

Exhibit to Agenda Item #1c

Workforce, Diversity & Inclusion 2022 Proposed Budget.

Board Finance & Audit Committee and Special SMUD Board of Directors Meeting
Wednesday, November 10, 2021, scheduled to begin at 5:30 p.m.

Virtual Meeting (online)

Workforce, Diversity & Inclusion

2022 Proposed Budget & Initiatives

Gary King
Chief Diversity Officer



Business Segments & Functions



People Services & Strategies	Diversity, Equity & Inclusion	Sustainable Communities
Career Development & Learning	Enterprise DE&I Strategy Management & Monitoring	Sustainable Communities Partnerships & Shine Award
Employee & Labor Relations	DE&I Initiatives, Programs & Education	Economic Development & SEED
Enterprise Change & Culture	DE&I Data Management, Analysis & Reporting	Community Education & Technology Center
Talent Management		Regional Workforce Development
Total Rewards		
Strategic Planning, Performance & Analytics		



Affordability

- Community Based 2030 Zero Carbon Plan Electrification Pilots SD-2
 - Develop comprehensive custom education toolkits to help communities access SMUD programs to reduce their energy bill while making zero carbon related improvements
- Sustainable Communities Partnerships SD-2
 - Establish multi-year partnerships with local non-profits to equitably provide resource support to underserved communities





Organizational Agility

- Diversity, Equity & Inclusion Strategy
 - Finalize tactics and initiatives to achieve strategic goals
 - Monitor and report status of key measures
 - Produce annual diversity, equity and inclusion report

- Diversity, Equity, Inclusion & Belonging Advisory Council
 - Launch SMUD's inaugural DEI&B Advisory Council
 - Support council member onboarding and council operations

- Diversity, Equity & Inclusion Audit of Policy and Procedures
 - Procure outside expertise to guide assessment of human resources policy, programs, and processes
 - Develop internal capability to conduct diversity, equity & inclusion audits

SD-8

SD-8

SD-8





Organizational Agility

- Talent Pipeline
 - Embed purposeful, dedicated outreach efforts in talent acquisition strategies
 - Conduct a deeper reach within the community to improve representation of historically underrepresented populations
 - Implement the Powering Careers Program to build a pipeline for under-resourced communities to enter skilled trades at SMUD and other industry partners in our region

- Regional Diverse and Equitable Green Job Workforce Development Pipeline
 - Develop diverse job training pathways, partnerships and curriculum (i.e., Energy Pathways, California Conservation Corps, Energy Corps, California Mobility Center, Grid Alternatives, Energy Jobs Summit, and Job Training Centers)

SD-8, 13, 15

SD-8





Organizational Agility

- Talent Technology Transformation (T3)SD-8, 10
 - Initiate the Talent Technology Transformation project implementation
 - Enhance applicant and employee experience, improve state of the human resources technology ecosystem, and improve data-driven decision-making for SMUD's human resources processes and policies
- Workforce DemographicsSD-8
 - Maintain workforce demographics dashboard and enhance data elements and features
 - Conduct analysis and provide reports in response to data queries
 - Establish evidence of diversity, equity & inclusion





Organizational Agility

- Workforce Agility SD-8
 - Address risks to workforce agility through succession planning and strategic workforce planning programs
 - Give succession planning emphasis to critical roles and bring a DE&I lens to review and revise the program to support efforts to increase workforce diversity
 - Evaluate and expand the reach of existing leadership development programs and maintain organization-wide mentoring program

- Total Rewards SD-8, 10
 - Evaluate Total Rewards benefit offerings including exploring additional adaptive benefits that meet the needs of SMUD's diverse workforce

- Employee Engagement SD-8
 - Coach and support leaders at all levels in taking meaningful action in response to employee engagement survey results that supports SMUD as a great place to work for all



Organizational Agility

- Labor Relations

SD-12

- Implement successor Memorandums of Understanding (MOUs) with International Brotherhood of Electrical Workers (IBEW) and Organization of SMUD Employees (OSE)
- Provide education to SMUD leaders on negotiated changes
- Negotiate a new MOU for the Public Safety Officers Association (PSOA) bargaining unit before current labor contract expires on December 31, 2022

- Child Development Center

SD-8, 10

- Open a multi-employer child development center in conjunction with California State University Sacramento and University of California, Davis Health to help attract and retain the region's top talent, as well as address the need for childcare in Sacramento





Environmental Leadership

- Sustainable Communities Resource Priorities Mapping and Metrics
 - Provide updated and enhanced mapping to address environmental justice, climate change, and equity-related impacts on SMUD customers and activities
- Equitable Electric Vehicle (EV) Partnerships
 - Development of EV education, usage, purchase, charging installs, and hub development in under-resourced communities
 - Example: EV school curriculum, Clean Cars for All, Prove It Campaign, Del Paso and Arden EV Hubs

SD-7

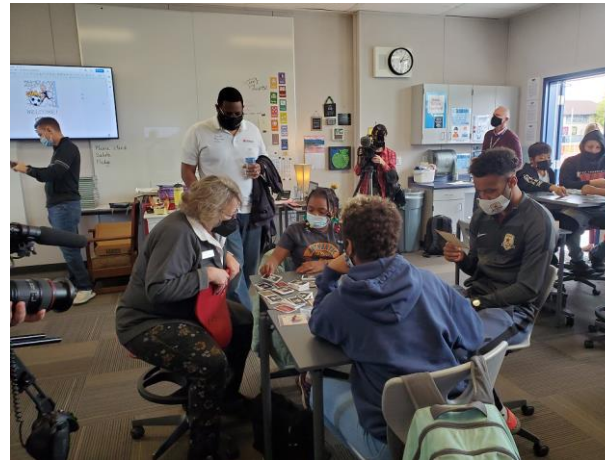
SD-9





Environmental Leadership

- Community Education Residential and Commercial SD-9
 - Promote 2030 Zero Carbon Plan goals through in-person and online classes and educational content for commercial and residential customers
- Science Technology Engineering Math (STEM) Education SD-9
 - Provide training, tours, online engagement, competitions, classroom visits, and engaging activities for students and educators to reinforce learning about climate change and energy efficiency





Community Vitality

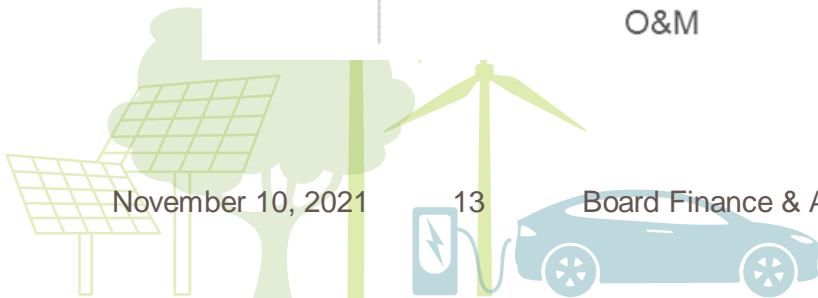
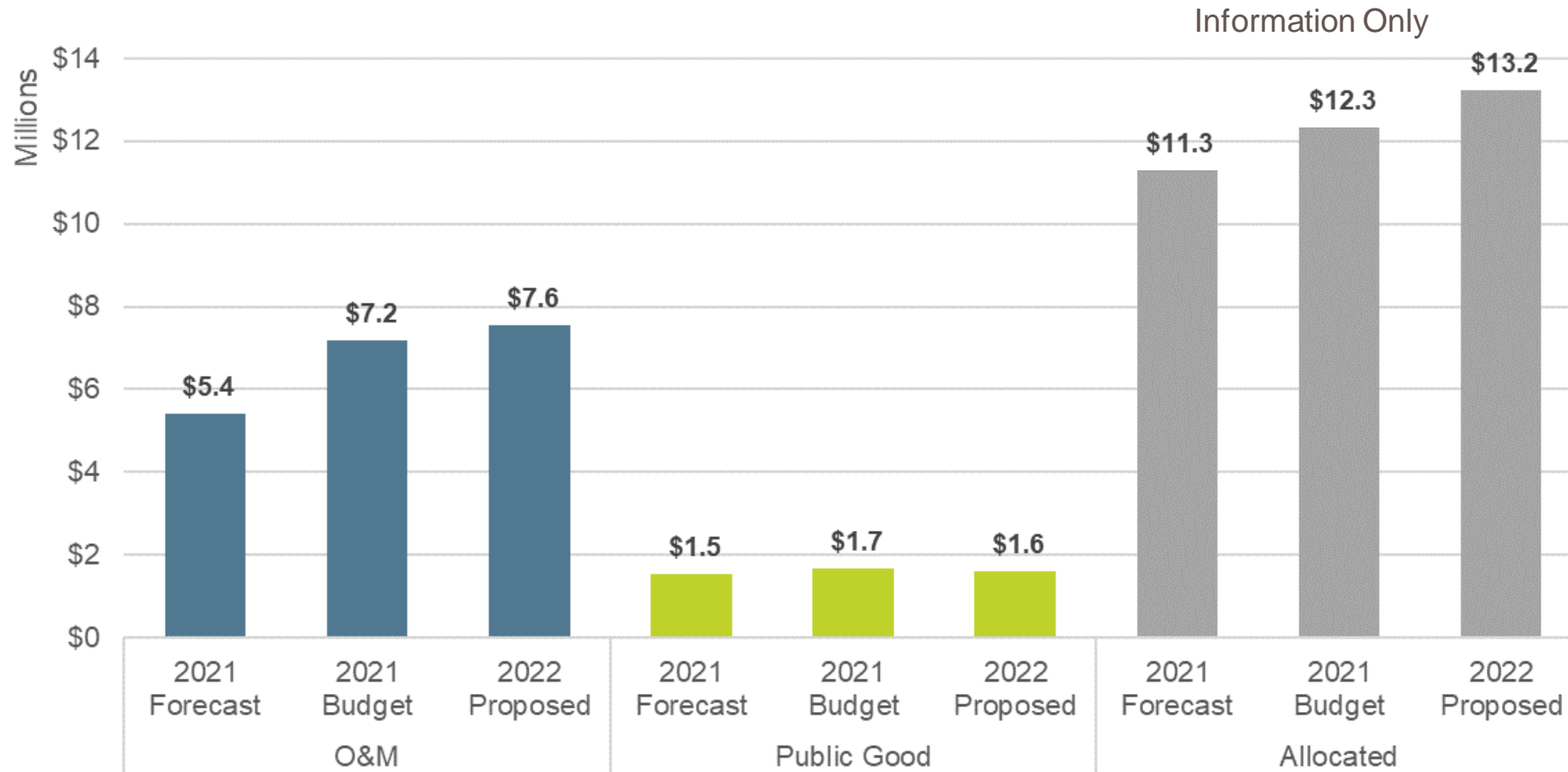
- Leave No Community Behind
 - Enhance existing equity index and resource priority mapping with focus on strengthening under-resourced communities
 - Work with Electric Power Research Institute (EPRI) and Smart Electric Power Alliance (SEPA) to develop industry standard for equity in electrification and apply to evaluation of new and existing SMUD programs and incentives
- Small Business Support in Under-Resourced Communities
 - Improve support to help small businesses in under-resourced communities adopt carbon zero practices and innovate to spur inclusive economic development

SD-5, 13

SD-13



2022 Proposed Budget



Benefits Summary



Summary (\$M)	2021 Forecast	2021 Budget	2022 Proposed	\$ Change vs Budget	% Change vs Budget
Retirement Contribution	\$120	\$71	\$68	(\$3)	-4%
FICA Contribution	\$21	\$22	\$24	\$1	5%
Health & Welfare Benefits	\$45	\$49	\$52	\$3	7%
Administer Benefits	\$2	\$3	\$2	(\$0)	-6%
Subtotal	\$188	\$145	\$146	\$1	1%
OPEB – Current Year Contribution	\$0	\$10	\$8	(\$1)	-14%
OPEB – Unfunded Liability Contribution	\$11	\$29	\$24	(\$5)	-19%
Pension Adjustments	(\$14)	\$0	\$13	\$13	100%
Total Employee Benefits	\$186	\$184	\$191	\$8	4%