOM

Eric Nielsen, Dollar Tree

Altmann Pannell, Coca-Cola Consolidated

Kimberlee Pepple, Altria

Kristen Royal, Sabra

Kenny Sandlin, George's Inc.

Alex Schenck, PepsiCo, Inc.

Sarah Schilling, Anheuser-Busch

Donnie Seward, AECOM

Joe Tannery, Dominion Energy

Joseph Tarsavage, PE, Wood

Reid Teschner, Anheuser-Busch

Aaron Thompson, TC Energy

Micah Thompson, Advance Auto Parts

Chris Thompson, Interchange Group

Mary Topfer, Dollar Tree

Chase Townsend, Truist

Matt Wells, WestRock

Roger Williams, Berkshire Hathaway Energy

Christina Wilson, AvalonBay Communities

Li-Chun Young, Alfa Laval

## 2022 VIRGINIA FORUM ON CORPORATE SUSTAINABILITY, ENERGY, AND THE ENVIROMENT

Speaker Biographies



# Barry DuVal President & CEO Virginia Chamber of Commerce

Barry DuVal was named President and CEO of the Virginia Chamber of Commerce on April 28, 2010. His public service began in 1988 when he was elected to the Newport News City Council. In 1990 he was elected mayor of the city. He served as mayor from 1990 through 1996, when he stepped down to become the President and CEO of a regional economic development organization representing Southeast Virginia's 1.6 million citizens.

Mr. DuVal served as the Secretary of Commerce and Trade for the Commonwealth of Virginia from 1998 through 2002. During his term as Secretary, Virginia attracted a record-setting 1,500 economic development projects representing 156,850 new jobs and \$13.7 billion in private investment.

His private sector experience includes serving as President and CEO of DuVal Associates, Inc, a diversified real estate firm which he cofounded with his father in 1983. Additionally, he served as President and CEO of Kaufman & Canoles Consulting, LLC, an economic development consulting firm from 2002 until joining the Virginia Chamber of Commerce as President & CEO in 2010.

Mr. DuVal is a graduate of James Madison University and American University's Washington College of Law.



### Fred Thomspon

**Chief Administrative Officer, Thompson Hospitality Chair, Virginia Chamber of Commerce Board of Directors** 

Fred Thompson is a business partner and Chief Administrative Officer at Thompson Hospitality. Fred received a B.A. degree in Classical Studies from Hampden Sydney College and a M.A. degree in Public Administration from University of Virginia.

In addition to his work at Thompson Hospitality, Fred is a member of the Global Good Fund Foundation, Jamestown-Yorktown Foundation, Virginia Council on Economic Education and serves as a Deacon at First Baptist Church, Vienna, VA.



Chris Davidson
Vice President, Sustainability, WestRock
Co-Chair, Corporate Sustainability & Environmental Executive Committee

Chris is based in Richmond, Virginia, and leads the corporate sustainability function within WestRock. He develops strategy, policies, goals and metrics for the company's global sustainability program, and is responsible for internal and external reporting on the company's sustainability efforts.

He also works with national and international non-governmental organizations (NGOs) on a variety of sustainability and social responsibility issues. Chris has worked in the forest products industry for more than 24 years. He serves on the Advisory Board of the Virginia Tech Dept. of Forest Resources and Environmental Conservation and is a trustee on the board of the Virginia Chapter of The Nature Conservancy.



Mike Miller
Senior Vice President of Environmental Health and Safety, Sustainability and Risk Management, Advance Auto Parts
Co-Chair, Corporate Sustainability & Environmental Executive Committee

Michael Miller is Senior Vice President of EHS, Sustainability and Risk Management for Advance Auto Parts (AAP). Mike also leads the pandemic response activities for AAP. Mike is responsible for the safety of over 70,000 team members across 50 distribution centers and 5,000 retail stores. Mike is responsible for strategy and deployment of environmental compliance and sustainability programs across the company. Mike is also responsible for the risk management and insurance programs including strategies to reduce the total cost of risk.

Mike is a member of the Senior Leadership Team, Supply Chain Leadership Team, ESG Committee, Compliance Committee, and Enterprise Risk Committee.

Mike is a champion of Advance's inclusion, equity, and diversity agenda and is the National Leadership Chair of Advance Pride & Allies, a team member network fostering visibility, growth, and inclusion of LGBTQ team members and customers. Mike is also an executive coach for the Advance Officer Development (AOD) program.

Mike has served several terms on the Board of Directors of NAEM, having been an active member since 1997.

Prior to AAP, Mike was Vice President of Environmental Health and Safety for Dean Foods Company. Earlier in his career, Mike was in leadership roles at Apex Tool Group, Danaher Corporation, and Textron. Mike started his EHS career in college working at Texas Instruments where he attended his first NAEM Forum in 1998.

Mike is a graduate of Clark University in Worcester, MA with a degree in Environmental Science & Policy. Mike attended Columbia University conducting climate change research at the Biosphere 2 Center in Oracle, Arizona. He also completed post-graduate work at Clark University in Environmental Risk Management and Project Management from Bryant University. Mike is a certified project manager and Six Sigma Green Belt.

Mike and his husband James live in the North Hills area of Raleigh, North Carolina. Mike enjoys spending free time swimming, golfing, skiing and traveling.



Edward Baine President, Dominion Energy Virginia Co-Chair of Blueprint Virginia 2030

Edward H. "Ed" Baine is president-Dominion Energy Virginia.

He is responsible for all facets of Dominion Energy Virginia, a vertically integrated electric utility with generation, transmission and distribution assets that provides electric service to about 2.7 million customer

accounts in Virginia and northeastern North Carolina.

Baine joined the company in 1995 as an associate engineer and since has held numerous engineering, operational and management positions. He was promoted to vice president—Shared Services in 2009 and became vice president—Power Generation Merchant Operations in 2012. He became vice president—Power Generation System Operations in 2013 and senior vice president—Transmission & Customer Service in 2015. In 2016, he was named senior vice president—Distribution, Power Delivery Group. He was named senior vice president—Power Delivery, Dominion Energy Virginia in 2019 and assumed his current position in October 2020.

Baine is a member of the boards of directors of the Dominion Energy Credit Union, ChamberRVA, Venture Richmond, and CJW Medical Center. In addition, he serves on the board of visitors at Virginia Tech and the boards of directors of the Southeastern Electric Exchange, the Virginia Tech Athletic Fund, MEGA Mentors, The Valentine museum, as well as on the executive committees of the EPRI Research Advisory and AEIC Power Delivery.

He earned his bachelor's degree in electrical engineering from Virginia Tech and completed the advanced management program at Duke University's Fuqua School of Business. He is a registered professional engineer in Virginia.



## Craig Sundstrom Senior Manager, Energy and Environment Public Policy Amazon Web Services

Craig Sundstrom is Senior Manager, Energy and Environment Public Policy at Amazon Web Services, where he leads policy initiatives to support Amazon's commitment to powering its operations with 100 percent renewable energy and reaching net-zero carbon emissions by 2040 under The Climate Pledge.

Before joining Amazon, he led government affairs efforts in the renewable energy industry, working at RWE Renewables, Innogy Renewables US, and Apex Clean Energy. Sundstrom also worked in public service, serving as Oklahoma's Deputy Secretary of Energy, as a senior legislative associate at the National Governors Association and as a legislative fellow in the US House of Representatives. He is a licensed attorney and began his career in private practice focused on state energy regulatory matters.



## John Hewa President & CEO Rappahannock Electric Cooperative

John D. Hewa is REC's President and Chief Executive Officer. Hewa has more than 20 years of leadership experience in the electric utility industry with an emphasis in technology and management of public and cooperative power utilities. His experience also spans technical and executive roles managing electric, water, wastewater, and wireless and fiber optic telecommunications systems.

Hewa holds a deep appreciation for the cooperative business model. He has served as the CEO of electric cooperatives in Texas and Florida

and as vice president of research, engineering, and technical services at the National Rural Electric Cooperative Association (NRECA) in Arlington, Virginia. At NRECA, Hewa and his teams worked to advance the adoption of beneficial smart grid technologies among the nation's electric cooperatives focusing on reliable, resilient and clean and distributed energy tech adoption. At NRECA, he also worked with federal agencies including the RUS and DOE to address co-op technical regulatory issues. Prior to his cooperative career, Hewa managed the utilities department for the City of Manassas, Va. and served as director of engineering for BTES, an electricity distributor in the Tennessee Valley region.

Hewa serves on the Board of Directors of the U.S. Energy Storage Association, a non-profit organization in Washington, working with utilities, industry, and stakeholders to promote the adoption of energy storage technologies. From 2013-2020, he also served on the Board of Directors of the Smart Electric Power Alliance, an educational non-profit headquartered in Washington, DC, working to advance the integration of clean energy solutions and smart technologies into the grid. Hewa is a director on the Board of the Virginia Chamber of Commerce looking out for Virginia's businesses interests, and is a Board member of the Fredericksburg Regional Alliance promoting economic development across the region.

Hewa holds a Bachelor of Science in electrical engineering and a Master of Science in engineering management from the University of Tennessee. He also earned his Doctor of Engineering at George Washington University focusing on engineering management, researching and modeling energy storage for electric cooperatives in the PJM structured wholesale electricity market. Hewa is a registered professional engineer.



Chris Beam
President & COO
Appalachian Power Company

Chris Beam is president and chief operating officer of Appalachian Power, serving 1 million customers in West Virginia, Virginia and Tennessee. As president, he oversees the company's distribution operations and a wide range of customer and regulatory relationships. At Appalachian Power, we're improving our customers' experience, strengthening communities and energizing our employees to create a brighter future together.

Beam most recently served as vice president - Projects, Controls & Construction, responsible for all aspects of project management, project controls, commissioning, and construction activities within AEP's Generation organization.

#### (Chris Beam Continued)

Previously, he was managing director - Projects & Construction, from November 2010 to January 2013. In this role he was responsible for project management of the Western fleet, all new generating projects, and the commissioning and construction activities within the Generation organization.

Beam received a bachelor's degree in Technical Management from DeVry University. He has completed the Executive Program at the University of Virginia Darden School of Business, the AEP Management Development Program at The Ohio State University, the AEP Leadership Program at Virginia Polytechnic Institute and State University and is a member of the Leadership Columbus class of 2014. He is a Certified Project Management Professional.

Community service has been a vital part of Beam's career. He is on the board of directors of The Education Alliance, the Clay Center for the Arts & Sciences, the W.Va. Chamber of Commerce, the Virginia Business Council, and the Buckskin Council of Boy Scouts of America. Beam and his wife, Jennifer, have two sons and live in Scott Depot, W.Va.



### Leo Moreno President AES Clean Energy

Leo leverages his vision and insight about the future of the power industry to collaborate across countries, cultures and markets, improving lives by shaping worldwide energy use. Drawing from his experience managing international businesses and teams, he leads AES Clean Energy in the US aimed at creating a future where the electric grid is 100% carbon-free, offering highly customized solutions for customers combining different technologies such as solar,

wind, energy storage and digital products. By providing access to and applying the most cutting-edge technologies, AES Clean Energy enables customers to achieve a higher standard of sustainability for their businesses.

Over his 16 years at AES, Leo led the design and execution of AES' global strategy, oversaw the company's growth investments, led global commercial teams and activities including all energy solutions, managed a unit to incubate new businesses with the potential to become transformative, high growth platforms, and held many finance and mergers and acquisition roles, leading teams and projects in 20+ countries across the Americas, Europe and Asia. He is a board member of Dayton Power & Light in Ohio, AES Andes in Chile, and AES Brazil, and sits in the Executive Board of the American Clean Power Association. Leo completed his business degree at Universidade Federal de Minas Gerais, Brazil and continued his education through executive business and leadership programs at Harvard Business School, London Business School, Georgetown University and University of Virginia.



Paul Nester President & CEO RGC Resources Inc.

Currently, Paul W. Nester is President, Chief Executive Officer & Director at RGC Resources, Inc. and President & Chief Executive Officer at Roanoke Gas Co., Chief Financial Officer, Secretary, Treasurer & VP at Diversified Energy Co. and Chief Financial Officer, Secretary, Treasurer & VP at RGC Ventures, Inc. (which are all subsidiaries of RGC Resources, Inc.).

He is on the board of American Gas Association and Total Action For Progress.

In his past career he was Chief Financial Officer at UXB International, Inc.

Mr. Nester received an undergraduate degree from Radford University and an MBA from the University of Richmond.



## Robert Duvall President Virginia Natural Gas

Robert Duvall serves as president of Virginia Natural Gas. In this role, he is responsible for the safe and reliable delivery of natural gas to over 300,000 customers in southeastern Virginia and the company's system growth and expansion and community involvement. In addition, Duvall serves as senior vice president of Southern Company Gas and is a member of the Southern Company Gas Management Council. Southern Company Gas is a subsidiary of Southern Company and the parent company of Virginia Natural Gas.

Before assuming his current position, Duvall served as senior vice president of customer operations, safety and technical training for Southern Company Gas. In this role, he led the company's customer experience, resource management, safety and technical training operations to deliver an outstanding engagement with customers through uncompromising values of safety, trust, performance and commitment.

Robert returns to Virginia, where he served as president from 2014 to 2016. In previous roles, he served in a variety of engineering and operations positions, including as vice president of operations for Virginia Natural Gas and managing director of field operations for Atlanta Gas Light. Duvall joined Southern Company Gas in 1984 as a distribution engineer for Atlanta Gas Light.

A graduate of the Civic Leadership Institute of Hampton Roads Virginia, Duvall has served on numerous charitable and civic boards in both Virginia and Georgia including the Virginia Chamber of Commerce, Hampton Roads Chamber of Commerce, Hampton Roads Economic Development Alliance, Georgia One-Call Center and United Way. He also has worked closely with March of Dimes, the Heart Association and Special Olympics.

A native of Irmo, South Carolina, Duvall earned a Bachelor of Science degree in civil engineering from Clemson University. He is a registered professional engineer in the state of Georgia.



# Brooks Smith Managing Partner Troutman Pepper LLP - Richmond

Brooks is managing partner of Troutman Pepper's Richmond office, which has over 130 attorneys spread out over the full array of practice areas, as well as the Strategies group, which is the firm's full-service government relations subsidiary. Brooks helps to lead the firm's environmental and natural resources practice group, which spans offices from coast to coast. Prior to joining Troutman in August 2013, Brooks co-chaired the global

environmental practice at Hunton & Williams (now Hunton Andrews Kurth). Brooks is widely recognized for his work, both locally and nationally. He is top ranked by Chambers USA, Best Lawyers, Super Lawyers and the Virginia Legal Elite. He has also been recognized as a Leader in the Law by Virginia Lawyers Weekly and one of the country's 50 Energy & Environmental Trailblazers by the National Law Journal.

Most recently, he was included in the Virginia 500 – The 2020 Power List by Virginia Business Magazine. Brooks has written and spoken extensively on developments arising under the Clean Water Act, Endangered Species Act, NEPA and other environmental laws. In addition, he has chaired several national conferences and given more than 300 presentations to audiences across the United States and Canada.

Brooks is also deeply committed to the local community. He has served in leadership positions on over 10 boards, including Maymont, the Valentine, CultureWorks, the VCU Rice Rivers Center, and the Capital Region Land Conservancy. For six years, Brooks contributed essays and poems on WCVE Public Radio through a commentary series called Rediscovering Richmond. Many of those commentaries have since been compiled into books accompanied by vintage photographs from the Richmond Times-Dispatch, the Dementi family and other local collections.



## The Honorable Matt Lohr Virginia Secretary of Agriculture and Forestry

Matthew Lohr was raised on a Virginia century family farm in the Shenandoah Valley. As a fifth-generation farmer, he has spent his entire life working for the betterment of the agricultural industry and rural America.

Matthew developed his passion for public service and agricultural policy while serving as both a state and national FFA officer before graduating from Virginia Tech with a B.S. degree in Agricultural Education. He has more than 30 years of experience as a professional leader and communicator.

Over the past two years, Matthew has served as the Chief of the USDA-Natural Resources Conservation Service, an agency with more than 10,000 employees across 3,000 field offices and an operating budget of over \$4.5 billion.

Matthew previously served in the Virginia House of Delegates from 2006-2010 before being appointed as the Commissioner of the Virginia Department of Agriculture and Consumer Services. His other career experiences include serving as Director of the Farm Credit Knowledge Center, teaching middle school agriscience, operating his own leadership development company, and serving as President of Valley Pike Farm, Inc., his family's farming operation.



# Mike Rolband Director Virginia Department of Environmental Quality

Director Mike Rolband joined DEQ in January 2022. He founded Wetland Studies and Solutions Inc. (WSSI) in 1991 and grew his company into a multidisciplinary natural and cultural resources consulting firm with a staff of more than 200. Rolband is a P.E., PWD, PWS Emeritus and LEED AP. His firm constructed the first LEED Gold facility in Virginia

and utilized multiple Low Impact Development practices for stormwater management in 2005.

In 2014, WSSI was acquired by The Davey Tree Expert Co. and, under Rolband's leadership, expanded to include offices in Maryland and across Virginia. WSSI assisted land developers and public works agencies navigate the Clean Water Act, Chesapeake Bay Preservation Act and local environmental regulations.

Rolband's lifelong interest in wetlands and stormwater management and its interaction with natural waterbodies has led to changes in Virginia environmental laws. He has testified before the General Assembly and lectured to numerous organizations on stormwater management and mitigation, wetlands and stream regulatory policy and Chesapeake Bay Preservation Act regulations.

Rolband was instrumental in developing Virginia's new wetlands laws in 2000 and served on the technical advisory committee that developed subsequent regulations. He was also involved in developing the new stormwater regulations and the energy balance method of stormwater quantity control. He has been appointed to a number of advisory boards and stakeholder groups. The 2021 Virginia General Assembly honored Rolband and his extensive contributions through unanimous passage of Senate Joint Resolution 371.

Rolband established the nonprofit Wetland Research Initiative in 2007 to fund applied research in wetlands creation, restoration and enhancement activities. It and a companion effort – the Stream Restoration Initiative – are both managed through the Resource Protection Group Inc., a 501(c)(3) organization Rolband founded in 2012.

In 2017, Rolband was named a Professor of Practice by Cornell University, where he enjoyed teaching and mentoring engineering students through August 2020, and giving back to his alma mater, where he received his BS (Civil and Environmental Engineering), M. Eng, and MBA.



## Travis Voyles Acting Secretary of Natural and Historic Resources

Travis Voyles serves as the Acting Secretary of Natural and Historic Resources for Virginia Governor Glenn Youngkin. He previously served as Oversight Counsel for the U.S. Senate Committee on Environment and Public Works under Senator Shelley Moore Capito of West Virginia. In this role, he served as the lead coordinator of the Committee's efforts for environmental, energy, economic development, and infrastructure issues, including primary oversight over a wide range of federal agencies programs and funding (DOT, EPA, Army Corps, DOE, FWS, NRC, EDA). He also provided

cross-cutting technical and legal input on legislative efforts, including the recent Bipartisan Infrastructure Law and budget reconciliation efforts.

Prior to working in the Senate, he served in multiple appointed roles at the U.S. Environmental Protection Agency, including Acting Associate Administrator for the Office of Congressional and Intergovernmental Relations and Director of Oversight. In these roles he managed all congressional interactions and investigations on issues pertaining to EPA rulemakings, policies, ethics, appropriations, and the Senate confirmation process for nominees. He also served as the chief liaison between the Agency, the EPA Administrator, and other national, state, and local officials. Travis has also worked for the U.S. House of Representatives Committee on Science, Space, and Technology. With this role, he was responsible for managing oversight issues and policy matters relating to scientific research and development, environmental and energy regulations, and emerging cybersecurity developments.

Travis received his law degree from Florida State University with a focus on environmental, energy, and land use law. He also received his Master in City and Regional Planning from Georgia Tech, with a focus in economic development and environmental planning, and his Bachelor of Science in Environmental Science from the University of Georgia.



### THANK YOU FOR PARTICIPATING!

Recordings from the Virginia Forum on Corporate Sustainability, Energy and the Environment will be provided following the program.