

Board Policy Committee Meeting and Special SMUD Board of Directors Meeting

Date: Wednesday, August 10, 2022

Time: Scheduled to begin at 5:30 p.m.

Location: Virtual Meeting (online)

Powering forward. Together.



AGENDA BOARD POLICY COMMITTEE MEETING AND SPECIAL SMUD BOARD OF DIRECTORS MEETING

Wednesday, August 10, 2022

Scheduled to begin at 5:30 p.m.

Zoom Webinar Link: [Join Board Policy Committee Meeting Here](#)

Webinar/Meeting ID: 161 202 5574

Passcode: 886154

Phone Dial-in Number: 1-669-254-5252 or 1-833-568-8864 (Toll Free)

Pursuant to Government Code section 54953(e) and the Emergency Board Meeting Procedures adopted by the SMUD Board of Directors, the regular Board meeting and other public meetings are currently conducted solely via virtual (online/teleconference) meeting to align with state, local, and federal guidelines for the containment of the coronavirus.

Live video streams and indexed archives of meetings are available at:

http://smud.granicus.com/ViewPublisher.php?view_id=16

Members of the public may register to provide verbal comments at an upcoming Board or Committee meeting by emailing a request to speak to PublicComment@smud.org. Please include the date of the meeting, name, and topic or agenda item the requestor wishes to speak on. The request may also be submitted while the meeting is in progress during the standard time for the agenda item or topic. **Pre-registration is strongly encouraged by no later than 3:00 p.m. on the day of the meeting.**

Members of the public may provide written public comments on a specific agenda item or on items not on the agenda (general public comment) by submitting comments via e-mail. Comments may be submitted to PublicComment@smud.org and will be placed into the record of the meeting.

Members of the public that are listening to or watching the live stream of a Committee meeting and wish to comment on a specific agenda item as it is being heard may submit their comments, limited to 250 words or less, to PublicComment@smud.org, noting the agenda item number in the subject line. The Committee Chair may read comments for items on the agenda into the record, in his discretion, based upon such factors as the length of the agenda or the number of e-mail comments received. General public comment for items not on the agenda will not be read into the record but will be provided to the Board and placed into the record of the Board meeting if it is received within two hours after the meeting ends.

This Committee meeting is noticed as a joint meeting with the Board of Directors for compliance with the Brown Act. In order to preserve the function of the Committee as advisory to the Board, members of the Board may attend and participate in the discussions, but no Board action will be taken. The Policy Committee will review, discuss and provide the Committee's recommendation on the following:

DISCUSSION ITEMS

1. Tracy Carlson Accept the monitoring report for **Strategic Direction SD-5, Customer Relations.**
Presentation: 15 minutes
Discussion: 15 minutes
2. Tom Jas Accept the monitoring report for **Strategic Direction SD-15, Outreach and Communication.**
Presentation: 15 minutes
Discussion: 10 minutes
3. Dave Tamayo Board Monitoring: **Governance Process GP-11, Board Review of Internal Records; Governance Process GP-14, External Auditor Relationship; and BL-5, Unity of Control.**
Presentation: 10 minutes
Discussion: 5 minutes

INFORMATIONAL ITEMS

4. Brandon Rose Board Work Plan.
Discussion: 5 minutes
5. Public Comment
6. Dave Tamayo Summary of Committee Direction.
Discussion: 1 minute

Pursuant to Resolution No. 20-06-08 adopted on June 18, 2020, Emergency Board Meeting Procedures are in effect:

Members of the public may make either a general public comment or comment on a specific agenda item by submitting comments via email. Comments may be submitted to PublicComment@smud.org. Comments will be provided to the Board and placed into the record of the Committee meeting if it is received within two hours after the meeting ends.

Members of the public that are listening or watching the live stream of a Board meeting and wish to comment on a specific agenda item as it is being heard, may submit their comments, limited to 250 words or less, to PublicComment@smud.org. The Board Chair may read the comments into the record, in his discretion, based upon such factors as the length of the agenda or the number of email comments received. Comments will be provided to the Board and placed into the record of the Committee meeting if it is received within two hours after the meeting ends.

*Members of the public may register to provide verbal comments at an upcoming Board or Committee meeting by emailing a request to speak to PublicComment@smud.org. Please include the date of the meeting, name, and topic or agenda item the requestor wishes to speak on. The request may also be submitted while the meeting is in progress during the standard time for the agenda item or topic. **Pre-registration is strongly encouraged by no later than 3:00 p.m. on the day of the meeting.***

ADA Accessibility Procedures: Upon request, SMUD will generally provide appropriate aids and services leading to effective communication for qualified persons with disabilities so that they can participate equally in this virtual meeting. If you need a reasonable auxiliary aid or service for effective communication to participate, please email Toni.Stelling@smud.org, or contact by phone at (916) 732-7143, no later than 48 hours before this virtual meeting.

SSS No.
CO-CES 22-001

BOARD AGENDA ITEM

STAFFING SUMMARY SHEET

Committee Meeting & Date
Policy, August 10, 2022
Board Meeting Date
August 18, 2022

TO				TO						
1.	Claire Rogers			6.						
2.	Brandy Bolden			7.						
3.	Jennifer Davidson			8.						
4.	Suresh Kotha			9.	Legal					
5.	Farres Everly			10.	CEO & General Manager					
Consent Calendar		X	Yes	No If no, schedule a dry run presentation.		Budgeted	Yes	No (If no, explain in Cost/Budgeted section.)		
FROM (IPR) Tracy Carlson				DEPARTMENT Customer Operations				MAIL STOP A151	EXT. 7248	DATE SENT 07/22/2022

NARRATIVE:

Requested Action: Accept the monitoring report for Strategic Direction SD-5, Customer Relations.

Summary: Communicate status of key metrics as they relate to customer satisfaction and the hearing/appeal process.

Board Policy: SD-5, Customer Relations. This report provides the measurement of customer service as specified in SD-5.
(Number & Title)

Benefits: Provide Board Members with an update on the compliance of the Strategic Direction and allow an opportunity to make corrections, additions, or changes if necessary.

Cost/Budgeted: N/A

Alternatives: No action would impact ability to meet Strategic Direction.

Affected Parties: Customer Operations, Communications, Marketing, & Community Relations, Legal, and SMUD customers

Coordination: Customer Operations

Presenter: Tracy Carlson, Director, Customer Operations

Additional Links:

SUBJECT
Annual Monitoring Report for SD-5, Customer Relations

ITEM NO. (FOR LEGAL USE ONLY)

ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.

SACRAMENTO MUNICIPAL UTILITY DISTRICT

OFFICE MEMORANDUM

TO: Board of Directors

DATE: July 27, 2022

FROM: Claire Rogers *CR 7/27/22*

**SUBJECT: Audit Report No. 28007429
Board Monitoring Report; SD-05: Customer Relations**

Audit and Quality Services (AQS) received the SD-05 *Customer Relations* 2021 Annual Board Monitoring Report and performed the following:

- A review of the information presented in the report to determine the possible existence of material misstatements;
- Interviews with report contributors and verification of the methodology used to prepare the monitoring report; and
- Validation of the reasonableness of a selection of the report's statements and assertions.

During the review, nothing came to AQS' attention that would suggest the SD Board Monitoring report did not fairly represent the source data available at the time of the review.

CC:

Paul Lau

Board Monitoring Report 2021

SD-5 Customer Relations



1) Background

Strategic Direction 5 states that:

Maintaining a high level of customer relations is a core value of SMUD. Additionally, the Board sets a customer satisfaction target of 95 percent with no individual component measured falling below 85 percent.

In addition, the Board establishes an overall customer experience “value for what you pay” target of 70 percent by the end of 2025 and 80 percent by the end of 2030, with neither the average commercial customer score falling below 69 percent nor the average residential customer score falling below 65 percent in any year.

As part of this policy:

- a) SMUD customers shall be treated in a respectful, dignified and civil manner.
- b) SMUD shall communicate a procedure for customers who believe they have not received fair treatment from SMUD to be heard.

2) Executive summary

To ensure customers are receiving the highest quality of service, SMUD measures the satisfaction of key interactions with SMUD: Outages, Tree Trimming, Bill Inquiries, New Connections, IVR Payments, and IVR Payment Arrangements.

In addition, we measure Value for What You Pay as value drives customer loyalty. Value is defined as the trade-off between the perceived benefits a customer gets to the cost they have to pay for the benefits. Knowing what customers value allows SMUD to tailor services, products, and offerings to sustain customer relationships as the utility market evolves. SMUD is measuring customer perceived value because SMUD believes it is an effective early indicator of customer loyalty. When customers have options to choose alternatives, whether alternatives in energy, energy advisement, and other related services, we want our customers to continue choosing SMUD.

High satisfaction in these key interactions below and a high Value for What You Pay score support SMUD’s purpose and vision to act in the best interests of our customers and community.

SMUD is in compliance with the policy and has exceeded the targets set forth by the Board in all instances for SD-5.

SMUD has exceeded the target of 95% with an overall Customer Satisfaction of 97%. All six components exceeded the expectation set.

SMUD achieved a 76% overall Value for What You Pay score, with neither Residential nor Commercial falling below their prescribed floors.

Metric		Status	Compliance
Customer Service Level	Overall Satisfaction	97%	Yes
	Tree Trimming	96%	
	New Connects	99%	
	Bill Inquiries	96%	
	Outage Communication	94%	
	IVR Payment	98%	
	IVR Payment Arrangement	93%	
Value for What You Pay Addendum	Overall VFP	76%	Yes
	Commercial	79%	
	Residential	73%	

Respectful Customer Treatment: Compliant

SMUD customers are treated in a respectful, dignified and civil manner. SMUD employees are trained to deliver quality customer experience through extensive, multi-channel employee competency development.

Hearing Appeal Process: Compliant

Customers are made aware of SMUD's Hearing and Appeal process through multiple channels. The back page of every paper bill describes the process. In addition, the process is described in detail on the SMUD website and is linked from the digital bill in My Account.

Link: <https://www.smud.org/assets/documents/pdf/Board-Meeting-Procedures.pdf>

Zero hearings were conducted in 2021, as staff successfully resolved all escalations within standard customer communication channels.

3) Additional supporting information

See Appendix A for supporting information.

2021 Accomplishments	Supportive SD
Residential Accomplishments	
+4,000 new EV residential rate participants	SD-5
+32,400 new SMUD app enrollments	SD-5
Developed and launched the Residential Charge@Home EV incentive program	SD-5
+11,500 Shade Trees planted	SD-5
+2,000 customers took steps to electrify their homes (Heat pump water heater, Induction Cooktop, and/or Heat Pump space heating)	SD-5
155 Electric Lawn Mower incentives claimed	SD-5
+1,000,000 Alerts sent (outage, threshold, mid bill)	SD-5
\$1.39M in SMUD Energy Store sales	SD-5
Commercial Accomplishments	
Incentivized the installation of 242 Level II EVSE handles and 58 DCFS	SD-5
SMUD provided advisory services to over 400 commercial customers through our Complete Energy Solutions (CES), Express Energy Solutions (EES), and Advanced Commercial Solutions (ACS) programs	SD-5
Business Energy Advisor microsite - Customer Digital Tool	SD-5
Self-service bill estimator tool was provided in My Account	SD-5

Respectful Customer Treatment Supporting Information:

Virtual Classroom Training Attendees: 208

Web/ E-Learning: 806

Real Time Training – 2021 Bulletins: 111

Customer Journey Mapping and Design thinking sessions: 7 topics

4) Challenges

The strength of our customer relationships and ability to consistently deliver on their expectations are critical to SMUD fulfilling on our 2030 Clean Energy Vision. We will need to reach a far greater quantity and types of customers than we've had to in the past, with prioritization on equity and customer inclusion. We recently restarted collections and late fees and launched several new programs. Additionally, rate increases are planned for the foreseeable future. Extra customer experience focus and options will be needed as we expand zero carbon programs, communicate rate changes, as well as face potential energy capacity and supply chain constraints. Investing in customer experience is critical to meet customers' core requirements while also building capabilities and solutions to support the zero carbon evolution.

5) Recommendation

It is recommended that the Board accept the Monitoring Report for SD-5

6) Appendices

Appendix A








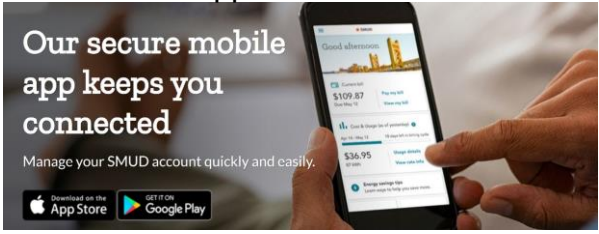
Customer Satisfaction

Overall Satisfaction	2021 97%	2020 97%	2019 97%
Tree Trimming	96%	95%	95%
New Connects	99%	99%	98%
Bill Inquires	96%	96%	96%
Outage	94%	95%	96%
IVR Payment	98%	97%	96%
IVR Payment Arrangement	93%	93%	98%





Value for What You Pay

VFP Segment Thresholds	2021 76%	2020 77%	2019 67%
Commercial 69% Minimum	79%	79%	69%
Residential 65% Minimum	73%	75%	66%

Accomplishments – Residential

 <p>2,000+ took steps to electrify their homes (HVAC, cooktop, heat pump)</p>	<p>+11,500 shade trees planted</p> 
 <p>Charge@Home Residential EV incentive program developed and launched</p>	 <p>+4,000 EV residential rate participants</p>
<p>155 Electric lawn Mower incentives</p> 	 <p>\$1.39M in SMUD Energy Store Sales (items sold +4%, site visits +16%)</p>
 <p>+1,000,000 alerts sent (Outage, Threshold, and Mid bill)</p>	<p>32.4k SMUD app enrollments</p> 

Accomplishments – Commercial

 <p>Incentivized installations - 242 Level II EVSE handles - 58 DCFS</p>	 <p>Self Service Bill Estimator tool provided in My Account</p>
 <p>Advisory services to over 400 commercial customers through CES, EES, and ACS programs</p>	<p>Business Energy Advisor microsite</p>  <p>Resource of information organized by industry and technology available to all commercial segments, but specifically implemented as a resource for small and midsize business customers.</p>

SSS No.
CMCR 22-001

BOARD AGENDA ITEM

STAFFING SUMMARY SHEET

Committee Meeting & Date
Policy, August 10, 2022
Board Meeting Date
August 18, 2022

TO				TO				
1.	Claire Rogers			6.				
2.	Jennifer Davidson			7.				
3.	Brandy Bolden			8.				
4.	Suresh Kotha			9.	Legal			
5.	Farres Everly			10.	CEO & General Manager			
Consent Calendar	X	Yes	No If no, schedule a dry run presentation.	Budgeted		Yes	X	No (If no, explain in Cost/Budgeted section.)
FROM (IPR)		DEPARTMENT			MAIL STOP	EXT.	DATE SENT	
Farres Everly		CMCR			B308	6478	07/15/2022	

NARRATIVE:

Requested Action: Accept the monitoring report for Strategic Direction SD-15, Outreach and Communication.

Summary: The Board of Directors will be presented with overall customer communications activities for 2021.

Board Policy: SD-15, Outreach and Communication Policy.
(Number & Title)

Benefits: As a customer-owned utility, SMUD has a responsibility to communicate with all of our customers. Consistent, integrated purpose-driven communications enhance our relationship with our customers and create an environment of partnership and engagement.

Cost/Budgeted: N/A

Alternatives: Provide the Board with written reports and communication through the Chief Executive Officer and General Manager.

Affected Parties: Communications, Marketing, & Community Relations, Customer Operations and SMUD customers.

Coordination: Communications, Marketing & Community Relations

Presenter: Tom Jas, Manager, Marketing, Marketing Research, Customer Analytics

Additional Links:

SUBJECT

Annual Monitoring Report for SD-15, Outreach and Communication

ITEM NO. (FOR LEGAL USE ONLY)

ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.

SACRAMENTO MUNICIPAL UTILITY DISTRICT

OFFICE MEMORANDUM

TO: Board of Directors

DATE: July 27, 2022

FROM: Claire Rogers *CR 7/27/22*

**SUBJECT: Audit Report No. 28007430
Board Monitoring Report; SD-15: Outreach and Communication**

Audit and Quality Services (AQS) received the SD-15 *Outreach and Communication* 2021 Annual Board Monitoring Report and performed the following:

- A review of the information presented in the report to determine the possible existence of material misstatements;
- Interviews with report contributors and verification of the methodology used to prepare the monitoring report; and
- Validation of the reasonableness of a selection of the report's statements and assertions.

During the review, nothing came to AQS' attention that would suggest the SD Board Monitoring report did not fairly represent the source data available at the time of the review.

CC:

Paul Lau

Board Monitoring Report 2021

SD-15 Board Strategic Direction on Outreach and Communication



1) Background

Strategic Direction 15 states:

Providing broad outreach and communication to SMUD's customers and the community is a key value of SMUD.

Specifically:

- a. SMUD shall provide its customers the information, education and tools they need to best manage their energy use according to their needs.
- b. SMUD will use an integrated and consistent communication strategy that recognizes the unique customer segments that SMUD serves.
- c. SMUD's communication and community outreach activities shall reflect the diversity of the communities we serve. SMUD shall use a broad mix of communication channels to reach all customer segments. This communication shall be designed to ensure that all groups are aware of SMUD's major decisions and programs.

2) Executive summary

Strategic Direction 15 requires SMUD's communication and community outreach activities to reflect the diversity of SMUD and the community we serve, using a broad mix of communication channels. In accordance, we look at the level of our marketing and outreach activities by communication channel, as well as the customer awareness of various programs and services by ethnicity.

SMUD is in compliance with SD-15 Outreach and Communication.

In 2021, we found ourselves in the second year of the COVID-19 pandemic as we continued our "friendly reminder/here to help" campaigns while late fees, disconnects and collections were suspended. As the pandemic continued to impact everyday life for our customers, we continued to look for ways to give back through our outreach and communications. Some examples include CEO chats, non-profit spotlights, E-waste recycling drive, Diapers & Wipes drive to benefit an area non-profit, holiday gift drive and various on-site and off-site volunteer projects. We also continued to support the expanded guidelines for our Energy Assistance Program Rate (EAPR) discount for qualified low-income customers and targeted campaigns promoting our programs and services to customers most likely to benefit from them.

2021 was also the year our Chief Executive Officer and General Manager Paul Lau introduced his 2030 Clean Energy Vision and the 2030 Zero Carbon Plan was developed to achieve that vision of eliminating 100% of carbon emissions from SMUD's power supply by 2030 – the most aggressive clean energy goal of any large utility in the United States.

To support 2030 Clean Energy Vision and 2030 Zero Carbon Plan, we moved quickly to develop a broad-reaching, multi-media outreach and communication campaign to support the 2030 Zero Carbon Plan. In June 2021, we launched the first phase of the Clean PowerCity campaign and asked our customers to “join the charge” by taking simple actions to show their support for meeting the 2030 goal which directly impacts the health of our customers and the region. We had a second phase of the campaign in the fall through the end of the year. It was important for us to lay the foundation for this multi-year campaign, so we focused on why it’s important and why getting our customers to engage with this goal will help us all live in a Clean PowerCity.

We could be seen or heard in 15 customer-facing communication channels, including information in as many as 10 languages. We implemented over 20 marketing campaigns and participated in 1,364 community events, workshops, and partnerships. All of the events and partnerships included at least some cultural, ethnic and/or special populations, including LGBTQ, low income, military, seniors, disabilities, education, environmental, health & safety and STEM. See Appendices A and B.

Our activities accounted for more than 656,596,778 customer impressions in 2021. Of these, 344,713,308 were ethnic customer impressions. Just looking at TV and radio, the average SMUD customer had the opportunity to see or hear a SMUD commercial 46 times in 2021.

We look at trends related to the overall awareness of a cross-section of SMUD’s programs and services, segmented by ethnicity. The segments include Asian Pacific Islander, Hispanic, Black and White. The programs measured are Rebates, Energy Assistance Program Rate (EAPR), Greenergy, Electric Vehicle (EV) discount rate, My Energy Tools, SMUD Energy Store and SMUD Mobile App. New in 2021, we began measuring awareness of the 2030 Zero Carbon Plan. See charts in Appendix B.

SD Requirement	Program/ initiative/policy	Purpose	Outcome	Notes
Education and tools to manage energy use	In 2021, we continued communications and outreach efforts about how SMUD is here to help with resources and tips for customers to manage energy use and their bills, while disconnects, late fees and connections remained suspended due to the COVID-19 pandemic. This also included more than 20 campaigns promoting customer programs and services. Some of those included EAPR, MED Rate, My Energy Tools and Bill Alerts, EVs/Drive Electric, Go Electric rebates, SMUD Energy	To provide customers with the education and tools for managing their energy use and their bills, in particular in relation to the pandemic and supporting our customers during times of uncertainty, while also engaging customers with tools to help them manage energy use in relation to reducing carbon.	Successfully implemented campaigns that informed our customers of resources and tools available to them. Also successfully participated in over 1,300 community events with employees volunteering more than 13,000 hours. Awareness of most programs and tools was mostly steady from 2020 to 2021, while there were some increases and decreases. All of the 1,364 events and partnerships included at least some cultural, ethnic and/or	Our Clean PowerCity campaign, which launched in support of the 2030 Zero Carbon Plan, also offers programs and services to help customers reduce energy use and reduce carbon.

	Store, Billing/Payment options including flexible payment arrangements, and Shade Trees.		special populations, including LGBTQ, low income, military, seniors, disabilities, education, environmental, health & safety and STEM. (Appendices A, B)	
Integrated and consistent communication that recognizes unique customer segments	Implemented communications, including collateral and advertisements in as many as 10 languages and in over a dozen communication channels to ensure we reach our customers in the channel they prefer, at the time they need it and with information specifically targeted to them. We also participated in hundreds of community events to reach our customer segments.	To have consistent, integrated messages available for various customer segments, including those based on ethnicity or those who may not see our messages in mainstream communication channels.	More than 344 million ethnic customer impressions, with all of the 1,364 community events we participated in including some cultural, ethnic and/or special populations. Special populations include arts, LGBTQ, low income, military, seniors, disabilities, education, environmental, health & safety and STEM. (see Appendices A, B).	
Broad mix of communication channels	In 2021, we used 15 customer-facing communication channels to reach our customers, including community outreach events and partnerships, digital and social media, broadcast and streaming media, billboards and bus boards, surveys, direct mail and email and the customer bill both paper and digital. By leveraging customer behavior data and using a broad mix of channels, we are able to reach customers in the communication channel they prefer with information that is pertinent to them. (See Appendix B)	To reach customers with our messages in the communication channels they prefer.	More than 656 million customer impressions across multiple communication channels and support of 1,364 community outreach events and partnerships in 2021 (see Appendices A, B).	

3) Additional supporting information for SD-15, Outreach and Communication

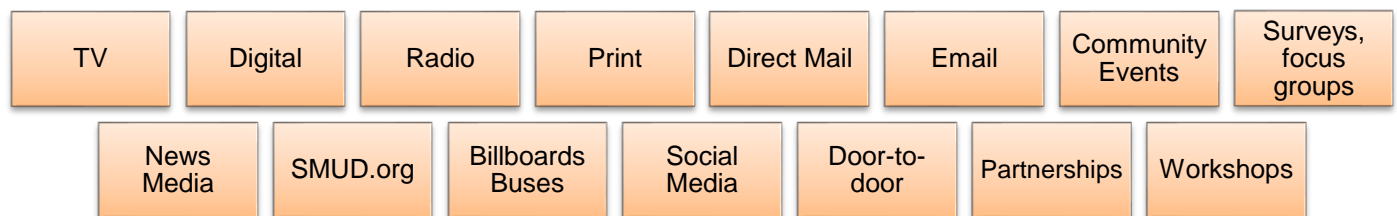
- a) SMUD shall provide its customers the information, education and tools they need to best manage their energy use according to their needs.

In 2021, we developed and implemented over 20 marketing and communication campaigns, including:

- Clean PowerCity
- Bill Alerts/My Energy Tools
- Budget Billing & Custom Due Date
- Community-Owned, Not-For-Profit
- EAPR
- Economic Development
- Electric Vehicles
- EnergyHELP
- Go Electric rebates
- Greenergy
- HomePower
- Business Energy Advisor
- Paperless Billing/My Account
- Powering Futures
- Safety (Car Pole, Wildfire)
- SMUD Energy Store
- Shade Trees
- Shine Neighborhood Awards
- Time-of-Day Summer reminder
- Friendly reminder/We're here to help

b) SMUD will use an integrated and consistent communication strategy that recognizes the unique customer segments that SMUD serves.

In 2021, our marketing and communications could be seen and heard in as many as 10 languages in 15 customer-facing channels, including:



c) SMUD's communication and community outreach activities shall reflect the diversity of SMUD. SMUD shall use a broad mix of communication channels to reach all customer segments. This communication shall be designed to ensure that all groups are aware of SMUD's major decisions and programs.

With hundreds of events and sponsorships, millions of bill inserts and emails, tens of thousands of websites and multiple social media channels where customers could see our ads, and our schedule of TV, radio, and print advertisements, it's clear that we used a broad mix of channels to reach all of our customers in the channels they prefer. This includes in-language media such as TV, radio, print, digital and customer collateral in up to 10 languages or more.

These tactics account for 656,596,778 customer impressions in 2021. Of these, 344,713,308 were ethnic impressions. Just measuring TV and radio, the average SMUD customer had the opportunity to see or hear a SMUD commercial 46 times in 2021.

- 11,933,368 bill package inserts
- 416 billboards, transit boards
- 123,343 websites & app's
- 25 broadcast & cable TV

- 1,364 sponsorships & events
- 13,738,177 emails
- 7 Social Media Channels
- 34 print publications
- 1,349,604 direct mail pieces
- 24 radio stations
- stations
- 13,358 volunteer hours
- 5,506 Clean PowerCity champions

4) **Challenges**

In 2021, the COVID-19 pandemic continued to present some unique challenges related to how we communicate and reach our customers as well as the type of information and resources we are communicating. We continued to look for new opportunities including on-site and off-site outreach and volunteer efforts to support community organizations and our customers, as well as finding the right channels and tactics to reach our customers in an environment of shifting media/communication preferences while there was still a mix of stay-at-home orders for some as well as in-person for essential workers and others seeking assistance.

While we continued to work to communicate important information to help out customers during another pandemic year, we also needed to begin to build the foundation for the 2030 Zero Carbon Plan and eliminating carbon from our power supply in 2030. By launching our Clean PowerCity campaign, we had communications explaining why we needed to move on this important initiative now as it directly relates to the health and safety of our customers, communities and region. This required a very strategic approach to ensure all of our communications were complimentary of SMUD's overall goal to help our customers while being delivered at the right time for those customers most likely to benefit.

Our ongoing use of a broad mix of channels and tactics to ensure SMUD messages reach our customers in the communication channels they prefer. With customer communication channel preferences always evolving, we continue to look for new opportunities and channels to reach our customers. However, channels can be limited based on our service territory and especially when trying to reach customers that prefer communications in certain languages, we have limited opportunities.

Additionally, not all programs and services are intended for all customers, which is why target marketing and segmentation is necessary to reach customers most likely to qualify and benefit from a particular program or service.

5) **Recommendation**

It is recommended that the Board accept the Monitoring Report for SD-15 Outreach and Communication.

6) **Appendices**

APPENDIX A Community Outreach and Engagement

In 2021, we continued to be very active in the community through our support of efforts that improve the quality of life in our region. SMUD participated in 1,364 events and sponsorships, and SMUD employees volunteered 13,358 hours.

1,364
Total events & partnerships

13,358
Total volunteer hours

Following is the overview of total events, sponsorships, partnerships, workshops and other outreach that are included in total events and partnerships in 2021.

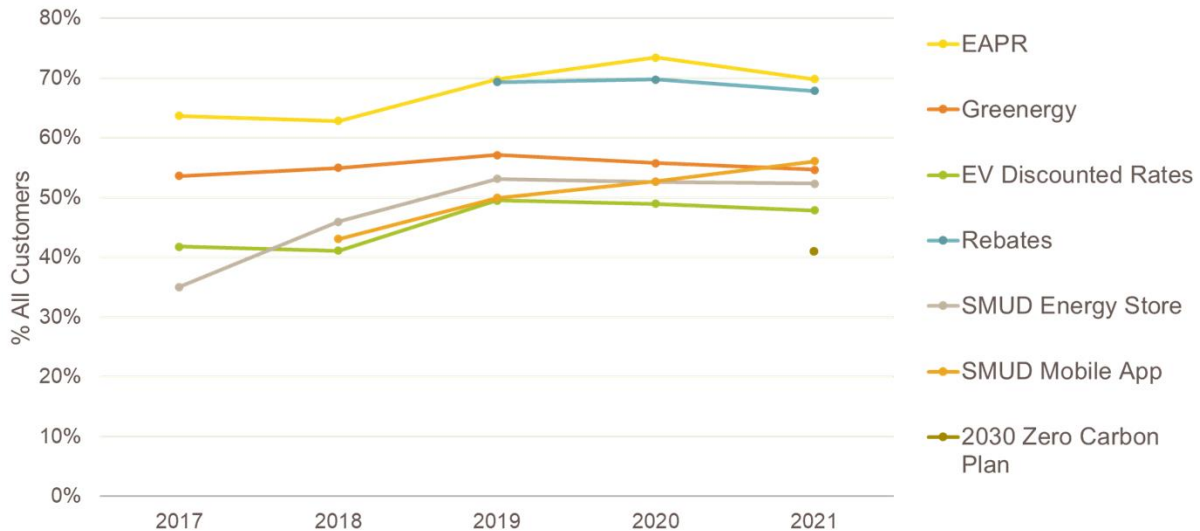
3	146	116	195
<ul style="list-style-type: none"> • Business booths, tradeshow, and conferences 	<ul style="list-style-type: none"> • Business sponsorships, networking events, and mixers 	<ul style="list-style-type: none"> • Community sponsorships, networking events, ads, or mixers 	<ul style="list-style-type: none"> • Panels, presentations or committee meetings
157	520	117	110
<ul style="list-style-type: none"> • Partnerships 	<ul style="list-style-type: none"> • Residential booths and community events or booths 	<ul style="list-style-type: none"> • School outreach, education or career fairs 	<ul style="list-style-type: none"> • Workshops

APPENDIX B

Awareness of Programs by Ethnicity

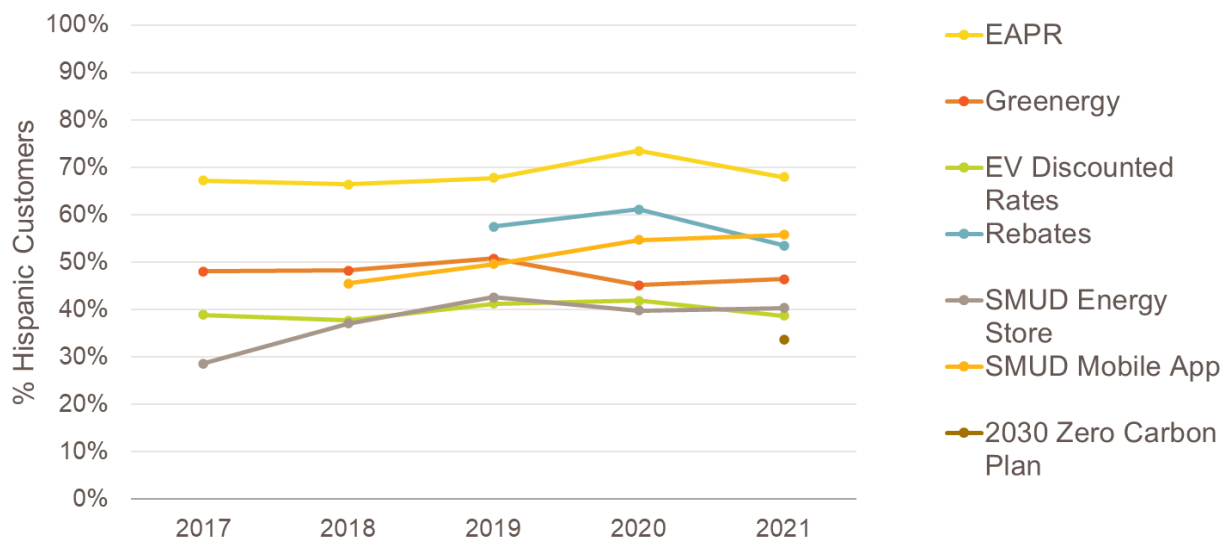
All Customers – Overall Awareness 2021

Here are the awareness trends over past five years for our entire customer base. From 2020 to 2021, most programs were steady. The SMUD App saw an increase while Energy Assistance Program Rate and Rebates saw a slight decrease but were steady when looking at three-year trends.



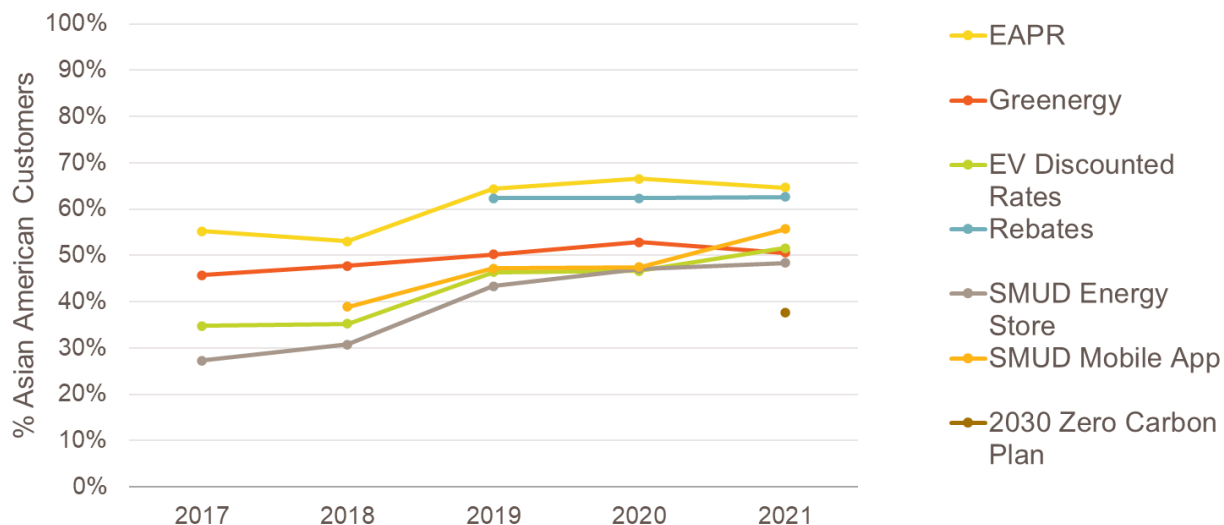
Hispanic or Latinx – Overall Awareness 2021

For Hispanic customers, most programs were consistent in awareness year-over-year and there was a slight decrease for Energy Assistance Program Rate and Rebates but were mostly steady when looking at three-year trends.



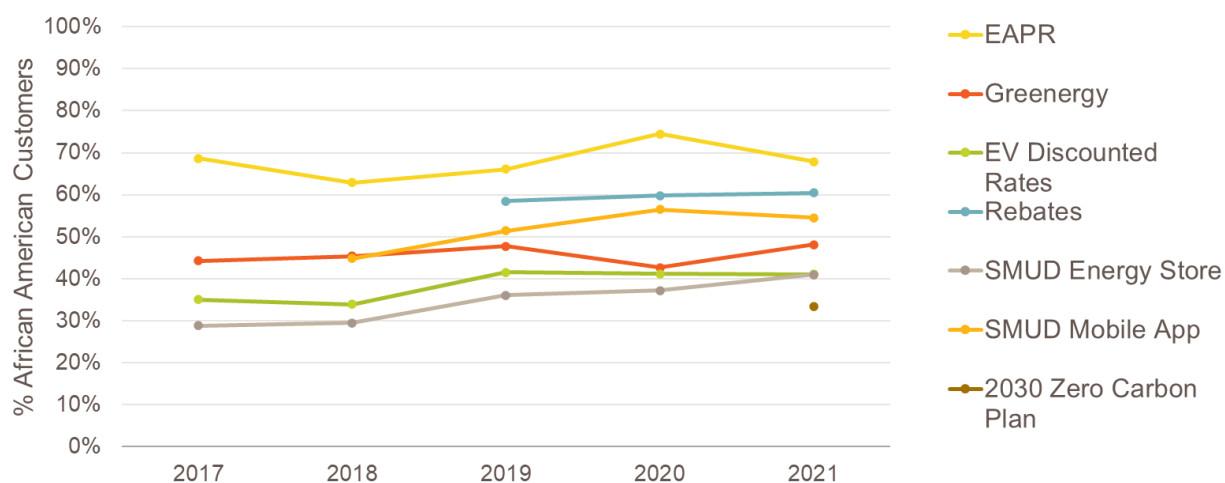
Asian Pacific Islander – Overall Awareness 2021

For Asian Pacific Islander customers, we saw increases for SMUD Mobile App and Electric Vehicle Discounted Rates and slight decreases for Energy Assistance Program Rate and Greenergy but were mostly steady when looking at three-year trends. The rest were consistent year-over-year.



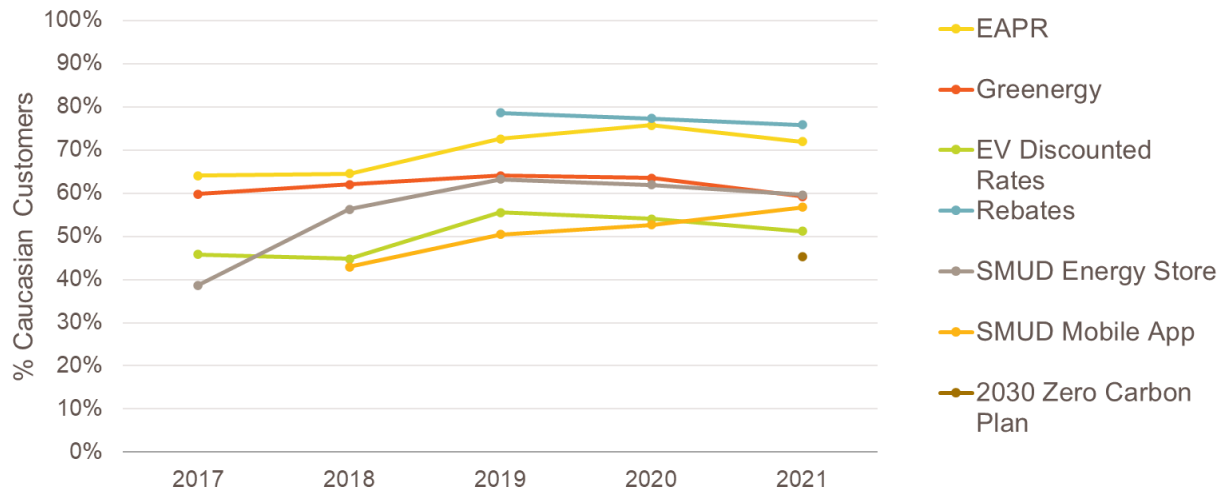
Black – Overall Awareness 2021

For Black customers, awareness increased year over year for Greenergy and SMUD Energy Store and there was a slight decrease for Energy Assistance Program Rate but steady when looking at three-year trends. All other programs were consistent year-over-year.



White – Overall Awareness 2021

For White customers, we saw an increase in awareness for the SMUD Mobile App while there was a slight decrease for Energy Assistance Program Rate, Greenergy and EV discounted rates but mostly steady when looking at three-year trends. All other programs were consistent year-over year.



SSS No.

BOD 2022 - 006

BOARD AGENDA ITEM

STAFFING SUMMARY SHEET

Committee Meeting & Date
POLICY – August 10,
2022Board Meeting Date
N/A

TO					TO							
1.	Jennifer Davidson				6.							
2.	Brandy Bolden				7.							
3.	Farres Everly				8.							
4.	Suresh Kotha				9.	Legal						
5.					10.	CEO & General Manager						
Consent Calendar			Yes	X	No If no, schedule a dry run presentation.		Budgeted		Yes	No (If no, explain in Cost/Budgeted section.)		
FROM (IPR) Dave Tamayo / Donna Lofton					DEPARTMENT Board Office					MAIL STOP B307	EXT. 5079	DATE SENT 7/14/2022
NARRATIVE:												
<p>Requested Action: Allow the Board members and executive staff an opportunity to discuss and evaluate GP-11 Board Review of Internal Records; GP-14 External Auditor Relationship; and BL-5 Unity of Control as part of the Board policy monitoring process.</p> <p>Summary: The Board agreed to monitor established policies on a yearly basis to create a framework to better understand the policies and give the Board an opportunity to make improvements, additions or changes as desired.</p> <p>Board Policy: This monitoring supports GP-2 Governance Focus which states that the Board will direct, evaluate, and inspire the organization through the establishment of written policies which reflect the Board's values. (Number & Title)</p> <p>Benefits: Monitoring these policies allows the Board members an opportunity to update the policies as needed.</p> <p>Cost/Budgeted: N/A</p> <p>Alternatives: Monitor these policies at a later date.</p> <p>Affected Parties: Board of Directors</p> <p>Coordination: Donna Lofton, Special Assistant to the Board</p> <p>Presenter: Dave Tamayo, Policy Chair</p>												

Additional Links:

SUBJECT

Board Monitoring of GP-11, GP-14, BL-5

ITEM NO. (FOR LEGAL USE ONLY)

ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.

SMUD BOARD POLICY	
Category: Governance Process	Title: Board Review of Internal Records
	Policy Number: GP-11
Date of Adoption: December 19, 2002	Resolution No. 02-12-14
Revision Date: October 16, 2003	Resolution No. 03-10-14

Board members may review any record of SMUD at any time, so long as confidentiality requirements are followed.

Specifically:

- a) Board member requests to inspect SMUD records shall be forwarded to the General Manager, who will provide the requested files for review on SMUD premises.
- b) No confidential or original documents shall be taken from SMUD premises except with the authorization of the General Manager.
- c) Board members shall follow the same confidentiality requirements applicable to SMUD employees dealing with such files. SMUD employee personnel files will not be subject to Board review except as permitted by law.
- d) The Board Office shall maintain a log of all copies of documents requested by Board members. The log will be available for inspection by members of the public during working hours.

Monitoring Method: Board Report
Frequency: Annual

SMUD BOARD POLICY	
Category: Governance Process	Title: External Auditor Relationship
	Policy Number: GP-14
Date of Adoption: August 21, 2008	Resolution No.: 08-08-14
Revision Date: March 17, 2020	Resolution No.: 20-03-04

The Board is responsible for hiring SMUD's external auditor to perform the annual independent audit.

Specifically:

- a) The Board will make the choice of external auditor, based on input from staff and others it deems necessary to exercise prudent, independent judgment.
- b) After consulting with Board members, the Chair of the Finance and Audit Committee shall meet with the external auditor after the audit is complete. The meeting will be independent of staff. The Board member(s) will report their findings to the Board on a timely basis.

Monitoring Method: Board Report
Frequency: Annual

SMUD BOARD POLICY	
Category: Board-Staff Linkage	Title: Unity of Control
	Policy Number: BL-5
Date of Adoption: December 19, 2002	Resolution No. 02-12-14
Revision Date: October 16, 2003	Resolution No. 03-10-14
Revision Date: June 15, 2006	Resolution No. 06-06-05

Only decisions of the Board acting as a body are binding on the General Manager, the General Counsel, and the Internal Auditor.

Specifically, in or out of the Board meeting:

- a) Decisions or instructions of individual Board members, officers, or committees are not binding on the General Manager, General Counsel or Internal Auditor except in instances when the Board has specifically authorized such exercise of authority.
- b) In the case of Board members or committees requesting information or assistance without Board authorization, the General Manager, General Counsel or Internal Auditor must refuse such requests that require, in their opinion, a material amount of staff time, or funds, or are disruptive.
- c) Board members may communicate directly with SMUD employees or contractors. However, the Board as a body and the Board members will never give direction to persons who report directly or indirectly to the General Manager, with the exception of the General Counsel, Internal Auditor and Special Assistant. If individual Board members are dissatisfied with the response they receive, they may seek a resolution by the Board.
- d) Board Members will refrain from evaluating, either formally or informally, any staff. The Board as a body will refrain from evaluating, either formally or informally, any staff other than the General Manager, the General Counsel, the Internal Auditor, and the Special Assistant.

Monitoring Method: Board Report

Frequency: Annual

SSS No.

BOD 2021-021

BOARD AGENDA ITEM

STAFFING SUMMARY SHEET

Committee Meeting & Date

POLICY 2022

Board Meeting Date

N/A

TO				TO				
1.	Jennifer Davidson			6.				
2.	Suresh Kotha			7.				
3.	Brandy Bolden			8.				
4.	Farres Everly			9.	Legal			
5.				10.	CEO & General Manager			
Consent Calendar		Yes	x	No If no, schedule a dry run presentation.		Budgeted	Yes	No (If no, explain in Cost/Budgeted section.)
FROM (IPR) Brandon Rose / Donna Lofton				DEPARTMENT Board Office		MAIL STOP B307	EXT. 5079	DATE SENT 12/21/2021
NARRATIVE:								
<p>Requested Action: Enable the Board of Directors and Executive Staff an opportunity to review the Board Work Plan.</p> <p>Summary: The Board President reviews the Board Work Plan at the Policy Committee meeting to ensure agenda items support the work of the Board.</p> <p>Board Policy: This review of the work plan supports GP-6 Role of the Board President which states that the Board President shall give progress reports on the Board's work plan. (Number & Title)</p> <p>Benefits: Reviewing the Work Plan allows the Board members and Executive staff to make changes to the Work Plan and Parking Lot items as necessary.</p> <p>Cost/Budgeted: N/A</p> <p>Alternatives: Not review the Work Plan at this time</p> <p>Affected Parties: Board and Executive staff</p> <p>Coordination: Donna Lofton</p> <p>Presenter: Brandon Rose, Board President</p>								

Additional Links:

SUBJECT

Board Work Plan

ITEM NO. (FOR LEGAL USE ONLY)

ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.

SSS No.
BOD 2021-022

BOARD AGENDA ITEM STAFFING SUMMARY SHEET

Committee Meeting & Date
POLICY 2022
Board Meeting Date
N/A

TO				TO						
1.	Jennifer Davidson			6.						
2.	Suresh Kotha			7.						
3.	Brandy Bolden			8.						
4.	Farres Everly			9.	Legal					
5.				10.	CEO & General Manager					
Consent Calendar		Yes	x	No If no, schedule a dry run presentation.		Budgeted	Yes	No (If no, explain in Cost/Budgeted section.)		
FROM (IPR) Dave Tamayo / Donna Lofton				DEPARTMENT Board Office				MAIL STOP B307	EXT. 5079	DATE SENT 12/21/2021
NARRATIVE:										
Requested Action: A summary of directives provided to staff during the committee meeting.										
Summary: The Board requested an on-going opportunity to do a wrap up period at the end of each committee meeting to summarize various Board member suggestions and requests that were made at the meeting in an effort to make clear the will of the Board. The Policy Committee Chair will summarize Board member requests that come out of the committee presentations for this meeting.										
Board Policy: GP-4 Agenda Planning states the Board will focus on the results the Board wants the organization to achieve. (Number & Title)										
Benefits: Having an agenda opportunity to summarize the Board's requests and suggestions that arise during the committee meeting will help clarify what the will of the Board.										
Cost/Budgeted: N/A										
Alternatives: Not summarize the Board's requests at this meeting.										
Affected Parties: Board of Directors and Executive Staff										
Coordination: Donna Lofton, Special Assistant to the Board										
Presenter: Dave Tamayo, Policy Committee Chair										

Additional Links:

SUBJECT

Summary Of Committee Direction

ITEM NO. (FOR LEGAL USE ONLY)

ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.