

**Regular Meeting of the Citizens Advisory Committee of the  
Peninsula Clean Energy Authority (PCEA)**

Thursday, April 13, 2023

6:30pm

**PLEASE NOTE: This meeting will be held in a hybrid format with both in-person and Zoom participation options for members of the public; Board members shall appear in person.**

**In-Person Meeting Locations:**

PCEA Lobby, **2075 Woodside Road, Redwood City, CA 94061**  
UC Merced, **Sustainability Research and Engineering (SRE) 458, 5200 North Lake Rd., Merced, CA 95340**

Zoom, **Virtual Meeting Link:** <https://pencleanenergy.zoom.us/j/86953524805>

**Meeting ID:** 869-5352-4805 **Passcode:** 2075 **Phone:** +1 (669-444-9171)

This meeting of the Peninsula Clean Energy Citizens Advisory Committee will be held at the Peninsula Clean Energy Lobby: 2075 Woodside Road, Redwood City, CA 94061 and UC Merced, Sustainability Research and Engineering (SRE) 458, 5200 North Lake Road, Merced, CA 95340 and by teleconference pursuant to California Assembly Bill 2449 and the Ralph M. Brown Act, CA Gov't Code. Section 54950, et seq. **Members of the Committee are expected to attend the meeting in person** and should reach out to Assistant General Counsel for Peninsula Clean Energy, Jennifer Stalzer, with questions or accommodation information ([jstalzer@smcgov.org](mailto:jstalzer@smcgov.org)). For information regarding how to participate in the meeting remotely, please refer to the instructions at the end of the agenda.

**Public Participation**

The PCEA Citizens Advisory Committee meeting may be accessed through Zoom online at <https://pencleanenergy.zoom.us/j/86953524805>. The meeting ID is: 869-5352-4805 and the passcode is 2075. The meeting may also be accessed via telephone by dialing +1(669) 444-9171. Enter the webinar ID: 869-5352-4805, then press #. (Find your local number: <https://pencleanenergy.zoom.us/u/kTIH1Ocod>). Peninsula Clean Energy uses best efforts to insure audio and visual clarity and connectivity. However, it cannot guarantee the connection quality.

Members of the public can also attend this meeting physically at the **Peninsula Clean Energy Lobby** at 2075 Woodside Road, Redwood City, CA 94061 or **UC Merced**, Sustainability Research and Engineering (SRE) 458, 5200 North Lake Road, Merced, CA 95340.

Written public comments may be emailed to Vanessa Shin ([vshin@pencleanenergy.com](mailto:vshin@pencleanenergy.com)) and such written comments should indicate the specific agenda item on which the member of the public is commenting.

Spoken public comments will be accepted during the meeting in the Board Room(s) or remotely through Zoom at the option of the speaker. Please use the “Raise Your Hand” function in the Zoom platform, or press \*6 if you phoned into the meeting, to indicate that you would like to provide comment. Public comments via Zoom will be taken first followed by speakers in person.

### **ADA Requests**

Individuals who require special assistance or a disability related modification or accommodation to participate in this meeting, or who have a disability and wish to request an alternative format for the meeting, should contact Vanessa Shin by 10:00 a.m. on the day before the meeting at ([vshin@peninsulacleanenergy.com](mailto:vshin@peninsulacleanenergy.com)). Notification in advance of the meeting will enable PCEA to make reasonable arrangements to ensure accessibility to this meeting, the materials related to it, and your ability to comment. Closed Captioning is available for all PCEA Citizens Advisory Committee meetings. While watching the video broadcast in Zoom, please enable captioning.

### **CALL TO ORDER / ROLL CALL**

### **PUBLIC COMMENT**

*This item is reserved for persons wishing to address the Committee on any PCEA-related matters that are not otherwise on this meeting agenda. Public comments on matters listed on the agenda shall be heard at the time the matter is called. Members of the public who wish to address the Committee are customarily limited to two minutes per speaker. The Committee Chair may increase or decrease the time allotted to each speaker.*

### **ACTION TO SET AGENDA AND TO APPROVE CONSENT AGENDA ITEMS**

1. Approval of the Minutes for the March 9, 2023 Regular Meeting

### **REGULAR AGENDA**

2. Chair Report (Discussion, est. 5 minutes)
3. Member Introductions (Discussion, est. 5 minutes)
4. Recommendation on Diversity, Equity, Accessibility, and Inclusion Action Plan (Action, est. 30 minutes)
5. Building Electrification Marketing Campaign Feedback (Discussion, est. 20 minutes)
6. Working Group Overview and Reports (Discussion, est. 15 minutes)
7. Recommendations on Updating the Citizens Advisory Committee Objectives (Action, est. 20 minutes)
8. Marketing and Community Liaison Update (Discussion, est. 5 minutes)



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9. Upcoming Topics for Discussion (Discussion, est. 5 minutes)
10. Committee Members' Reports (Discussion, est. 5 minutes)

## **ADJOURNMENT**

## Instructions for Joining a Zoom Meeting via Computer

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- B. Videoconference with Phone Call Audio – see Option 2 below
- C. Calling in via Telephone/Landline – see Option 3 below

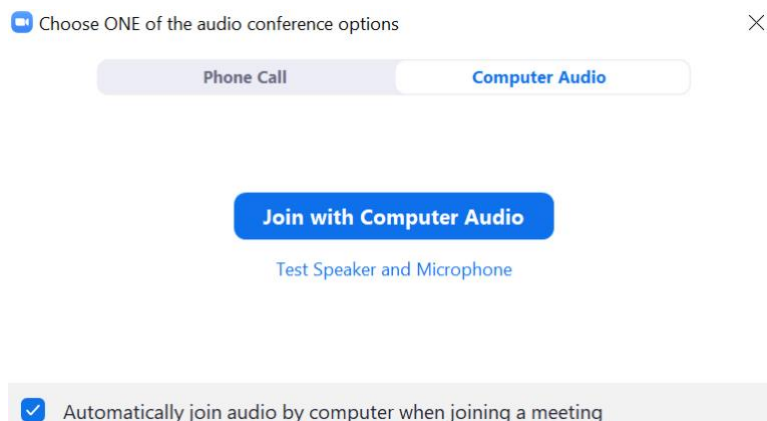
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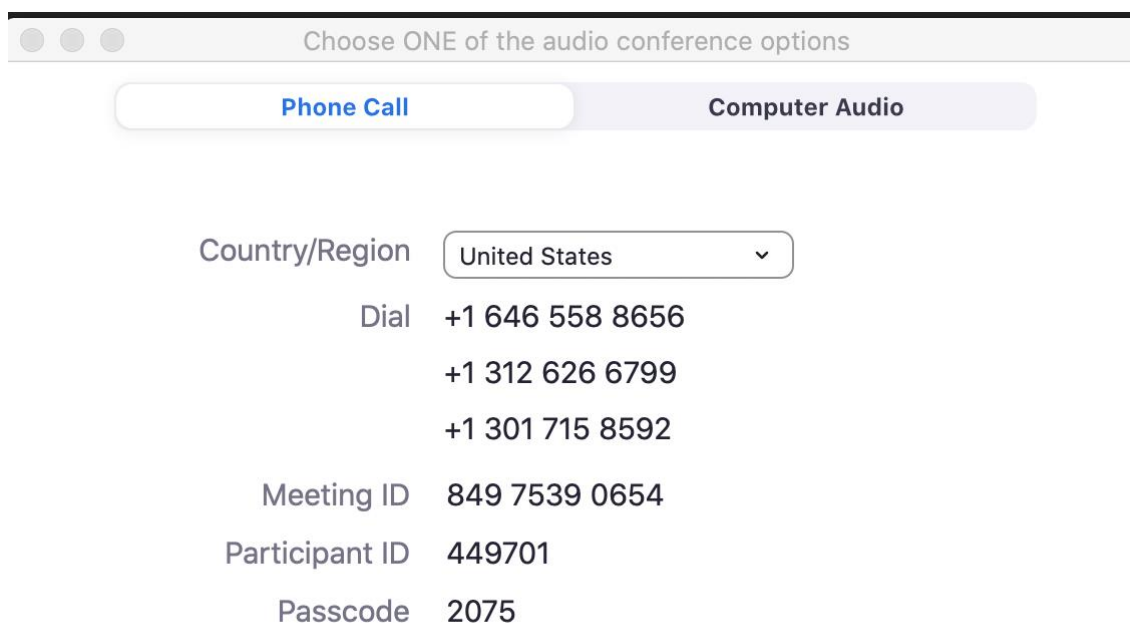


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**2075 followed by #**

**REGULAR MEETING of the Citizens Advisory Committee  
of the Peninsula Clean Energy Authority (PCEA)  
Thursday, March 9, 2023  
MINUTES**

In-Person, Video Conference, and Teleconference  
6:30 p.m.

**CALL TO ORDER**

Meeting was called to order at 6:36 p.m.

**ROLL CALL**

**Present:**

*PCEA Lobby, 2075 Woodside Road, Redwood City, CA 94061*

Diane Bailey, Belmont  
Steven Booker, Half Moon Bay  
Brandon Chan, South San Francisco *arrived at 6:40 p.m.*  
Michael Closson, Menlo Park  
Michael Garvey, San Carlos  
Kathleen Goforth, San Carlos  
Katie Green, San Mateo  
Margaret Li, South San Francisco  
Cheryl Schaff, Menlo Park, *Chair*  
Desiree Thayer, Burlingame

*UC Merced, Sustainability Research and Engineering (SRE) 458, 5200 North Lake Rd.,  
Merced, CA 95340*

Daniel Baerwaldt, Los Banos

*Participated remotely under AB 2446*

Jason Mendelson, Redwood City, *Vice Chair*

**Absent:**

Edward Love, Half Moon Bay

**An in-person quorum was established.**

**PUBLIC COMMENT**

No public comment

## **ACTION TO SET THE AGENDA AND APPROVE CONSENT AGENDA**

### **1. Approval of the Minutes for the February 9, 2023, Regular Meeting**

Motion Made / Seconded: Garvey / Closson

**Motion passed 11-0 (Absent: Chan, Love)**

## **REGULAR AGENDA**

### **2. Chair Report (Discussion)**

Cheryl Schaff, *Chair*, welcomed Committee members and encouraged them to speak up and ask questions throughout the meeting. Cheryl also announced the Love Our Earth Festival at Menlo-Atherton High School on April 22, 2023.

### **3. Member Introductions (Discussion)**

Cheryl Schaff and Jason Mendelson, *Vice Chair*, invited each member of the Committee to introduce themselves and answer the following questions: *What is an activity or organization you are involved in outside of the Citizens Advisory Committee (CAC)? Which aspect of Peninsula Clean Energy's work are you most excited about?*

### **4. Recommendation on Building Electrification Strategy (Action)**

Blake Herrschaft, *Programs Manager, Buildings*, provided an overview of Peninsula Clean Energy's incentives for the electrification of existing buildings. Blake described the rapid uptake of Zero Percent Loans and, as a result, the upcoming request to the Board of Directors to allocate additional funds to this program.

Brandon Chan, *Committee Member*, asked whether Peninsula Clean Energy is considering expanding the Zero Percent Loan program to cover other appliances. Michael Closson, *Committee Member*, suggested exploring other funding sources, such as private foundations, to increase the budget for building electrification programs.

Jason Mendelson described each element of the draft recommendation developed by the Building Electrification Education Working Group. Committee members asked staff to clarify how the upcoming funding request for the Zero Percent Loan and other building electrification programs related to Peninsula Clean Energy's overall budgeting process for the next year.

After discussion and revision to the draft, Diane Bailey, *Committee Member*, motioned to make the following recommendation:



*To the Board of Directors of Peninsula Clean Energy:*

- 1. The Citizens Advisory Committee ("CAC") wholeheartedly and excitedly supports, endorses, and recommends the adoption of the Staff proposal for Building Electrification (BE) 2.0. The CAC members believe it is both necessary and incredibly helpful in targeting the goals of PCE to electrify buildings and remove the reliance on fossil fuels.*
- 2. CAC supports the additional funding of \$1mm for the zero interest loan program and fully support the BE 2.0 program funding as part of future budget setting.*

*Some specific suggestions:*

- 3. Give input to the consultant firm (RHA):*
  - a. Make sure that operating appliances are never disconnected before the new ones are ready to be connected (especially for low-income home upgrades)*
  - b. Have more language options available*
- 4. Make emergency installs a priority*
  - a. Have the 1-800 hotline be in the forefront of communication. Maybe use the SMUD example so when people have emergency needs it is addressed and easy to find.*
- 5. Make purchasing and capacity a requirement for contractors*
  - a. They need to have enough appliances on hand and available.*
  - b. Strongly encourage bulk equipment purchasing and storage to reduce costs and have available supply for customers and emergencies.*
  - c. Have 120 volt heat pump water heater options readily available (e.g. pre-purchase the plug-in water heaters that will allow easier same-day replacements of gas water heaters.)*
- 6. Have enhanced customer satisfaction and customer support as part of the plan [compared to the BayREN energy advisor service currently recommended]*
  - a. Better assistance on appliance and design recommendations from both the initial call service and from contractors*
  - b. Better initial call experience on first assessment of a plan*
- 7. Have a means to track success and customer experience*
  - a. Follow up surveys with rebate recipients and also data collection on experiences and appliances installed*
  - b. Monitor billing or energy usage*
- 8. Contractors should need to guarantee the work/warranty so there are assurances that it will work up front as a new technology (like the warranty on hybrid cars when they first came out)*
- 9. To maximize customer satisfaction — which will be critical to the larger purpose of generating widespread adoption of electrification — establish criteria for identifying appliances that have demonstrated good reliability and ensure that such appliances*

*are selected for all installations by PCE's contractor (for instance, avoiding equipment that has received significant complaints of noise or reliability issues).*

10. *Prepare and disseminate information for renters about how to approach landlords about building electrification technologies and financial assistance*

Motion Made / Seconded: Bailey / Li

**Motion passed 12-0 (Absent: Love)**

## **5. Outreach Training (Discussion)**

Kirsten Andrews-Schwind, *Senior Manager of Community Relations*, reviewed Peninsula Clean Energy key messages, talking points around energy programs and electrification, and other outreach tips for communicating with the public. Committee members Margaret Li and Michael Garvey practiced these messages by modeling an interaction between a Peninsula Clean Energy customer and outreach representative.

Kathleen Goforth, *Committee Member*, shared her experience with addressing skepticism from customers about Peninsula Clean Energy's savings, suggesting a graphic that compares energy bills with and without Peninsula Clean Energy's electric generation service. Committee members discussed which types of appliances do not work during a power outage, including new methane gas appliances that require electricity to operate. Diane Bailey mentioned that—compared to solar + storage systems—there are smaller, less expensive batteries available for charging personal electronics and small devices, and she suggested that Peninsula Clean Energy could distribute or provide a discount on such batteries to customers before widespread power outages.

## **6. Working Group Overview and Reports (Discussion)**

Cheryl Schaff invited the lead of each CAC working group to explain their project scope, process of collaborating with staff, and results.

On behalf of the Home Upgrade Program Working Group, Diane Bailey discussed how members provided input and guidance on the launch and early implementation of the Home Upgrade Program.

Desiree Thayer, *Committee Member*, shared that the Education Initiatives Working Group provided input on a new green career program in San Mateo County and developed ideas for educational outreach in Los Banos.

Daniel Baerwaldt, *Committee Member*, described the focus of the Demand-Side Strategies for 24/7 Grid Decarbonization Working Group. Members helped identify solutions for aligning electricity consumption with the times that energy is less expensive, cleaner, and more beneficial overall.

Jason Mendelson reported on the Building Electrification Education Working Group and Role of Citizens Advisory Committees Working Group. Through the Building Electrification Education Working Group, members received updates on Peninsula Clean Energy's building electrification programs and provided community education around reach codes. The Role of Citizens Advisory Committees Working Group focused on improving the members' experience of serving on the CAC and developed a survey to gather best practices of community advisory groups.

#### **7. Marketing and Community Liaison Update (Discussion)**

Vanessa Shin, *Community Outreach Specialist*, shared that the winners of Peninsula Clean Energy's All-Electric Leadership Awards has been announced. Vanessa also reminded the Committee that Peninsula Clean Energy is recruiting new members to fill vacancies on the CAC, and the deadline to apply is on March 31, 2023.

#### **8. Upcoming Topics for Discussion (Discussion)**

Kirsten Andrews-Schwind previewed topics for the upcoming meetings of the Peninsula Clean Energy Board of Directors. Kirsten recommended discussing the Diversity, Equity, Accessibility, and Inclusion Action Plan, building electrification messaging campaign, and electric vehicle managed charging program. Jason Mendelson requested reviews of the CAC mission statement, external survey results from the Role of Citizens Advisory Committees Working Group, and the Peninsula Clean Energy budget. Diane Bailey suggested another update on funding opportunities from the Inflation Reduction Act in the coming months.

#### **9. Committee Members' Reports (Discussion)**

Diane Bailey highlighted Acterra's lending program for induction cooktops and encouraged Committee members to try it out. Jason Mendelson shared his experience with lending out induction plates to make cookware compatible with induction. Cheryl Schaff announced that the Climate Reality Project is offering a training on using Inflation Reduction Act funds. Diane Bailey explained that the Bay Area Air Quality Management District is voting on adjusting emission limits for gas appliances on March 15, 2023.

### **ADJOURNMENT**

Meeting was adjourned at 8:49 p.m.



An aerial photograph of a large solar farm, showing rows of solar panels stretching across a landscape. The panels are arranged in a grid pattern, with some rows appearing more prominent than others due to perspective. The colors of the panels range from light blue to dark blue, with some rows showing a reddish-brown hue, possibly due to the angle of the sun or the type of panels.

# **DIVERSITY EQUITY ACCESSIBILITY INCLUSION**

**DEAI Action Plan**

April 2023

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## Executive Summary

The Peninsula Clean Energy [Strategic Plan 2020-2025](#) states an all-encompassing goal to “Ensure organizational excellence by adhering to sustainable business practices and fostering a workplace culture of innovation, diversity, transparency, and integrity.” This is reflected in Peninsula Clean Energy’s [Inclusive and Sustainable Workforce Policy](#), originally adopted in December 2016, that further states “Peninsula Clean Energy recognizes that an inclusive and sustainable workforce helps Peninsula Clean Energy meet its core mission and goals more effectively, serve its customers in a more culturally sensitive manner, and reflect the businesses we partner with and the community we serve more comprehensively.” These actionable statements relate to embedding diversity, equity, accessibility, and inclusion (DEAI) within Peninsula Clean Energy’s organization.

Peninsula Clean Energy’s ongoing journey to integrate these DEAI principles within its organization became more significant starting in 2020 when efforts were initiated by the Citizens Advisory Committee (CAC) in light of the community’s focus on anti-racism initiatives. The CAC wanted to ensure that Peninsula Clean Energy embodies and commits to the principles of DEAI within their work and keep anti-racism at top of mind during decision making. Peninsula Clean Energy has since then accelerated efforts to improve and enhance DEAI initiatives within the organization and outwardly to the communities it serves.

In May 2021, Peninsula Clean Energy released a Request for Proposal (RFP) seeking consultant assistance for Diversity, Equity, Accessibility, and Inclusion services. Peninsula Clean Energy selected GCAP Services, Inc. (GCAP), a certified Small Business (SB) and Disadvantaged Business Enterprise (DBE) firm, to provide expertise in developing a DEAI program with achievable goals and actions that Peninsula Clean Energy can implement and monitor over time. In close partnership with GCAP, Peninsula Clean Energy was able to complete the following DEAI-related activities in 2022:

- **Conduct a DEAI Organizational Needs Assessment.** GCAP helped Peninsula Clean Energy create and facilitate internal and external DEAI-focused surveys and interviews to garner an understanding of DEAI issues as presented by Peninsula Clean Energy staff, Board of Directors, CAC members, and key community stakeholders. These assessments helped to identify priority DEAI issues and recommendations that are included in this DEAI Action Plan.
- **Review of DEAI Legislation and Regulatory Requirements.** Peninsula Clean Energy directed GCAP to provide a detailed analysis of relevant DEAI legislation and regulatory requirements, which includes Senate Bill 255 (Bradford-2019), General Order 156 of the California Public Utilities Commission (CPUC), and Proposition 209. GCAP identified best practices and recommendations to enhance and integrate DEAI into these requirements. GCAP also reviewed and provided recommended revisions to the Request for Offer (RFO), RFP, and Contract templates and the Supplier Diversity Questionnaire.

- **Create an Organizational DEAI Policy and Facilitate Stakeholder Workshops.** With the CAC's initial draft equity statement, GCAP was able to further develop the DEAI Policy to guide Peninsula Clean Energy's work in the DEAI space. To ensure that the policy met the expectations of stakeholders, GCAP hosted three (3) workshops to collect feedback from Peninsula Clean Energy staff, the DEAI Subcommittee, and the CAC and community groups and has integrated feedback within the DEAI policy. The Peninsula Clean Energy DEAI Policy is the overarching guide that drives this DEAI Action Plan.
- **Update Relevant Organizational Policies and Contracting Documents.** GCAP was also contracted to complete a review and update of Peninsula Clean Energy's organizational policies, which includes their Strategic Plan 2020-2025, Employee Handbook, Policy 9: Ethical Vendor Standards, and Policy 10: Inclusive and Sustainable Workforce Policy. Additionally, GCAP provided an in-depth review of Peninsula Clean Energy's contracting documents, which included the main contract template, Request for Proposals (RFP), and Request for Offers (RFO). GCAP included recommendations to align these existing policies and contracting documents with the new DEAI policy.
- **Develop a DEAI Action Plan.** The culmination of all of these DEAI-related activities is the development of Peninsula Clean Energy's DEAI Action Plan. GCAP worked with Peninsula Clean Energy to create this DEAI Action Plan that is achievable for the organization to implement and monitor and ensure DEAI initiatives are moving forward within the organization.

All of the DEAI activities listed above fed into the final Peninsula Clean Energy DEAI Action Plan, a road map for closing DEAI gaps in Peninsula Clean Energy's business operations. *Exhibit 1* on the next page depicts Peninsula Clean Energy's DEAI goals that will serve as the framework for the DEAI Action Plan. These goals will help the agency move forward in its DEAI journey and enhance DEAI in the areas of improvement that were identified through GCAP's assessment as outlined in the five task areas as identified previously.

By focusing on and implementing these DEAI goals, Peninsula Clean Energy has made the ultimate commitment to advance and promote DEAI in the agency's practices, programs, and policies within its workforce and the communities it serves.

*Exhibit 1: Peninsula Clean Energy DEAI Area of Focus & DEAI Goal Description*

Area of Focus	DEAI Goal Description
<b>Organizational Culture and DEAI Commitment</b>	<ul style="list-style-type: none"> <li>Advance and promote diversity, equity, accessibility, and inclusion within Peninsula Clean Energy’s workforce, business practices, policies, and programs.</li> </ul>
<b>Human Resources, Staffing, and Recruitment</b>	<ul style="list-style-type: none"> <li>Create a workforce that is more representative and inclusive of people of all backgrounds; provide equitable access to employment opportunities for underrepresented and underserved members of the communities Peninsula Clean Energy serves.</li> </ul>
<b>Training and Development</b>	<ul style="list-style-type: none"> <li>Require employees to complete DEAI related training and promote and encourage Board and Citizen Advisory Committee members to complete DEAI related training to increase awareness of DEAI within the organization.</li> </ul>
<b>Energy Program Development and Implementation</b>	<ul style="list-style-type: none"> <li>Define energy equity and set goals and metrics for achieving it through our programs. Increase input and feedback from diverse communities, especially low-income and disadvantaged groups, to improve equity in program development and implementation.</li> </ul>
<b>Marketing and Account Services</b>	<ul style="list-style-type: none"> <li>Improve awareness, communication, and accessibility of Peninsula Clean Energy customer service, energy supply, and energy programs, especially among low-income and disadvantaged populations, and limited English proficiency groups.</li> </ul>
<b>Vendor and Energy Supplier Diversity and Social Responsibility</b>	<ul style="list-style-type: none"> <li>Ensure that the vendors and suppliers that do business with Peninsula Clean Energy are environmentally conscious and have equitable business practices. Establish a level playing field by creating opportunities and eliminating barriers to equal participation for all vendors.</li> </ul>



## Commitment to DEAI

The collaborative development of a DEAI policy with internal and external stakeholders demonstrates Peninsula Clean Energy's commitment to diversity, equity, accessibility and inclusion. As part of the growing interest in environmental, social, and governance factors, DEAI has become a vital part of an organization's performance. As a Community Choice Aggregation (CCA) program that provides clean energy services to its local communities, Peninsula Clean Energy has an obligation to ensure DEAI is made a priority during decision making. Per the DEAI Policy, Peninsula Clean Energy has pledged the following as their commitment to DEAI for the organization:

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*Peninsula Clean Energy (Peninsula Clean Energy) has a vision of a sustainable world with clean energy for everyone. We recognize there are longstanding systemic barriers that impede the advancement of fair and inclusive policies and limit the full participation of historically underserved and disadvantaged communities. This includes our stakeholders that face the most adverse impacts from economic, health, and environmental burdens. Peninsula Clean Energy recognizes that we have an obligation to maximize our efforts to eliminate disparities and ensure that our programs, policies, and practices are inclusive and accessible for everyone in the geographic markets we serve.*

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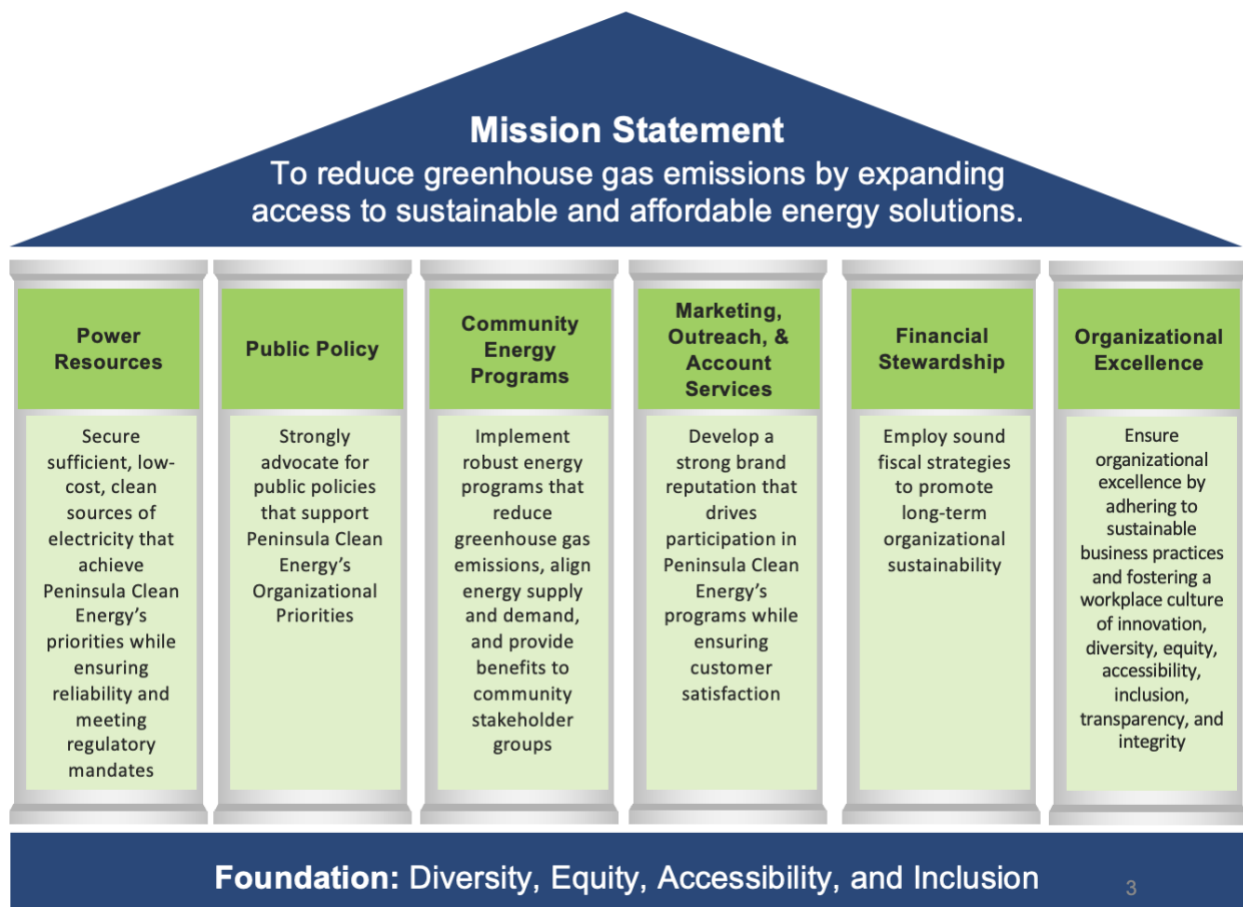
This excerpt from the DEAI policy communicates Peninsula Clean Energy's values, philosophy, and culture surrounding the significance of upholding diversity, equity, accessibility, and inclusion. Peninsula Clean Energy must continue to communicate the importance of DEAI to team members and other stakeholders to support cultivating a culture of organizational excellence.

It is important to note that the Peninsula Clean Energy DEAI Policy establishes what the organization will do regarding enhancing DEAI initiatives and the DEAI Action Plan is how the agency will carry out those initiatives.

## A Foundation for Strategic Goals

Diversity, equity, accessibility, and inclusion (DEAI) are foundational principles that must be interwoven into the fabric of Peninsula Clean Energy's organizational culture. These key principles should permeate through each of the organization's goals as developed in the [Strategic Plan 2020-2025](#). *Exhibit 2* below illustrates a "house chart" to show that the foundation of the Peninsula Clean Energy's strategic goals is DEAI, which ultimately drives its mission to reduce greenhouse gas emissions by expanding access to sustainable and affordable energy solutions.

*Exhibit 2: DEAI Foundation to Peninsula Clean Energy's Strategic Plan & Mission Statement*



## Purpose of the DEAI Action Plan

The main purpose of the Peninsula Clean Energy DEAI Action Plan is to guide the agency with achievable goals and specific actions that are necessary to accomplish the vision of a more diverse, equitable, accessible, and inclusive organizational culture. The DEAI Action Plan will be reviewed annually to evaluate Peninsula Clean Energy's progress in the DEAI space. The plan will be updated by the designated DEAI lead in partnership and consultation with the DEAI Council, and Peninsula Clean Energy leadership. By monitoring and tracking DEAI-focused activities, Peninsula Clean Energy will be better positioned to carry out its mission of providing sustainable and clean energy services and programs while serving and supporting internal and external stakeholders.

## Elements of the DEAI Action Plan

The Peninsula Clean Energy DEAI Action Plan centers around the six (6) aforementioned areas of focus that provide the framework for achieving and sustaining a more diverse, equitable, accessible, and inclusive organization. Under each area of focus, the following elements will be included:

- **Goal:** A future state of being resulting from a change at the organization, department, or program level.
- **Action:** Specific activities the organization will do to achieve the outcomes that support the identified goal.
- **Steps:** Tasks to complete the specific actions.
- **Timeline:** The month, quarter, and/or year an action will be accomplished.
- **Lead:** The individual or group that is responsible for an action or is accountable for its completion.
- **Metrics:** A quantifiable and qualitative measure of how well an action is working. Different types of measures include:
  1. Quantity – How much was done?
  2. Quality – How well was it done?
  3. Impact – Is the group better off?
- **Recommendations:** A suggestion or proposal as to the best course of action that Peninsula Clean Energy can utilize at their discretion.

These elements will provide Peninsula Clean Energy with the details to achieve their DEAI goals. It is a forward-looking plan that reflects the evolution of DEAI strategy, goals, and priorities along with specific actions that will support them. Peninsula Clean Energy understands and acknowledges that DEAI efforts are ongoing, and priorities may be adjusted to fit the needs of the organization.

## Gap Analysis

To ensure that key aspects of Peninsula Clean Energy's internal and external DEAI initiatives were considered for the Action Plan, a detailed gap analysis was conducted to review all ideas and assess the feasibility for the agency. See Appendix A. A gap analysis is an assessment method that helps measure the performance of an organization in a specific area to determine whether objectives are being met, and if not, what steps should be taken to meet them. In the context of DEAI, the gap analysis was customized to Peninsula Clean Energy's commitment to achieve and enhance DEAI initiatives within the organization.

The gap analysis consists of the following: information and data collected from the surveys, interviews, policy updates, organizational document reviews, and workshops to help identify areas for improvement as well as the finding/gap, recommendations, and final goal derived from the analysis. The Peninsula Clean Energy DEAI Action Plan identifies six (6) major areas of focus which is depicted in *Exhibit 3: Peninsula Clean Energy's DEAI Areas of Focus*.

Each of these areas are accompanied by a main goal that is outlined with the plan's elements—goal, actions, steps, timeline, lead, metrics, and recommendations—which will help achieve these objectives. The areas of improvement are reflected from the key observations of the DEAI organizational assessment that consists of the surveys, interviews, and all related DEAI activities.

The DEAI Action Plan is a road map for Peninsula Clean Energy to fulfill their commitment to advancing and promoting diversity, equity, accessibility, and inclusion. The DEAI Action Plan will be considered a living document with continuous improvement and will be updated as the agency's priorities shift.

*Exhibit 3: Peninsula Clean Energy's DEAI Areas of Focus*



# DEAI Action Plan

## Organizational Culture and DEAI Commitment

**Goal:** Advance and promote diversity, equity, accessibility, and inclusion within Peninsula Clean Energy’s workforce, business practices, policies, and programs.

### Background:

Through the gap analysis, “Organizational Culture and DEAI Commitment” has been identified as an area of focus to be addressed in the DEAI Action Plan. The goal is stated as the following “Advance and promote diversity, equity, accessibility, and inclusion within Peninsula Clean Energy’s workforce, business practices, policies, and programs.” By focusing on this goal, Peninsula Clean Energy will be able to ensure its company culture is interwoven with its commitment to DEAI. Peninsula Clean Energy is working towards an organizational culture that ensures all employees feel empowered to bring their authentic selves and new ideas and perspectives to the table. Also, Peninsula Clean Energy strives to be a steward for its community members by providing sustainable, clean energy through accessible and equitable programs and services. An organizational culture is very important to an organization’s overall excellence. It defines how the organization does business and how it is perceived by all internal and external stakeholders. This includes communicating to external stakeholders Peninsula Clean Energy’s commitment to advocate for regional and state policies supporting environmental and energy justice. By integrating a commitment to DEAI within the organization’s culture, Peninsula Clean Energy has created a foundation of principles to cultivate a successful culture that will have a lasting, positive impact on its workforce and communities it serves.

**Advance and promote diversity, equity, accessibility, and inclusion within Peninsula Clean Energy’s workforce, business practices, policies, and programs.**

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Adopt DEAI Policy	<ul style="list-style-type: none"> <li>Finalize and approve Peninsula Clean Energy DEAI Policy</li> <li>Notify relevant stakeholders of the new DEAI Policy</li> </ul>	Complete	DEAI Project Team	<ul style="list-style-type: none"> <li>Board of Directors approved the Policy on 10/27/22</li> <li>Policy has been distributed and communicated to relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Post DEAI Policy to public website and share with CBO partners.</li> <li>Make DEAI Policy available in other languages such as Spanish and Chinese</li> <li>Make DEAI Policy accessible in large print format</li> </ul>
Adopt DEAI Action Plan	<ul style="list-style-type: none"> <li>Finalize and approve Peninsula Clean Energy DEAI Action Plan</li> <li>Notify relevant stakeholders on the new DEAI Action Plan</li> </ul>	Q1 2023	DEAI Project Team	<ul style="list-style-type: none"> <li>Board of Directors has approved and adopted the Action Plan</li> <li>Action Plan has been distributed and communicated to relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Post DEAI Action Plan to public website</li> <li>Make DEAI Action Plan available in other languages such as Spanish and Chinese</li> <li>Make DEAI Action Plan accessible in large print format</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Form DEAI Council	<ul style="list-style-type: none"> <li>Create Council guidelines that include the following information: membership and terms, roles and responsibilities, and expectations</li> </ul>	Q1/Q2 2023	DEAI Project Team	<ul style="list-style-type: none"> <li>The Council is a composition of diverse members from different ethnicities, gender, generation, department, and other dimensions of diversity</li> </ul>	<ul style="list-style-type: none"> <li>Utilize DEAI Action Plan as first endeavor</li> <li>Allocate proper funding in the annual budget to support Council initiatives</li> <li>Involve members of the Council in discussions and decision-making affecting policy, process, systems, and resources to ensure a diversity of perspectives are heard</li> </ul>
Appoint a DEAI Lead	<ul style="list-style-type: none"> <li>Develop the role and responsibilities of the DEAI Lead, including estimated time commitment (FTE)</li> <li>Appoint DEAI Lead and ensure individual understands role and responsibilities</li> <li>Empower the DEAI lead to advance DEAI measures in the Action Plan and to support the DEAI policy across the organization</li> </ul>	Complete	COO and DEAI Project Team	<ul style="list-style-type: none"> <li>DEAI Lead is appointed and has started DEAI initiatives and policies</li> </ul>	<ul style="list-style-type: none"> <li>Assign responsibilities to a staff member (preferably not Human Resources personnel) to lead DEAI initiatives and policies</li> </ul>
Establish a DEAI Action Plan Dashboard within the Strategic Plan, and incorporate into the annual staff performance review process	<ul style="list-style-type: none"> <li>Deploy a visual, user-friendly dashboard to track DEAI Action Plan initiatives and include information on the following: alignment to Strategic Plan and DEAI Policy, lead department/staff, progress status, next steps, recommendations to improve, etc.</li> <li>Integrate accountability for implementing actions outlined in the DEAI Action Plan into staff annual performance review process</li> </ul>	Q2 2023	DEAI Lead and Council	<ul style="list-style-type: none"> <li>Strategic Plan Dashboard has been deployed and is tracked on an on-going basis</li> <li>All DEAI Action Plan initiatives have been assigned to a lead department/staff to follow through</li> <li>Staff annual review process has been updated to include a requirement for specific reporting on each DEAI action assigned to specific staff</li> </ul>	<ul style="list-style-type: none"> <li>Deploy a dashboard that is easily manageable by the agency (see Appendix C for an example)</li> <li>Consider incorporating into existing Strategic Plan Dashboard</li> <li>Dashboard should be reviewed regularly with executive leadership team for awareness, feedback.</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Create a DEAI Glossary	<ul style="list-style-type: none"> <li>Create a glossary to define DEAI terms</li> </ul>	Q2 2023	DEAI Project Team	<ul style="list-style-type: none"> <li>Glossary updated and new terms added</li> <li>Update on new DEAI webpage</li> </ul>	<ul style="list-style-type: none"> <li>Post glossary on the website</li> <li>See Appendix B for current DEAI definitions that are taken from the DEAI Policy</li> <li>Additional definitions may include, but are not limited to the following terms: <ul style="list-style-type: none"> <li>Equity vs. Equality</li> <li>Anti-Racism</li> <li>Power Dynamics</li> <li>Energy Equity</li> </ul> </li> <li>Implicit Bias</li> </ul>
Annually review and ensure that Peninsula Clean Energy's Legislative and Regulatory Policy Platform section on environmental justice and affordability is meaningfully implemented	<ul style="list-style-type: none"> <li>Proactively engage with environmental justice organizations to understand common ground and determine legislative and regulatory mutual benefit</li> <li>Review legislative and regulatory policy platforms of other CCAs</li> <li>Review clean energy legislation as directed by Peninsula Clean Energy's Legislative and Regulatory Policy Platform section on environmental justice and affordability.</li> <li>Annually update Peninsula Clean Energy's Legislative and Regulatory policy platform</li> </ul>	Q4 2023, annual updates	Government Affairs, Regulatory Team	<ul style="list-style-type: none"> <li>Legislative and regulatory policy platform with energy and environmental justice items approved</li> <li>Legislative priorities of environmental and energy justice advocates have been identified and Peninsula Clean Energy has actively determined our level of support for them</li> </ul>	<ul style="list-style-type: none"> <li>Participate in CalCCA Legislative Committee</li> </ul>



Actions	Steps	Timeline	Lead	Metrics	Recommendations
Participate in CPUC proceedings regarding energy affordability and environmental justice in consultation with environmental justice networks	<ul style="list-style-type: none"> <li>Consult with environmental justice networks on their energy regulatory priorities</li> <li>Develop and advocate for Peninsula Clean Energy positions that support these priorities</li> </ul>	Ongoing	Regulatory Policy	<ul style="list-style-type: none"> <li>Create annual list of regulatory policy priorities identified by environmental justice networks</li> <li>Identify how Peninsula Clean Energy regulatory policy promotes these priorities</li> </ul>	<ul style="list-style-type: none"> <li>Work with relevant CalCCA working groups</li> <li>Develop direct relationships with environmental justice networks</li> </ul>
Establish DEAI Framework for Decision Making	<ul style="list-style-type: none"> <li>Develop a list of DEAI questions to consider and ask before producing policies, programs, practices, and decisions</li> </ul>	Q2/Q3 2023	DEAI Council	<ul style="list-style-type: none"> <li>All employees are aware of these DEAI questions and have implemented into daily practices</li> </ul>	<ul style="list-style-type: none"> <li>Consider including the following questions: <ul style="list-style-type: none"> <li>Who is this work positively or negatively impacting?</li> <li>Have you considered gender, race, religion, physical ability, location, socioeconomics, etc.?</li> <li>Who could be excluded by this work?</li> <li>Does this work impact groups differently?</li> <li>What does the data say?</li> <li>Has this work been communicated transparently?</li> <li>Could this work hinder feeling of belonging, especially in underrepresented groups?</li> <li>How will you ensure criteria is fair and transparent?</li> </ul> </li> </ul>

## Human Resources, Staffing, and Recruitment

**Goal:** Create a workforce that is more representative and inclusive of people of all backgrounds; provide equitable access to employment opportunities for underrepresented and underserved members of the communities Peninsula Clean Energy serves.

### Background:

The gap analysis identified “Human Resources, Staffing, and Recruitment” as a DEAI area of focus with a sizeable number of external and internal stakeholders believing that Peninsula Clean Energy staff does not fully reflect the diversity of the communities it serves. The goal for this area is to “Create a workforce that is more representative and inclusive to people of all backgrounds; provide more equitable access to employment opportunities for underrepresented and underserved members of the communities Peninsula Clean Energy serves.” By striving to achieve this goal, Peninsula Clean Energy will achieve greater workforce diversity to better represent customers and allow the organization to better understand and serve their needs. A diverse workforce will allow Peninsula Clean Energy to understand various markets and reach customers they otherwise may not have. Additionally, a diverse and inclusive environment tends to bring employees a sense of belonging, improves employee morale, and overall helps with retention.

**Create a workforce that is more representative and inclusive of people of all backgrounds; provide equitable access to employment opportunities for underrepresented and underserved members of the communities Peninsula Clean Energy serves.**

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Finalize and Adopt DEAI Revisions to the Strategic Plan, Employee Handbook, Policy 9, and Policy 10	<ul style="list-style-type: none"> <li>Peninsula Clean Energy reviews and revises GCAP's suggested edits</li> <li>Obtain Board of Directors approval</li> <li>Inform Peninsula Clean Energy staff, especially hiring managers, on the changes</li> </ul>	Q1 2023	DEAI Council	<ul style="list-style-type: none"> <li>Board approval obtained</li> <li>Revised documents published and available to Peninsula Clean Energy employees and external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>When creating, updating, revising policies and procedures, ensure they are in alignment with the DEAI Policy</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Increase the diversity of our staff team	<ul style="list-style-type: none"> <li>Research and diversify places we advertise our job opportunities</li> <li>Analyze workforce needs, qualifications and work with hiring managers to determine bona-fide qualifications</li> <li>Gather current data to understand the ethnic, gender, disability, veteran composition of our communities so that Peninsula Clean Energy can strive to be reflective within its workforce</li> <li>Identify and remove artificial barriers to entry</li> <li>Collaborate with leadership to find better ways to increase diversity</li> </ul>	Ongoing	Leadership and Human Resources	<ul style="list-style-type: none"> <li>Number of open and filled positions with diverse employees</li> <li>Outreach to diverse communities during recruitment</li> <li>Monitor changes in diversity of the candidate pool throughout the interview and hiring process</li> <li>Leadership, especially hiring managers, increased diversity in the workforce</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize open management positions, especially senior manager roles</li> <li>Use S.M.A.R.T. (specific, measurable, attainable, relevant, and time-bound) goals to establish your strategic diversity goals</li> </ul>
Actively Outreach to a Diversity of Communities/Groups in Recruitment Process	<ul style="list-style-type: none"> <li>Review current outreach process and identify gaps</li> <li>Add non-traditional outreach sources (e.g., websites supporting professional and technical groups) focused on underrepresented and historically marginalized people</li> <li>Develop a plan for recruitment engagement that focuses on building trusted, long-term relationships with under-served and historically marginalized people</li> </ul> <p>Collaborate with relevant groups to enhance diversity of applicants</p>	Ongoing	Human Resources	<ul style="list-style-type: none"> <li>Measure current level of effort and results for diversity recruiting</li> <li>Compare level of effort after collaborating through additional avenues</li> <li>Number of partnerships with various organizations that support underrepresented groups</li> </ul>	<ul style="list-style-type: none"> <li>Reach out to professional networks, online and social media, diversity websites, job boards to expand outbound reach</li> <li>Support professional and technical groups focused on diverse persons, people with disabilities, Veterans, and the LGBTQAI+ community</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Ensure Salary Transparency	<ul style="list-style-type: none"> <li>Post salary ranges on all job announcements and advertisements</li> <li>Consider a salary administration policy</li> <li>Communicate salary administration policy</li> </ul>	Q2 2023, Ongoing	Human Resources	<ul style="list-style-type: none"> <li>Conduct a market salary survey and identify salary ranges for different job and department classifications</li> <li>Salary administration guidelines developed</li> </ul>	<ul style="list-style-type: none"> <li>Be transparent with staff by communicating salary changes and how they can achieve the next level in their position</li> </ul>
Enhance DEAI in the Application and Interview Process	<ul style="list-style-type: none"> <li>Train hiring managers on how to mitigate bias during the hiring/promotions processes, and how to best utilize DEAI human resource tools and methods</li> <li>Track diversity metrics for recruiting, hiring, promotion, and internal transfers</li> <li>Add preference for candidates who are fluent in Peninsula Clean Energy priority languages to job announcements in customer-facing teams</li> </ul>	Q2 2023, Ongoing	Human Resources	<ul style="list-style-type: none"> <li>Track job candidate pools by demographic categories including age, gender, race, disability, veteran status, and job level</li> <li>Percentage and number of managers and interviewers who have completed training on how to mitigate bias during the hiring process</li> </ul>	<ul style="list-style-type: none"> <li>Review all job postings for gender neutral language</li> <li>Consider redacting name/identifying information from resumes during screening process</li> <li>Use the training plan to guide Peninsula Clean Energy in developing training course in house or using an outside trainer; See Appendix D for proposed Training Plan</li> </ul>
Integrate DEAI Metrics in Employee Performance Reviews	<ul style="list-style-type: none"> <li>Review current performance review process for employees and require reporting on each specific DEAI action assigned to each staff member</li> </ul>	Q2 2023, Ongoing	Human Resources	<ul style="list-style-type: none"> <li>Revised employee performance review form</li> <li>Clear integration of DEAI Action Plan task assignments with annual performance review</li> </ul>	<ul style="list-style-type: none"> <li>Consider asking employees what DEAI activities have they participated in and what have they taken away from the experience</li> <li>Leverage employee performance reviews to ask what they believe could be improved upon or what is working well in regard to DEAI initiatives</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Launch a Self-ID Campaign	<ul style="list-style-type: none"> <li>▪ Develop a voluntary demographics data survey</li> <li>▪ Ask current employees to complete the voluntary survey</li> <li>▪ Utilize survey as a tool on employment applications</li> </ul>	Q2/3 2023	Human Resources	<ul style="list-style-type: none"> <li>▪ Optional Self-ID survey tool developed</li> <li>▪ Optional Self-ID survey completed by existing Peninsula Clean Energy employees</li> <li>▪ Optional Self-ID added to employment application</li> </ul>	<ul style="list-style-type: none"> <li>▪ Make the survey optional and voluntary, however, ensure to encourage participation, sharing specific benefits to employees to Self-ID</li> <li>▪ Go beyond regular demographics data and include Disability, Veteran, language ability and LGBTQAI+ statuses</li> </ul>

## Training and Development

**Goal:** Require employees to complete DEAI related training and promote and encourage Board and Citizen Advisory Committee members to complete DEAI related training to increase awareness of DEAI within the organization.

### Background:

While Peninsula Clean Energy staff and management are supportive of DEAI, the gap analysis identified the need for “Training and Development” to strengthen DEAI understanding for all staff. As well, Peninsula Clean Energy executives and managers need to consistently model inclusive leadership skills. Formalizing DEAI training will establish deeper awareness and help transform mindsets to create an inclusive culture where all employees are welcomed and encouraged to thrive, ultimately benefitting customers and business results for Peninsula Clean Energy.

**Require employees to complete DEAI related training and promote and encourage Board and Citizen Advisory Committee members to complete DEAI related training to increase awareness of DEAI within the organization.**

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Finalize and Approve DEAI Training Plan (See Appendix D)	<ul style="list-style-type: none"> <li>Review, revise, and finalize the Peninsula Clean Energy DEAI Training Plan</li> </ul>	Q2 2023	Leadership and Human Resources	<ul style="list-style-type: none"> <li>Training Plan is finalized and implementation has been started</li> </ul>	<ul style="list-style-type: none"> <li>Use surveys to track feedback from each training class topic and leverage the data and information to improve future trainings and facilitation methods</li> </ul>
Select Training Method & Develop Training Courses	<ul style="list-style-type: none"> <li>Review and evaluate best training method:               <ul style="list-style-type: none"> <li>Method 1: Develop Live Training (3<sup>rd</sup> Party)</li> <li>Method 2: Develop Live &amp; Video-Based (3<sup>rd</sup> Party)</li> <li>Method 3: Peninsula Clean Energy Develops Live Training (Inhouse)</li> <li>Method 4: Video-Based Training (Off-the-Shelf)</li> </ul> </li> <li>Determine budget and required resources</li> <li>Develop curriculum for training</li> </ul>	Q2/Q3 2023, First Staff Training complete 10/2022 (4 hrs)	Human Resources	<ul style="list-style-type: none"> <li>Training budget and materials have been developed</li> <li>First round of classes conducted within 12 months</li> <li>Number of attendees by class</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize roll-out of training courses for highest value and broadest impact to Peninsula Clean Energy</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Provide Training on How to Respond to an Accommodations Request	<ul style="list-style-type: none"> <li>Develop practices and guidelines to respond to external and internal accommodation requests such as telephone calls in different languages, reasonable accommodations for public meetings, etc.</li> </ul>	Q3 2023, Ongoing	Human Resources	<ul style="list-style-type: none"> <li>All managers have completed the training</li> <li>All managers understand how to respond to accommodation requests appropriately and promptly</li> <li>Number of accommodation requests received from employees and the public</li> </ul>	<ul style="list-style-type: none"> <li>Ask leaders for input on what requests they have received in the past and include those areas to address</li> </ul>
Provide Training on Community Engagement for Program Planning	<ul style="list-style-type: none"> <li>Develop practices and guidelines to help staff engage community leaders and organizations by:               <ul style="list-style-type: none"> <li>Identifying and researching the target audience</li> <li>Researching local community leaders or organizations that serve the audience</li> <li>Including local community leaders in program design</li> </ul> </li> <li>Formalizing community partnerships in program implementation</li> </ul>	Q2 2023 ongoing	Community Relations	<ul style="list-style-type: none"> <li>All Programs and Marketing Teams have completed the training</li> <li>All Programs and Marketing Team Leads understand how to engage community leaders and organizations in program design and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Utilize the Community Engagement for Program Development Worksheet Template in the training (See Program Development and Implementation section)</li> </ul>
Ensure Professional Development Opportunities are Available and Accessible	<ul style="list-style-type: none"> <li>Survey staff to understand what types of professional development they are interested in and what barriers, if any, deter them from participating in professional development opportunities</li> <li>Gain leadership buy-in to integrate new professional development opportunities</li> <li>Establish or update the Professional Development Program and share with employees</li> </ul>	Q1/ 2023, ongoing	Human Resources	<ul style="list-style-type: none"> <li>Percentage of staff who pursue professional development opportunities by demographically tracked data</li> <li>Professional development included in annual employee performance reviews</li> </ul>	<ul style="list-style-type: none"> <li>Create a resource page about professional development opportunities to share with staff</li> <li>Implement a “Diversity Dialogue” series with outside speakers</li> </ul>

## Energy Program Development and Implementation

**Goal:** Define energy equity and set goals and metrics for achieving it through our programs. Increase input and feedback from diverse communities, especially low-income and disadvantaged groups, to improve equity in program development and implementation.

### Background:

Energy programs are a priority area for the agency and every effort will be made to address diversity, equity, accessibility, and inclusion for program development and implementation. The gap analysis identified a need to increase input and feedback from diverse communities throughout program design and delivery to improve equity overall. By conducting meaningful public participation throughout the program development phases, stakeholders are given the opportunity to influence decisions that affect their daily lives and Peninsula Clean Energy will make better and more easily implementable decisions that reflect public interests and values and are better understood by the public. Note that reducing greenhouse gas emissions in the most effective ways possible can also be considered important for equity as vulnerable communities are most impacted by climate change.

**Define energy equity and set goals and metrics for achieving it through our programs. Increase input and feedback from diverse communities, especially low-income and disadvantaged groups, to improve equity in program development and implementation.**

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Create Organizational Definition of and Goals for Energy Equity and Incorporate into Programs	<ul style="list-style-type: none"> <li>Research energy equity frameworks and definitions</li> <li>Create energy equity definition, goals, and metrics for Peninsula Clean Energy</li> <li>Solicit input from community stakeholders, CAC, and Board and finalize based on feedback</li> <li>Implement, including evaluating current and future programs for how well they meet these goals and what changes need to be made</li> </ul>	Q2 2023	DEAI Council, Director of Programs, Programs Team, Director of Account Services	<ul style="list-style-type: none"> <li>Energy equity definition, goals, and metrics drafted</li> <li>Community input incorporated from partners, CAC, and Board</li> <li>Definition, goals, and metrics finalized</li> <li>Changes made to programs and budgets as needed to meet goals</li> </ul>	<ul style="list-style-type: none"> <li>Engage all members of the Programs Team in this effort</li> <li>Include Account Services to evaluate the role of rate structures as well</li> </ul>



Actions	Steps	Timeline	Lead	Metrics	Recommendations
Develop and Finalize a Worksheet Template for “Community Engagement in Program Development”	<ul style="list-style-type: none"> <li>▪ Leverage the DEAI Lens to help develop the worksheet template to:               <ul style="list-style-type: none"> <li>○ Identify and research target audience(s)</li> <li>○ Research local community leaders or organizations that serve diverse communities</li> <li>○ Include local community leaders in program design</li> <li>○ Formalize community partnerships in program implementation as needed</li> </ul> </li> </ul>	Q2 2023	Community Relations	<ul style="list-style-type: none"> <li>▪ Worksheet template is completed and approved by the appropriate staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Refer to Appendix G: “Implementing Equity”</li> <li>▪ Make worksheet template a required element for all internal business plans for Peninsula Clean Energy Energy Programs</li> </ul>
Engage with Community Leaders and Community Based Organizations in the Early Stages of Public Facing Program Development	<ul style="list-style-type: none"> <li>▪ Utilize the Community Engagement Worksheet when engaging with community leaders and organizations</li> <li>▪ Integrate community feedback into regular program development process</li> </ul>	Ongoing	Programs and Community Relations	<ul style="list-style-type: none"> <li>▪ Completed Community Engagement Worksheet prior to program development and implementation</li> <li>▪ Community feedback is incorporated into program design, as appropriate</li> <li>▪ Include section on community feedback and how it was incorporated into program design when bringing programs to leadership and the Board for approval as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Outreach to diverse community groups and leaders</li> <li>▪ Include as a required action during program development</li> <li>▪ Train program managers to understand and complete each step in the process in a meaningful way (See Training and Development section)</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
<p>Review Current Programs for Gaps &amp; Inequities and Continuously Refine Programs to Better Align with Customer Needs</p>	<ul style="list-style-type: none"> <li>▪ Re-examine the following program elements:               <ul style="list-style-type: none"> <li>○ Target audience (conduct additional research if needed)</li> <li>○ Program qualifications and eligibility requirements</li> <li>○ Community outreach partners (leaders and organizations) and methods</li> <li>○ Effort required to participate in programs (e.g. time burden)</li> </ul> </li> <li>▪ Identify gaps and inequities in current programs</li> <li>▪ Evaluate community feedback opportunities throughout program lifecycle and opportunities to integrate feedback</li> <li>▪ Evaluate distribution of benefits from each program</li> <li>▪ Develop plan to address gaps and inequities</li> </ul>	<p>Q2 2023, Ongoing</p>	<p>Programs and DEAI Council</p>	<ul style="list-style-type: none"> <li>▪ All current Peninsula Clean Energy programs have been reviewed for proper community engagement</li> <li>▪ All program inequities are identified and have a plan to be addressed or a clear justification for why it is not being addressed</li> <li>▪ Review of each program at least once per year for ways to improve equitable access and alignment with customer needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Utilize Community Engagement Worksheet to re-examine current programs</li> <li>▪ Ask for customer feedback on existing programs and customer journey</li> <li>▪ Learn from and share best practices on equity in programs with other CCAs</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Develop and implement Peninsula Clean Energy language and technology access policy for entire customer journey for Peninsula Clean Energy programs	<ul style="list-style-type: none"> <li>Map customer journey for all programs</li> <li>Identify language and technology isolation in target audiences for all Peninsula Clean Energy programs</li> <li>Implement language and technology access policy for enrollment forms, confirmation emails, customer support, terms and conditions and other forms of communication</li> <li>Establish alternative methods for interacting with Peninsula Clean Energy other than online</li> </ul>	Q2 2023	Programs and Community Relations	<ul style="list-style-type: none"> <li>Documents that have been tagged for translation are available in target languages</li> <li>Customer support available in recommended languages according to language access policy for programs according to target audience</li> </ul>	<ul style="list-style-type: none"> <li>Consider dedicating staff time to provide program customer service in target languages</li> <li>Recruit contractors with language fluencies</li> </ul>

## Marketing and Account Services

**Goal:** Improve awareness, communication, and accessibility of Peninsula Clean Energy customer service, energy supply, and energy programs, especially among low-income and disadvantaged populations, and limited English proficiency groups.

### Background:

The gap analysis identified a need to enhance DEAI within Peninsula Clean Energy's "Marketing and Account Services" area. Peninsula Clean Energy should work on developing and implementing targeted communication efforts that are meaningful to the diverse communities it serves in order to improve awareness of Peninsula Clean Energy's customer service, energy supply and energy programs, especially with low income and limited English proficiency groups. Peninsula Clean Energy should identify and utilize appropriate means of communication and provide materials in different languages to reach its diverse customer base. In soliciting community input, Peninsula Clean Energy must be open to feedback and constructive criticism. Peninsula Clean Energy's outreach and communication strategy should aim to be dynamic, adjusting with changes in the target audience and the needs and interests of the communities served by Peninsula Clean Energy.

**Improve awareness, communication, and accessibility of Peninsula Clean Energy customer service, energy supply and energy programs, especially among low-income and disadvantaged populations, and limited English proficiency groups.**

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Ensure that customer awareness surveys include and are reflective of Peninsula Clean Energy's diverse customer base	<ul style="list-style-type: none"> <li>Ensure market survey vendors are making appropriate efforts to reach survey respondents who fully reflect the economic and ethnic diversity of our customer base</li> <li>Conduct focus groups in Peninsula Clean Energy priority languages with target audiences to understand what areas Peninsula Clean Energy should focus on and prioritize to best understand the needs and issues target audiences are facing</li> </ul>	First Step: Q1, 2023 Second Step: Q4 2023	Marketing and Community Relations	<ul style="list-style-type: none"> <li>Peninsula Clean Energy market survey participants fully reflect the economic and ethnic diversity of our customer base for the target audience being surveyed</li> <li>Peninsula Clean Energy focus groups are held in Peninsula Clean Energy priority languages in diverse geographies of our service area</li> </ul>	<ul style="list-style-type: none"> <li>Offer survey in different languages</li> <li>Survey is accessible and available in multiple formats (online form, paper/pencil, verbal, etc.)</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Ensure Peninsula Clean Energy Public Website is Accessible	<ul style="list-style-type: none"> <li>Review the Web Content Accessibility Guidelines (WCAG) and audit Peninsula Clean Energy's current website for compliance with standards (Q1 2023)</li> <li>Identify areas of non-compliance of the current website, set priorities, and develop a timetable and plan to remedy (Q2 2023)</li> <li>Ensure that customer-facing applications and forms are available per Peninsula Clean Energy's language and technology access policy (Q4 2023)</li> <li>Review and update Peninsula Clean Energy brand guidelines for accessibility (Q2 2023)</li> </ul>	Q1-Q4 2023	Marketing and Community Relations	<ul style="list-style-type: none"> <li>Peninsula Clean Energy's public website, including attachments, meets the WCAG requirements</li> <li>Ensure Peninsula Clean Energy website is available in Peninsula Clean Energy priority languages</li> </ul>	<ul style="list-style-type: none"> <li>Include proper alt text for images</li> <li>Ensure links have unique and descriptive names</li> <li>Design forms with accessibility in mind</li> <li>Investigate adding auto translate for pdfs on website</li> </ul>
Develop a DEAI Webpage	<ul style="list-style-type: none"> <li>Create a webpage dedicated to DEAI information. Include DEAI Policy, DEAI Action Plan, DEAI activities, etc.</li> </ul>	Q2 2023	Marketing and Community Relations	<ul style="list-style-type: none"> <li>Webpage is developed and available to the public</li> </ul>	<ul style="list-style-type: none"> <li>Post DEAI statement on Peninsula Clean Energy home page as well as next to Peninsula Clean Energy mission, vision, values</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Increase Accessibility in Public Meetings	<ul style="list-style-type: none"> <li>▪ Develop a “Meeting Accessibility” statement</li> <li>▪ Include the statement in the agenda template for Board of Directors, committee meetings, and all other public meetings</li> <li>▪ Utilize accessibility methods for different types of meetings (virtual, in-person, etc.)</li> <li>▪ Ensure access for physically disabled members of the public in accordance with ADA requirements</li> </ul>	Q2 2023	Board Clerk, Marketing and Community Relations	<ul style="list-style-type: none"> <li>▪ Number of recommendations and steps implemented</li> <li>▪ Number of accommodations request received and responded to.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meet with accessibility community groups to explore accessibility in these areas:               <ul style="list-style-type: none"> <li>○ Venue (such as facilities, telephone, virtual meeting software, etc.)</li> <li>○ Technology (such as captioning, ASL interpreting, braille, large print, etc.)</li> <li>○ Materials (such as meeting links, captioning links, graphics, etc.)</li> <li>○ Presentations (such as documents, audio/visual media, no flashing, high contrast, font size, etc.)</li> </ul> </li> <li>▪ Other (such as screen sharing, polls/surveys, etc.)</li> </ul>
Increase Accessibility and Diversity in Outreach Materials and Customer Notifications	<ul style="list-style-type: none"> <li>▪ Ensure documents are accessible (simple to understand, adheres to language and technology access policy, large print, using terminology that is gender neutral and respectful, etc.)</li> <li>▪ Utilize imagery that mirrors the diversity of the communities we serve</li> </ul>	Ongoing	Marketing and Community Relations, Account Services	<ul style="list-style-type: none"> <li>▪ Implementation of steps and recommendations</li> <li>▪ Outreach materials and customer notifications are available in languages required by Peninsula Clean Energy language and technology access policy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify priority documents to be translated first; what documents are the most requested?</li> <li>▪ Identify PDFs on website that can be posted directly on webpage in html that auto translates into various languages</li> <li>▪ Outreach to regulatory bodies to consider making PCL/JRM templates in other languages</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Develop Peninsula Clean Energy Language and Technology Access Policy	<ul style="list-style-type: none"> <li>Survey other agencies' language and technology access policies for best practices</li> <li>Identify metrics used to quantify language and technology isolation across our service territory, if available</li> <li>Draft/amend policy that incorporates best practices and addresses language and technology access needs of our customers</li> </ul>	Q2 2023	Marketing and Community Relations	<ul style="list-style-type: none"> <li>Language and Technology access policy finalized, implementation started</li> </ul>	<ul style="list-style-type: none"> <li>Circulate language and technology access policy to appropriate CBO partners/stakeholders to gather feedback prior to finalization</li> </ul>
Ensure CSRs provide quality customer service in all Peninsula Clean Energy priority languages	<ul style="list-style-type: none"> <li>Review Calpine contract to see what is included for translation vs. Bilingual CSR coverage</li> <li>Strengthen contract requirements when possible for bilingual CSRs in priority Peninsula Clean Energy languages (2025)</li> </ul>	Q3/Q4 2023	Account Services	<ul style="list-style-type: none"> <li>Request data from call center vendor on how many callers requested service in a different language and whether they were served by a bilingual CSR in that language vs translator</li> <li>Customer experience and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Consider internal bilingual CSR to handle escalated calls and program support</li> <li>Consider asking call center vendor for post-call optional customer satisfaction survey</li> </ul>
Ensure customer email inquiries in Peninsula Clean Energy priority languages receive accurate responses in same time frame as inquiries in English	<ul style="list-style-type: none"> <li>Develop a procedure for handling written inquiries in languages other than English</li> <li>When developing the procedure, determine whether to utilize Peninsula Clean Energy staff who have fluency in languages other than English when crafting responses</li> <li>Make an internal document for frequently asked billing questions, translated into Peninsula Clean Energy priority languages</li> </ul>	Ongoing	Account Services	<ul style="list-style-type: none"> <li>Time frame for non-English responses compared to English responses</li> </ul>	<ul style="list-style-type: none"> <li>Survey other CCAs through CalCCA working groups to determine best practices for responding to customer inquiries in languages other than English</li> <li>Brief staff and their supervisors with fluency in other languages on process/turnaround time expectations to answer customer inquiries</li> </ul>

## Vendor and Energy Supplier Diversity and Social Responsibility

**Goal:** Ensure that the vendors and suppliers that do business with Peninsula Clean Energy are environmentally conscious and have equitable business practices. Establish a level playing field by creating opportunities and eliminating barriers to equal participation for all vendors.

### Background:

The need for greater supplier diversity was identified in the gap analysis. To accomplish this, Peninsula Clean Energy must promote diversity and the involvement of women- and minority-owned, and other diverse businesses in its supply chain. In addition to helping small, minority-, and women-owned companies participate in Peninsula Clean Energy's procurement process, a diverse supply chain benefits Peninsula Clean Energy by providing multiple sources from which to buy goods & services, which promotes healthy competition between Peninsula Clean Energy's existing and potential diverse vendors by improving pricing and service levels.

During the development of the Peninsula Clean Energy DEAI Policy, it was suggested in many of the workshops that the vendors and suppliers that do business with Peninsula Clean Energy should also have similar values in DEAI for their companies. The goal that was developed is to "Ensure that vendors and suppliers that do business with Peninsula Clean Energy are environmental conscious and have equitable business practices." Assessing suppliers and vendors on DEAI principles demonstrates that Peninsula Clean Energy takes these topics seriously and strengthens the commitment to DEAI. When vetting the commitment level of suppliers and vendors, business decision-makers at Peninsula Clean Energy should focus on what kind of diversity, equity, and inclusion reports and sustainability reports a firm has, which is typically available on their websites. This extra step in ensuring a supplier or vendor is ethical and committed to DEAI will lead into more creative, innovative, and effective solutions and products, which is something important to Peninsula Clean Energy's mission of providing clean energy at lower rates to residents of the communities it serves.

**Ensure that the vendors and suppliers that do business with Peninsula Clean Energy are environmentally conscious and have equitable business practices. Establish a level playing field by creating opportunities and eliminating barriers to equal participation for all vendors.**

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Finalize and Adopt the Recommendations in the Legislation & Regulatory Analysis Report (See Appendix E)	<ul style="list-style-type: none"> <li>Review GCAP recommendations in the Legislation &amp; Regulatory Analysis Report</li> </ul>	Q2/Q3 2023	Account Services	<ul style="list-style-type: none"> <li>Approved recommendations completed</li> </ul>	<ul style="list-style-type: none"> <li>Review and monitor legislative and regulatory requirements on an ongoing basis</li> </ul>



Actions	Steps	Timeline	Lead	Metrics	Recommendations
Finalize and Adopt Recommended Revisions of Peninsula Clean Energy's Contracting Documents and Templates	<ul style="list-style-type: none"> <li>Review contracting documents and templates (Contracting Template, RFO, RFP, and Supplier Diversity Questionnaire) to identify potential bias and inequities in the language</li> <li>Review and finalize GCAP suggested edits and updates to the contracting documents and templates</li> <li>Integrate DEAI principles and commitment into documents and templates</li> </ul>	Q2 2023	Account Services	<ul style="list-style-type: none"> <li>Revised documents published and available to Peninsula Clean Energy employees engaged in procurement activities</li> <li>All contracting documents and templates have DEAI commitment</li> </ul>	<ul style="list-style-type: none"> <li>Review and update these documents on a regular basis to keep current with legislative and regulatory requirements</li> <li>Notify Primes of commitment to DEAI</li> </ul>
Add Qualitative Questions to RFO Template for Utility Scale Procurements Regarding Environmental Stewardship, Disadvantaged Community Outreach, Workforce Development, Responsible Procurement, and Supplier Diversity	<ul style="list-style-type: none"> <li>Conduct research on best practices w/r/t qualitative questions to ask during procurement process</li> <li>Seek input from Community Relations and Supplier Diversity Lead on questions to add to RFO template</li> <li>Survey relevant Peninsula Clean Energy policies (Policy #9, #10, DEAI Policy) to brainstorm questions to add to template</li> <li>Integrate questions into Qualitative Assessment tab of RFO template</li> </ul>	Complete	Power Resources, Community Relations	<ul style="list-style-type: none"> <li>Questions integrated into Qualitative Assessment tab of RFO Template for renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>Survey other CCAs and industry organizations for common questions asked during procurement processes to add to qualitative review</li> <li>Conduct review of template</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Adopt Supply Chain Code of Conduct	<ul style="list-style-type: none"> <li>Conduct research human rights and industry organizations best practices for ethical supply chain principles</li> <li>Draft Supply Chain Code as an attachment to Policy #10: Inclusive and Sustainable Workforce</li> <li>Integrate Supply Chain Code into Power Purchase Agreements (PPA)</li> </ul>	Q1 2023	Power Resources/Account Services	<ul style="list-style-type: none"> <li>Supply Chain Code adopted by Board</li> <li>Supply Chain Code integrated into PPA</li> </ul>	<ul style="list-style-type: none"> <li>Conduct periodic review to update Supply Chain Code to remain current with industry best practices</li> </ul>
Develop and Implement Diverse Subcontractor Reporting	<ul style="list-style-type: none"> <li>Develop a small, local, and diverse supplier form for proposers/bidders to complete when submitting proposers/bids or as part of the contract award process (see monthly paid subcontractor report template)</li> <li>Develop annual data request for subcontractor spending to send to all primary vendors</li> <li>Develop a reporting mechanism to monitor commitments and payments to subcontractors certified by the CPUC Supplier Clearinghouse and other diverse businesses</li> </ul>	Q3/Q4 2023	Account Services	<ul style="list-style-type: none"> <li>Number and percentage of diverse vendors and their subcontractors that were awarded work with Peninsula Clean Energy</li> </ul>	<ul style="list-style-type: none"> <li>Establish a diverse supplier subcontractor report for Peninsula Clean Energy contracts (See Appendix F)</li> <li>Peninsula Clean Energy can consider annual reporting requirements in its solicitations and resulting contracts</li> <li>Peninsula Clean Energy can request all first-level subcontractors be listed on a form for all proposal/bids</li> <li>Peninsula Clean Energy can require that diverse contractor/subcontractor data be provided</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Develop Outreach Materials on How to do Business with Peninsula Clean Energy and a GO 156 FAQ document	<ul style="list-style-type: none"> <li>Create separate Supplier Diversity page on website</li> <li>Develop website content with information on how to do business with Peninsula Clean Energy; Include step-by-step information on how a vendor/supplier (especially diverse suppliers) are able to work with Peninsula Clean Energy</li> <li>Develop collateral for a GO 156 FAQ</li> </ul>	Q3 2023	Account Services, Marketing and Community Relations	<ul style="list-style-type: none"> <li>Supplier Diversity webpage created with relevant resources</li> <li>How to do Business content is posted on the website</li> <li>Increase of small, women-owned, minority-owned businesses interested in doing business with Peninsula Clean Energy</li> </ul>	
Increase Visibility of Solicitations Webpage	<ul style="list-style-type: none"> <li>Move the "Solicitations" webpage link to a more visible area of the Peninsula Clean Energy website</li> </ul>	Q2 2023	Marketing and Community Relations	<ul style="list-style-type: none"> <li>Number of clicks to solicitation page currently and after placing in a more featured area</li> </ul>	<ul style="list-style-type: none"> <li>Create a link, such as "Business Opportunities" that is accessible on the main menu</li> </ul>
Conduct Supplier Diversity Training for All Staff	<ul style="list-style-type: none"> <li>Identify best practices to improve supplier diversity/outreach to diverse suppliers during RFP/RFO process, including pulling vendor lists from the CPUC's Supplier Clearinghouse and posting solicitations to the Supplier Clearinghouse bid board</li> <li>Create training content based off best practices</li> <li>Include in training how best to utilize edited contracts and solicitation documents</li> <li>Include in training content how to conduct outreach to "qualified but not yet certified" suppliers to encourage them to go through certification process</li> <li>Conduct training at a lunch and learn</li> </ul>	Q2/Q3 2023	Account Services	<ul style="list-style-type: none"> <li>Staff training completed</li> <li>Tactics to increase supplier diversity utilized whenever there is a procurement</li> <li>\$ and % of diverse spend tracked in annual supplier diversity reports</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate and seek input from staff regarding how to incorporate diverse supplier outreach into their specific solicitation processes</li> <li>Survey other CCAs for training material used for similar trainings</li> </ul>

Actions	Steps	Timeline	Lead	Metrics	Recommendations
Encourage Vendors/Suppliers to Practice Equity	<ul style="list-style-type: none"> <li>Add required question regarding DEAI and supplier diversity practices to RFP/RFO template</li> </ul>	Q2/Q3 2023	Account Services	<ul style="list-style-type: none"> <li>RFO and RFP templates updated</li> </ul>	<ul style="list-style-type: none"> <li>Share Policy 9: Ethical Procurement Conduct and DEAI Policy with vendors and suppliers</li> </ul>
Measure customer satisfaction with customer service provided by vendors	<ul style="list-style-type: none"> <li>Include questions about customer service offered by vendors in any relevant customer facing surveys</li> </ul>	Ongoing	Programs, Account Services, Marketing	<ul style="list-style-type: none"> <li>Identify and address any customer service issues with vendors</li> </ul>	<ul style="list-style-type: none"> <li>Hold vendors accountable via the contracting process for how they treat public members utilizing Peninsula Clean Energy programs and services</li> </ul>

# Getting Started on Implementation

A strong and favorable start is critical to the successful implementation of the DEAI Action Plan. The following steps are recommended for initiating the plan.

## 1. Gain DEAI Action Plan Acceptance

A kick-off meeting should be held once the Action Plan is Board approved, the DEAI Lead has been appointed, and the members of the DEAI Council selected. Peninsula Clean Energy's CEO should provide the introduction to the kick-off meeting articulating why the DEAI work is critical to Peninsula Clean Energy, the importance of the Action Plan, and its successful implementation.

The DEAI Lead and DEAI Council are key to the successful implementation and operationalization of the Action Plan. The purpose of this initial meeting is to ensure that all members have reviewed the Action Plan and have a shared understanding of the overall goals and requirements of the plan, identify any areas of clarification, and gain commitment to the implementation of the plan.

## 2. Determine Roles, Responsibilities, and Partnerships

Peninsula Clean Energy needs to define roles and responsibilities for the overall governance of the DEAI Council as well as for implementing the Action Plan. The DEAI Lead and all Council members and volunteers should be recognized and rewarded for their work. The DEAI work should be a part of each person's performance goals and considered equally with the goals associated with their primary work for Peninsula Clean Energy. A first task for the DEAI Committee is to create a charter to help guide the group in efficiently and effectively achieving its mission by clearly defining roles and responsibilities, as well as the purpose, composition, and standard protocols of a committee. It also holds members accountable for their actions, but also empowers and encourages them to collaborate and contribute to the progress in operationalizing DEAI goals within Peninsula Clean Energy.

The assigned Lead for an Action under a specific DEAI Goal will be a member of the DEAI Council. Therefore, it is important that the assigned Leads fully understand their responsibilities for the completion of that task, including delegating work where needed, reviewing, and communicating progress. They need to know exactly what's expected of them and what they're required to do. Action Leads need to also identify the resources needed to achieve the task, including partnerships within Peninsula Clean Energy and outside of the organization.

### 3. Develop and Delegate Schedules and Tasks to Team Members

This Action Plan provides specific actions and associated steps and a timeline for each action to help achieve a particular DEAI goal. Each Action Lead is responsible for:

- Specific tasks for each step — It's important to break the work involved in the Action Plan down into specific tasks for each step for achieving an action. When the necessary activities or tasks have been identified, they can then be sequence in a logical order.
- Schedules — Once the specific tasks have been identified, it helps to develop detailed schedules for each Action and its related steps and tasks. Schedules show how long each task is expected to take — and when it should take place.
- Resource requirements — The resources needed to successfully implement the actions for a goal need to be identified upfront. The main resources are people, time, space, equipment, and increased budget for key line items.

Once the tasks, schedule and resources have been identified, the Action Lead delegates the work to the team members.

## Monitoring and Evaluation

As part of the DEAI Action Plan implementation, Peninsula Clean Energy will monitor and evaluate progress on its DEAI goals and actions on an ongoing basis. See Exhibit 4 below for details on the four (4) phases to support monitoring and evaluating the DEAI Action Plan. The DEAI Council will lead the collaborative evaluation process by meeting with relevant departments on a regular basis to track their progress and evaluate any successes or challenges.

Additionally, Peninsula Clean Energy will report the progress of the DEAI Action Plan on an annual basis. The information will be shared with all stakeholders to ensure everyone is informed of the implementation progress. It is important to be transparent about Peninsula Clean Energy's goals and the progress of the DEAI Action Plan. To promote transparency, the DEAI Action Plan is posted on Peninsula Clean Energy's public website at [peninsulacleanenergy.com](https://peninsulacleanenergy.com) under the About tab.

The DEAI Council will be responsible for updating the Action Plan to keep it relevant to the organization's activities in a matter that is consistent with the DEAI policy. Staff will report on major updates on the Action Plan to the Board as required by the DEAI policy.

#### *Exhibit 4: Four (4) Phased Approach for Monitoring and Evaluation*

### **Action Plan Execution**

- Execute and initiate the activities within the DEAI Action Plan and monitor progress.

### **Team Collaboration**

- Collaborate between teams for input and feedback on specific tasks.

### **Adjust the Work**

- If gaps in the monitoring and evaluation process are identified, make adjustments and improvements as necessary.

### **Annual Review**

- Conduct annual reviews to revisit and identify Peninsula Clean Energy priorities.

# Appendix



## Appendix A | Gap Analysis



# **Diversity, Equity, Accessibility, and Inclusion (DEAI)**

## **Gap Analysis to Identify Areas of Improvement**

**September 2022**

Prepared by



## Company Culture and DEAI Commitment

	DEAI Commitment	Esprit de Corps
<b>Current Situation</b>	<ul style="list-style-type: none"> <li>▪ Survey (Internal) <ul style="list-style-type: none"> <li>○ 76.5% feel comfortable discussing their social and cultural background in the workplace.</li> <li>○ 20% have experienced unwelcomed comments or conduct at Peninsula Clean Energy that they felt were offensive, embarrassing, or hurtful.</li> <li>○ 11.8% feel comfortable talking about issues of racism on their team.</li> </ul> </li> <li>▪ Interview <ul style="list-style-type: none"> <li>○ PCE is ready to support and implement DEAI organizational change</li> <li>○ Employees are open and receptive to DEAI; top management is less open and receptive to DEAI.</li> <li>○ Good support from BOD and CAC</li> </ul> </li> <li>▪ Policy Language <ul style="list-style-type: none"> <li>○ Section 1: Commitment to DEAI</li> </ul> </li> <li>▪ Workshop Comments <ul style="list-style-type: none"> <li>○ How “deep” is PCE’s commitment to DEAI?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Survey <ul style="list-style-type: none"> <li>○ Only 14.7% believe that Peninsula Clean Energy celebrates and encourages diverse perspectives.</li> <li>○ 73.5% agree or strongly agree that they feel Peninsula Clean Energy takes steps to make the workplace inviting, safe, and welcoming.</li> <li>○ 67.6% agree or strongly agree that on their team they are able to have discussions on difficult/uncomfortable topics.</li> </ul> </li> <li>▪ Interview <ul style="list-style-type: none"> <li>○ Need company social gatherings</li> <li>○ More opportunities for employees to communicate concerns/issues</li> </ul> </li> </ul>
<b>Finding/Gap</b>	A sizable number of people do not feel comfortable discussing their social and cultural background and a substantial number of people experiencing unwelcomed comments or conduct. Additionally, very few people in PCE feel comfortable talking about issues of racism in on their team. Based on interviews, employees are open and receptive to DEAI initiatives, but feel that top management is less open and receptive. The interviews that show the BOD & CAC are supportive of DEAI measures.	PCE has a solid base to strengthen diversity and inclusion within their organization culture.
<b>Recommendation</b>	<ul style="list-style-type: none"> <li>▪ Adopt and implement a DEAI Action Plan</li> <li>▪ Form DEAI Council (independent of the Human Resource function)</li> <li>▪ Appoint Senior Leadership Executive Sponsor on DEAI Council</li> <li>▪ Appoint or Hire Human Resource Talent Management Director/Manager to implement DEAI Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to improve organizational culture in regard to DEAI through staff training (i.e., Inclusive Leadership, How to be an Ally, etc.) and leadership modeling inclusive leadership skills.</li> </ul>
<b>Final Goal</b>	Advance and promote diversity, equity, accessibility, and inclusion within PCE’s workforce, business practices, policies, and programs.	

## Human Resources, Staffing, and Recruitment

	Recruitment Process	Retention
<b>Current Situation</b>	<ul style="list-style-type: none"> <li>• Survey <ul style="list-style-type: none"> <li>○ When asked “To what extent do Peninsula Clean Energy staff and representatives reflect the diversity of the communities it serves?” 12% selected not very well and not very well at all.</li> <li>○ 26.4% believe that Peninsula Clean Energy does not do a very good job sourcing and hiring candidates from underrepresented communities.</li> </ul> </li> <li>• Interview <ul style="list-style-type: none"> <li>○ Need a dedicated Talent Management/HR function</li> <li>○ Staff needs to reflect diversity of markets served</li> <li>○ Recruit from institutions representing people of color and a range of socio-economic communities</li> </ul> </li> <li>• Policy <ul style="list-style-type: none"> <li>○ PCE will prioritize recruiting, promoting, and retaining a diverse workforce that is reflective of the communities we serve, especially workforce populations that are underserved and underrepresented.</li> <li>○ PCE will expand the onboarding process to communicate the organization’s commitment to DEAI and support all employees to feel welcome and have the needed information to thrive at the organization. Additionally, during the onboarding process, PCE will inform incoming employees of how they can be involved in the agency’s DEAI efforts.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Survey <ul style="list-style-type: none"> <li>○ 76.4% believe that Peninsula Clean Energy Leadership provides opportunities for them to grow and advance in their career and at Peninsula Clean Energy regardless of their background.</li> <li>○ 73.5% agree or strongly agree that people from all backgrounds and with a range of identities have equitable opportunities to advance their careers at Peninsula Clean Energy.</li> </ul> </li> <li>• Interview <ul style="list-style-type: none"> <li>○ Need to improve retention of non-white employees</li> </ul> </li> <li>• Policy <ul style="list-style-type: none"> <li>○ PCE supports equity in employee compensation and performance reviews to ensure individual and organizational transparency and accountability meet the organization’s overall commitment to DEAI.</li> <li>○ PCE will develop human resource practices to competitively compensate incoming and current employees through salary, benefits, and other amenities that appeal to a diverse workforce.</li> <li>○ Additionally, PCE will enhance employee performance reviews and include DEAI metrics to measure employee accountability and development. These metrics will be tied to key performance indicators in the Strategic Plan and will be taken into consideration during compensation adjustments.</li> </ul> </li> </ul>
<b>Finding/Gap</b>	PCE is perceived to lack a diversity of cultures in its staffing and does not recruit from historically marginalized or oppressed communities.	PCE provides equal opportunities for all staff, however improvements can be made in equity.
<b>Recommendation</b>	Formalize hiring and recruitment process to intentionally focus on historically marginalized or oppressed communities of people; hire Talent Management Director/Manager with specific experience in diversity recruiting	Formalize advancement opportunities for historically marginalized or oppressed staff professional development.
<b>Final Goal</b>	Create a workforce that is more representative and responsive to people of all backgrounds; provide more equitable access to employment opportunities for underrepresented and underserved members of the communities PCE serves.	

## Training and Development

<b>Current Situation</b>	<ul style="list-style-type: none"> <li>▪ Survey <ul style="list-style-type: none"> <li>○ Only 26.5% believe that Peninsula Clean Energy employees are trained to serve a diverse customer base.</li> </ul> </li> <li>▪ Interview <ul style="list-style-type: none"> <li>○ DEAI specific training needed, e.g., cultural competency</li> </ul> </li> <li>▪ Policy <ul style="list-style-type: none"> <li>○ Section 4e: "PCE understands the importance of involving employees in discussions regarding DEAI and ensuring that all employees have access to learn and develop their knowledge, skills, and abilities. All PCE employees will be provided with opportunities to participate in formal DEAI learning and development opportunities."</li> <li>○ Section 4f: "All PCE staff, regardless of race, gender, ability, age, or sexual orientation will be provided equitable opportunities to maintain, improve and strengthen their knowledge, expertise, and competence to perform their job duties and execute on the strategic plan."</li> </ul> </li> </ul>
<b>Finding/Gap</b>	PCE needs to improve their customer service training to better serve a diversity of customers.
<b>Recommendation</b>	<ul style="list-style-type: none"> <li>▪ Formalize and implement DEAI training for staff.</li> </ul>
<b>Final Goal</b>	Promote and encourage employees to complete DEAI related training and professional development opportunities to increase awareness of DEAI within the organization.

## Program Development and Implementation & Outreach and Communication

Please note that these sections are closely interrelated, and the survey responses and interview/workshop comments support the actions and steps developed for these two (2) areas.

	Programs, Services, Communication, and Outreach	Program Development & Services Accessibility
<b>Current Situation</b>	<ul style="list-style-type: none"> <li>Survey <ul style="list-style-type: none"> <li>When asked “To what extent does Peninsula Clean Energy provide clear and transparent information, assessments, and reporting on the topics of greatest interest to the communities it serves?” 10.2% selected not very well and not very well at all. <ul style="list-style-type: none"> <li>49.5% said they did this well to extremely well.</li> </ul> </li> </ul> </li> <li>Interview <ul style="list-style-type: none"> <li>Need more staff engagement and visibility with CBOs and local communities – go out and listen to the local communities and interview them</li> <li>Ensure community input before program design and implementation</li> <li>Need to improve awareness and communication of PCE programs especially with low income and non-English speaking groups</li> <li>Explore additional communication channels like TV and radio</li> <li>PCE materials need to be translated into different languages</li> </ul> </li> <li>Policy <ul style="list-style-type: none"> <li>PCE will utilize an equity lens when developing and distributing communication and outreach materials for programs and projects to improve informational awareness and increase inclusion and accessibility throughout the communities we serve.</li> <li>Some examples of ensuring equity in PCE communications and outreach include, but are not limited to, providing outreach materials in languages needed to reach target populations, using imagery that mirrors the diversity of the communities we serve, using terminology that is gender neutral and respectful, providing accommodations for people with</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Survey <ul style="list-style-type: none"> <li>33% feel PCE can make its electricity generation services more accessible to all persons.</li> <li>12.8% believe that Peninsula Clean Energy programs such as the Home Upgrade Program, Used EV Rebate Program, E-Bikes For Everyone, Heat Pump Water Heater Rebates, and Solar and Battery Rebates are not accessible to all its customers. <ul style="list-style-type: none"> <li>Of this 12.8%, 40% were Board Members, and 73% served communities with Limited-English-speaking households.</li> </ul> </li> </ul> </li> <li>When asked “How well has Peninsula Clean Energy considered whether potential resources and programs provide benefits to disadvantaged communities?” 10.3% selected not very well and not very well at all.</li> <li>When asked “How well does Peninsula Clean Energy ensure that the design of its programs and services is community driven and meets the needs identified by its communities?” 11.1% selected not very well and not very well at all.</li> <li>62.4% of external stakeholders surveyed feel Electricity generation services are accessible to all.</li> <li>63.3% of external stakeholders surveyed feel PCE takes steps to make services inviting and safe.</li> <li>88.2% agree or strongly agree that Peninsula Clean Energy electricity generation services are accessible to all its customers.</li> <li>32.4% think Peninsula Clean Energy can make its electricity generation services more accessible to all persons.</li> </ul>

	<p>disabilities, and other accessibility methods.</p> <ul style="list-style-type: none"> <li>○ PCE will adopt policies, programs, and practices to achieve energy equity for low-income and disadvantaged households. These groups may include a disproportionate number of households with people of color as they utilize a larger share of their income on energy bills, straining budgets and putting people of color at a heightened risk of utility shutoffs during times of economic hardships.</li> <li>○ PCE will seek input and gain feedback from a wide and diverse set of community members when developing policies, programs, and practices. PCE will also ensure that programs are designed and evaluated through an equity lens to give underserved and underrepresented communities (all rate payers and program participants) equitable access to PCE programs.</li> </ul>	<ul style="list-style-type: none"> <li>○ 29.4% believe that Peninsula Clean Energy programs such as the Home Upgrade Program, Used EV Rebate Program, E-Bikes for Everyone, Heat Pump Water Heater Rebates, and Solar and Battery Rebates are not accessible to all its customers.</li> <li>● Policy <ul style="list-style-type: none"> <li>○ PCE is committed to providing equitable access and opportunity to individuals with disabilities in all programs, services, and activities. PCE recognizes that in order to have equally effective opportunities and benefits, individuals with disabilities may need reasonable accommodations made to practices and procedures.</li> <li>○ Training: PCE leadership will be required to participate in DEAI learning and development that includes education on how to hire and create an inclusive culture for people with disabilities as well as respond to accommodation requests made by internal and external stakeholders.</li> <li>○ Accommodation Requests: PCE will respond to internal and external accommodation requests by providing equitable access to staff and the public. For internal requests, PCE will ensure reasonable accommodations are made for employees with disabilities so that they are able to perform the essential duties of their jobs without physical or procedural barriers. For external requests, PCE will address accommodations by removing barriers to ensure stakeholders have access to public participation in PCE programs, services, and activities. Accommodation requests may include, but is not limited to, access to public meetings, interpretation/translation language services, large print outreach/program materials, closed captioning/live transcriptions, accessible public facilities, etc.</li> <li>○ Website: PCE websites must follow and be compliant with</li> </ul> </li> </ul>
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		Americans with Disability Act (ADA) and Web Content Accessibility Guidelines (WCAG).
<b>Finding/Gap</b>	<ul style="list-style-type: none"> <li>• PCE lacks meaningful communication efforts to the communities they serve.</li> <li>• PCE lacks sufficient engagement with communities when developing and implementing program.</li> </ul>	External stakeholders believe PCE can do a better job in offering programs and services that are accessible to their target markets.
<b>Recommendation</b>	<ul style="list-style-type: none"> <li>• PCE needs to improve their communication efforts.</li> <li>• PCE needs to solicit active involvement from community organizations and leaders, especially from low-income and disadvantaged groups.</li> </ul>	PCE needs to develop programs and services with input from the broad diversity of markets they serve to better understand all people's needs.
<b>Final Goal</b>	<ul style="list-style-type: none"> <li>• Improve awareness, communication, and accessibility of PCE programs, especially among low-income and disadvantaged populations, and limited English proficiency groups.</li> <li>• Increase input and feedback from diverse communities, especially low-income and disadvantaged groups, to improve equity in program development and implementation.</li> </ul>	



## Vendor Supplier Diversity

	Procurement, Vendor Management	Customer Service
<b>Current Situation</b>	<ul style="list-style-type: none"> <li>Survey               <ul style="list-style-type: none"> <li>Less than half (41.1%) believe that Peninsula Clean Energy supports and promotes diversity in its procurement policies and practices.</li> <li>11.7% believe that Peninsula Clean Energy does not support and promotes diversity in its procurement policies and practices.</li> </ul> </li> <li>Interview               <ul style="list-style-type: none"> <li>Review union preference policy and wording to ensure best practices and compatibility with DEAI procurement goals</li> <li>Intentional procurement outreach opportunities for women &amp; historically marginalized and oppressed community business owners</li> </ul> </li> <li>Policy               <ul style="list-style-type: none"> <li>PCE will make best efforts to encourage the participation and utilization of a diversity of suppliers and vendors on contracts and procurements. PCE will track and report on its progress regarding small, local, and disadvantaged business entities spend amounts in its annual Supplier Diversity reports to the California Public Utilities Commission (CPUC). Additionally, PCE will conduct reasonable research to ensure that the companies that PCE works with are also committed to advancing and promoting equity.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Survey               <ul style="list-style-type: none"> <li>70.6% believe that Peninsula Clean Energy customer service is accessible to all its customers.</li> <li>26.5% believe that Peninsula Clean Energy employees are not trained to serve a diverse customer base.</li> </ul> </li> </ul>
<b>Finding/Gap</b>	PCE needs to improve their procurement policies and practice to support and promote spending more PCE dollars with Black and brown business owners.	PCE does an adequate job being available to help customers but lacks satisfactory interaction with a diverse customer base.
<b>Recommendation</b>	Integrate DEAI goals and metrics in PCE procurement policies and practices.	PCE will need to identify gaps in their customer service and implement new procedures and training to improve the accessibility of their service, especially for the broad diversity of the community
<b>Final Goals</b>	<ul style="list-style-type: none"> <li>Prioritize doing business with small, minority-, and women-owned businesses and create a level playing field by eliminating barriers to equal participation for all vendors.</li> <li>Ensure that the vendors and suppliers that do business with PCE are environmentally conscious and have equitable business practices.</li> </ul>	

## Appendix B | DEAI Glossary

PCE has identified the following terms and tailored definitions to ensure a shared understanding among all internal and external stakeholders.

### Accessibility

Accessibility means persons with disabilities are provided with equal opportunity to acquire the same information, visit the same places, engage in the same interactions, and enjoy the same services as persons without disabilities. Accessibility means a commitment to removing a variety of barriers, including institutional, physical, informational, communication, attitudinal, and cultural.

### Disadvantaged Communities

Disadvantaged communities refer to the areas throughout California which most suffer from a combination of economic, health, and environmental burdens. These burdens include poverty, high unemployment, air and water pollution, presence of hazardous wastes as well as high incidence of asthma and heart disease. Disadvantaged communities do not have to pertain to a particular census tract, but could include smaller subcommunities like renters and students and families of Title 1 Schools, etc.

### Diversity

Diversity is the presence of differences in people within any community that may include, but is not limited to race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, or Military Veterans. An intersectional approach to diversity goes beyond merely counting different kinds of representation in a group, but also recognizes differences in power dynamics between different identities, and how to equitably include and empower individuals from different backgrounds to participate within groups, decision making processes, and social justice movements.

### Equity

Equity acknowledges historical factors that created oppressive societal structures and recognizes that we do not all start from the same place and must make adjustments to imbalances by providing power or resources to historically oppressed groups and persons. Equity promotes justice, impartiality, and fairness within the procedures, processes, and distribution of resources by institutions or systems. A commitment to equity also involves a dedication to anti-racism: a commitment to challenge and actively change racist ideas and actions at the individual, institutional, and systemic levels.

### Inclusion

Inclusion outcomes are met when your institution, your programs, and you personally are genuinely inviting to all. It is based on the degree to which diverse individuals can participate fully in the decision-making processes and development opportunities within an organization or group thus empowering them. Employees feel they belong, are valued, supported, and informed.

# Appendix C | DEAI Metrics Dashboard

Below is an example of how the DEAI Metrics Dashboard may look like.

Area of Improvement	Goal	Actions	Steps	Timeline	Lead Dept.	Lead Staff	Priority Level	Metrics	Annual Progress	Status	Help Needed?
Company Culture and DEAI Commitment	Advance and promote diversity, equity, accessibility, and inclusion within PCE's workforce, business practices, policies, and programs.	Adopt DEAI Policy	Finalize and approve PCE DEAI Policy.  Notify relevant stakeholders on the new DEAI Policy.	1 to 3 months	DEAI Project Team	TBD	TBD	Board of Directors has approved and adopted Policy.  Policy has been distributed and communicated to relevant stakeholders.	TBD	<div>Blocked</div> <div>At Risk</div> <div>On Track</div>	TBD

## Appendix D | DEAI Training Plan



# **Diversity, Equity, Accessibility, and Inclusion (DEAI)**

## **Training Plan**

**July 2022**

*Revised November 2022*

Prepared by



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## Purpose

Peninsula Clean Energy (PCE) leadership recognizes the importance of providing ongoing Diversity, Equity, Accessibility, and Inclusion (DEAI) training for its employees at all levels of the organization. Training is essential to achieving an environment that nurtures and promotes DEAI in the workplace and in delivering clean energy services and programs. This plan outlines the following:

- Training goals
- Training curriculum & target audience
- Training frequency
- Training methods
- Training timeframes

## Training Goals

- Create an inclusive working environment where people of different backgrounds, experiences, perspectives, and talents can productively work together.
- Increase the use of inclusive language within job postings, internal communications, and external communications.
- Foster belonging through unequivocal support for diversity by building a culture where all employees feel they can bring their whole selves to work.
- Equip employees with the skills to provide a high level of customer support to our diverse pool of rate payers and program participants.
- Identify, develop, and deliver energy-related programs that meet the needs of a diverse pool of rate payers and program participants.

## Training Curriculum

The training curriculum offers a variety of DEAI topics designed to meet the needs of employees at all levels of PCE's organization, including current employees, new hires, DEAI leaders, and specific job functions. Classes have been designated as Level 1, Level 2, or Level 3, and are recommended to be taken in sequential order.

To support PCE's DEAI commitment and policy, it is recommended that the Level 1 classes be held no later than the end of December 2022 or sooner, Level 2 no later than the end of March 2023 or sooner, and Level 3 classes by the end of June 2023 or sooner. For Level 1 classes, we recommend conducting the following two classes first as shown in the following *Table 1*:

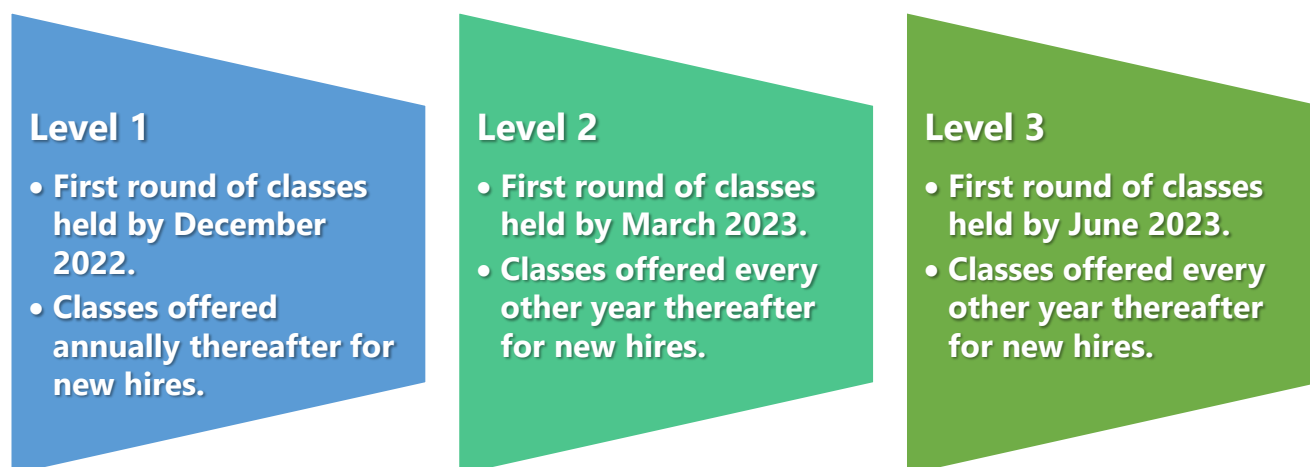
**Table 1: Recommended DEAI Classes to Complete First**

Training Course	Target Audience
DEAI Basics	<ul style="list-style-type: none"> <li>• DEAI leader(s)</li> <li>• DEAI related Committee members</li> <li>• Talent Management/Human Resources staff</li> </ul>
Cultural Competency	<ul style="list-style-type: none"> <li>• PCE staff</li> </ul>

The classes in *Table 2: DEAI Curriculum by Level and Participants* are listed in the suggested order that are offered. However, the remaining Level 1 classes can be held in any order based on PCE's preference. Level 2 and Level 3 classes can also be held in any order based on PCE preference.

*Graphic 1: Curriculum Levels Timing* below defines the recommended timing for the curriculum levels, and the table on the following page defines each class and the target audience. See *Appendix A* for more details on each class including objectives, topics, and course length.

**Graphic 1: Curriculum Levels Timing**





**Table 2: DEAI Curriculum by Level and Participants**

DEAI Training				
Course Title	Participants	Time Frame	Level	Course Description
DEAI Basics	<ul style="list-style-type: none"> <li>• DEAI Leader(s)</li> <li>• DEAI Committee Members</li> <li>• Talent Mgmt./Human Resources</li> </ul>	0 - 6 months	1	This course is designed to help organizations and/or individuals responsible for the roll out of strategic DEAI program to understand what it takes to make it happen.
Inclusive Leadership	<ul style="list-style-type: none"> <li>• Executives</li> <li>• People Managers</li> <li>• Individual Contributors</li> </ul>	0 - 6 months	1	This course is designed to create an understanding of the importance of an inclusive leadership framework, what it takes to be an inclusive leader, the benefits of this framework as well as the potential negative consequences of not enabling this capability in an ever-diversifying workforce.
Cultural Competency	<ul style="list-style-type: none"> <li>• Executives</li> <li>• People Managers</li> <li>• Individual Contributors</li> </ul>	0 - 6 months	1	This course is designed to point out the significantly important factor of understanding cultural differences within the global workforce to create an inclusive workplace environment. Cultural competency is a primary variable in Inclusive leadership.
How to Be an Ally	<ul style="list-style-type: none"> <li>• Executives</li> <li>• People Managers</li> <li>• Individual Contributors</li> </ul>	0 - 6 months	1	<p>This course is design to illuminate the sheer importance of allyship for creating inclusive workplace environments and the practical ways of doing so. These principles can be applied to many different allyship opportunities across differences.</p> <p>Participants learn:</p> <ul style="list-style-type: none"> <li>• What it means to be an Ally and benefits of being an Ally.</li> <li>• Specific, tangible examples of the behavior Allies exhibit, which you can implement immediately.</li> <li>• Various mechanisms leaders can utilize to foster a culture of inclusivity and Allyship within their teams.</li> <li>• What resources to utilize for continuing education.</li> </ul>

DEAI Training				
Course Title	Participants	Time Frame	Level	Course Description
Inclusive One-to-One Meetings	<ul style="list-style-type: none"> <li>• Executives</li> <li>• People Managers</li> </ul>	0 - 6 months	1	Participants learn: <ul style="list-style-type: none"> <li>• How to get to know your direct reports on a deeper level, learning about their personal goals and aspirations, challenges they might face, and skills that could surprise you.</li> <li>• How to motivate and inspire employees and lead them to achieve higher levels of performance, be more willing to take risks, and to innovate with greater creativity.</li> </ul>
Inclusive Hiring	<ul style="list-style-type: none"> <li>• Executives</li> <li>• People Managers</li> <li>• Candidate Interviewers</li> <li>• Recruiting/HR</li> </ul>	6 months - 1 year	2	This course is designed to give an end-to-end view of the hiring process including hiring manager guidance, job descriptions and job postings, interviewing, assessment of candidates, and hire/no hire decisions.
Mitigating Unconscious Bias in Performance Reviews	<ul style="list-style-type: none"> <li>• Executives</li> <li>• People Managers</li> <li>• Talent Mgmt./Human Resources</li> </ul>	6 months - 1 year	2	The course is designed to do a deep dive on Unconscious Bias's impact on this critical function of assessing employee talent.
How to Crawl, Walk, Run with Diversity Data	<ul style="list-style-type: none"> <li>• Executives</li> <li>• People Managers</li> <li>• Talent Mgmt./Human Resources</li> </ul>	6 months - 1 year	3	This course is designed to help leaders understand the importance of diversity data, how to start slowly with the right types of data, how intersectionality plays a key role, and how to evolve your data strategy over time to be comprehensive and world class.
Creating and Leading Mentoring Circles	<ul style="list-style-type: none"> <li>• People Managers</li> <li>• Individual Contributors</li> <li>• Talent Mgmt./Human Resources</li> </ul>	1 - 2 years	3	This course is designed to help organizations expand on typical One-to-One mentoring and to deploy a technique that is an effective compliment to typical mentoring programs.

## Training Methods

The training classes can be conducted in one of four ways or a combination thereof:

### **Method 1: Developed Live Training (3<sup>rd</sup> Party)**

Customized live training, either in person or offered remotely utilizing a video conferencing platform. The classes would be designed and delivered by a third-party<sup>1</sup> experienced in DEAI training. The initial round of classes, as well as future classes would be conducted live. An option for future classes would be to use the Train-the-Trainer<sup>2</sup> option for some or all of the classes; future classes would be led by a PCE employee that has gone through the Train-the-Trainer program.

### **Method 2: Developed Live & Video-Based (3<sup>rd</sup> Party)**

Customized live training, either in person or offered remotely utilizing a video conferencing platform. The classes would be designed and delivered by a third-party experienced in DEAI training. The initial round of classes would be conducted live and videotaped for future classes. Participants would access the training video via an online platform or through the PCE's intranet.

### **Method 3: PCE Developed Live Training**

Customized live training, either in person or offered remotely utilizing a video conferencing platform. The classes would be designed internally by PCE staff and delivered by PCE Staff. Initial and future classes would be either conducted live or initial classes offered live and videotaped for future classes.

### **Method 4: Video-Based Training (Off-the-shelf)**

Several organizations offer ready-made classes on DEAI topics. Although these classes would not be customized specifically for PCE, pre-existing classes could be found that would closely match identified training curriculum contained in this Training Plan.

## Monitoring and Tracking

A certificate of completion should be issued to each participant and a record maintained in the employee's HR file.

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<sup>1</sup> GCAP Services, Inc. is available to conduct or schedule all 3<sup>rd</sup> party training courses.

<sup>2</sup> The Train-the-Trainer model is intended for experienced trainers to coach PCE DEAI Leaders in the DEAI space.

## **Appendix A: Detailed Training Curriculum**

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Appendix A: Detailed Training Curriculum

Time Frame	Participants	Course	Level	Course Description	Course Length	Objectives	Potential Agenda/Topics Covered
0 - 6 months	DEAI Leader(s) DEAI Committee Members Human Resources	DEAI Basics	1	This course is designed to help organizations and/or individuals responsible for the roll out of strategic DEAI program to understand what it takes to make it happen.	1 hour	Participants will learn: · Building blocks for an DEAI program. · The most important components of an DEAI program. · What decision-making mechanisms to deploy to ensure a 'custom fit' for your organization. · The importance of qualitative and quantitative data, infrastructure, and key partners in the work.	· Level setting what DEAI is for your organization · The Global Diversity Tree · DEAI Structure and Function · Objectives and Purpose of the DEAI Function · DEAI Strategy at Work - 30,000 foot view · Organizational Interaction · Goals of the DEIA Function · DEIA Structure · DEIA Roles and Responsibilities · Executive Sponsor Responsibilities · Human Resources' Role - Partnering for Success · Team Development · Transparency and Accountability
0 - 6 months	Executives People Managers Individual Contributors	Inclusive Leadership	1	This course is designed to create an understanding the importance of an inclusive leadership framework, what it takes to be an inclusive leader, the benefits of this framework as well as the potential negative consequences of not enabling this capability in an ever-diversifying workforce.	3 hours	Participants will learn: · A common shared understanding for Diversity, Equity, Accessibility, and Inclusion. · What it takes to be inclusive leader and how to think like an inclusive leader. · Strategies and practical tools for leading inclusively.	· The Global Diversity Tree · Thinking through Diversity as a Process · Inclusion: The Key to Success · Equality / Equity / Inclusion / Reality · Intersectionality · Structural Racism · Diversity: What is and What it is not · Cultural Competency, Ethnocentrism, Unconscious Bias, Stereotypes, Micro-Advantages / Micro-Inequities, The Platinum Rule, Tempered Radical · Intent vs Impact · Nothing changes if nothing changes · Next Steps: What you can do · Accountability: Buddy Homework
0 - 6 months	Executives People Managers Individual Contributors	Cultural Competency	1	This course is designed to point out the significantly important factor of understanding cultural differences within the global workforce to create an inclusive workplace environment. Cultural competency is a primary variable in Inclusive leadership.	1.5 hours	Participants will: · Foster awareness and education on cultural competency. · Increase knowledge about themselves. · Increase knowledge and skill with people within their own team. · Increase knowledge and skill to do business with people outside their team and across cultures around the globe.	· Setting the Foundational Context · What is Cultural Competency? · What Does it Take to Increase Your Cultural Competency? · Bridging the Gaps – Five Cultural Styles · The Impact of Cultural Incompetence · Leveraging the Platinum Rule · Follow Up Work as Next Steps
0 - 6 months	Executives People Managers Individual Contributors	How to Be an Ally	1	This course is design to illuminate the sheer importance of allyship for creating inclusive workplace environments and the practical ways of doing so. These principles can be applied to many different allyship opportunities across difference. Participants learn: 1) What it means to be an Ally and benefits of being an Ally. 2) Specific, tangible examples of the behavior Allies exhibit, which you can implement immediately. 3) Various mechanisms leaders can utilize to foster a culture of inclusivity and Allyship within their teams. 4) What resources to utilize for continuing education.	1 hour	Participants will learn: · What it means to be an Ally and benefits of being an Ally · Specific, tangible examples of the behavior Allies exhibit, which you can implement immediately · Various mechanisms leaders can utilize to foster a culture of inclusivity and Allyship within their teams · Resources for continued learning	· Setting the Foundational Context · What is an Ally? · Problem solving using 3 case studies · What is Allyship? · Makes You the Person Who'll do the Right Thing? · Resources for continued learning

Appendix A: Detailed Training Curriculum

0 - 6 months	Executives People Managers	Inclusive One-to-One Meetings	1	Participants learn: 1) How to get to know your direct reports on a deeper level, learning about their personal goals and aspirations, challenges they might face, and skills that could surprise you. 2) How to motivate and inspire employees and lead them to achieve higher levels of performance, be more willing to take risks, and to innovative with greater creativity.	1 hour	Participants will learn: · How to get to know your direct reports on a deeper level, learning about their personal goals and aspirations, challenges they might face, and skills that could surprise you.  · How to motivate and inspire employees and lead them to achieve higher levels of performance, be more willing to take risks, and to innovate with greater creativity.	· Global Diversity Tree – the importance of invisible dimensions of diversity · Intersectionality · Why Inclusive One-to-One Meetings · Conducting One-to-One Meetings with Impact · Barriers to Inclusive One-to-One Meetings · Leverage the Platinum Rule · Tips for Inclusive Team Meetings
6 months - 1 year	Executives People Managers Candidate Interviewers Recruiting/HR	Inclusive Hiring	2	This course is designed to give an end-to-end view of the hiring process including hiring manager guidance, job descriptions and job postings, interviewing, assessment of candidates, and hire/no hire decisions.	2 hours	Participants will learn: · To develop skills and abilities to interview for a diverse workforce · To increase their understanding of how cultural competence, unconscious bias, ethnocentrism, and the impact of 'fit' affects PCE's ability to hire and develop the best employees. · To apply diversity interviewing techniques and practices to improve PCE's ability to hire talent.	· Gaining a Shared Understanding of DEAI · The Importance of Access to the Jobs · Thinking through the Hiring Process · Review a Job Posting - Is Your Posting Inclusive? · Gender Neutral Job Descriptions · Unconscious Bias in Resume Reviews · The Interview - Not an Objective Process · Thinking like an Inclusive Leader · Cultural Competency · Ethnocentrism · Unconscious Biases · Stereotypes · Micro-Advantages and Micro-Inequities · Tempered Radical
6 months - 1 year	Executives People Managers Human Resources	Mitigating Unconscious Bias in Performance Reviews	2	The course is designed to do a deep dive on Unconscious Bias's impact on this critical function of assessing employee talent.	2 hours	Participants will learn: · The most common biases that surface during performance reviews. · Ways to interrupt the bias. · How to identify and manage the most common behaviors during performance reviews. · How to handle power dynamics and other behavior blockers in that setting. · Practice solutions for what to do before, during, and after the performance review process.	· Unconscious Bias Review · Steps to promote awareness and overcome bias · Understanding a basic talent review assumption · Analyzing performance ratings with a diversity lens · Analyzing an employee's future potential with a diversity lens · Gender stereotypes in performance feedback · Out-group / In-group bias: Coded Language Red Flags · Response Techniques: Assume good intent, seek to understand · Managing 4 common behaviors during group talent review meetings · Leader tips to mitigate unconscious bias in group talent reviews
6 months - 1 year	Executives People Managers Human Resources	How to Crawl, Walk, Run with Diversity Data	3	This course is designed to help leaders understand the importance of diversity data, how to start slowly with the right types of data, how intersectionality plays a key role, and how to evolve your data strategy over time to be comprehensive and world class.	1 hour	Participants will learn: · How to properly share confidential diversity data and analysis. · How to analyze diversity data across external hiring, transfers, workforce representation, promotions, and terminations. · What success looks like on simple to complex data tools. · How to begin talking about the data and how to solve the challenges illustrated in the numbers.	· Data and Confidentiality · The importance of Self Identification · What data to track · Intersectionality · Hiring and interviewer diversity · Effective ways to 'cut' the data · Representation · Promotion and Promotion Velocity · Attrition / Retention · Time in Job Level · Participation in High Potential Programs · Analysis and Reporting

Appendix A: Detailed Training Curriculum

1 - 2 years	People Managers Individual Contributors Human Resources	Creating and Leading Mentoring Circles	3	This course is designed to help organizations expand on typical One-to-One mentoring and to deploy a technique that is an effective compliment to typical mentoring programs.	1 hour	<p>Participants will learn:</p> <ul style="list-style-type: none"> <li>· What is a mentoring circle.</li> <li>· Why have them, how do they work, and how to set them up.</li> <li>· The benefits, responsibilities, challenges, disadvantages, risks, and measurement.</li> </ul>	<ul style="list-style-type: none"> <li>· Why have Mentoring Circles</li> <li>· What are Mentoring Circles</li> <li>· What can Mentoring Circles do for PCE?</li> <li>· PCE Mentoring Circles: How do they work?</li> <li>· Benefits to Mentors and Mentees</li> <li>· What is a Mentor? What is a Mentee?</li> <li>· Responsibilities</li> <li>· Advantages of Group Mentoring</li> <li>· Challenges of Group Mentoring</li> <li>· Mentoring Phases</li> <li>· Mentor and Mentee Qualities</li> <li>· Identifying Goals and Current Reality</li> <li>· Meeting Frequency, Format, and Length</li> <li>· Pointers and Measurement</li> <li>· Tools and Resources for continued learning</li> </ul>
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## Appendix E | Legislation and Regulatory Analysis





# **Diversity, Equity, Accessibility, and Inclusion (DEAI)**

## **Legislation and Regulatory Analysis**

**August 2022**

Prepared by



## Legislation and Regulatory Analysis

### Introduction

Peninsula Clean Energy (PCE), a Joint Powers Authority, is required to comply with several legislative and regulatory requirements, including Senate Bill (SB) 255 (Bradford)<sup>1</sup>, General Order (GO) 156 of the California Public Utilities Commission (CPUC)<sup>2</sup> and Proposition 209. The following is a summary of the legislative and regulatory requirements, and recommendations for how PCE can meet these while addressing diversity, equity, accessibility, and inclusion objectives.

At the outset we note that although the contracting requirements in SB 255 and GO 156 may appear to conflict with the prohibitions in Proposition 209, these policies can be harmonized to avoid any such potential conflict. Our analysis includes recommendations on how to address this balanced approach. PCE must be careful not to adopt race or gender based discriminatory or preferential practices prohibited by Proposition 209 when implementing GO 156 or other supplier diversity practices.

### Senate Bill 255

In October 2019, SB 255 updated the CPUC Supplier Diversity Program by amending Sections 366.2 and 8283 of the Public Utilities Code. The Bill included several changes and added new requirements to GO 156. The key Sections of the Bill affecting Community Choice Aggregators (CCAs), including PCE, are the following<sup>3</sup>:

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<sup>1</sup> [Senate Bill No. 255](#) is an act to amend Sections 366.2 and 8283 of the Public Utilities Code. This bill requires each community choice aggregator with gross annual revenues exceeding \$15,000,000 to annually submit a detailed and verifiable plan to the commission for increasing procurement from small, local, and diverse business enterprises in all categories, including, but not limited to, renewable energy, energy storage system, and smart grid projects. The bill requires each community choice aggregator with gross annual revenues exceeding \$15,000,000 to annually submit a report to the commission regarding its procurement from women, minority, disabled veteran, and LGBT business enterprises in all categories, including, but not limited to, renewable energy, energy storage system, and smart grid projects.

<sup>2</sup> [General Order 156](#) are rules governing the development of programs to increase participation of women, minority, disabled veteran, lesbian, gay, bisexual, and transgender (LGBT) and persons with disabilities business enterprises in procurement of contracts from utilities, community choice aggregators, and electric service providers, as required by Public Utilities Code sections 366.2 and 8281 – 8286.

<sup>3</sup> SB 255 included other amending language including: changed the participation requirement threshold from \$25,000,000 annual gross revenue to \$25,000,000 gross annual California revenues; extended the requirements to electric service providers; encouraged exempt wholesale generators selling electricity to retail sellers, distributed energy resource contractors, energy storage system companies, and exempt

- Required CCAs with gross annual revenues exceeding \$15,000,000 to annually submit a detailed and verifiable plan for increasing procurement from small, local, and diverse business enterprises; and a report regarding procurement from women, minority, disabled veterans, and lesbian gay bisexual, & transgender business enterprises (WMDVLGBTBEs); and
- Encouraged exempt wholesale generators selling electricity to retail sellers, distributed energy resource contractors, energy storage system companies, and exempt CCAs to voluntarily adopt a plan for increasing WMDVLGBTBE procurement and to voluntarily report activity in this area.

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CCAs to voluntarily adopt a plan for increasing WMDVLGBTBE procurement and to voluntarily report activity in this area.

## Proposition 209

### California Constitutional Law Affecting Public Contracts

In 1996 California voters passed Proposition 209, which added section 31 to Article I of the California Constitution. Section 31 provides: “The State shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education or public contracting.”<sup>4</sup>

Among other exceptions and relevant to Peninsula Clean Energy Authority’s contracting policies, Section 31 does not prohibit preferential treatment in the form of race- and gender-conscious programs if the action must be taken to establish or maintain eligibility for any federal program, where ineligibility would result in a loss of federal funds to the State (federal funding exception).<sup>5</sup> The courts have reasoned that the federal funding exception only applies when the challenged regulations unambiguously *require* race and gender-conscious programs to be eligible for federal funding.<sup>6</sup>

In addition to these exceptions, Section 31 does not bar race-or gender-conscious programs that are “required by federal law or the federal Constitution.”<sup>7</sup> The California Supreme Court has noted that if a public entity intentionally discriminates, race-conscious remedies might be required to rectify the injury. “Where the state or a political subdivision has intentionally discriminated, use of a race-conscious or race-specific remedy necessarily follows as the only, or at least the most likely, means of rectifying the resulting injury.”<sup>8</sup>

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<sup>4</sup> Cal. Const., art I, § 31(a).

<sup>5</sup> Cal. Const., art. I, § 31(e).

<sup>6</sup> *Coral Construction, Inc. v. City & County of San Francisco*, 50 Cal.4th 315, 322, 334-35 (2010); *C & C Construction, Inc. v. Sacramento Municipal Utility Dist.* (Ct. App. 2004) 122 Cal.App.4th 284, 305-09.

<sup>7</sup> *Coral Construction*, 50 Cal.4th at 327. Section 31’s savings clause provides: “If any part or parts of this section are found to be in conflict with federal law or the United States Constitution, the section shall be implemented to the maximum extent that federal law and the United States Constitution permit.” (Cal. Const., art. I, § 31(h).)

<sup>8</sup> *Hi Voltage Wire Works, Inc v. City of San Jose* 24 Cal.4th 537, 568 (2000). The California Supreme Court in *Coral Construction* set forth the elements for satisfying this standard: the public entity could prove that (1) it purposefully or intentionally discriminated against MBEs and WBEs; (2) the purpose of the race-or gender-conscious programs is to provide a remedy for such discrimination; (3) the program is narrowly tailored to achieve that purpose; and (4) a race-and gender-conscious remedy is necessary as the only, or at least the most likely, means to remedy the injury. The public entity would lose if it failed to prove all of these factors (*Id.* 50 Cal.4th at 337-338.)

The California Court of Appeal has upheld monitoring programs that collected and reported data concerning the participation of women and minorities in government programs.<sup>9</sup> The court noted that the government has a compelling need for such information in order to address “vestiges” of discrimination and to develop future actions such as “race-neutral and gender-neutral remedies.”<sup>10</sup> Programs that collect and report such information do not implicate Section 31 “[s]o long as such a program does not discriminate against or grant a preference to an individual or group.”<sup>11</sup>

Finally, citing *Hi-Voltage*, the Court of Appeal in *Connerly* explained that “outreach or recruitment efforts which are designed to broaden the pool of potential applicants without reliance on an impermissible race or gender classification are not constitutionally forbidden.”<sup>12</sup>

### **Review of PCE Procurement Policies and Templates**

The Project Team reviewed the following procurement related policies:

- PCE Request for Proposals (RFP) Template
- 2021 Request for Offers (RFO) for Renewable Energy + Storage
- Contract Template
- Supplier Diversity Questionnaire

The two policies which refer to Proposition 209 are templates for: (1) 2021 Request for Offers for Renewable Energy + Storage (“RFO”); and (2) Request for Proposals (“RFP”). In the RFO, the following reference appears at pages 26 (in the “Optional Diversity Questionnaire” section) and 33 (in the “Supplier Diversity” section):

*Pursuant to California Proposition 209, Peninsula Clean Energy does not give preferential treatment based on race, sex, color, ethnicity, or national origin.*

It is unclear why the Proposition 209 language is included in the RFO and why it appears twice. Similarly, the same language appears in the RFP under the “Supplier Diversity” section. The Project Team requested clarification from PCE’s legal counsel as to the thought process underlying the decision to include the Proposition 209 statement in template documents. Legal counsel responded: “This statement mirrors San Mateo County government compliance with Prop. 209.”

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<sup>9</sup> *Connerly v. State Personnel Board* (2001) 92 Cal.App.4<sup>th</sup> 16, 46, 61, 62-63.

<sup>10</sup> *Id.* at 46, 63.

<sup>11</sup> *Id.* at 46-47.

<sup>12</sup> *Id.* at 46.

## General Order 156

In 1986, Assembly Bill (AB) 3678 was approved by the California Legislature to encourage utilities to award a proportionate share of total utility procurement contracts to women and minority businesses. The California Public Utilities Commission (Commission) adopted a supplier diversity program and expanded qualifying businesses to include disabled veteran business enterprises and LGBT business enterprises.

The core principle of the Commission's Supplier Diversity Program is set forth in Pub. Util. Code § 8281(a), which declares that the economic well-being of the state of California "cannot be realized unless the actual and potential capacity of women, minority, disabled veteran, and LGBT business enterprises is encouraged and developed." Since 1988, the Commission has implemented this state policy through its Supplier Diversity Program set forth in GO 156. The Commission has revised GO 156 several times.

On April 7, 2022, GO 156 was updated under an Order Instituting Rulemaking (Decision 22-04-035). The revised GO 156 was issued on April 18, 2022, and now includes certain electric service providers and community choice aggregators and encourages voluntary participation by other non-utility entities pursuant to SB 255; includes LGBT business enterprise voluntary target procurement percentage goals; incorporates persons with disabilities business enterprises, modifies reports and audits, and updates other related matters.

## Key Requirements in GO 156 Affecting PCE

The 2022 changes to GO 156 affecting PCE are primarily those that are in codified SB 255: Sections 9. ANNUAL REPORT and 10. ANNUAL PLAN are the two sections that are applicable to PCE. These sections require the following:

### Section 9 – Annual Report

1. Due on or before March 1 of each year
2. This requirement does not apply to Community Choice Aggregators (CCAs) with gross annual revenues of \$15 million or less
3. The annual report shall include data on persons with disabilities business enterprises (PDBE) starting in March 2024
4. The contents of the report shall contain the following elements:
  - a. A description of internal and external program activities engaged in during the previous calendar year. The approximate amount of funding directly expended on the development and distribution of technical assistance to small and diverse businesses
  - b. A summary of purchases/contracts with breakdown by ethnicity, product and service categories compared to total contract dollars awarded to outside suppliers in those categories, and
    - i. Total number of contracts and dollars awarded to eligible suppliers under the Supplier Clearinghouse (Clearinghouse)
    - ii. The number of Clearinghouse eligible suppliers with a majority of their workforce in California
    - iii. The number of Clearinghouse eligible suppliers that received direct spend during the reporting year
  - c. Itemization of program expenses
  - d. Summary of prime contractor utilization of Clearinghouse eligible subcontractors
  - e. A list of complaints received from Clearinghouse eligible suppliers in the past year, including a brief description, resolutions, or current status of each complaint



- f. Summary of purchases/contracts from Clearinghouse eligible suppliers in product and service categories in energy storage systems, vegetation management, renewable and non-renewable energy, and other related procurement categories.

### **Section 10 – Annual Plan**

1. Electronic copy due on or before March 1 of each year.
2. CCA plans shall include a detailed and verifiable plan for increasing procurement from small, local, and diverse business enterprises in all categories, including, but not limited to, renewable energy, energy storage system, and smart grid projects
3. Annual Plans must include persons with disabilities business enterprises starting in March 2024.
4. CCAs that are public agencies must comply with similar annual plan requirements as utilities, except that these annual plan requirements may be modified to reflect limitations in the law applicable to public agencies, as well as the fact that, at this time, energy procurement represents the majority of expenses for a typical community choice aggregator and electric service providers.



### **PCE's GO 156 Annual Report and Plan**

PCE submitted its 2021 Annual Report and its 2022 Annual Plan on March 1, 2022, in compliance with GO 156. PCE has increased its total spend with GO 156 certified diverse suppliers from \$260,468 in 2020 to \$390,569 in 2021, a 50% increase in diverse supplier spend. PCE's total 2021 annual spend percentage for certified diverse firms is 2.13%. All spend dollars for these firms are as prime contractors and no diverse subcontractors spend dollars have been reported. For the same annual period, PCE reported spend dollars to small and local businesses of approximately 8%.

PCE has engaged in activities to support the development and distribution of technical assistance to small and diverse businesses, including having PCE staff participate as a panel member in several events, including one titled: *"Conversation with Community Choice Aggregators on Opportunities for Local, Small, and Diverse Businesses."* PCE also relies on the Northern California Procurement Technical Assistance Center (Norcal PTAC) to further support small, local and diverse business. PCE has added language to its solicitations that describes its commitment to small, local, and diverse businesses.

The PCE Annual report specifically references Proposition 209 for not setting diversity spend targets from diverse business entities. In 2021, PCE has included the following language in its Solicitations web page on its website ([Solicitations | RFO, RFI, RFP, Grants - Peninsula Clean Energy](#)) to encourage small, local, and diverse business entities to respond to PCE solicitations:

*Pursuant to Proposition 209, Peninsula Clean Energy does not give preferential treatment based on race, sex, color, ethnicity, or national origin. However, Peninsula Clean Energy encourages minority owned, women-owned, veteran-owned, small, and local businesses to respond to solicitations. Peninsula Clean Energy supports the CPUC's efforts to create supplier diversity and encourages contractors who may qualify to register with the CPUC Supplier Clearinghouse and the Department of General Services Small Business and Disabled Veteran Business Enterprises.*

This language may deter prime contractors from actively seeking and outreaching to diverse suppliers as it explicitly states the prohibition of giving preferential treatment based on race, sex, ethnicity or national origin.

### **Proposition 209 and GO 156 Relationship**

Proposition 209 prohibits the State of California and its local public agencies from granting preferential treatment to or discrimination against, any individual or group on the basis of race, sex, color, ethnicity, or national origin in its public contracting. GO 156 encourages the use of minority, women, disabled veterans, LGBT, and persons with disabilities business enterprises and establishes goals for the utilization of these businesses. GO 156 is a supervised supplier diversity voluntary program that encourages active participation of the investor-owned-utilities and now, community choice aggregators, to procure or contract goods and services from women, minority, disabled veteran, LGBT, and persons with disabilities business enterprises. Further, unlike various types of utilities, wireless telecommunications service providers, and electric service providers with gross annual revenues greater than \$15,000,000, Community Choice Aggregators (CCA), such as PCE, are not required to establish goals under GO 156 (Section 8. GOALS). PCE, as a CCA, is only required to submit an annual report and plan. The annual report includes information regarding utilization of eligible suppliers, including the level of purchases and contracts to eligible suppliers under the Commission's Supplier Diversity Program. The annual plan for CCAs include a detailed and verifiable plan for increasing procurement from small, local, and diverse business enterprises in all categories, including, but not limited to, renewable energy, energy storage system, and smart grid projects.

Although the contracting requirements in GO 156 may appear to conflict with the prohibitions in Proposition 209, the two policies can be harmonized to avoid any such potential conflict. We provide recommendations on how to address this balanced approach. Notwithstanding, in light of Proposition 209, PCE must be careful not to adopt race/gender based discriminatory or preferential practices when implementing GO 156 or other supplier diversity practices.

### Areas for Improvement/Recommendations

- Revise solicitation documents to emphasize that diverse businesses have the maximum practicable opportunity to participate in PCE contracts and that this policy shall not be used to exclude any qualified businesses from participating in PCE contracting opportunities. Consider removing Proposition 209 language. Also require that contractors/vendors complete a GO 156 Questionnaire, modified to include small, local, and diverse businesses.
- Develop a small, local, and diverse supplier form for proposers/bidders to complete when submitting proposers/bids or as part of the contract award process. One example follows:

*RFP/RFO respondents that execute a contract with PCE will be required to complete a supplier diversity form after the contract has been executed. Although PCE encourages the participation of all businesses in its procurements, including small, local, and diverse businesses, consistent with state law, PCE will not use any provided information in any part of its decision-making or contract selection process.*

This form would include the names of small, local and diverse businesses, proposed subcontract amounts, scope of work, and certification categories, if applicable.

- Develop a reporting mechanism to monitor commitments and payments to subcontractors certified by the Supplier Clearinghouse and other diverse businesses. PCE can consider monthly payment reporting requirements in its solicitations and resulting contracts.
  - PCE can request all first-level subcontractors be listed on a form for all proposal/bids
  - PCE can require that diverse contractor/subcontractor data be provided after selection and award of contract. Payment data can be reported monthly.
- Consider utilizing supplier diversity contract compliance software to track small, local, and diverse supplier awards, payments, prompt payments, disputes, and other contract compliance items.

- Revise GO 156 annual report to include 2<sup>nd</sup> tier contractor (subcontractor) award data by certification category.
- Participate in events and activities to outreach to eligible and diverse suppliers.
- Revise GO 156 annual plan for increasing small, local, and diverse business enterprises to provide outreach measures that include but are not limited to the following:
  - Advertise PCE procurements with local community organizations and groups, including minority, women, LGBT, disabled veteran and persons with disabilities organizations
  - Attend events held by local community organizations and groups to promote PCE procurements and GO 156 supplier diversity eligibility requirements
  - Advertise procurements and support of diverse suppliers in online publications that focus on small and diverse businesses, such as the Small Business Exchange and GoodFaithEffort.com
- Add to PCE's next annual plan Section 10.2, requiring that the annual plan contain at least a description of program activities to increase procurement related to small, local, and diverse business enterprises planned for the next year in all categories.
- Update PCE website Solicitations page to emphasize that it is PCE policy that business enterprises owned and controlled by women, minorities, disabled veterans, LGBT, and persons with disabilities ("diverse suppliers") shall have the maximum practicable opportunity to participate in the performance of contracts. Consider removing references to Proposition 209 and instead state that this policy shall not be used to exclude any qualified businesses from participating in PCE contracting opportunities.
- Update PCE website to include a Supplier Diversity FAQ.
- Determine if Community Outreach Grant Program recipients may be eligible suppliers under the Supplier Clearinghouse program.

- Include information regarding current workforce diversity and board diversity in GO 156 annual report.
- Develop Chief DEAI Officer position or assign responsibilities to a Human Resource Manager to lead DEAI initiatives and policies.

## **Appendix F | Monthly Diverse Subcontractor Paid Report Summary and Payment Verification**

# MONTHLY DIVERSE SUBCONTRACTOR PAID REPORT SUMMARY AND PAYMENT VERIFICATION

Reporting Period (month): \_\_\_\_\_, 20 \_\_\_\_

Project Name: _____	Report No.: _____	Report prepared by: _____
Contract Number: _____	Original Contract Award Amount: _____	Title: _____
Contract Award Date: _____	Current Contract Value: _____ [B]	Report reviewed by: _____
Prime Name: _____	% of Project Complete: _____ [A] divided by [B]	Signature: _____
Address: _____		Title: _____
	Total \$\$ Paid to Diverse Subcontractors (DSs) this Reporting Period: _____	<b>Prime's Current Attainment:</b> _____ (Total Dollars Paid to DSs divided by Prime Current Contract Value)
Telephone No.: _____	Total Dollars Paid to DSs to Date: _____	
Date of Last Progress Payment Rec'd: _____	Total Dollars Paid to Prime this Period: _____	<b>Prime's Current</b> _____ (Total DS Current Subcontract Value divided by Prime Current Contract Value)
	Total Dollars Paid to Prime to Date: _____ [A]	<b>DS Commitment:</b> _____

DIVERSE FIRMS	Dollar Amount Paid This Month	Dollar Amount Paid To Date [C]	Type of Work Performed (Scope)	Original Dollar Amount Committed to DS at Contract Award	\$ +/- Resulting from Change Order Activity	Current Subcontract Value [D]	% of Work Completed [C] divided by [D]	Comments
Name: _____ Address: _____ City, State, Zip Code: _____ Telephone Number: ( ) _____ Prime <input type="checkbox"/> Subcontractor <input type="checkbox"/> Broker <input type="checkbox"/> Supplier: Regular Dealer <input type="checkbox"/> or Manufacturer <input type="checkbox"/> Attach Verification of Payment: <input type="checkbox"/> YES <input type="checkbox"/> NO							#DIV/0!	
Name: _____ Address: _____ City, State, Zip Code: _____ Telephone Number: ( ) _____ Prime <input type="checkbox"/> Subcontractor <input type="checkbox"/> Broker <input type="checkbox"/> Supplier: Regular Dealer <input type="checkbox"/> or Manufacturer <input type="checkbox"/> Attach Verification of Payment: <input type="checkbox"/> YES <input type="checkbox"/> NO							#DIV/0!	
Name: _____ Address: _____ City, State, Zip Code: _____ Telephone Number: ( ) _____ Prime <input type="checkbox"/> Subcontractor <input type="checkbox"/> Broker <input type="checkbox"/> Supplier: Regular Dealer <input type="checkbox"/> or Manufacturer <input type="checkbox"/> Attach Verification of Payment: <input type="checkbox"/> YES <input type="checkbox"/> NO							#DIV/0!	
<b>DS Totals:</b>	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00	#DIV/0!	

COMMENTS/ISSUES: \_\_\_\_\_

## Appendix G | Community Engagement During Program Design and Sample Worksheet

### Implementing Equity: Four Steps for Community Engagement in Program Planning

Involving grassroots leaders and organizations from disadvantaged communities in the early stages of designing the programs serves two purposes:

- Increases the chances of program success by identifying existing work in the community to build on, as well as pitfalls to avoid
- Helps identify and address social and energy equity concerns in program design

This four-step process walks staff through involving community organizations at the very beginning of program planning. The worksheet at the end makes it easy to track your findings at each step.

**Step 1.** Identify and research your target audience

**Step 2.** Research local community leaders or organizations that serve your audience

**Step 3.** Include local community leaders in program design

**Step 4.** Formalize community partnerships in program implementation as needed

Following these steps at the beginning of program planning may appear to require too much time. However, they may save you valuable time in the long run by helping you launch a robust program on day one and avoid the need to make costly program adjustments after you launch, or the cost of launching a program that does not gain traction.

#### ***Step 1. Identify and research your target audience***

Good program design depends on understanding your audience. Who do you hope to serve with this program? What characteristics of these populations might shape their understanding of, interest in, or ability to participate in this program?

Use census, Community Vulnerability Index, CalEnviroScreen, or other data to research the following social vulnerabilities of your target audience.



Key Population Characteristics	Sample Measures
Household Income	Median household income of census tracts
Race/Ethnicity	Percentage of residents identifying as non-White or Latino
Language	Percentage of households where language other than English is primary. Which languages are prevalent?
Renters/Homeowners	Percentage of renters vs. homeowners
Age	Breakdown of age by census track
Immigration status*	Breakdown of immigration status by census track

What other population characteristics are relevant to your program? Examples may be type of housing stock, population density, modes of transportation, levels of formal education, major industries that employ this population, and local environmental issues such as air quality. Much of this information can be found in census data online or CalEnviroScreen.

*\*Immigration status can be a key factor in program participation if your program relies on other programs for eligibility, and those programs require a social security number to enroll. This includes CARE, LIHEAP, state unemployment benefits, and many others.*

## **Step 2. Research local community leaders or organizations that serve your audience**

Based on your demographic research, identify the types of community leaders or organizations that will help you better understand your target audience and develop an effective program. For example, if you are targeting low-income homeowners in certain census tracts, which organizations already serve them? Research if any of the following are especially active in serving your target population:

- Homeowners or neighborhood associations or councils
- Social services, community centers, senior centers, schools, or libraries
- Community-based organizations

Do any of these groups offer programs or have interests or concerns to similar to yours? Are there local neighborhood leaders in the area already working on the issues you plan to address? Find one group in the area to start with, and ask them who else is active in that area.

### Step 3. Include local community leaders in program design

To design a program that is most likely to be effective, you need to identify:

- a) The exact needs of your audience related to this program concept
- b) Goals for your program that will best serve this community
- c) Any similar programs that may already serve your audience, or served them in the past
- d) Approaches that are proven to work to reach and serve your audience
- e) Pitfalls to avoid when designing programs for your audience
- f) Local champions who can help promote your program

There is no substitution for local community experience and expertise to answer these questions. Local community leaders are most likely to be receptive to and champion your idea if they are consulted as local experts early in the program design and feel invested in its success. Once you have identified key community leaders, reach out, introduce yourself, and request a conversation. Run your program ideas by them and ask for feedback.

Additionally, below are Energy Equity Project Key Questions to consider when having these conversations with community leaders and organizations.

1. **Recognition justice:** Who are our customers, and what inequities have they experienced in the energy system?
2. **Procedural (process) justice:** How are we serving our customers, and what inequalities could our current processes be creating or perpetuating? How would we need to fix that?
3. **Distributive justice:** Who is benefitting most from PCE services and programs? Who is benefitting the least? How can we close that gap to implement energy equity?
4. **Restorative justice:** What should PCE's role be in rectifying inequities and harm caused by the energy system in general?

Seek program input from three or more community leaders or organizations to ensure a diversity of perspectives. Several community organizations should shape your program design and believe it will succeed *before* you finalize and launch your program.

#### ***Step 4. Formalize community partnerships in program implementation as needed***

In your conversations with community leaders and organizations, look for opportunities to partner with them to leverage their expertise and strengths for your program success.

Discuss opportunities for partnerships and collaboration openly and clearly. What are your mutual goals? How could a community organization support your program in a way that makes sense for them?

If you identify opportunities for partnership, be clear about roles, expectations, and deliverables for each party. Describe your partnership in a written agreement or Memorandum of Understanding.

Be mindful of the fact that community organizations are usually under-resourced. Whenever possible, offer to compensate community leaders for time spent consulting on, supporting, or promoting your program. If you develop a partnership, consider offering a formal contract for work to support your program. Compensate fairly at a professional level. Include expenses required to realistically serve your target audience.

For example, if your partner organization plans to promote your program at an in-person community workshop oriented to working families in a majority immigrant community, consider budgeting to cover all the costs required for success: food, licensed childcare, and professional translation services as needed.

## Community Engagement in Program Development Worksheet

### 1. *Identify and research your target audience*

The target audience for this program is:

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<b>Sample Measures</b>	<b>Your Audience</b>
Median household income of census tracts	
Percentage of residents identifying as non-white or Latino	
Percentage of households where language other than English is primary. Which languages are prevalent?	
Percentage of renters vs. homeowners	
Breakdown of age by census track	
Breakdown of immigration status by census track	

### **Step 2. Research local community leaders or organizations that serve your audience**

Three community organizations or leaders who currently served this audience with similar programs or work on similar issues are:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

### **Step 3. Include local community leaders in program design**

I spoke with the three organizations above, and learned the following:

a) *The exact needs of my audience related to this program concept*

--

b) *Any similar programs that may already serve your audience, or served them in the past*

--

*c) Approaches that are proven to work to reach and serve this audience*

--

*d) Pitfalls to avoid when designing programs for this audience*

--

*e) Local champions who can help promote this program*

--

**Step 4. Formalize community partnerships in program implementation**

Briefly describe your clear written agreements for collaborating with the following community organizations or leaders:


Briefly describe the funding we are providing to cover the costs of labor and expenses for community organizations:


## **Proposed Update to CAC Objectives 2023**

*Update approved by CAC Working Group on Role of the CAC 3.20.23*

(Cheryl Schaff, Jason Mendelson, Michael Closson, Brandon Chan)

- Advise on substantial consumer-facing program initiatives before they are presented to the Board for approval, as practical given staff and CAC capacity
- Engage in outreach to the community
- Advise on high-level legislative and regulatory direction of the organization
- Provide a forum for community discussions on a wide variety of strategies to reduce carbon emissions in conjunction with staff and board.
- Form working groups, as determined by the CAC membership, to assist Peninsula Clean Energy's staff and Board with projects of importance to the organization.

2022 Objectives in [CAC Work Plan](#):

- Act as liaison to community
- Provide feedback on PCE policy and operational objectives
- Engage in outreach to community, including encouraging ratepayers to participate in PCE offerings and programs, and implement other carbon reducing practices
- Assist with legislative advocacy in conjunction with staff and board
- Provide forum for community discussions on wide variety of strategies to reduce carbon emissions in conjunction with staff and board