



2075 Woodside Road | Redwood City, CA 94061  
(650) 260-0005 | peninsulacleanenergy.com

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

Thursday, August 10, 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 Community 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 Community 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/j/86953524805>). Peninsula Clean Energy uses best efforts to ensure 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.

### **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 Community Advisory Committee meetings. While watching the video broadcast in Zoom, please enable captioning.

### **CALL TO ORDER / ROLL CALL / APPROVE TELECONFERENCE PARTICIPATION UNDER AB 2449**

*This item is reserved to approve teleconference participation request for this meeting by Community Advisory Committee Member pursuant to Brown Act revisions of AB 2449 due to an emergency circumstance to be briefly described.*

### **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 July 13, 2023 Regular Meeting

### **REGULAR AGENDA**

2. Chair Report (Discussion, est. 5 minutes)
3. Member Introductions (Discussion, est. 5 minutes)
4. Update on 24/7 Renewable Goal and Timeline (Discussion, est. 20 minutes)
5. Report Back from Staff Committee on Budget Surplus (Discussion, est. 5 minutes)
6. Sign Up for CAC Working Groups (Discussion, est. 30 minutes)
7. CAC Chair Elections (Action, est. 10 minutes)
8. Marketing and Community Liaison Update (Discussion, est. 5 minutes)

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

### or Phone Best Practices:

- Please mute your microphone when you are not speaking to minimize audio feedback
- If possible, utilize headphones or ear buds to minimize audio feedback
- If participating via videoconference, audio quality is often better if you use the dial-in option (Option 2 below) rather than your computer audio

### Options for Joining

- A. Videoconference with Computer Audio – see Option 1 below
- B. Videoconference with Phone Call Audio – see Option 2 below
- C. Calling in via Telephone/Landline – see Option 3 below

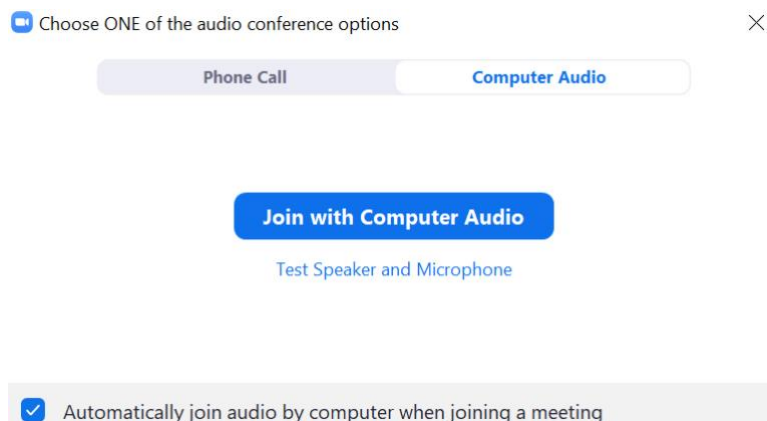
### Videoconference Options:

Prior to the meeting, we recommend that you install the Zoom Meetings application on your computer by clicking here <https://zoom.us/download>.

If you want full capabilities for videoconferencing (audio, video, screensharing) you must download the Zoom application.

### **Option 1** Videoconference with Computer Audio:

1. From your computer, click on the following link that is also included in the Meeting Calendar Invitation: <https://pencleanenergy.zoom.us/j/86953524805pwd=aktkbTFOeSs3R2VYb0VyOWM4QVpKZz09>
2. The Zoom application will open on its own or you will be instructed to open Zoom.
3. After the application opens, the pop-up screen below will appear asking you to choose ONE of the audio conference options. Click on the Computer Audio option at the top of the pop-up screen.



4. Click the blue, "Join with Computer Audio" button

5. In order to enable video, click on “Start Video” in the bottom left-hand corner of the screen. This menu bar is also where you can mute/unmute your audio.

### **Option 2 Videoconference with Phone Call Audio:**

1. From your computer, click on the following link that is also included in the Meeting Calendar Invitation: <https://pencleanenergy.zoom.us/j/86953524805pwd=aktkbTFOeSs3R2VYb0VyOWM4QVpKZz09>
2. The Zoom Application will open on its own or you will be instructed to Open Zoom.
3. After the application opens, the pop-up screen below will appear asking you to choose ONE of the audioconference options. Click on the Phone Call option at the top of the pop-up screen.

Choose ONE of the audio conference options

Phone Call Computer Audio

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Meeting ID 849 7539 0654

Participant ID 449701

Passcode 2075

1. Please dial +1 (669)-444-9171
2. You will be instructed to enter the meeting ID: **869-5352-4805 followed by #**
3. You will be instructed to enter in your participant ID. Your participant ID is unique to you and is what connects your phone number to your Zoom account.
4. After a few seconds, your phone audio should be connected to the Zoom application on your computer.
5. In order to enable video, click on “Start Video” in the bottom left hand corner of the screen. This menu bar is also where you can mute/unmute your audio.

### **Audio Only Options:**

**Please note that if you call in/use the audio only option, you will not be able to see the speakers or any presentation materials in real time.**

**Option 3: Calling in via Telephone/Landline:**

Dial +1 (669)-444-9171

You will be instructed to enter the meeting ID: **869-5352-4805**

**followed by #** You will be instructed to enter the meeting passcode

**2075 followed by #**

**REGULAR MEETING of the Citizens Advisory Committee  
of the Peninsula Clean Energy Authority (PCEA)  
Thursday, July 13, 2023  
MINUTES**

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

**CALL TO ORDER**

Meeting was called to order at 6:32 p.m.

**ROLL CALL**

**Present:**

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

Brandon Chan, South San Francisco  
Michael Closson, Menlo Park  
Kathleen Goforth, San Carlos  
Mele Heimuli, East Palo Alto  
Aurelio Huizar, Burlingame  
Gail Lee, San Bruno  
Margaret Li, South San Francisco *arrived at 6:44 p.m.*  
Jason Mendelson, Redwood City, *Vice Chair*  
Desiree Thayer, Burlingame  
Robert Whitehair, San Mateo

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

Daniel Baerwaldt, Los Banos

*Participated remotely under AB 2446*

Shreyas Sudhakar, Menlo Park

**Absent:**

Diane Bailey, Belmont  
Steven Booker, Half Moon Bay  
Cheryl Schaff, Menlo Park, *Chair*

**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 June 8, 2023, Regular Meeting**

Motion Made / Seconded: Thayer / Closson

**Motion passed 11-0 (Absent:** Bailey, Booker, Li, Schaff)

## **REGULAR AGENDA**

### **2. Swearing in of New Members (Action)**

Jennifer Stalzer, *Deputy County Counsel*, swore in new Citizens Advisory Committee (CAC) members and members who have been reappointed to the Committee.

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

Jason Mendelson, *Vice Chair*, welcomed new and reappointed CAC members.

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

Jason Mendelson invited each member of the Committee to introduce themselves, describe their background, and share their interest in Peninsula Clean Energy.

### **5. Programs Overview (Discussion)**

Rafael Reyes, *Director of Energy Programs*, provided an overview of Peninsula Clean Energy's programs strategy and portfolio. He discussed how these programs advance Peninsula Clean Energy's goal to transition its communities to 100% greenhouse gas-free by 2035. Committee members asked questions and offered comments on the following topics.

#### *Residential Electrification*

Robert Whitehair, *Committee Member*, inquired about how Peninsula Clean Energy's new residential electrification framework will interact with federal funding from the Inflation Reduction Act funds.

Brandon Chan, *Committee Member*, asked for clarification on the scope of the proposed "one-stop shop" website for home electrification.

Aurelio Huizar, *Committee Member*, asked how the proposed building electrification framework can benefit renters. Rafael Reyes highlighted how local and regional policies will support electrification of rental units and require electrification upgrades by property owners. He also explained that, compared to building electrification, transportation electrification (e.g., personal adoption of an electric vehicle) yields more reliable economic benefits for customers seeking lower bills.



Noting that heat pump water heater installations may be difficult and complex for some customers, Kathleen Goforth, *Committee Member*, shared her positive experience with having a heat pump water heater installed in her home.

*Transportation Electrification*

Gail Lee, *Committee Member*, inquired whether car companies have approached Peninsula Clean Energy to partner on electric vehicle charging infrastructure.

*Local Power*

Michael Closson, *Committee Member*, asked for an explanation of progress towards Peninsula Clean Energy's goal to create a minimum of 20 Megawatts (MWs) of new local power.

**PUBLIC COMMENT**

Eduardo Pelegri-Llopert noted that some jurisdictions within Peninsula Clean Energy's service territory have individual programs related to building electrification. Eduardo asked how these residential programs specific to municipalities interact with Peninsula Clean Energy's programs.

**6. Surplus Funds Ad Hoc Committee CAC Alternate Selection (Action)**

Jason Mendelson provided background information about the Peninsula Clean Energy staff-led Surplus Funds Ad Hoc Committee. At its July 2023 meeting, the CAC recommended Steven Booker, *Committee Member*, as its representative for the Surplus Funds Ad Hoc Committee.

Jason made a motion to recommend Desiree Thayer, *Committee Member*, as the alternate representative of CAC for the Surplus Funds Ad Hoc Committee.

Motion Made / Seconded: Mendelson / Li

**Motion passed 12-0 (Absent:** Bailey, Booker, Schaff)

**7. Brown Act Training (Discussion)**

Jennifer Stalzer reviewed the requirements of the Brown Act as it relates to public meetings and service on the CAC. Jason Mendelson explained hypothetical examples of Brown Act violations in the context of CAC working groups and communication through email and social media.

**8. Marketing and Community Liaison Update (Discussion)**

Kirsten Andrews-Schwind, *Senior Manager of Community Relations*, inquired about planned absences during the August CAC meeting and confirmed that a quorum of Committee members is expected. Vanessa Shin, *Community Outreach Specialist*, announced that Peninsula Clean Energy met its goal for enrollment in the E-Bikes for Everyone program.

**9. Upcoming Topics for Discussion (Discussion)**

Kirsten Andrews-Schwind previewed topics for the upcoming meetings of the Peninsula Clean Energy Board of Directors, including the 2022 CAC Work Plan deliverables and 2023 Work Plan, educational initiatives and partnerships, and a study session on grid regionalization.

For the August CAC meeting, Kirsten suggested including time for CAC members to sign up for Working Groups and elect the next CAC Chair. Jason Mendelson nominated Cheryl Schaff, *CAC Chair*, to continue her tenure as Chair.

Jason Mendelson suggested the following topics for future meetings: Regulatory and Legislative Update, Report from Ad Hoc Budget Surplus Committee, and Update on Peninsula Clean Energy's 24/7 Renewable Energy Goal.

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

No Committee Member Reports.

#### **ADJOURNMENT**

Meeting was adjourned at 8:41 p.m.



**PENINSULA CLEAN ENERGY AUTHORITY**  
**JPA Board Correspondence**

**DATE:** June 15, 2023

**BOARD MEETING DATE:** June 22, 2023

**SPECIAL NOTICE/HEARING:** None

**TO:** Honorable Peninsula Clean Energy Authority Board of Directors

**FROM:** Jan Pepper, Chief Executive Officer  
Roy Xu, Director of Power Resources  
Mehdi Shahriari, Manager of Planning and Analytics

**SUBJECT:** Adopt Staff's Recommendation on Delivery of 100% Renewable Energy Annually by 2025 and on a 99% Time-Coincident Basis by 2027

**RECOMMENDATION:**

Based on the updated results of the 24/7 analysis presented by staff, adopt staff's recommendation to deliver 100% renewable energy annually by 2025 and on a 99% time-coincident basis by 2027.

**BACKGROUND:**

In 2017 Peninsula Clean Energy ("PCE") set an ambitious goal to deliver 100% time-coincident renewable energy to its customers by 2025, which means delivering renewable energy that matches customers' demand each and every hour of the day. In the ensuing years, staff developed and leveraged a new 24/7 clean energy procurement modeling tool that has been helping Peninsula Clean Energy understand the best path to achieving this goal.

In December 2021, Peninsula Clean Energy published its [White Paper Part I](#) on this topic, explaining PCE's vision for its 24/7 renewable energy goal. Building on the work in the first white paper, staff presented the results of extensive portfolio modeling to the Board of Directors at the Board Retreat in September 2022. In that presentation, staff explained how Peninsula Clean Energy can achieve time-coincident renewable energy targets and how different time-coincident targets would impact Peninsula Clean Energy's cost of energy. Further, staff presented how time-coincident renewable energy procurement could provide benefits to society by reducing greenhouse gas emissions and improving grid performance.

In November 2022, the Board of Directors adopted staff's recommendation on delivering 100% renewable energy annually on a 99% time-coincident basis by 2025. In January 2023, Peninsula Clean Energy published its [White Paper Part II](#) that describes how PCE will achieve its 24/7 goal. At that time, PCE also published the Modeling Around-The-Clock

Hourly Energy (MATCH) modeling tool, a free, open-source modeling tool that can be used by other communities to find the optimal portfolio to meet similar 24/7 goals for their community.

Staff has continued to update its modeling and analysis with the most recent power resource availability and market conditions. Delays in resource development due to global supply chain and financial issues, labor shortages, and interconnection delays have resulted in fewer resources available to Peninsula Clean Energy by 2025 than originally planned. Given these new conditions, staff has re-evaluated the optimal approach to delivering 24/7 renewable energy to our customers.

#### **SUMMARY:**

Peninsula Clean Energy Staff leveraged the MATCH modeling tool to evaluate the optimal implementation of Peninsula Clean Energy's 24/7 goal given updated market conditions and resource availability. Due to delays in resource development, only a limited pool of resources is available to begin delivering time-coincident renewable energy by 2025 and these resources are not a good fit for Peninsula Clean Energy's portfolio because of their generation profiles. Contracting with such resources will increase over-procurement, and lead to higher long-term cost and risk to Peninsula Clean Energy. In contrast, there is a more diverse set of potential resources available for time-coincident renewable energy delivery in 2027 and some are a much better fit for Peninsula Clean Energy's portfolio. Contracting with these resources would decrease over-procurement and reduce the long-term cost and risk. As such, staff recommends updating PCE's 99% time-coincident goal from 2025 to 2027 in order to incorporate the more optimal and cost-effective resources in Peninsula Clean Energy's portfolio. Staff further recommends keeping the goal of delivering 100% renewable energy annually by 2025. Staff will continue to monitor and evaluate the feasibility of achieving the 24/7 goal by 2027.

#### **DISCUSSION:**

Staff has updated its modeling of the 24/7 renewable goal using the most recent market information and resources availability. Due to global supply chain and financial issues, as well as labor shortages and interconnection delays, there are significant delays in the development of renewable resources. There are limited resources available in 2025, with a wider availability of resources of different technologies expected to be available in 2027 and beyond. The resources available in 2027 tend to be a better fit for Peninsula Clean Energy's portfolio. For example, several important wind resources are expected to be online in 2027. Wind resources are an excellent fit for Peninsula Clean Energy, as they complement solar generation by providing overnight and winter generation.

In addition, staff has been actively pursuing short-term contracts with existing renewable resources in an effort to meet the 24/7 goal by 2025, but has had limited success due to unavailability of such products in the current high-priced market. As a result, staff expects that Peninsula Clean Energy will need to rely more on long-term contracts with new resources to meet its 24/7 time-coincident goal. However, if Peninsula Clean Energy chooses to enter long-term contracts with sub-optimal resources for delivery in 2025 to try

to meet the 99% time-coincident goal by 2025, then Peninsula Clean Energy won't have room in its portfolio for more optimal resources becoming available in 2027.

Staff has compared the portfolio structures between meeting the 99% goal in 2025 versus meeting it in 2027. Staff notes that the significant amount of capacity required from less-desirable resources to meet the 99% time-coincident goal by 2025 translates directly into high volumes of over-procurement, which Peninsula Clean Energy would try to sell, but the ability to sell at fair prices is not guaranteed. The high amount of capacity and the over-procurement could lead to increased costs and increased portfolio risk that would extend into the next ten to fifteen years. On the other hand, by targeting 24/7 in 2027, staff would have more flexibility to contract with resources having favorable profiles and attributes that are a better fit for Peninsula Clean Energy's portfolio. In the long run, shifting the target date by two years will decrease over-procurement and reduce the total cost and risk to PCE.

The staff's analysis indicates that the recommended strategy to achieve 24/7 by 2027 is the optimal approach to balance the costs and benefits to Peninsula Clean Energy's customers. At the same time, PCE will maintain the goal of delivering 100% renewable energy annually by 2025. Staff notes that it will continue to monitor and evaluate the opportunity of achieving the 99% time-coincident goal by 2027, and promptly communicate any changes to the Board of Directors.

**FISCAL IMPACT:**

Updating the implementation of a 99% time-coincident renewable energy procurement target to 2027 will reduce the expected cost and risk of Peninsula Clean Energy's future portfolio, relative to a 2025 target. There is no immediate impact to the current 2023-2024 FY budget.

**STRATEGIC PLAN:**

The updated 24/7 Renewable Strategy is in support of the following objectives in Peninsula Clean Energy's strategic plan:

- Organizational Priority 1: "By 2025, deliver 100% renewable energy each and every hour of day." If the Board adopts the current recommendation, staff suggests updating this Priority to "By 2025, deliver 100% renewable energy annually, and by 2027, deliver renewable energy each and every hour of the day."
- Power Resources Goal 1: Secure sufficient, low-cost, clean sources of electricity that achieve Peninsula Clean Energy's priorities while ensuring reliability and meeting regulatory mandates.

## **Peninsula Clean Energy Community Advisory Committee (CAC) 2023 Work Plan**

**Goal:** Make it easy for CAC members to align with Peninsula Clean Energy staff priorities and get involved in driving Peninsula Clean Energy strategic initiatives

**Brown Act reminder:** Communication about working groups must be limited to less than a quorum (50%) of CAC members

### **Guiding Principles**

- Ensure Peninsula Clean Energy Staff and Board understand how to leverage CAC in a way that is useful and drives Peninsula Clean Energy strategic priorities
- Ensure CAC members feel fully engaged and utilized if they have interest and bandwidth
- Maximize efficiency of CAC impact on staff resources

### **CAC Role & Responsibilities:**

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

## **Peninsula Clean Energy Strategic Goals for 2023**

The CAC will support and align its work with these goals.

**MISSION:** To reduce greenhouse gas emissions by expanding access to sustainable and affordable energy solutions.

**VISION:** A sustainable world with clean energy for everyone.

**Organizational priorities:**

- Design a power portfolio that is sourced by 100% renewable energy by 2025, and 100% time coincident renewable energy by 2027.
- Contribute to our community reaching a goal of being 100% greenhouse gas-free by 2035

Strategic plan on Peninsula Clean Energy website [here](#)

**2023 Peninsula Clean Energy Community Advisory Committee**  
**Working Groups**

Note: Once the specified deliverable is completed, the working group shall no longer meet unless a new deliverable is identified and it is requested to meet by staff.

<b>Project</b>	<b>Proposed Task Description and Deliverables</b>	<b>Staff Liaison</b>	<b>CAC Working Group Members (* indicates lead)</b>
<b>Building Electrification Programs</b>	<p>Provide input on the next iteration of Peninsula Clean Energy's building electrification programs and strategy.</p> <p><i>Deliverable: Brief memo summarizing input provided by CAC members regarding building electrification programs and strategy between June 2023 and April 2024. Delivered to staff prior to the April 2024 CAC meeting.</i></p>	Rafael Reyes, Programs Team	
<b>Electric Vehicle (EV) Managed Charging Program</b>	<p>Develop ideas for scaling Peninsula Clean Energy's EV managed charging program, including recommendations for program design and recruitment strategy.</p> <p><i>Deliverable: Brief memo summarizing input on the EV managed charging program between June 2023 and April 2024. Delivered to staff prior to the April 2024 CAC meeting.</i></p>	Phillip Kobernick, Programs Team	

Project	Proposed Task Description and Deliverables	Staff Liaison	CAC Working Group Members (* indicates lead)
<b>Local Solar + Storage Programs</b>	<p>Conduct research on successful residential solar + storage and virtual power plant programs in the United States, including:</p> <ul style="list-style-type: none"> <li>• Summary of program equity metrics (especially low-income customer participation), program benefits, potential challenges, and applicability for Peninsula Clean Energy's customers</li> <li>• Recommendations on additional areas of research required to vet a scalable solar + storage program</li> </ul> <p><i>Deliverable: Brief memo summarizing research conducted between June 2023 and April 2024. Delivered to staff prior to the April 2024 CAC meeting.</i></p>	<p>Peter Levitt, Programs Team</p>	
<b>Education Initiatives</b>	<p>Provide input on initiatives to expand clean energy curriculum and decarbonization projects in schools, especially in the City of Los Banos.</p> <p><i>Deliverable: Brief memo summarizing input on education initiatives provided between June 2023 and April 2024. Delivered to staff prior to the April 2024 CAC meeting.</i></p>	<p>Vanessa Shin, Marketing Team</p>	



Project	Proposed Task Description and Deliverables	Staff Liaison	CAC Working Group Members (* indicates lead)
<b>Diversity, Equity, Accessibility, and Inclusion (DEAI)</b>	<p>Provide occasional feedback to staff on development of new organizational guidelines to implement the DEAI Action Plan.</p> <p><i>Deliverable: Brief memo summarizing input on DEAI Action Plan implementation provided between June 2023 and April 2024. Delivered to staff prior to the April 2024 CAC meeting.</i></p>	Kirsten Andrews-Schwind, Marketing Team	