



BAY AREA  
AIR QUALITY  
MANAGEMENT  
DISTRICT

**AGENDA: 19**

# **Administrative Overview of the Air District**

**Board of Directors Special Meeting/Retreat  
January 19, 2022**

**Jack P. Broadbent  
Executive Officer/APCO  
[jbroadbent@baaqmd.gov](mailto:jbroadbent@baaqmd.gov)**

# Presentation Outline



- District Overview
- Administrative Overview
- Financial Overview
- Management Audit Update
- Legal Overview
- Update from Cultural Advisory Team

# Requested Action



- None; receive and file.

# Mission Statement



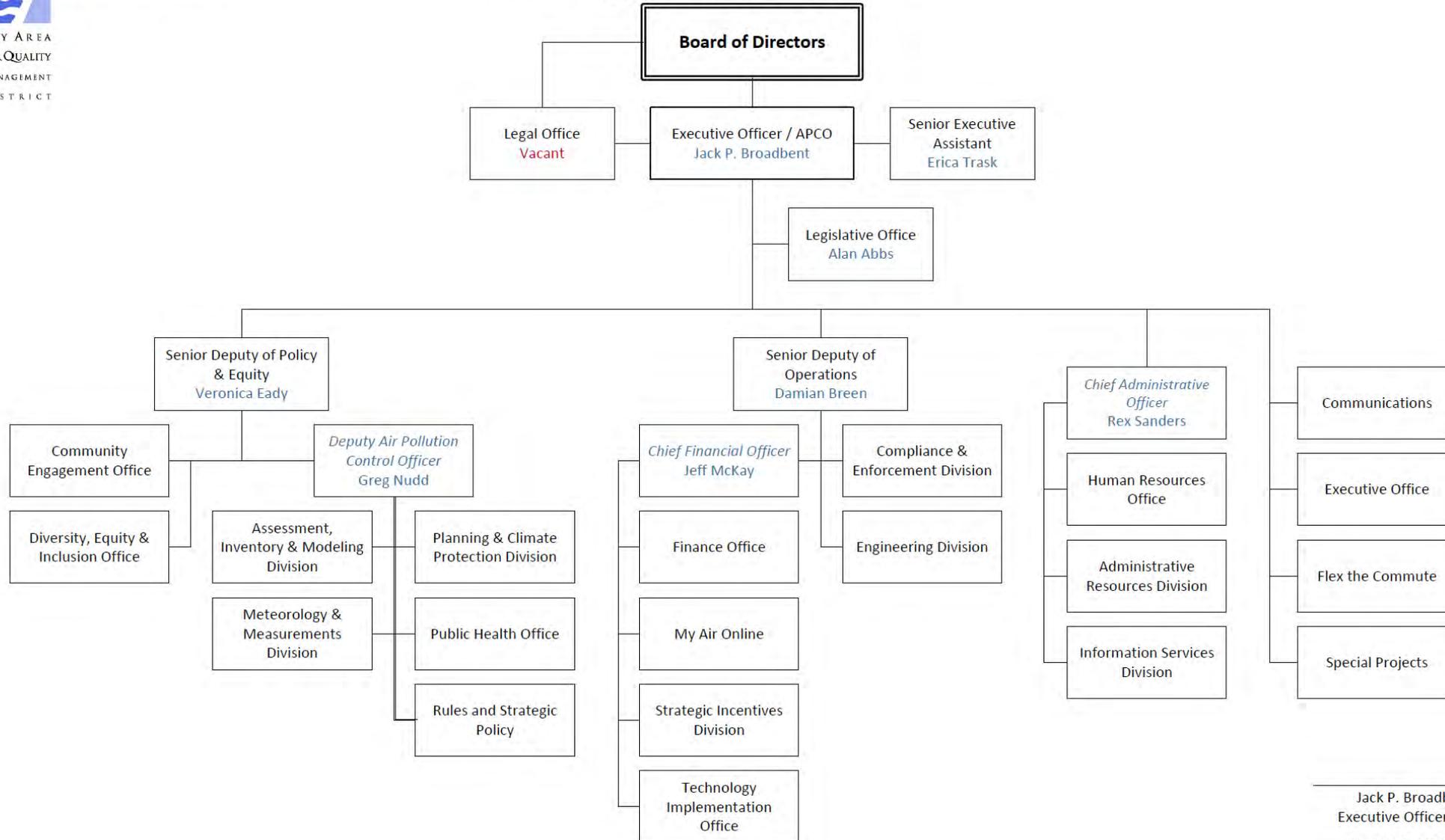
The Air District aims to create a healthy breathing environment for every Bay Area resident while protecting and improving public health, air quality, and the global climate.



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-- For Internal Use only --

# Bay Area Air Quality Management District Organizational Chart



Jack P. Broadbent  
Executive Officer/APCO

Updated: 1/18/2022

# Recruitment and Staffing Totals 2021



## Air District Staffing

444 Total Positions

399 Filled Positions

45 Vacancies

# Recruitment and Staffing Totals 2021 (cont.)



56 Recruitments
33 New Hires
23 Promotions
8 Temporary Staff
5 College Interns

# Vacancies by Division



DIVISION	CURRENT	FYE 22	TOTAL
Compliance and Enforcement	3	4	7
Meteorology and Measurements	0	4	4
Engineering	1	4	5
Strategic Incentives	1	5	6
Finance Office	0	4	4
Community Engagement and Policy	1	3	4
Planning and Climate	3	0	3
Technology Implementation	0	1	1
Rules	0	1	1
Executive	4	0	4
Information Services	1	0	1
Legal	5	0	5
<b>TOTAL</b>	<b>19</b>	<b>26</b>	<b>45</b>

# Current Status

## Fiscal Year Ending (FYE) 2022



- Permit and Asbestos revenues are up
  - Q4 of FYE 2021 – showed Permit fees at 120% and Asbestos fees at 221% of budget – trend is expected to continue into 2022
- Economic activity has rebounded in the Bay Area
  - US economy grew at a historically high rate during 2021
  - A short-lived recession during 2020, did not dent demand or capacity of the economy.
  - Final data for 2021 Q4 economic performance, to be released end-January 2022, is expected to show the best economy since 1984.
- Property Tax revenues holding steady
- Saving due to the Staff vacancy rate
- Reserves well above mandated minimums

# General Fund Reserves



	<b>\$M</b>
<b>Reserves Balance at June 30, 2020 *</b>	<b>54.0</b>
<b><u>Less: Designations **</u></b>	
AB 617 Staffing Contingency	-6.0
Community Benefits	-3.0
Economic Contingency (20% of Budget)	-23.3
Pandemic Contingency	-7.0
Pension Liability	-3.0
Revolving Loan Program	-3.4
Wild Fire Mitigation	-2.0
<b>Total Designations</b>	<b>-47.7</b>
<b><u>Less: Use of Reserves</u></b>	
Use to Balance FY2021 Budget	-5.2
Use to Balance FY2022 Budget	-0.5
<b>AVAILABLE GENERAL FUND RESERVES</b>	<b>0.6</b>
<i>* Fund Balance will be updated upon completion of the FYE 2021 audit</i>	
<i>** Designations subject to change at Board's Direction</i>	

# Upcoming FYE 2023 Budget Considerations



- Potential increase in budgeted positions resulting from the management audit and growing demands on Air District programs
- Consumer Price Index (CPIW) Projected at over 4% this year
- Cost Recovery Study recommendations and proposed fee increase to Air District's Fee Regulations
- Continuation of discretionary contributions to address unfunded liabilities for Pension and Other Post Employment Benefits

# Management Audit Update



- November 2021 Admin Committee Approved Vendor Selection
- December 2021 Board Approved Contract with Sjoberg Evashenk
- January 2022 - Contract Negotiated and fully Executed
- March 2022 - Phase I – Staffing Recommendation Complete
- May 2022 – Phase II – Risk Assessment Complete

# Legal Office Overview



- January 6, 2021 - Recruitment Open and Advertised
- February 6, 2022 - Recruitment Closes – Application Deadline
- February - March 2022 - Interviews
- April 2022 - Board Selects Final Candidate



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# Cultural Advisory Team Update

Sara Lanning, Co-Lead  
Somphanat Phengphanh, Co-Lead  
[culturaladvisoryteam@baaqmd.gov](mailto:culturaladvisoryteam@baaqmd.gov)

# Cultural Advisory Team (CAT)



## MISSION



The mission of the CAT is to cultivate a trusting and inclusive environment that empowers staff to reach their full potential and realize the Air District's mission.



## VALUES

- **Inclusivity**
- **Transparency**
- **Creativity**
- **Flexibility**
- **Persistence**
- **Trust**
- **Leadership**

# 2022 Goals: Actions Implementation



IN PROGRESS

- **Create a mentoring program**
- **Staff training program**
- **Supervisor/Management Training Program**

SUMMER

- **Develop a process to conduct 360 reviews**
- **Build out Divisional Share Portals**



# Questions?



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**AGENDA: 20**

# **Air Quality Overview**

**Board of Directors Special Meeting/Retreat  
January 19, 2022**

**Ranyee Chiang, Ph.D.  
Director of Meteorology and Measurement  
[rchiang@baaqmd.gov](mailto:rchiang@baaqmd.gov)**

# Outline



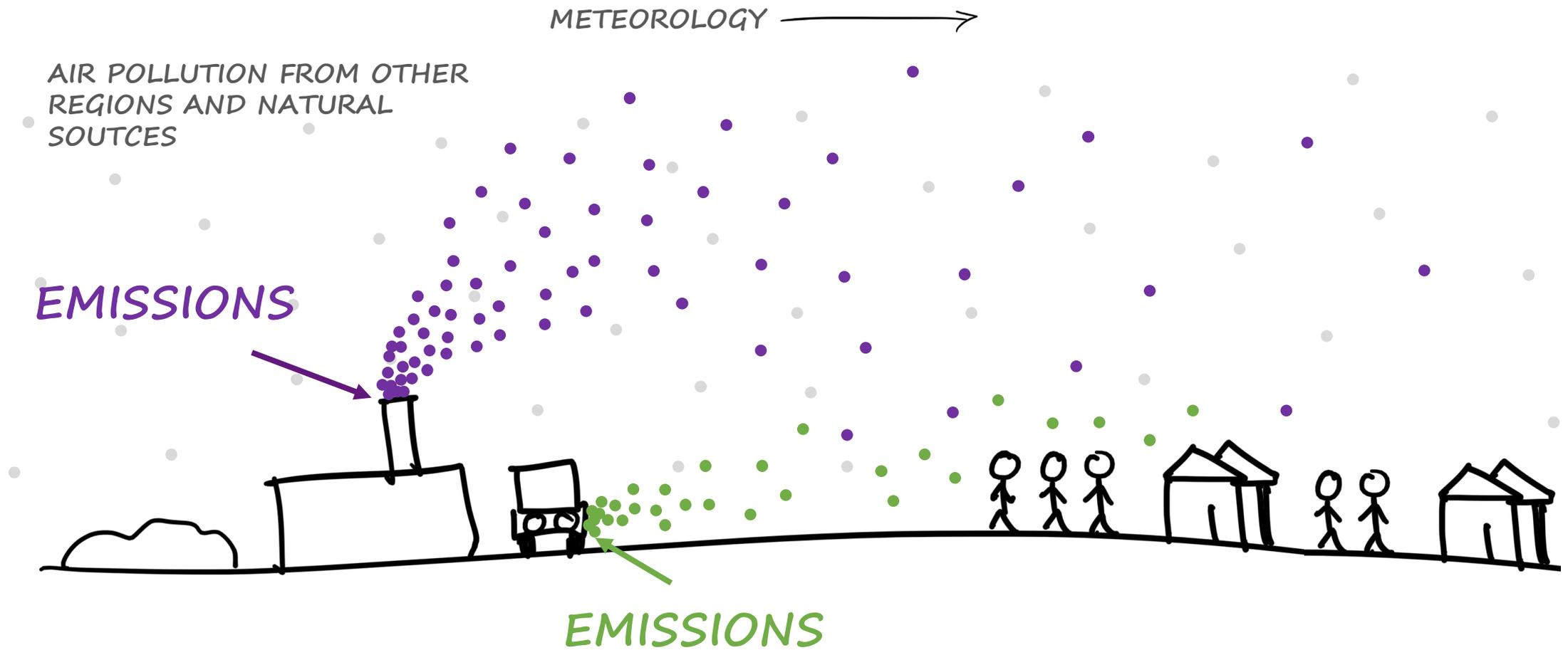
- Air quality concepts and terminology
- Air quality in the Bay Area
  - Sources
  - Trends
  - Disparities

# Requested Action



None; informational item.

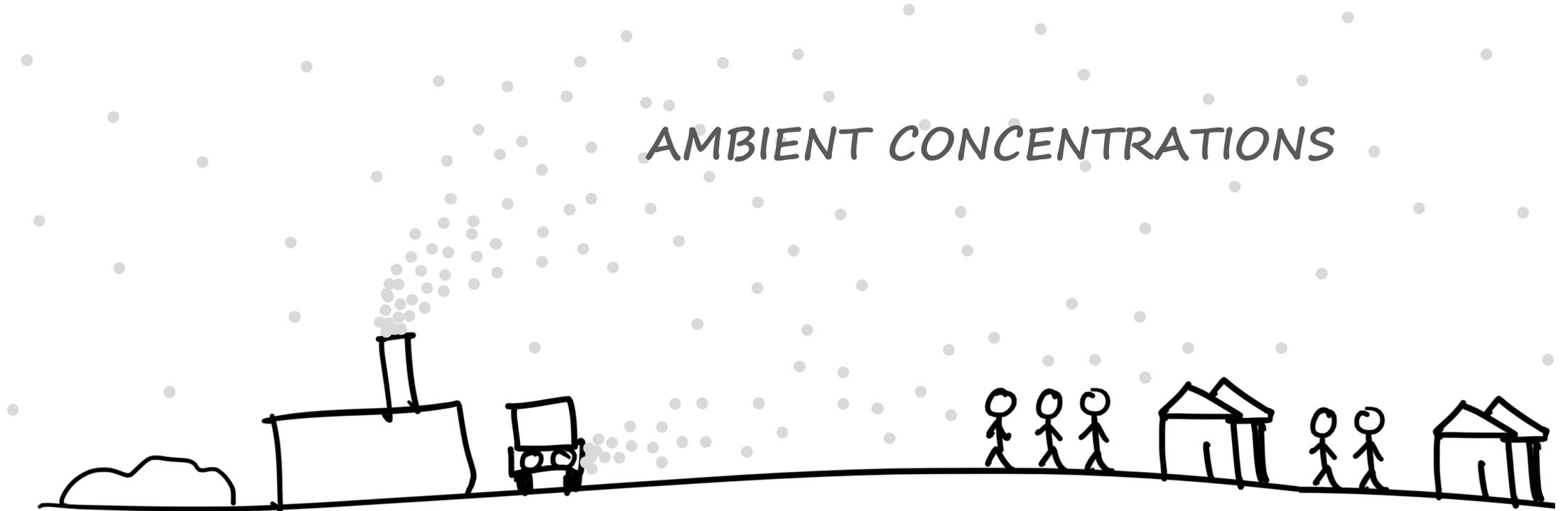
# Emissions: Air Pollution from Sources



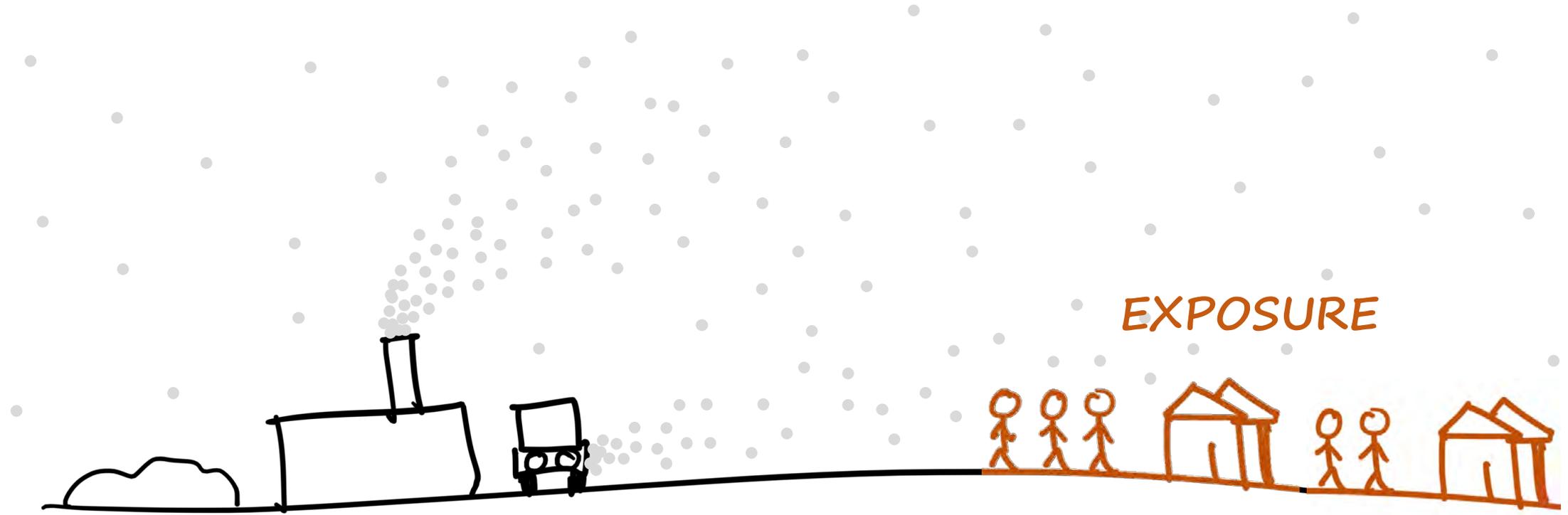
# Ambient Concentrations: Levels of Pollution Measured in the Air



AMBIENT CONCENTRATIONS



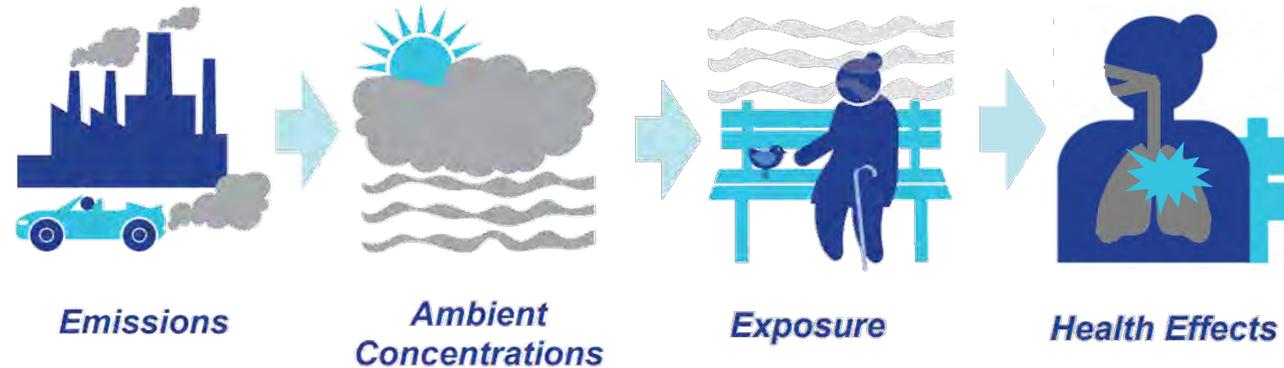
# Exposure: Amount of Pollution that People are Exposed to



# Multiple Complementary Methods to Understand Air Pollution



## Metrics

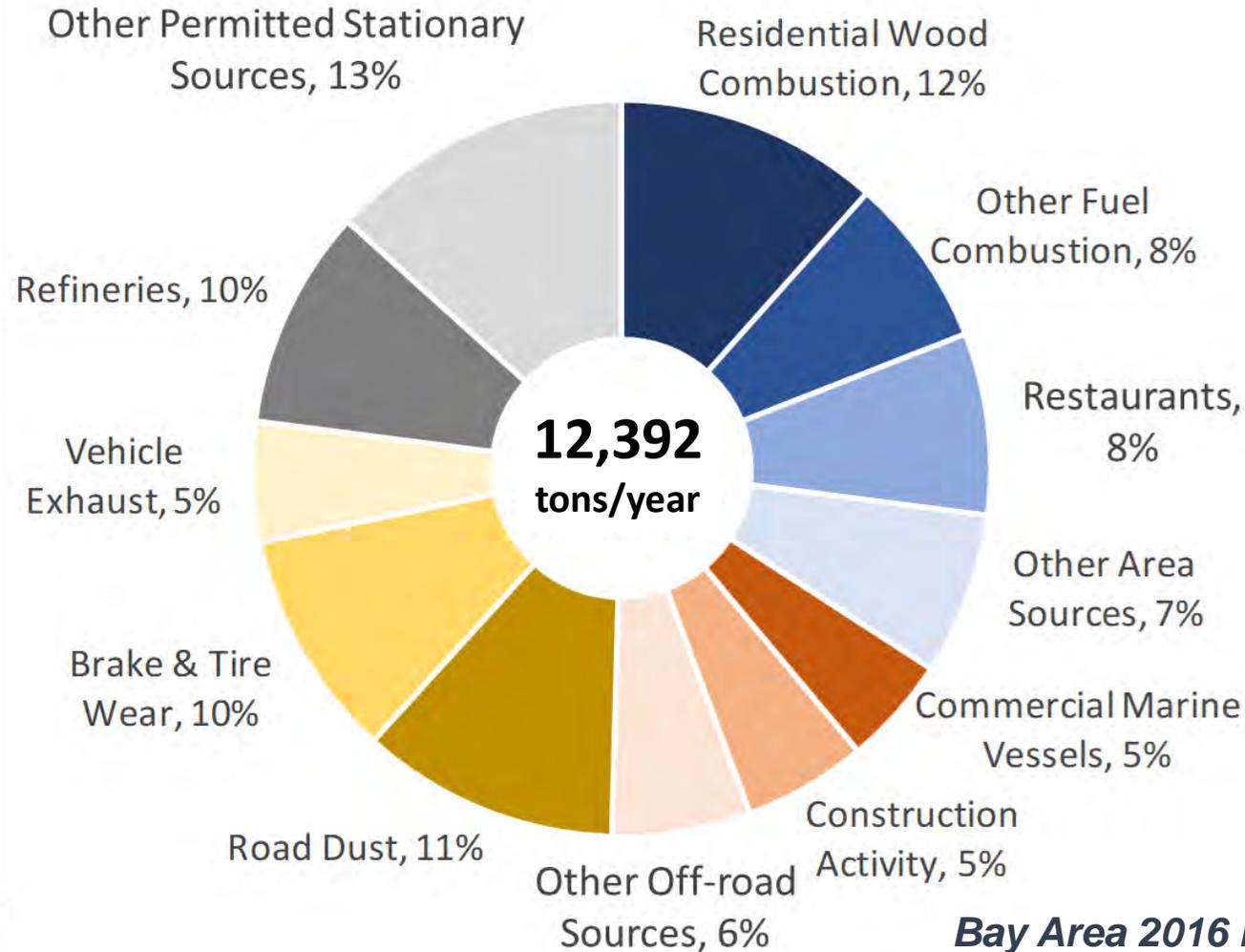


## Methods to measure and estimate

Source testing      Emissions inventory      Monitoring  
Forecasting      Modeling

# Sources of Emissions

## Fine Particulate Matter (PM<sub>2.5</sub>)



**Greys** Permitted Stationary  
**Yellows** On-road Mobile  
**Oranges** Non-road Mobile  
**Blues** Area Sources

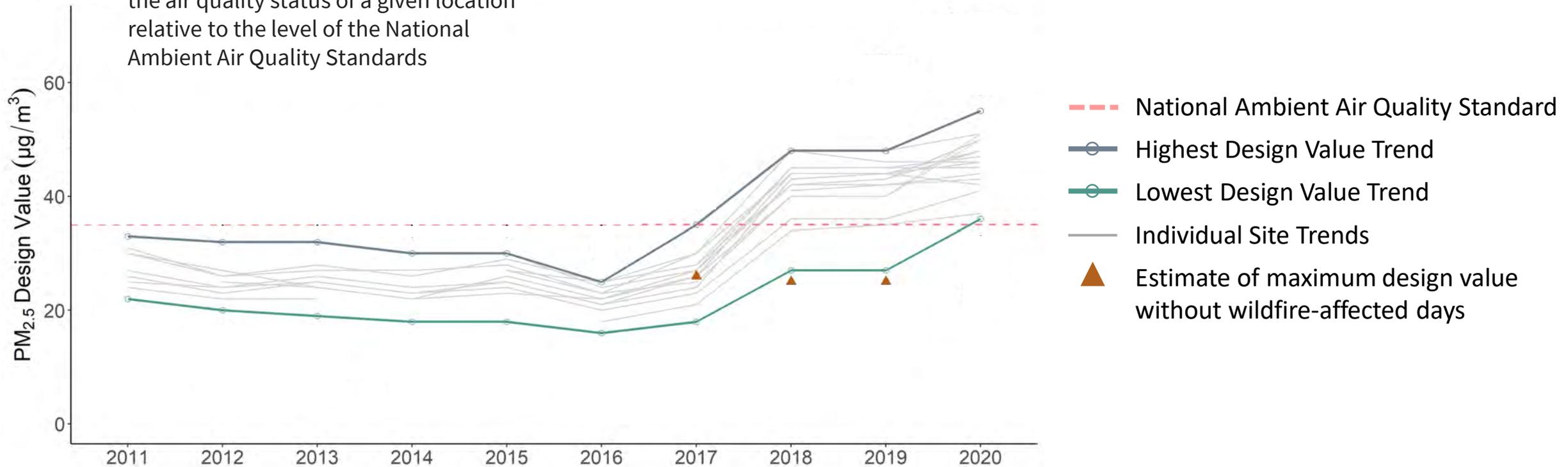
**Bay Area 2016 PM<sub>2.5</sub> Emissions Inventory**

# Ambient Concentrations Over Time

## Short-term standard (24-hour PM<sub>2.5</sub>)



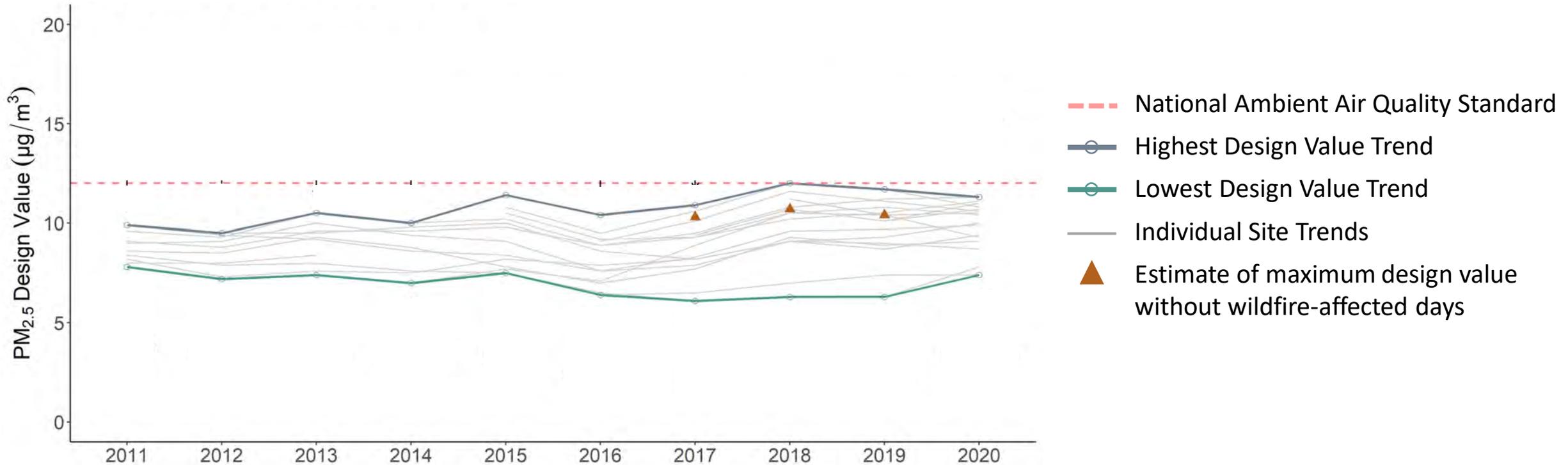
**Design Value:** a statistic that describes the air quality status of a given location relative to the level of the National Ambient Air Quality Standards



**Measurement data from long-term air monitoring network**

# Ambient Concentrations Over Time

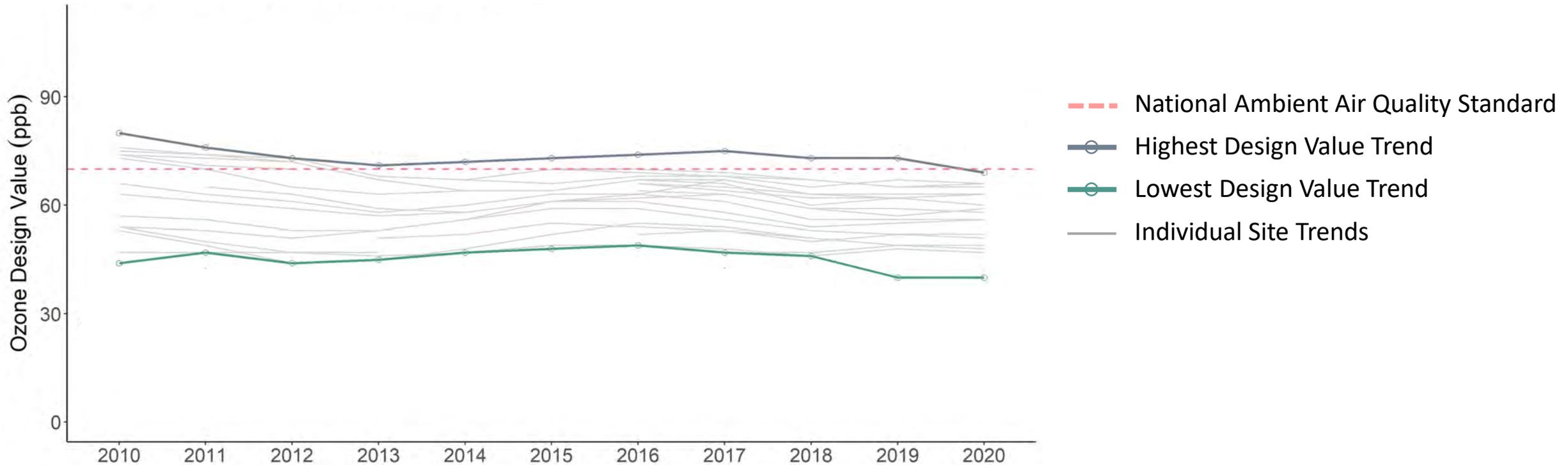
## Long-term standard (Annual PM<sub>2.5</sub>)



**Measurement data from long-term air monitoring network**

# Ambient Concentrations Over Time

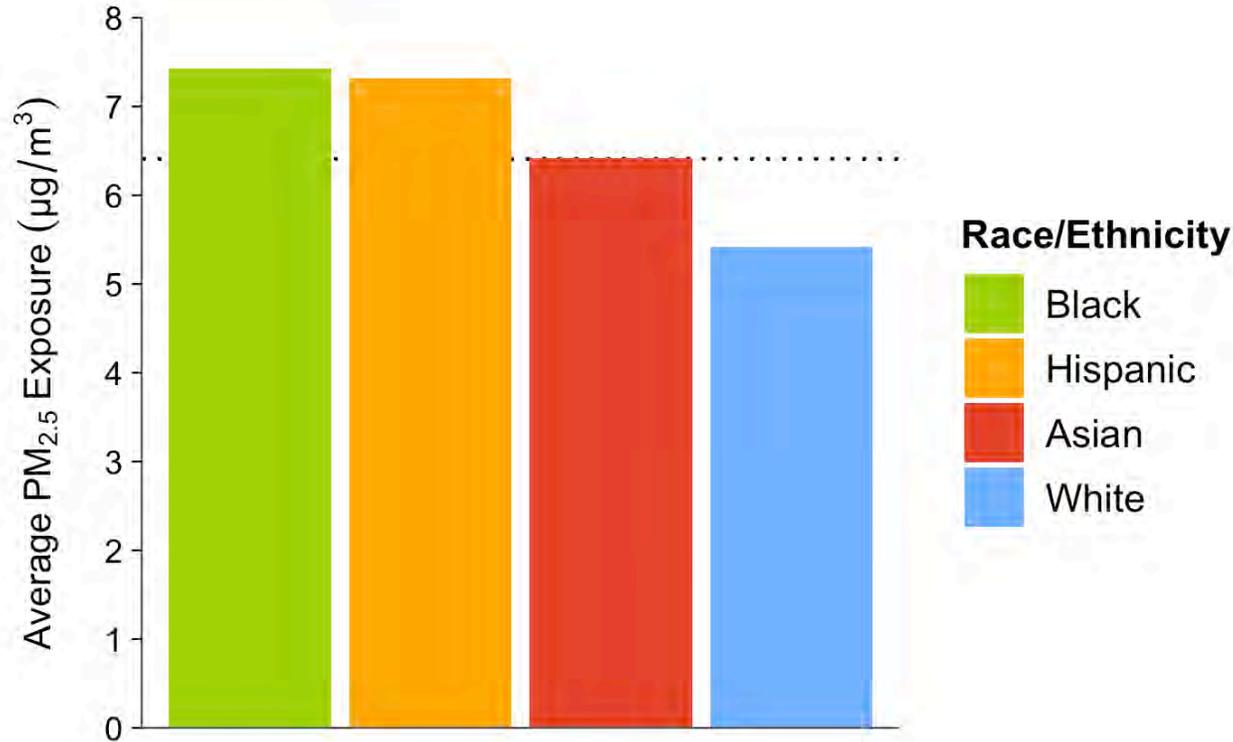
## Ozone (8-hour)



**Measurement data from long-term air monitoring network**

# Exposure Disparities in California

PM<sub>2.5</sub>



Basis: Tessum et al (2021), Supplemental Data S2.  
Dashed line is population average.

***Modeled using InMap, a tool that estimates impacts caused by air pollution***



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**AGENDA: 21**

# **Review of Key Stationary Source Issues**

**Board of Directors Special Meeting/Retreat  
January 19, 2022**

**Damian Breen  
Senior DEO – Operations  
[dbreen@baaqmd.gov](mailto:dbreen@baaqmd.gov)**

# Presentation Outcome



- Inform the Board of Directors regarding Key Stationary Source Issues that will impact the Air District in 2022.

# Presentation Outline



- Overview of Stationary Sources
- Key Stationary Source Issues Engineering
- Key Stationary Source Issues Enforcement
- Wildfires
- Questions

# Presentation Requested Action



- None; Informational presentation.

# Overview of Stationary Sources



- Stationary Source = Not Mobile
- 11,200 Permitted Facilities & 27,599 Sources
- 82 Major Facilities

## Examples:

- 5 Petroleum Refineries
- 7 Chemical Plants
- 20 Power Generation Facilities
- 16 Landfills/Composting Operations
- 2 Metal Melting Operations
- 1 Cement Facility



# Key Stationary Source Issues Engineering



- Implementation of New Permit Rule Changes
- Regulation 11-18 Implementation
  - Program deadlines have slipped
  - Staff proposed program amendments to catch up
- Permit Application Backlog
  - Significant numbers of Backup Generator and Soil Vapor Extraction application in 2021
- Alternative Fuels Permit Applications
  - Both facility's Draft Environmental Impact Statements are out for public comment
- Bay View Hunters Point Cement and Materials Facilities



# Key Stationary Source Issues Enforcement



- **Operational Changes:**
  - Focus in Impacted Communities
    - Prioritizing Woodsmoke and Other Complaints
    - Staff Deployment and Facility Inspections
    - Tighter Integration between Enforcement and the Legal Division
  - Enhance Investigation Capacity
  - Focus on transparency
    - More use of the Air District's Hearing Board



# Key Stationary Source Issues Enforcement (cont.)



- Refineries
  - 2021 - Increased Flaring, Deviations and Notice of Violations (NOVs)
  - Increased Enforcement, New Rules, Rule Amendments and Monitoring
- South Bay Odor Study
  - Release of study finding and recommendations



# Wildfires



2021 - Approximately 2,568,948 Acres burned due to wildfires (equivalent to >50% of the Bay Area Landmass)

2022 – Difficult to get out of current drought and above average temperatures forecast for summer months

## 2022 Wildfire Response Focus Areas:

- Implementation \$3 million Assembly Bill (AB) 836, Wildfire Smoke Clean Air Centers Incentive Program for Vulnerable Populations
- Wildfire Prevention Chipping Pilot Program
- Development of new \$1 Million Program:
  - Community Discussion
  - Home Air Filtration Program
  - USEPA Support Grant



# Feedback Requested



- Questions about 2022 Key Stationary Source Issues?



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AGENDA: 22

# Community Equity and Environmental Justice Overview

Board of Directors Special Meeting/Retreat  
January 19, 2022

Veronica Eady  
Senior Deputy Executive Officer of Policy & Equity  
[veady@baaqmd.gov](mailto:veady@baaqmd.gov)



# Assembly Bill (AB) 617 Update

# Requested Board Action

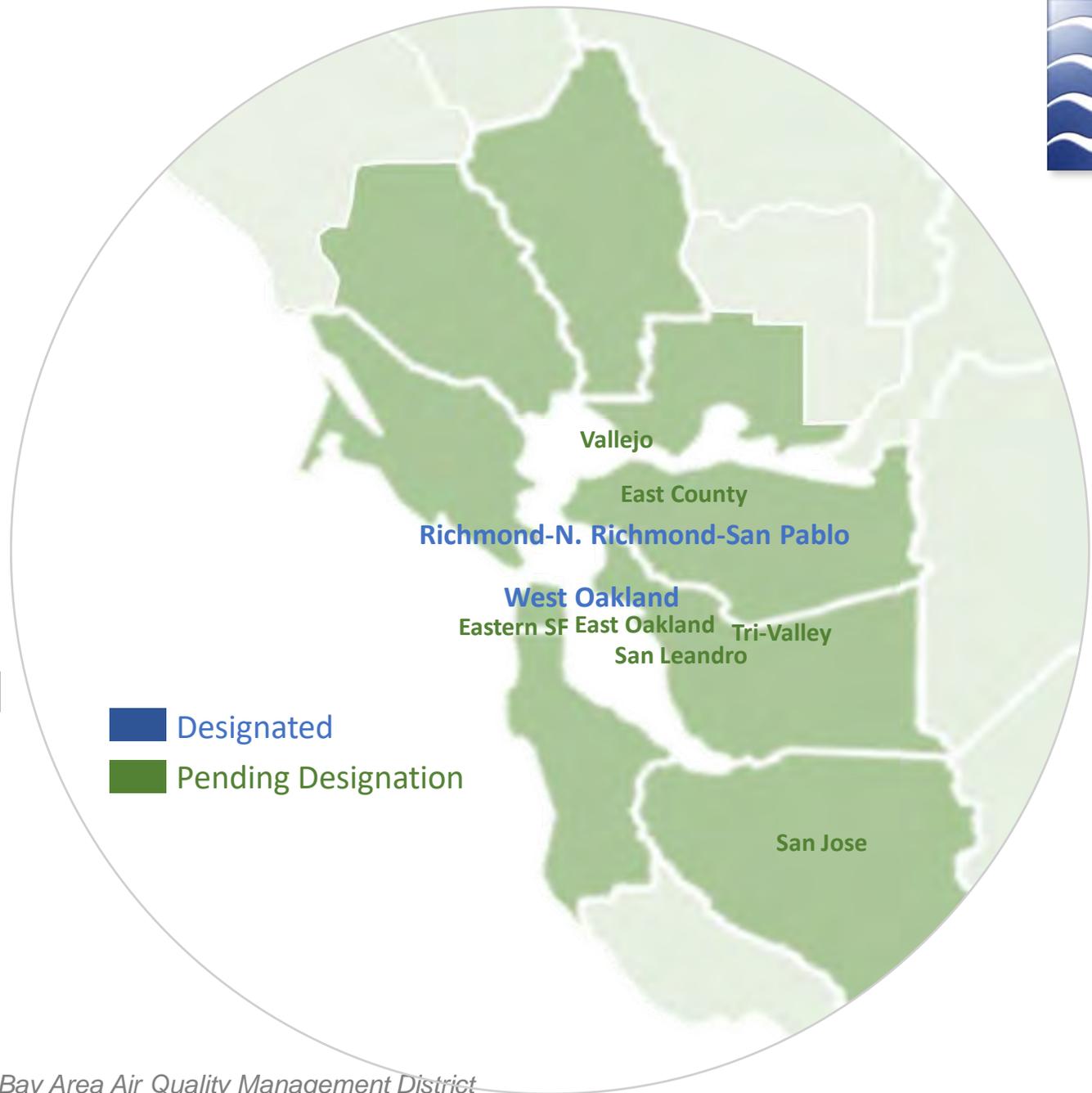


- **Action Requested:** None, Informational Only
- **Outcome:** Update on AB 617 progress, including new elements and approaches.

# About AB 617



- Partner with communities to co-develop solutions to address higher levels of air pollution in historically underrepresented communities.
- Address exposure to harmful air pollutants in impacted communities.
- Anchoring the work to be community-led



# West Oakland and Richmond-North Richmond-San Pablo



## West Oakland

- With West Oakland Environmental Indicators Project, continuing to center equity in implementation
- Recruiting more community residents to engage in the Steering Committee

## Richmond-North Richmond-San Pablo

- Welcomed and orienting new Steering Committee members
- Working on co-creating elements of the emissions reduction plan, including creating strategies informed by community-identified priorities and observations from community mapping

# East Oakland: AB 617 Nomination



- **November 3, 2021:** Air District Board approved the East Oakland nomination on the following basis:
  - Advocated for selection each year
  - Decades of building community capacity, leadership development
  - Low-income, community of color, history of environmental injustice
- **February 10, 2022:** CARB announces new AB 617 communities
- Currently, developing partnerships with Communities for a Better Environment (CBE) and other community groups
- Visioning Community Steering Committee and composition
- Scoping community data and information needs

# Other Work in AB 617 Communities



## Participatory Budgeting

- Planning to work with The Participatory Budgeting Project to train staff participatory budgeting on models and practices
- Develop processes at the Air District with AB 617 communities and the Community Advisory Council

## Expanded Partnerships in Communities

- In places, such as Eastern San Francisco, partnering with South of Market Community Action Network (SOMCAN) to expand community outreach to Filipino communities in Eastern San Francisco and leverage these relationships for AB 617 work

# Improved Equity in Grant Making



- **One aligned grant program**
  - Focus on equity across grant processes
  - Improve outreach and accessible reporting
- **Invest in deeper, stronger community partnerships**
  - Support capacity-building efforts
  - Offer multi-year grant awards
  - Increase available grant amounts
  - Continued program evaluation & Improvement

# Expanded Grantmaking in Environmental Justice Communities



## Previous Community Grant Programs

### James Cary Smith Grants (2016)

- To date, 42 grants awarded to community-based organizations
- Up to \$25,000 each for one year

### Community Health Protection Grants (2019)

- 7 grantees from AB 617 Communities
- \$50,000 each for two years

## Aligned Community Grant Program

### James Cary Smith Community Grant Program

- 35 grantees: 34 serving AB 617 communities; all Environmental Justice Communities defined using CalEnviroScreen 4.0
- Up to \$100,000 each for up to three years
- Total grants supporting Environmental Justice Communities: \$3,061,470

# Support Strong & Effective Partnerships



# Air Filtration



## Community Response Home Air Filtration

- In 2021, provided over 350 air filters to community-based organizations working with vulnerable populations, including the unhoused, seniors and low-income and fence-line communities
  - Bayview Hunters Point – Marie Harrison Foundation, United Council and Bayview Community Advocates
  - Belle Haven – Belle Haven Action and Councilmember Cecilia Taylor
  - City of Millbrae – Mayor Ann Schneider
  - West Oakland - West Oakland Environmental Indicators Project and West Oakland Health Council
  - Vallejo – All Positives Possible
  - Bayo Vista, Rodeo – Healing Impacted Communities

## School Air Filtration Supplemental Environmental Project (SEP)

- Completed installation of high-performance air filtration systems in 12 schools in Bay Area Community Air Risk Evaluation (CARE) Communities (\$2 million total, maintenance ongoing till end of 2025)



# Questions?



# Update on the Air District Community Advisory Council

# Community Advisory Council



The Community Advisory Council (CAC) will advise the Air District Board, Community Equity Health and Justice Committee (CEHJ) and staff on policies and programs affecting impacted communities.

**What:** A group of community leaders and environmental justice advocates who advise the Air District Board, CEHJ Committee, and staff on projects.

**Why:** To improve communication, input, and trust with community representatives and encourage collaboration.

# CAC Composition



County	Seats
Alameda	4 seats
Contra Costa County	4 seats
San Francisco	1 seat
Santa Clara	2 seats
San Mateo	1 seat
Solano	1 seat
At Large	2 seats
Youth	2 seats
<b>TOTAL</b>	<b>17 seats</b>

# Community Advisory Councilmembers



Number	Name	County
1	Ms. Margaret Gordon	Alameda
2	Hana Mendoza	Alameda
3	Joy Massey	Alameda
4	Charles Reed	Alameda
5	William Goodwin	Contra Costa
6	Latasha Washington	Contra Costa
7	Jeff Ritterman	Contra Costa
8	Fernando Campos	Contra Costa
9	Arieann Harrison	San Francisco

Number	Name	County
10	Juan Aguilera	San Mateo
11	Fagamalama Violet Saena	Santa Clara
12	Mayra Pelagio	Santa Clara
13	Ken Szutu	Solano
14	John Jefferson	At Large
15	Rio Molina	At Large
16	Kevin G. Ruano Hernandez	Youth
17	Cecilia Mejia	Youth

# First Meeting and Next Steps



- **First Meeting - January 13, 2022**
  - Introduction to the Air District
  - Brown Act Overview
- **Potential Topics at Future Meetings of the CAC:**
  - Community Benefits Fund
  - Air District-wide Equity Plan
  - California Assembly Bill (AB 617) program planning
  - Community Engagement Strategic Plan



# Questions?



# Diversity, Equity & Inclusion Update

# Diversity, Equity & Inclusion



**Government  
Alliance on  
Race and  
Equity  
Model of  
Change**



1

**Normalize  
Conversation**

2

**Build  
Organizational  
Capacity**

3

**Operate with  
urgency and  
accountability**

# Normalize - Trainings



## Staff

- Implicit Bias Competency and Mitigation 201
- Inclusive Hiring for Managers (mandatory)
- The Future is Now - Embracing Generational Diversity & Succession Planning
- A Supervisor's Guide to Understanding and Managing Employees' Rights: Labor, Leaves, and Accommodations
- Microaggression and Allyship

## Staff and Board

- Structural Racism
- Forming Trust and Building Relationships
- Partnership (What does it mean?) - Accountability, and Transparency
- Conflict Resolution and Collaborative Problem Solving



# Organize - Employee Resource Groups



**NEW**

Formalized ERG Guideline Policy Created

## Traditional

- African American Resource Team (AART)
- Cultural Heritage Month Teams (Asian American/Pacific Islander, Hispanic/Latinx, Women, and LGBTQ Pride)

## Non-Traditional

- Cultural Advisory Team (CAT)
- Equity Resource Team

**Employee Resource Groups are centered on intentionally finding solutions to furthering greater equity and inclusion throughout the agency.**

# Equity Resource Team Roadmap



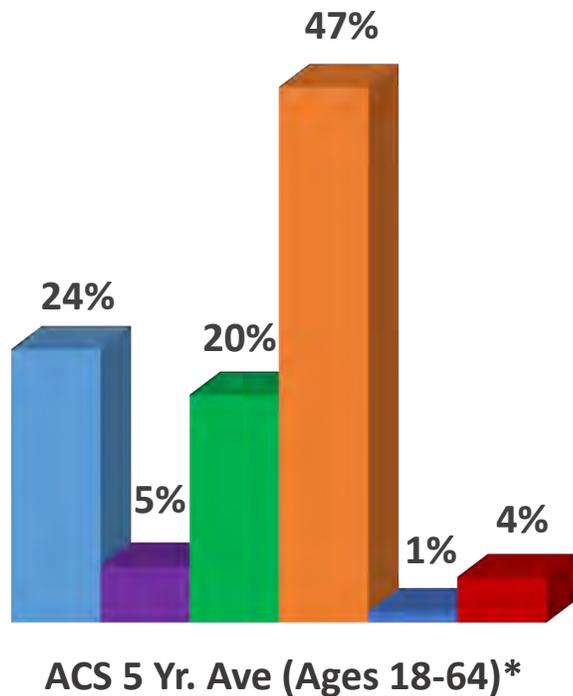
## Equity Plan Pillars

	Workforce Development	Community Health	Public Investment	Operations	Equity Training	Ad Hoc Efforts
Existing Efforts	Existing Efforts	Existing Efforts	Existing Efforts	Existing Efforts	Equity 101 for ERT	Support tasks
Gap Analysis	Gap Analysis	Gap Analysis	Gap Analysis	Gap Analysis	Train the Trainer	Support projects
Recommendations/ Priorities	Recommendations/ Priorities	Recommendations/ Priorities	Recommendations/ Priorities	Recommendations/ Priorities	Staff-led trainings	Other requests
Areas for ERT support	Areas for ERT support	Areas for ERT support	Areas for ERT support	Areas for ERT support		
Opportunities for other support	Opportunities for other support	Opportunities for other support	Opportunities for other support	Opportunities for other support		
Estimates of Size, Effort, Resources						

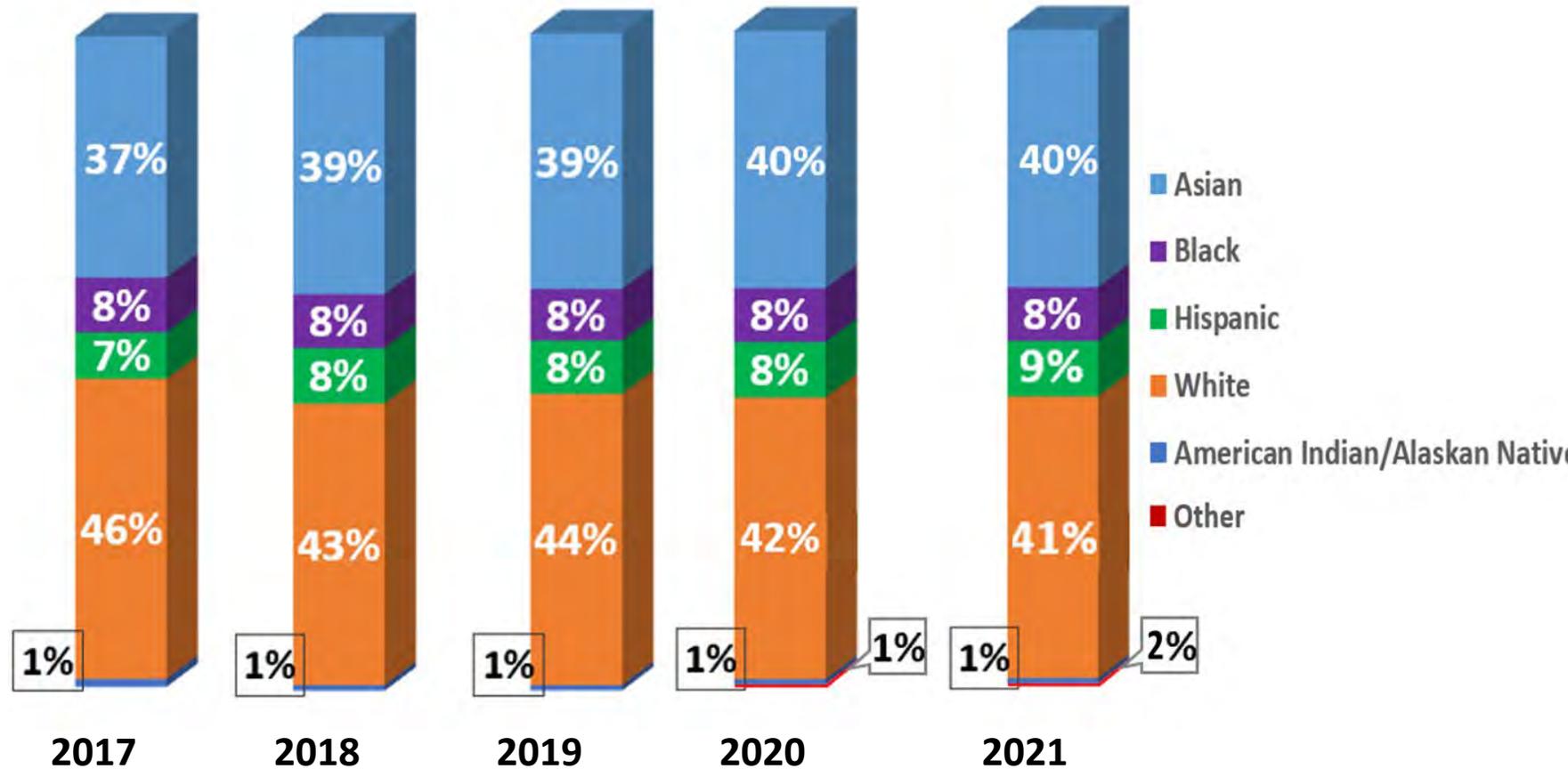


# Demographics by Race/Ethnicity

## Bay Area



## All Employees

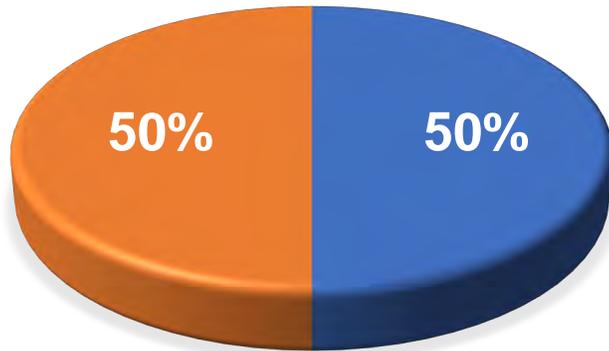


\*American Community Survey (ACS) Census Bureau

# Demographics by Gender



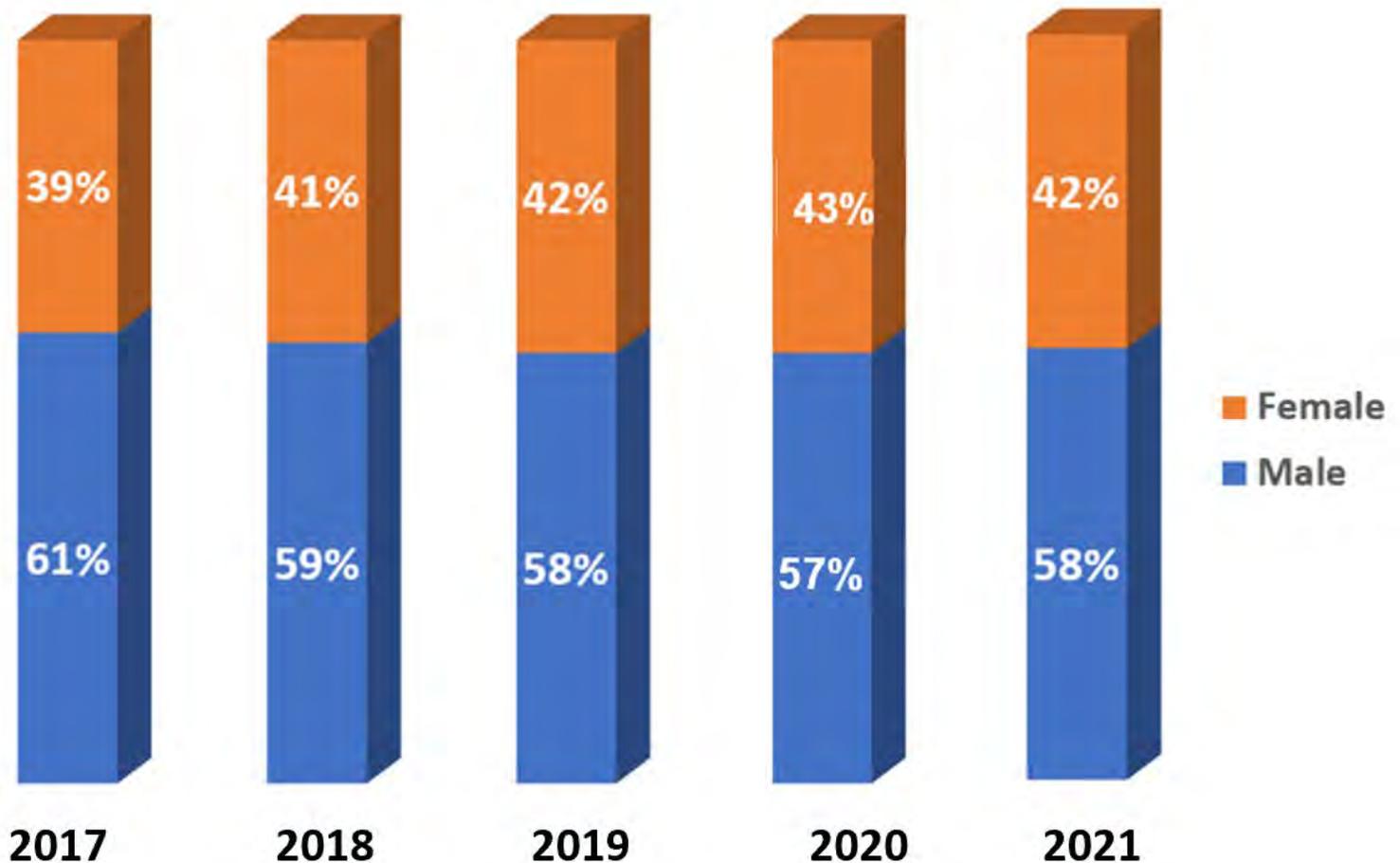
## Bay Area



Bay Area Demographics  
ACS 5 Yr. Ave (Ages 18-64)\*

\*American Community Survey (ACS) Census Bureau

## All Employees



# Demographic Highlights



## Race/Ethnicity

Managers Assistant Managers	2017	2021
Asian	21%	33%
Executives – Directors & Above	2017	2021
African American	0%	12%
ALL Employees	2017	2021
Hispanic/Latinx	7%	9%



## Gender

Executives - Directors & Above	2017	2021
F	35%	48%
M	65%	52%

Director ONLY	2019	2020	2021
F	54%	56%	61%
M	46%	44%	39%

# Operationalize – 2022 New Projects



Contracting and Procurement Opportunities – Diverse suppliers



Participatory Budgeting



Human Resources Recruitment and Retention strategies with HR Diversity consultant, MEB Consulting

- > Recruitment outreach efforts
- > Pay Equity Analysis
- > Promotional opportunities
- > Trainings



EJ Speaks Series for employees

# Leading by Example



- Presented equity framework and best practices to South Coast Air Quality Management District's Inclusion, Diversity, Equity Advisory (IDEA) Panel, MTC, and BCDC. Upcoming: SBCAPCD
- Outlined Air District Board of Directors actions addressing racial justice and equity issues/opportunities and provided recommendations to NACAA/CAPCOA
- Provided Air District racial equity strategic framework along with additional resource materials to the CARB
- Presentations at Local, State, Regional and National Conventions, League of Women Voters, Caltrans etc.





# Questions?



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**AGENDA: 23**

# **Regulatory Agenda Overview**

**Board of Directors Special Meeting/Retreat  
January 19, 2022**

**Greg Nudd  
Deputy Air Pollution Control Officer**

**[gnudd@baaqmd.gov](mailto:gnudd@baaqmd.gov)**

# Outcome



- Discuss the 2022 Regulatory Agenda

# Outline



- 2022 Objectives
- Anticipated 2022 Project Milestones
- Discussion

# Requested Action



- None; informational item.

# 2022 Objectives



- **Prioritization Framework:** Work with community advocates and the Board on developing a framework to prioritize future projects
- **Permitting Regulations: Begin Phase 2**
  - Address fine particulate matter (PM2.5)
  - Work with stakeholders to address additional concerns not included in amendments approved in Dec. 2021
- **Finalize in-process rules:**
  - **Rule 13-5: Hydrogen Plants**
    - First greenhouse gas rule for the Air District
  - **Rules 9-4/9-6: Building Appliances**
    - Set a zero-emission standard for residential space and water heating

# 2022 Objectives (cont.)



- Assembly Bill (AB) 617 BARCT Schedule:
  - Finalize 1-2 of the following:
    - Rule 8-5: Storage of Organic Liquids
    - Rule 8-8: Wastewater Separators
    - Rule 8-18: Equipment Leaks
- Begin white papers on additional sources identified for rulemaking in the AB 617 West Oakland Action Plan
- Select/begin work on “clean up” rule, e.g. amend an existing rule to reflect lessons learned in implementation and/or to make it consistent with current technology

# Anticipated 2022 Project Milestones



Project	Next Anticipated Milestone(s) and Dates
Rule 13-5: Hydrogen Plants	Publish Package: Q1, Board Hearing: Q2
Regulation 2: Permitting	Begin Public Engagement: Q1
Prioritization Framework	Begin Public Engagement: Q1
Rule 9-4/9-6: Building Appliances	SSCI: Q1/Q2, Board Hearing Q2/Q3

Goal to bring 1-2 of the below before the Board by end of 2022; schedules TBD and dependent on resources:

Project	Next Anticipated Milestone(s)
Rule 8-8: Wastewater Separators	Concepts/Workshop
Rule 8-5: Storage of Organic Liquids	Concepts/Workshop
Rule 8-18: Equipment Leaks	Concepts/Workshop

# Feedback Requested/Prompt



Questions and Comments?



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**AGENDA: 24**

# **Legislative Overview**

**Board of Directors Special Meeting/Retreat  
January 19, 2022**

**Alan Abbs  
Legislative Officer  
[aabbs@baaqmd.gov](mailto:aabbs@baaqmd.gov)**

# Presentation Outcome



- Staff will provide an overview of legislative activities for 2022.

# Presentation Outline



- State Budget 2022-23
- State Legislation and Air District-Sponsored Bills
- Federal Activities

# Presentation Requested Action



- None; Informational Only

# Legislative Overview



## State Budget 2022-23

- The Governor's Proposed Budget will be released by January 10, 2022.
- Staff will provide an update on the proposed budget as it pertains to the Air District.

# Legislative Overview (cont.)



## State 2021-22 Regular Session

- Carl Moyer/Assembly Bill (AB) 923 Reauthorization
- Private/Charter School Requirements for Air Quality Review Under the California Environmental Quality Act (CEQA)
- Penalty Amendments
- Board Composition

# Legislative Overview (cont.)



## Federal Activities

- Staff will provide an update on federal activities and legislation of interest to the Air District.



# Questions / Discussion

**BAY AREA AIR QUALITY MANAGEMENT DISTRICT  
BOARD OF DIRECTORS**

**2022 STANDING COMMITTEE ASSIGNMENTS  
EFFECTIVE FEBRUARY 1, 2022**

<b><u>Administration</u></b>	<b><u>Budget and Finance*</u></b>	<b><u>Community Equity, Health and Justice</u></b>
<i>(11 members max)</i>	<i>(11 members max)</i>	<i>(11 members max)</i>
<i>3<sup>rd</sup> Wednesday of each month at 9:30 a.m.; if there is no Board Meeting or after the Board of Directors Meeting</i>	<i>Date and time TBD (prior meeting date/time was 4<sup>th</sup> Wednesday each month)</i>	<i>1<sup>st</sup> Thursday of each month at 9:30 a.m.</i>
Karen Mitchoff (Chair)	Carole Groom (Chair)	Davina Hurt (Chair)
John Bauters (Vice-Chair)	Brad Wagenknecht (Vice-Chair)	Tyrone Jue (Vice-Chair)
Margaret Abe-Koga	Margaret Abe-Koga	John Bauters
Cindy Chavez	John Bauters	Rich Constantine
John Gioia	David Canepa	John Gioia
Carole Groom	David Hudson	David Haubert
David Hudson	Myrna Melgar	Myrna Melgar
Tyrone Jue	Karen Mitchoff	Nate Miley
Katie Rice		Shamann Walton
Mark Ross		
Brad Wagenknecht		
<b><u>Legislative</u></b>	<b><u>Mobile Source and Climate Impacts</u></b>	<b><u>Stationary Source and Climate Impacts</u></b>
<i>(11 members max)</i>	<i>(11 members max)</i>	<i>(11 members max)</i>
<i>3<sup>rd</sup> Wednesday each month at 1:00 p.m.</i>	<i>4<sup>th</sup> Thursday of each month at 9:30 a.m.</i>	<i>3<sup>rd</sup> Monday of each month at 9:00 a.m. (mtg. must end at noon)</i>
Pauline Russo Cutter (Chair)	Pauline Russo Cutter (Chair)	John Bauters (Chair)
Rob Rennie (Vice-Chair)	Teresa Barrett (Vice-Chair)	Lynda Hopkins (Vice-Chair)
Margaret Abe-Koga	Margaret Abe-Koga	Rich Constantine
Erin Hannigan	David Canepa	John Gioia
Lynda Hopkins	John Gioia	Carole Groom
David Hudson	Lynda Hopkins	Davina Hurt
Katie Rice	David Hudson	Tyrone Jue
Brad Wagenknecht	Davina Hurt	Nate Miley
Lori Wilson	Karen Mitchoff	Karen Mitchoff
	Katie Rice	Rob Rennie
	Lori Wilson	Mark Ross

