

# **Board Policy Committee Meeting and Special SMUD Board of Directors Meeting**

**Date:** Wednesday, May 11, 2022

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

**Location:** Virtual Meeting (online)

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

**Wednesday, May 11, 2022**

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

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

**Webinar/Meeting ID: 161 499 0821**

**Passcode: 134647**

**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](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](mailto: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](mailto: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](mailto: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 the purpose of 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. Laurie Rodriguez  
Dr. Markisha Webster      Accept the monitoring report for **Strategic Direction SD-8, Employee Relations.**  
Presentation: 20 minutes  
Discussion: 15 minutes
2. Laurie Rodriguez      Accept the monitoring report for **Strategic Direction SD-12, Ethics.**  
Presentation: 8 minutes  
Discussion: 5 minutes
3. Maria Veloso Koenig      Discuss adoption of SMUD's **2022 Wildfire Mitigation Plan.**  
Presentation: 10 minutes  
Discussion: 5 minutes
4. Dave Tamayo      Board Monitoring: **Governance Process GP-2, Governance Focus; Governance Process GP-4, Board/Committee Work Plan and Agenda Planning; and Governance Process GP-13, Core and Key Values.**  
Presentation: 10 minutes  
Discussion: 10 minutes

## **INFORMATIONAL ITEMS**

5. Brandon Rose      Board Work Plan.  
Discussion: 5 minutes
6. Public Comment
7. 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](mailto: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](mailto: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.*

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*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](mailto:Toni.Stelling@smud.org), or contact by phone at (916) 732-7143, no later than 48 hours before this virtual meeting.*



SSS No. HRS 22-003

# BOARD AGENDA ITEM

## STAFFING SUMMARY SHEET

Policy Committee Meeting Date

May 11, 2022

Board Meeting Date

May 19, 2022

TO					TO							
1.	Claire Rogers				6.	Farres Everly						
2.	Jose Bodipo-Memba				7.							
3.	Suresh Kotha				8.							
4.	Jennifer Davidson				9.	<b>Legal</b>						
5.	Brandy Bolden				10.	<b>CEO &amp; General Manager</b>						
<b>Consent Calendar</b>		<input checked="" type="checkbox"/>	<b>Yes</b>	<b>No</b> <i>If no, schedule a dry run presentation.</i>		<b>Budgeted</b>		<input checked="" type="checkbox"/>	<b>Yes</b>	<b>No</b> <i>(If no, explain in Cost/Budgeted section.)</i>		
FROM (IPR)					DEPARTMENT					MAIL STOP	EXT.	DATE SENT
Laurie Rodriguez					People Services & Strategies					B251	5628	4/22/22
<b>NARRATIVE:</b>												
<p><b>Requested Action:</b> Accept the monitoring report for Strategic Direction SD-8, Employee Relations.</p> <p><b>Summary:</b> This presentation provides the Board with the annual monitoring of SD-8, Employee Relations and confirms that SMUD is developing and maintaining a high quality, inclusive workplace that engages and inspires employees to commit to SMUD's purpose, vision, and values.</p> <p><b>Board Policy:</b> SD-8, Employee Relations <i>(Number &amp; Title)</i></p> <p><b>Benefits:</b> Provide the Directors and Executive Staff with an overview of the Board Policy and give them an opportunity to ask questions, make corrections, additions or changes, if necessary.</p> <p><b>Cost/Budgeted:</b> N/A</p> <p><b>Alternatives:</b> N/A</p> <p><b>Affected Parties:</b> All SMUD employees</p> <p><b>Coordination:</b> People Services &amp; Strategies; Diversity, Equity &amp; Inclusion</p> <p><b>Presenter:</b> Laurie Rodriguez, Director, People Services &amp; Strategies Dr. Markisha Webster, Director, Diversity, Equity &amp; Inclusion</p>												

**Additional Links:**

SUBJECT

SD-8, Employee Relations Board Monitoring Report

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:** May 2, 2022

**FROM:** Claire Rogers *CR 5/2/22*

**SUBJECT: Audit Report No. 28007424  
Board Monitoring Report; SD-8: Employee Relations**

Audit and Quality Services (AQS) received the SD-8 *Employee 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-8, Employee Relations



### 1. Background

Strategic Direction 8 (SD-8) states that:

Developing and maintaining a high quality, diverse and inclusive workplace that engages and inspires employees to commit to SMUD's purpose, vision and values is a core value of SMUD.

SMUD is committed to diversity and inclusion and will foster and support a workplace that values employees representing a variety of backgrounds, including but not limited to, race, ethnicity, gender, gender identification and/or expression, sexual orientation and identification, national origin, age, physical abilities, veteran status, socio-economic status, life experiences, talents, and thinking styles.

Therefore:

- a) SMUD shall attract and retain a highly qualified and diverse workforce.
- b) SMUD shall promote inclusion and diversity and engage its workforce in activities that demonstrate and support inclusion and diversity across the organization.
- c) SMUD shall engage its workforce in personal and professional development.
- d) SMUD's percentage of engaged employees as measured through the Engagement Index shall exceed 80%.
- e) SMUD shall use a broad mix of communication and outreach channels to ensure its recruitment activities reflect the diversity of the communities it serves.
- f) SMUD shall maintain and communicate written policies that define procedures and expectations for staff and provide for effective handling of grievances.
- g) Annually, and consistent with State and Federal law, the Board shall receive a report detailing the demographics and trends of the SMUD workforce, the available workforce, and the Sacramento region. The report shall also provide information on veterans as a part of SMUD's workforce.

### 2. Executive Summary

**SMUD is in full compliance with SD-8, Employee Relations.**

In 2021, our forward-focused approach to work resulted in many successful initiatives, including a substantial organizational realignment to support the 2030 Clean Energy Vision and increase focus on diversity, equity, and inclusion; the groundbreaking of a 17,000 square foot child development center; a Caldor Fire Care Team to support impacted employees; successful IBEW negotiations; a streamlined New Employee Orientation process; and more. We continue to see an increase in shared goals and collaboration across the business to establish meaningful methods for enhancing the employee experience at SMUD.



<b>SD Requirement</b>	<b>SD Support</b> (Program, Policy, Procedure or Initiative)	<b>Purpose</b>	<b>Outcome</b>	<b>Notes</b>
a)	Career Ambassador Program	Early outreach & connection with future pipeline (K-12, college, and community) to increase future workforce talent while simultaneously engaging employees	Reached 3,441 students and community members	In-person event requests continued to be low due to COVID-19 precautions.
b)	Employee Resource Groups	Contribute to an inclusive work culture by creating a sense of community and promoting education and awareness in alignment with SMUD's mission and values and our Inclusion Policy	95 ERG events supported business initiatives	Increase in virtual collaborations between ERGs and local organizations helped foster meaningful community connections
	Leader Inclusion Goals	Facilitate a demonstrated commitment to SMUD's inclusive culture	100% of all leaders completed the actions identified in their inclusion goals by Dec. 31, 2021	Themed analysis of goals is underway to improve understanding of the employee experience
c)	Corporate Learning & Development Curriculum	Develop skills and leadership competencies that will support SMUD's current and future business strategy	2,440 employees averaged 25 hours of training throughout 2021	Average training hours increased from 20 hours in 2020
	Internal & External Leadership Programs	Provide experiential learning opportunities to develop leadership, and support collaboration and philanthropy in the community	20 employees completed or graduated from eight different local and regional leadership development programs	22 employees participated in 2021 leadership programs, where a few were pushed out due to COVID and completion cycles changed; one employee dropped out of the United Way program and another from WEI

c)	Education Assistance	Support employee continued education to attract & retain a highly qualified workforce	131 employees utilized the program; 22 employees self-reported that they either completed a certificate program or graduated with a college degree	2.96% decrease in participation from 2020; anticipate participation will increase in 2022 with employees returning to pre-pandemic work routines
d)	Engagement Survey	Understand the employee level of engagement and support leaders in sustaining high levels of engagement while identifying continuous improvement opportunities	Commitment to culture demonstrated with 91% employee participation rate, the highest in SMUD's history	Participation exceeded target by 3%, providing a very strong data set for reporting engagement at the team, business unit and enterprise levels
e)	Workforce Outreach & Partnerships	Promote job opportunities, grow diversity of talent pipeline and talent pool, raise awareness of SMUD's employer brand	Participated in female (1), LGBTQ (1), culture & ethnic focused (45), low income (3), and veteran (2) employment-related events	2022 outreach focus on women and Hispanic populations
	Internships	Strengthen talent pipeline by immersing students of varied backgrounds in SMUD's culture and careers	1,666 college intern applicants, 65 college interns hired; 6 summer high school interns	Internship program was scaled in response to COVID-19 and SMUD's hiring strategy
	Powering Futures Scholarships	Support diverse talent pipeline in community and STEM disciplines	21 scholarships awarded	The scholarships ranged from \$2,000 (for Community College students) to \$4,000 for 4-year University students)
	CSUS Powering Hornets and UCD Powering Aggies Scholarships	Support talent pipeline and STEM disciplines in community	1 scholarship awarded to each university	These contributions are in the form of endowments managed by each university

e)	Hornet Leadership Program - SMUD cohort	Support talent pipeline and STEM disciplines in community	The sponsorship was allocated as a HLP Conference Sponsor, funded 3 scholars (engineering and computer science students), and 1 Facilitator	SMUD donated to this program at the \$25,000 sponsorship level, used to fund scholarships and assist with program administration
f)	Code of Business Ethics and Employee Conduct	Provide an easy-to-read explanation of SMUD's values and expectations for employee behavior	100% compliance	Code supplements SMUD's state law-mandated Conflict of Interest Code
g)	Workforce Demographics Reporting	Provide informational update on workforce demographics	Identify and report on trends and ongoing efforts for a high quality, diverse and inclusive workforce	See SD-8 appendix for detailed reporting

### 3. Additional Supporting Information

Please see attached Appendix for additional information related to the SD-8 metrics.

### 4. Challenges

The COVID-19 pandemic required that SMUD continue to modify its services and strategies for attracting, retaining, and developing employees. While we saw a downward trend in areas such as in-person outreach events and tuition assistance program participation, we anticipate these numbers will increase in 2022 with the launch of SMUD's re-entry effort. Alongside many other organizations, we are also exploring new ways to measure the impact of virtual events and programs and expect to see that learning reflected in future reporting.

### 5. Recommendations

As reflected in this report, SMUD has achieved the goals set forth in SD-8 for ensuring SMUD develops and maintains a high quality, inclusive workplace that engages and inspires employees to commit to SMUD's purpose, vision, and values.

*It is recommended the Board accept the monitoring report for Strategic Direction 8.*

## **Appendix**

### **a) SMUD shall attract and retain a highly qualified and diverse workforce.**

#### **Attracting and Retaining our Workforce**

Talent Management continues to partner with stakeholders – both internal and external to SMUD – to increase pipelines, such as via apprenticeships and internships. As SMUD realized the impacts of labor shortages spanning multiple critical industries, Classification and Compensation rapidly pivoted to benchmark trending market data to support increased retention strategies for existing staff while enticing new talent to enter our workforce. The Talent Management team partnered with internal hiring management and panel members in a continued commitment to removing unconscious bias from our end-to-end hiring processes. In addition, Pay Equity analysis continues to ensure internal alignment and equity in pay practices throughout the organization.

#### **Career Ambassadors – Talent Pipeline**

SMUD Career Ambassadors shifted their approach from representing SMUD at in-person events such as career fairs, career exploration, and mock interviews, to attending and hosting virtual career events. Career Ambassadors attended 52 events in total -- 45 virtual and 7 in-person. Career Ambassadors invested 116 hours in 2021 and reached 3,441 members of the community.

#### **Wellness**

For 2021, we launched a reimagined Wellness/HAP program focused on the 4 pillars of Wellness: Social, Mental, Physical, and Financial. A much broader range of activities were provided virtually in support of this holistic approach. Emphasis was placed on mental wellness including family wellness during the pandemic and work/life balance as employees found themselves navigating the confines of the pandemic. We offered greater flexibility and options to participants to achieve their Wellness/HAP goals by collaborating with our Wellness partners (SMUD ERGs, Kaiser, Sutter Health, United HealthCare, SAFE Credit Union, Wells Fargo Bank, Fidelity Investments, and OptumHealth). We also offered weekly virtual yoga classes and stretch breaks to our employees.

#### **Benefits**

Open enrollment in 2021 consisted of 6 meetings for employees and retirees. We continue to utilize a Virtual Benefit Fair platform to provide our employees and retirees with an easy to use and fun web portal, accessible from any device (i.e. mobile phone, desktop/laptop and iPad). This platform provided for all their benefit needs including benefit guidebooks, plan summary documents, and the ability to send questions to our benefit providers. Additionally, Benefits staff in Total Rewards and key leadership members from People Services & Strategies (PS&S) and Procurement worked to address the rising cost of health care and were able to negotiate a reduction of 2.8% from the medical carrier's initial proposal to their final premium rates.

## **Retention**

SMUD's turnover increased in 2021, from 5.3% in 2020 to 7.7%. This increase can be attributed to delayed Retirements in 2020 due to the Global Pandemic, as well as an economic trend in the United States, in which employees voluntarily resigned from their jobs en masse in 2021. Retirements increased to 92 in 2021, from 66 retirements in 2020. SMUD's turnover continues to rank below the industry benchmark of 13.1%. In addition to SMUD's Baby Boomer workforce entering retirement eligibility, this data also aligns with the cyclical pattern we've seen in retirements over time. Historically, we see these numbers rise in small waves that crest every three to four years.

## **b) SMUD shall promote inclusion and diversity and engage its workforce in activities that demonstrate and support inclusion and diversity across the organization.**

### **Employee Resource Groups**

The 8 ERGs at SMUD include:

- Black Employee Resource Group (BERG)
- Asian Pacific Islander (GRAIN ERG)
- Latinos Unity Network for Action (LUNA)
- Military Employee Resource Group (MERG)
- People Reaffirming Inclusion Diversity and Equality (PRIDE)
- Women's Employee Resource Group (WERG)
- Young Professionals Employee Resource Group (YP)
- Parents ERG

Employee Resource Groups (ERGs) helped foster inclusion among our hybrid workforce by hosting several virtual interactions and programs to keep employees connected, including several collaborative events co-hosted with community organizations in SMUD's service territory.

### **DEI Leadership**

An enterprise realignment in 2021 restructured areas of SMUD to prepare our organization to support the 2030 Clean Energy Vision and diversity, equity, and inclusion. It elevated responsibility for DEI to the senior leadership team by way of establishing two significant positions: Chief Diversity Officer and Diversity, Equity, and Inclusion (DEI) Director. These leaders oversaw several priority areas in 2021, including SMUD's DEI strategy, council, and data transparency strategy.

## **DEI and Mandatory Training**

Culture underpins everything we do at SMUD, and all employees play a role in shaping it. To help prepare our staff to take a more active role in evolving our culture toward greater diversity, equity, and inclusion, a course called *Confronting Bias: Thriving Across Differences* was assigned to everyone's mandatory training in 2021. The 40-minute course was designed to:

- Share ways to better interact with others who have different backgrounds, perspectives, and communication styles
- Help create inclusive environments where everyone is heard and can thrive
- Better counter bias using words and actions; and
- Improve well-being and productivity

## **Diversity, Equity, Inclusion and Belonging (DEIB) Council**

Significant progress was made to begin developing SMUD's Diversity, Equity, Inclusion, and Belonging Council in late 2021. A 5-person Tiger Team was selected to craft the council's charter and define its role, creation, and operation in August and September. Afterward, council applications from a wide cross-section of employees, including every business unit and Employee Resource Group, were solicited, reviewed, scored, and nominated by a cross functional team. The council will convene starting in Spring of 2022.

## **Workforce Demographics Dashboard**

People Services & Strategies; Diversity, Equity & Inclusion; and Business Intelligence & Analytics teams collaborated to successfully launch SMUD's first Workforce Demographics Dashboard in November 2021 where employees can now see data about SMUD's workforce broken down by gender, age, ethnicity, tenure, and salary. This tool was developed to educate and inform staff, help identify potential barriers to equitable outcomes, foster a workplace culture of inclusion, and broaden recruitment and outreach to underrepresented persons.

### **c) SMUD shall engage its workforce in personal and professional development.**

Learning and development teams across SMUD design and deliver training courses and programs that support employees' on-the-job and professional development needs. Learning goals are connected to SMUD's Strategic Directives, and course offerings are reviewed at least quarterly to ensure alignment to business strategy and include a mix of classroom, online, and self-directed learning. In 2021 we saw a major training emphasis on Speed of Trust training. By mid-year, 100% of supervisors and managers completed the "Leading at the Speed of Trust Key Concepts" class through a virtual offering of the program. Leaders also leveraged Speed of Trust concepts and a huddle guide with teams to help model trust-building language and behavior throughout the organization.

With the additional availability of online training courses via the LinkedIn Learning platform, 2021 LinkedIn course completions increased by over 180% from the prior year. This significant growth in utilization is attributed to increased user comfort and adoption of the virtual learning platform and meeting custom learning path needs related to business goals and objectives (i.e., technical skills, project management, health and wellness, coaching and feedback, DE&I, and leading in a remote environment).



There were 2,440 employees who received virtual-classroom and computer-based training in 2021, with an average of 25 training hours per individual. Mandatory training ranged from 7.25 to 35.25 hours depending on the employee's position and included enterprise-wide, cross-functional, and department-specific requirements. We saw 472 employees leverage the LinkedIn Learning platform and complete courses totaling more than 1,307 hours. Content included subjects such as project management, leadership development, Microsoft products, managing virtually, communication, customer service skills, diversity & inclusion, and IT skills.

### **Leadership Development**

To complement the ongoing internal development opportunities afforded SMUD leaders, an external leadership development selection process is conducted annually to match applicants with a program that effectively meets their development needs and SMUD's business objectives. In 2021, we sent 20 employees to several local and regional leadership development programs including Nehemiah Emerging Leaders, WEI Business Acumen for Emerging Leaders, Asian Pacific Chamber Catalyst program, Leadership Rancho Cordova program, Leadership Elk Grove, Leadership Sacramento, Leaders United, Nueva Epoca, and SMUD's (internal) Building Leadership Talent program.

### **Education Assistance**

The education assistance benefit supports employees who are pursuing college degrees and developing their SMUD careers by completing certificates or taking individual classes that support our business. We offer up to \$5,000 per calendar year for qualified, regular full-time employees to partake in eligible programs, and up to \$2,500 for part-time employees. Many employees use the program to pursue an Associate's, Bachelor's or Master's degree in areas as wide-ranging as accounting, law, finance, human resource management, information technology, project management and energy efficiency.

### **d) SMUD's percentage of engaged employees as measured through the Engagement Index shall exceed 80%.**

SMUD fielded an employee engagement survey in October 2021 to better understand the employee experience and level of engagement. Engagement is an emotional state where employees feel passionate, energetic and committed to their work. When engagement is high, research shows organizations have higher productivity, lower turn-over and absenteeism, and improved safety. In short, our employees' engagement is highly correlated with the results SMUD can achieve for our customers and community.

While we continued to measure many items from previous surveys, in this survey we expanded the set of DEI questions we ask from five to ten to more fully understand and improve employees' experiences of diversity, equity, and inclusion. We also included two new items about innovation and well-being.

We were pleased that we exceeded our participation goal of 88% with 91% of employees participating, which is a testament to our level of commitment to feedback and continuous improvement. These are notable highlights of the data:

The percentage of all questions on the survey that employees responded to favorably (Strongly Agree or Agree) was 73%, up 2 points from the 2019 Pulse Survey. The overall score was up 4 points for the 10 questions we asked in both this survey and the 2019 Pulse survey.

The overall engagement score, which is composed of four anchor questions, was 84%, down 3 points from the 2019 Pulse Survey. Our engagement score is 7% higher than DecisionWise's global benchmark and 4% higher than their utilities benchmark.

We made notable improvements in 4 key areas we've been focused on: 1) building a culture of high-trust, inclusion and belonging; 2) open communication; 3) supervisor recognition; and 4) respect which increased by 8, 6, 6 and 5 points respectively. While trust and communication remain low scoring questions, the improvement is encouraging, and we'll continue to build on this positive momentum. Changes of +/- 5% points are considered significant at the organization level.

The greatest declines were in the 4 questions that make up the engagement index. The greatest loss was 5 points for the question "It is easy to become absorbed in my job." While employees' experiences vary, the impact of the ongoing pandemic and the significant amount of change internally and externally since the last survey could be driving this result.

Employee feedback shows that we have opportunities in:

- Employee Voice (employees believe they can speak up freely and their opinions will be considered);
- Communication (transparency and openness across levels, especially with non-remote employees); and
- Perceptions of senior leadership accountability and care for the employee experience

Leaders at all levels of the organization were responsible for discussing their team's data to understand what is going well and what positive steps can be taken to improve. Senior leaders are also each responsible for taking action to address themes around accountability, trust, and care for the employee experience that require action at the organizational level, rather than the team level. Throughout 2022 we will communicate actions we've taken with our employees and plan to repeat our survey in Q1 of 2023 when we can assess our impact.



- e) SMUD shall use a broad mix of communication and outreach channels to ensure its recruitment activities reflect the diversity of the communities it serves.**

### **Employment Outreach and Partnerships**

Outreach in 2021 continued to thrive as we strengthened existing and established new partnerships within local and distant communities to build greater awareness of SMUD as a top employer and to help build a diverse talent pipeline, including La Familia Counseling Center; California Conservation Corp Foundation; GRID Alternatives; Improve Your Tomorrow; JUMA; Salvation Army; Women's Empowerment; Greater Sacramento Urban League; Community Resource Project and more. We participated in the Equal Pay Pledge Roundtable sessions sponsored by the California Commission on the Status of Women and Girls, where statewide employers committed to the furtherance of pay equity shared best practices and networked. It is in these relationships that SMUD experiences the most success in attracting a diversity of candidates aligned with the community. Talent Management also leveraged our existing social media followership to further promote employment opportunities, this year piloting a revamped Customer Service Representative examination process virtually to ensure maximum accessibility. We continue to conduct employment outreach with educational institutions and consistently partner and collaborate with SMUD's Sustainable Communities and Community Engagement.

### **Internships**

With consideration given to the community impact and talent pipeline, SMUD proceeded with offering its internship programs in a limited capacity in 2021 by inviting students to join its remote workforce. Whereas we've traditionally hosted in-person showcases for employees and community partners to learn about intern work, we continued to illustrate the student accomplishments and projects on the SharePoint site in 2021.

While surveying former interns, we learned of their desire for more opportunities for collaboration. In 2020, we launched two projects in 2020 created collaborative opportunities for all interns: a collage showcasing SMUD's D&I commitment; and a campaign to support and market Clean Air Day pledges from SMUD employees. We continued these projects in 2021. However, we also collaborated with organizations in our community: an industry workshop with California ISO and their interns; and a financial workshop with Golden 1 and their interns. We also invited community organizations to speak with the interns including the Museum of Science and Curiosity (MOSAC), NxtGov, and Metro EDGE.

SMUD was also awarded the APPA DEED Scholarship to hire an intern to conduct a research project on how to build a better relationship with our college and university partners in order to attract more talent to SMUD. From this project, our team conducted our first ever virtual Open House event aimed at college and university students to learn more about SMUD and different career opportunities. This event was attended by 140 people.

Interns tackled a variety of important initiatives for the organization, including but not limited to:

- Assisted in developing a SharePoint page to help communicate cybersecurity awareness, training and education topics to the organization.
- Drafted a powerplant lesson plan for 8<sup>th</sup> graders to effectively advertise SMUD's Zero Carbon 2030 plan
- Conducted outreach to community colleges and universities to advertise the following opportunities: College Internships, Powering Futures Scholarships, Charge Up Change Scholarships, and the 2022 Solar Regatta
- Led a project in establishing communication with colleges in Sacramento to donate battery storage systems to be utilized for student learning
- Constructed Linux bash and PowerShell scripts to automate manual application monitoring procedures
- Analyzed voltage violation data to help make sure that SMUD could deliver high quality power to its customers
- Conducted environmental reviews to determine if sensitive species and habitats are present at project location
- Improved productivity by creating a program that gathers, compresses, and archives logs generated by GIS software and G/Technology

Impressive efforts like those outlined above have resulted in SMUD's internship program being recognized by the Interns 2 Pros organization one of the top 5 finalists for the 2021 Virtual Internship Program alongside with Microsoft, PwC, NASA, and ViacomCBS.

### **Powering Futures scholarships**

Twenty-one recipients were awarded up to \$4,000 each and included local students registered in a degree program. Those with a demonstrated financial need pursuing majors related to careers in SMUD received preference. Along with the scholarships, students were also presented with an opportunity to receive a paid internship.

### **Powering Aggies and Powering Hornets Scholarship Programs**

The Powering Aggies and Powering Hornets Scholarship programs were set up in 2018 to provide a scholarship for 1 student each from UC Davis and Sac State. Eligible students who majored in a SMUD-related career field (UC Davis) or Electrical Engineering (Sac State) were selected by their respective universities. In 2021, SMUD awarded the Powering Aggies winner \$1,500 and the Powering Hornets winner \$1,000.

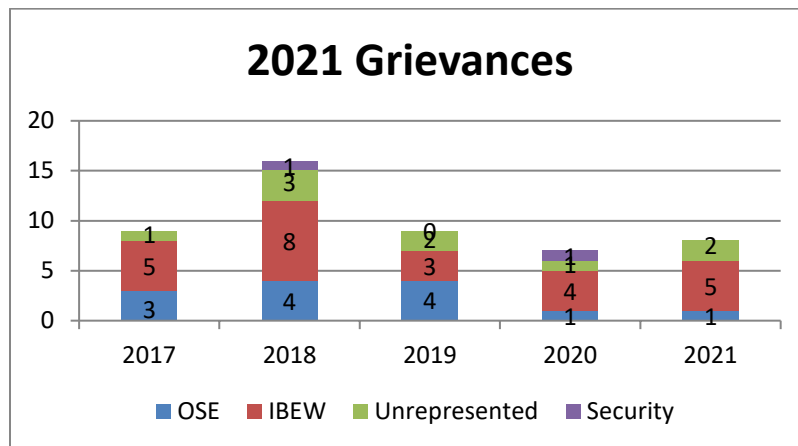
### **Hornet Leadership Program (HLP)**

This two-year, extra-curricular program, launched in Fall 2018, introduces students to an array of vital training. Students completing the program will have demonstrated leadership skills commensurate with industry requirements. The sponsorship of \$25,000 for HLP for the 2021-22 academic year will be used towards being an HLP Conference Sponsor; HLP Scholar Sponsor for 3 scholars; and Peer Assisted Learning (PAL) Sponsor for 1 Facilitator. The seminars hosted by the HLP program are also open to all Computer Science career planning students which makes up a total of 160+ students.

**f) SMUD shall maintain and communicate written policies that define procedures and expectations for staff and provide for effective handling of grievances.**

In addition to SMUD's Code of Business Ethics and Employee Conduct, its Employee and Labor Relations teams provided daily advice, guidance and counsel to employees on employee relations issues. Staff worked to ensure all employees (represented and unrepresented) understand SMUD policies and procedures, and that employees know and understand what their responsibilities are with respect to the Code of Ethics.

A total of 8 grievances were resolved in 2021.



**g) Annually, and consistent with State and Federal law, the Board shall receive a report detailing the demographics of the SMUD workforce, the available workforce, and the Sacramento region. The report shall also provide information on veterans as a part of SMUD's workforce.**

The following tables provide demographic information about SMUD's workforce (excluding "casual" positions and members of the Board of Directors), compared to external benchmarks for the Labor Force in the United States, California and select counties in California.

## Workforce Demographics

Calendar Year	Male	Female	Caucasian	African American	Hispanic	Asian	Native American	2 or more Races
2021	66%	34%	57%	7%	15%	15%	1%	5%
2020	66%	34%	58%	7%	15%	15%	1%	4%
2019	66%	34%	59%	8%	14%	15%	0%	4%
2018*	66%	34%	60%	8%	14%	15%	0%	4%
2017*	67%	33%	61%	7%	13%	14%	1%	3%
2016	67%	33%	62%	7%	13%	14%	1%	3%
2015	67%	33%	63%	8%	12%	13%	1%	3%
2014	68%	32%	65%	8%	11%	13%	1%	2%

2018 American Community Survey, 5-Year Estimates EEO*								
	Male	Female	Caucasian	African American	Hispanic	Asian	Native American	2 or more Races
U.S. (Civilian)*	53%	47%	63%	12%	17%	6%	1%	2%
California (Civilian)*	54%	46%	39%	5%	37%	15%	0%	3%
Sacramento, El Dorado & Placer Co. (Civilian)	52%	48%	55%	7%	20%	14%	0%	4%
Sacramento Co. (Civilian)	52%	48%	48%	9%	22%	17%	0%	4%
2020 United States Census (April 1, 2020)								
Sacramento Co. (Total Population)	51%	49%	41%	9%	24%	19%	0%	7%

\* Percentages may not add up to 100% due to rounding.

\*\* Civilian labor force represents residents aged 16 and older. These numbers exclude houseworkers, unpaid volunteers, institutionalized individuals, and U.S. Armed Forces Active Duty.

We saw a shift in SMUD's 2021 workforce demographics with Caucasian employees representing 57% of the workforce, down from 58% in 2020. This shift occurred as the representation of Hispanic employees increased by 0.3%, and Asian employees increased by 0.3% in 2021. Employee turnover, which creates opportunities to hire, and the demographic makeup of qualified applicants are the likely drivers for this change as SMUD continues to develop its talent pipeline and build a workforce that reflects the diversity of the communities we serve.

### 2021 Workforce Demographic by Employee Level

Employee Level	Male	Female	Caucasian	African American	Hispanic	Asian	Native American	2 or more Races
Executives	56%	44%	56%	22%	0%	22%	0%	0%
Directors	68%	32%	71%	10%	3%	13%	0%	3%
Managers*	63%	38%	65%	4%	6%	15%	1%	9%
Supervisors	63%	37%	64%	7%	12%	15%	0%	2%
Staff	67%	33%	55%	8%	16%	15%	1%	5%

With the rollout of our Workforce Demographics Dashboard and various informational sessions throughout 2021, we worked to create awareness of employee demographics at each level in the organization. This awareness, in turn, creates an opportunity to explore potential influences and opportunities in our job postings, outreach, and hiring processes.

### SMUD Separation History (Full-Time Employees Only)

	Male	Female	Caucasian	African American	Hispanic	Asian	Native American	2 or more Races
2021	66%	34%	75%	4%	9%	9%	0%	3%
2020*	72%	28%	66%	7%	8%	17%	0%	3%
2019*	69%	31%	70%	9%	9%	11%	0%	2%
2018*	62%	38%	67%	8%	10%	11%	1%	2%
2017*	71%	29%	68%	5%	14%	8%	1%	3%
2016*	75%	25%	72%	6%	5%	14%	1%	3%

\*Percentages may not add up to 100% due to rounding

SMUD's Talent Technology Transformation project currently underway will combine 9 disparate systems to more efficiently manage people processes at SMUD, including employee separation. Teams in People Services & Strategies are actively working to enhance our process for obtaining exit data so that we can make correlations to the above demographics, identify trends, and take action as needed.

### **Military Veterans in SMUD's Workforce**

Veterans are a small but important part of SMUD's workforce. According to our records, Veterans comprised 5.1% of SMUD's workforce in 2021, up from 4.8% in 2020. This increase is the result of our enhanced focus on Veteran self-reporting and partnership with the Military Employee Resource Group.

#### **Veteran Demographics**

	Male	Female	Caucasian	African American	Hispanic	Asian	Native American	2 or more Races
SMUD Veterans 2021*	91%	9%	58%	6%	13%	13%	0%	9%
SMUD Veterans 2020	91%	9%	58%	7%	14%	13%	0%	8%
SMUD Veterans 2019	92%	8%	55%	8%	16%	14%	0%	7%
SMUD Veterans 2018*	92%	8%	56%	8%	15%	14%	0%	6%
SMUD Veterans 2017*	91%	9%	59%	8%	14%	14%	0%	6%
SMUD Veterans 2016	92%	8%	60%	9%	11%	13%	0%	6%
CA Veterans	90%	10%	59%	10%	19%	7%	1%	4%

\*Percentages may not add up to 100% due to rounding

Source: [va.gov/vetdata](https://va.gov/vetdata)(09/30/21)



SSS No. HRS 22-004

# BOARD AGENDA ITEM

## STAFFING SUMMARY SHEET

Policy Committee Meeting Date

May 11, 2022

Board Meeting Date

May 19, 2022

TO					TO						
1.	Claire Rogers				6.	Farres Everly					
2.	Jose Bodipo-Memba				7.						
3.	Suresh Kotha				8.						
4.	Jennifer Davidson				9.	<b>Legal</b>					
5.	Brandy Bolden				10.	<b>CEO &amp; General Manager</b>					
<b>Consent Calendar</b>		<input checked="" type="checkbox"/>	<b>Yes</b>	<b>No</b> <i>If no, schedule a dry run presentation.</i>		<b>Budgeted</b>		<input checked="" type="checkbox"/>	<b>Yes</b>	<b>No</b> <i>(If no, explain in Cost/Budgeted section.)</i>	
FROM (IPR)				DEPARTMENT				MAIL STOP		EXT.	
Laurie Rodriguez				People Services & Strategies				B251		5628	
<b>NARRATIVE:</b>											
<b>Requested Action:</b> Accept the monitoring report for Strategic Direction SD-12, Ethics.											
<b>Summary:</b> This presentation provides the Board with the annual monitoring of SD-12, Ethics and confirms that SMUD is maintaining the public trust and confidence in the integrity and ethical conduct of the Board and SMUD employees.											
<b>Board Policy:</b> SD-12, Ethics <i>(Number &amp; Title)</i>											
<b>Benefits:</b> Provide the Directors and Executive Staff with an overview of the Board Policy and give them an opportunity to ask questions, make corrections, additions or changes, if necessary.											
<b>Cost/Budgeted:</b> N/A											
<b>Alternatives:</b> N/A											
<b>Affected Parties:</b> All SMUD employees and Contractors											
<b>Coordination:</b> People Services & Strategies											
<b>Presenter:</b> Laurie Rodriguez, Director, People Services & Strategies											

**Additional Links:**

SUBJECT

SD-12, Ethics Board Monitoring Report

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:** May 2, 2022

**FROM:** Claire Rogers *CR 5/2/22*

**SUBJECT: Audit Report No. 28007425  
Board Monitoring Report; SD-12: Ethics**

Audit and Quality Services (AQS) received the SD-12 *Ethics* 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-12, Ethics



### 1. Background

Strategic Direction 12 states that:

Maintaining the public trust and confidence in the integrity and ethical conduct of the Board and SMUD employees is a core value. Therefore, to ensure the public interest is paramount in all official conduct, the Board shall adopt and update, as necessary: a Conflict of Interest Code as required by State law. SMUD shall also maintain and enforce a code of conduct applicable to all employees.

Among other things the code of conduct shall:

- a) Require high ethical standards in all aspects of official conduct;
- b) Establish clear guidelines for ethical standards and conduct by setting forth those acts that may be incompatible with the best interests of SMUD and the public;
- c) Require disclosure and reporting of potential conflicts of interest; and
- d) Provide a process for (i) reporting suspected violations of the code of conduct and policies through multiple channels, including an anonymous hotline, and (ii) investigating suspected violations.

### 2. Executive Summary

**SMUD is in compliance with the requirements of SD-12.**

Strategic Direction 12 requires SMUD to have a process to report potential conflicts of interest and a process for reporting and investigating suspected violations of the Code of Conduct. Compliance is foundational for acting in the best interests of our customers and community. Several SMUD policies and procedures support the requirement of high ethical standards in all aspects of official conduct.

SD Requirement	Supporting Process/Procedure
a) Require high ethical standards	SMUD's Ethics policy (AP 05.02.03) sets the requirements and expectations for ethical behavior, including communication, training and other resources.

b) Establish clear guidelines for ethical standards and conduct	SMUD's Code of Business Ethics and Employee Conduct were updated and approved by the CEO & General Manager in 2020. SMUD's Ethics procedure (MP 05.02.03.100) was adopted in 2008 and updated in January 2021. SMUD's Conflict of Interest policy (AP 05.02.02) includes Board revisions adopted in 2018 and was approved by the FPPC (Fair Political Practices Commission) in 2018.
c) Require disclosure and reporting potential conflicts of interest statements	Notice of filing requirements was sent to employees in March. 99% of the annual conflict of interest statements were received by the time this report was finalized.
d) Provide a process for reporting and investigating suspected violations of the code of ethics	SMUD's Whistleblower Anti-Retaliation policy (AP 05.01.03) was approved in 2014. SMUD's Complaint Process Policy (AP 05.01.04) was approved in 2006 and updated in October 2018 (administrative update only). SMUD's Ethics and Compliance Hotline has been in place since 2008.

### 3. Additional Supporting Information

#### Ethics Policy

In accordance with Board Policy SD-12 Ethics, SMUD developed the Code of Business Ethics and Employee Conduct, approved by the CEO & General Manager in 2020. This document supplements SMUD's State-law mandated Conflict of Interest Code and provides an easy-to-read explanation of SMUD's values and expectations for employee behavior. It also identifies various staff resources to obtain further guidance, as well as alternative methods to report suspected violations of SMUD's Code of Business Ethics. The Code provides a framework for how employees should act toward customers, vendors and each other. It also emphasizes that as a publicly-owned utility, SMUD and its employees must adhere to the highest ethical standards.

All new employees receive a copy of SMUD's Code of Business Ethics prior to or during new employee orientation and are required to review and submit a signed acknowledgement to People, Services & Strategies within 30 days of orientation. In addition, all contractors with unescorted access receive a copy of the Code when their background check is conducted. PS&S verifies Code acknowledgements on a quarterly basis to ensure signed acknowledgments are received from all new employees and contractors.

## **Ethics Training**

Ethics training is a mandatory requirement for all SMUD employees. They are required to complete the training every 2 years on a fixed rotating schedule. New and returning employees have one year for completion while newly promoted leaders are required to take Ethics training within 90 days of promotion into their role. Course completion is tracked using SMUD's Learning Management System (LMS) and reported as part of SMUD's mandatory training statistics. The 2021 completion rate for employees with 2021 due dates is 99%.

For the 2021-2022 course cycle, as of April 6, 2022, a total of 2,384 employees have been assigned the training since January 1, 2021. In 2021, 2249 employees completed the training, 15 employees are in-progress with 2022 due dates, and 2 are past due to leave purposes. The employees with 2022 completion dates are either 2021 new hires or recently promoted leaders.

The 2022 numbers show 118 employees have been assigned training that includes new employees and recently promoted leaders. As of April 6, 2022, the completion status shows 58 complete, 58 in progress, and 2 are past due. The past due numbers were caused by a system assignment error. The due date was not set correctly for these two employees, and they have been notified.

## **Disclosure and Reporting of Potential Conflicts of Interest**

The Political Reform Act (Cal. Gov. Code §§ 81000, et seq.) requires certain government officials and employees to publicly disclose certain financial information relevant to the scope of decision-making for their positions with SMUD.

To maintain compliance, all employees in positions designated by the SMUD Board must complete and submit an annual Statement of Economic Interests, FPPC Form 700 (Conflict of Interest Statement). Incumbents of designated positions shall file an Assuming Office Statement within 30 days of starting their employment or beginning the new position. Employees in designated positions who leave SMUD shall file Leaving Office Statements within 30 days of their final dates of employment.

The annual Conflict of Interest Statements are public documents filed with Corporate Records or in the designated record repository. PS&S sent financial disclosure materials electronically to designated employees in February and successfully met the FPPC filing deadline of April 1. At the time of this report, 99% percent of the annual Conflict of Interest Statements from SMUD officials and designated employees were received. PS&S staff follows up to ensure total compliance. In the rare event that full compliance is not achieved, SMUD is obligated to report violations to the FPPC for enforcement. This has occurred only two times in the last decade.

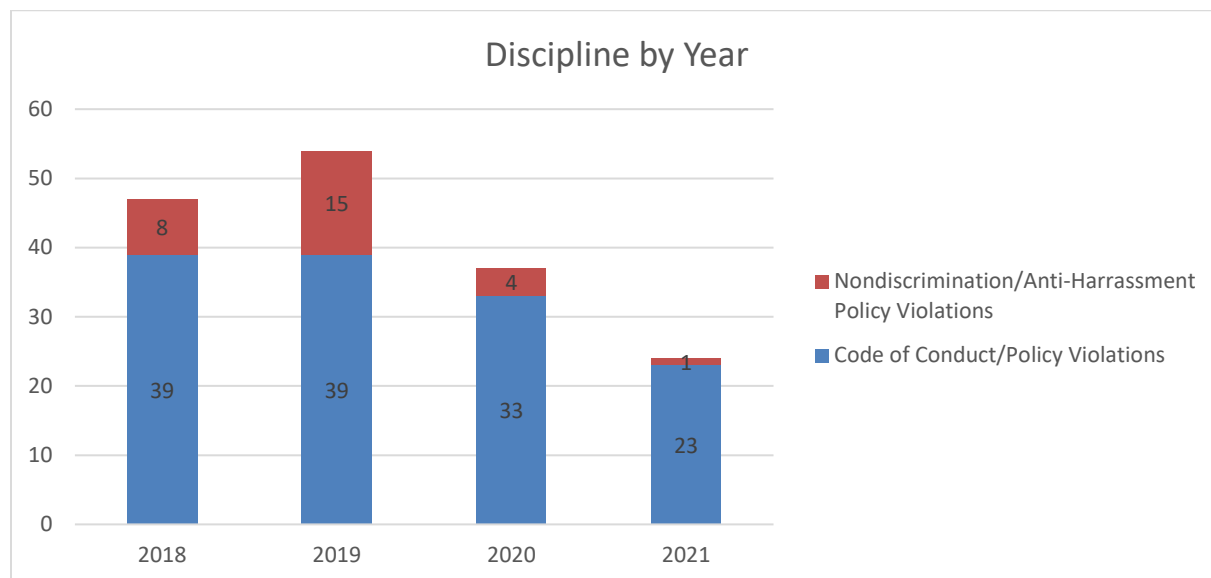
## **Process for Reporting and Investigating Suspected Violations**

SMUD holds its employees to a higher standard than that required by law and is committed to providing a work environment in which all individuals are treated with dignity and respect. SMUD encourages employees to bring concerns about potential legal violations or violations of SMUD policies to the attention of a SMUD leader. All SMUD leaders are required to immediately report all complaints they receive regarding suspected policy violations to the Fair Employment Office. An employee who believes that they are unable to make a complaint through their management reporting line may report complaints directly to the Fair Employment Office, Labor Relations, Internal Auditor's or General Counsel's Office. Additionally, SMUD has contracted with Navex Global Compliance since November 2008 to operate an anonymous Ethics and Compliance Hotline. This hotline can be used by employees to file complaints anonymously should they so

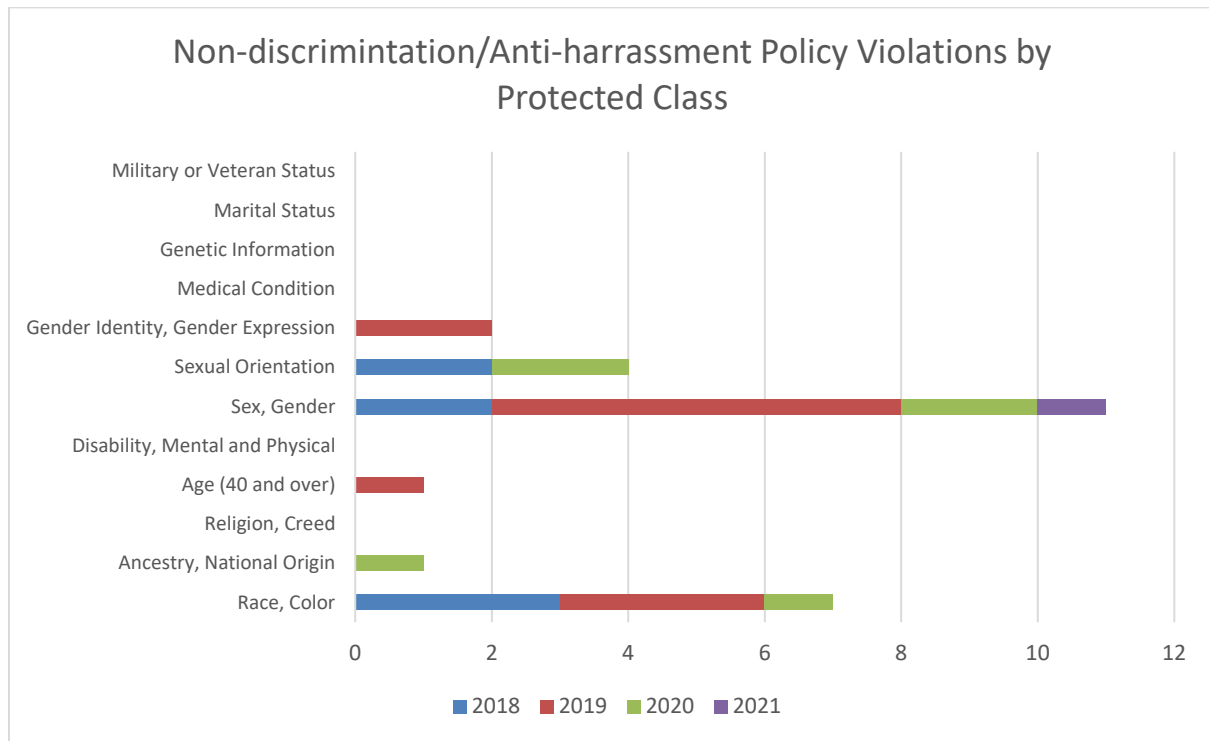
choose, either online or by calling Navex Global Compliance directly. As part of SMUD's Complaint Process and Whistleblower Anti-Retaliation policies, a Whistleblower Committee was established to review and act, when appropriate, on hotline/whistleblower complaints. The committee is comprised of representatives from the General Counsel's office, Audit & Quality Services and PS&S, including members of our Fair Employment Office and Labor Relations team.

In addition to investigating potential violations of SMUD's Nondiscrimination, Anti-Harassment and Non-Retaliation Policy (AP 05.01.01) and Code of Ethics, Labor Relations and Fair Employment analysts also advise, consult with and support leaders on recommended action and coaching to address problematic behaviors and attitudes among the workforce that are not necessarily prohibited by law. This includes working with a leaders' leader or senior leadership when improved leadership skills would benefit relationships. These proactive measures play a critical role in a culture where all employees are respected and valued.

The following chart illustrates discipline issued to employees between 2018-2021. Summarized below are the disciplines issued for violations of SMUD's Nondiscrimination, Anti-Harassment and Non-Retaliation Policy (AP 05.01.01) as well as discipline for misconduct/policy violations under SMUD's Positive Discipline Policy (AP 05.02.09) including dishonesty, bullying, discourteous behavior, unprofessional conduct, driving policy violations, insubordination, conflicts of interest and unethical behavior. The below reporting does *not* include discipline related to safety incidents (e.g. preventable vehicle accidents), attendance (tardiness and/or absences) or work performance unless there was a conduct component covered by SMUD's Code of Business Ethics & Employee Conduct, such as willful negligence or dishonesty.



The chart shown next indicates violations of SMUD's Nondiscrimination, Anti-Harassment and Non-Retaliation Policy (AP 05.01.01) as they relate to protected categories for FEO investigations that occurred in the past four years.



#### 4. Challenges

Completing training and obtaining necessary documents can be a challenge for employees on any type of extended leave. Broad or anonymous complaints are sometimes filed without supporting and/or contact information to allow for follow-up and further investigation. We recognize there are opportunities to increase awareness of the integrity of the process and are looking at various ways to engage with employees to explore their concerns in this area.

#### 5. Recommendations

As reflected in this report, SMUD has achieved the goals set forth in SD-12 for maintaining the public trust and confidence in the integrity and ethical conduct of the Board and SMUD employees. The policies, guidelines, staff training and monitoring and reporting components have played a part in ensuring high ethical standards in all areas of conduct and in operations.

*It is recommended the Board accept the monitoring report for Strategic Direction 12.*

#### 6. Appendices

N/A



SSS No. DP&amp;O 22-002

# BOARD AGENDA ITEM

## STAFFING SUMMARY SHEET

Committee Meeting & Date  
Policy 05/11/22  
Board Meeting Date  
May 19, 2022

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	X	Yes	No (If no, explain in Cost/Budgeted section.)
FROM (IPR)		DEPARTMENT				MAIL STOP	EXT.	DATE SENT	
Maria Veloso Koenig		Distribution Planning & Operations				EA403	5794	04/22/2022	
<b>NARRATIVE:</b>									
<b>Requested Action:</b> Adopt SMUD's 2022 Wildfire Mitigation Plan.									
<p><b>Summary:</b> Senate Bill 901 (2018) and Assembly Bill 1054 (2019) revised Public Utilities Code section 8387 to require that before January 1, 2020, and annually thereafter, every publicly owned electric utility prepare a wildfire mitigation plan (WMP), present it in a noticed public meeting, and accept comments. Section 8387 also requires that the utility contract with a qualified independent evaluator experienced in assessing the safe operation of electrical infrastructure to review and assess the comprehensiveness of the utility's WMP. The evaluator shall issue a report and present the report at a public meeting. On or before July 1 of each year publicly owned electric utilities must submit their approved WMPs to the California Wildfire Safety Advisory Board (WSAB) for review, comment and advisory opinion.</p> <p>By Resolution 19-10-09, the Board adopted SMUD's Wildfire Mitigation Plan and authorized the Chief Executive Officer and General Manager to make future changes to the WMP that further the primary purpose of the WMP and provide a net benefit to SMUD. By Resolution 20-11-04, the Board adopted SMUD's 2021 WMP, and by Resolution 21-06-02 adopted as the 2021 Informational Response and the Wildfire Mitigation Plan Recommended Metrics as supplement to the 2021 WMP. On June 30, 2021, SMUD submitted the 2022 WMP and supplemental documents to the WSAB. The WSAB issued its advisory opinion on March 2, 2022, commending SMUD for an "exemplary description of comprehensive wildfire mitigation strategies in the 2021 WMP."</p> <p>In accordance with Section 8387, SMUD staff has completed its annual update of SMUD's WMP. The 2022 WMP provides incorporates the 2021 metrics and supplemental information and provides updates to the wildfire mitigation strategies. The draft 2022 WMP was offered for public comment and assessed by a qualified independent evaluator, Brown &amp; Kysar Inc. (BKI). Staff will present the 2022 WMP and BKI will present its assessment report at the duly noticed Policy Committee meeting May 11, 2022.</p> <p><b>Board Policy:</b> SD-4, Reliability; SD-6, Safety; SD-15, Outreach and Communication; SD-17, Enterprise Risk Management (Number &amp; Title)</p> <p><b>Benefits:</b> The WMP Update is in alignment with Strategic Direction SD-4, Reliability, that SMUD will maintain the electric system in good repair, and SD-6, that SMUD will implement measures to protect the public from injuries related to SMUD operations or facilities. Additionally, this item is consistent with Strategic Direction SD-15, Outreach and Communication, that SMUD will ensure all groups are aware of SMUD's major decisions and programs. This item is consistent with SD-17, Enterprise Risk Management, in maintaining an integrated enterprise risk management process.</p> <p><b>Cost/Budgeted:</b> The programs outlined in the WMP are budgeted in separate processes by the sponsoring departments.</p> <p><b>Alternatives:</b> California law requires the WMP and evaluator's report to be presented to the Board in a noticed public meeting.</p> <p><b>Affected Parties:</b> Transmission Planning &amp; Operations, Distribution Planning &amp; Operations, Line Assets, Power Generation, Customer Experience Delivery, Marketing and Corporate Communications, Customer Operations &amp; Community Energy Services, Environmental and Real Estate Services, Facility and Security Operations,</p>									



Information Technology, Procurement, Warehouse and Fleet, People Services & Strategies, Treasury and Risk Management, Legal and Government Affairs, Board Office

**Coordination:** Transmission Planning & Operations, Distribution Planning & Operations, Line Assets Power Generation, Customer Experience Delivery, Marketing and Corporate Communications, Customer Operations & Community Energy Services, Environmental and Real Estate Services, Facility and Security Operations, Information Technology, Procurement, Warehouse and Fleet, People Services & Strategies, Treasury, Government Affairs and Risk Management, Legal and Government Affairs, Board Office

**Presenter:** Maria Veloso Koenig, Director Distribution Planning and Operations

**Additional Links:**

SUBJECT

**2022 Wildfire Mitigation Plan**

ITEM NO. (FOR LEGAL USE ONLY)

ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.





2022 SMUD

# Wildfire Mitigation Plan

Powering forward.  
Together.



**SMUD®**





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# 1 Introduction

Over the last several years California has seen some of its most devastating and destructive wildfires. Climate change is recognized to be a large contributing factor (long hot spells, low moisture, etc.). This is the new (ab)normal, requiring a new way of thinking about wildfire mitigation planning.

In response, Senate Bill (SB) 901 authored by Senator Dodd, was enacted in 2018. SB901 requires all electric utilities to prepare a wildfire mitigation plan (WMP).

SB 901 amended Public Utilities Code (PUC) section 8387. Assembly Bill (AB) 1054 (Holden, 2019) further amended this statute. Section 8387 generally requires every publicly owned utility to construct, maintain, and operate its electrical facilities to minimize the risk of wildfire posed by those facilities. As amended by SB 901 and AB 1054 section 8387 more specifically requires every publicly owned utility to prepare a WMP and update it annually, with a comprehensive revision of the WMP not less than every three years.

The Sacramento Municipal Utility District (SMUD) Board of Directors adopted the initial WMP on October 17, 2019.

WMPs must include vegetation management (VM) programs, inspection and maintenance programs, protocols for deactivating automatic reclosers and for de-energizing power lines in severe weather conditions. The plans are required to identify priority customers, such as first responders and local agencies, health care providers, water and telecommunication facilities, groups that assist children, elderly, mobility impaired and other vulnerable populations, and include communication programs for those customers. The plans need to describe how service will be restored after a wildfire and include processes for (i) measuring the performance of the plan measures, (ii) identifying and correcting any deficiencies in the plan and (iii) auditing implementation of the plan.

This document outlines SMUD's activities in accordance with these requirements.

## SMUD

As one of the largest publicly owned, locally governed, electric utilities in California, SMUD serves over 640,000 customers in its 900 square mile service area in the Sacramento County area and operates a federally licensed hydroelectric project in El Dorado County known as the Upper American River Project (UARP). Based on a mutual agreement with PG&E, SMUD serves five PG&E customers from its UARP facilities and thirteen PG&E customers in Northern San Joaquin County.

SMUD has never experienced a catastrophic wildfire involving its facilities. SMUD's service area has a much lower wildfire risk profile than other areas in the State that have suffered destructive wildfires in recent years. When ignition events occur, they have historically been limited in scope. This is largely due to its more urban environment, flatter terrain, grasslands and other fuel sources outside forested areas and fewer wind events. Even in the UARP area SMUD is fortunate to have a lower risk environment.

Table 1 provides summary information to highlight SMUD's unique characteristics impacting its low wildfire risk. This information changes minimally each year and will be updated during SMUD's comprehensive plan review which occurs no less than every three years.

**Table 1** Context Setting Information

Utility Name	SMUD	
Service Territory Size	900 square miles	
Owned Assets	X Transmission X Distribution X Generation	
Number of Customers Served	Approximately 641,000 customer accounts	
Population Within Service Territory	Approximately 1.5 million people	
Customer Class Makeup	<i>Number of Accounts</i>	<i>Share of Total Load (MWh)</i>
	88.3% Residential; 1.5% Government; 0.4% Agricultural; 8.6% Small/Medium Business; 1.3% Commercial/Industrial	46.8% Residential; 6.6% Government; 0.7% Agricultural; 6.8% Small/Medium Business; 39.1% Commercial/Industrial
Service Territory	25.8% Agriculture 0.1% Barren/Other 0% Conifer Forest 0% Conifer Woodland 0% Desert 0.3% Hardwood Forest 3.9% Hardwood Woodland	



<b>Location/Topography<sup>1</sup></b>	29.5% Herbaceous 0.1% Shrub 37.9% Urban 2.3% Water
<b>Service Territory Wildland Urban Interface<sup>2</sup> (Based on total area)</b>	4.5% Wildland Urban Interface. 8.4% Wildland Urban Intermix:
<b>Percent of Service Territory in CPUC High Fire Threat Districts (based on total area)</b>	<input type="checkbox"/> Includes maps Tier 2: 0% Tier 3: 0%  SMUD operates its Upper American River Project outside its territory within the High Fire Threat District, as described in this 2022 WMP.
<b>Prevailing Wind Directions &amp; Speeds by Season</b>	<input type="checkbox"/> Includes maps CalFire provides the following description in its 2020 Unit Strategic Fire Plan Amador-El Dorado Unit (AEU): “Fire weather for AEU is typically dominated by three general weather phenomena; the delta push influence, north wind events, and east foehn winds caused by high pressure development in the Great Basin. All three weather conditions cause potential increases in fire intensity and size. The delta influence is the most common and surfaces frequently throughout summer. Typically, high pressure systems will dominate Northern California in the summer months bringing extremely hot and dry conditions over much of the region. As these systems develop, they will tend to yield near the Delta and Sacramento areas bringing the marine influence to the Unit. This is generally considered a good thing for fire behavior; slightly cooler afternoon temperatures and increases in relative humidity. The downside is the strong winds that typically accompany these patterns can override any benefit that may come from marine air. Typically, this type of wind will subside after sundown causing fire behavior to drop off dramatically. The other critical wind patterns that are difficult to predict for AEU are the Northerly and Easterly winds. They are relatively rare, and often are forecasted only the day before. Northerly or Easterly winds are typically warmer and drier than most other wind patterns due to air compression. These conditions provide the perfect environment for increased fire intensity and large fire growth. Fire growth is typically wind driven, however as these events recede, fire immediately returns to fuel/topography driven in opposing directions to the wind driven direction. This type of wind event is commonly referred to as a

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<sup>1</sup> This data is based on the California Department of Forestry and Fire Protection, California Multi-Source Vegetation Layer " Map, depicting WHR13 Types (Wildlife Habitat Relationship classes grouped into 13 major land cover types) available at: <https://www.arcgis.com/home/item.html?id=b7ec5d68d8114b1fb2bfbf4665989eb3>.

<sup>2</sup> This data is based on the definitions and maps maintained by the United States Department of Agriculture, as most recently assembled in *The 2010 Wildland-Urban Interface of the Conterminous United States*, available at ! [https://www.fs.fed.us/nrs/pubs/rmap/rmap\\_nrs8.pdf](https://www.fs.fed.us/nrs/pubs/rmap/rmap_nrs8.pdf).

	<p>Santa Ana Wind in Southern California, and a foehn wind in the Sierra/Cascade Region.”</p> <p>2020 Unit Strategic Fire Plan Amador-El Dorado Unit,  <a href="https://osfm.fire.ca.gov/media/j0zbdecg/2020-aeu-fire-plan.pdf">https://osfm.fire.ca.gov/media/j0zbdecg/2020-aeu-fire-plan.pdf</a> ]</p>
Miles of Owned Lines Underground and/or Overhead	<p>Overhead Dist.: 3,871.0 miles  Overhead Trans.: 461.9 miles  Underground Dist.: 6,663.6 miles  Underground Trans.: 17.3 miles</p> <p>Explanatory Note 1 - <i>Methodology for Measuring “Miles”</i>: [e.g., circuit miles, line miles.] Circuit miles.</p> <p>Explanatory Note 2 – <i>Description of Unique Ownership Circumstances</i>: None</p> <p>Explanatory Note 3 – <i>Additional Relevant Context</i>: [e.g., percentage of lines located outside service territory] See Table 4 on page 27 in SMUD’s WMP.</p>
Percent of Owned Lines in CPUC High Fire Threat Districts	<p><i>Overhead Distribution Lines as % of Total Distribution System (Inside and Outside Service Territory)</i></p> <p>Tier 2: 0%  Tier 3: 0%</p> <p><i>Overhead Transmission Lines as % of Total Transmission System (Inside and Outside Service Territory)</i></p> <p>Tier 2: 18.6%  Tier 3: 11.4%</p> <p>Explanatory Note 4 – <i>Additional Relevant Context</i>: No Tier 2 or Tier 3 areas exist within SMUD’s Service Area. SMUD’s overhead facilities in the High Fire Threat District are part of its Upper American River Project (UARP) as described in the WMP (see, e.g., pages 26-28, including Table 4).</p>
Customers have ever lost service due to an IOU PSPS event?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Customers have ever been notified of a potential loss of service to due to a forecasted IOU PSPS event?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Has developed protocols to pre-emptively shut off electricity in response to elevated wildfire risks?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Has previously pre-emptively shut off electricity in response to elevated wildfire risk?	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, then provide the following data for calendar year 2020:  <i>Number of shut-off events</i>: 0  <i>Customer Accounts that lost service for &gt;10 minutes</i>: N/A</p> <p><i>For prior response, average duration before service restored</i>: N/A</p>

Note: Data collected in 2020/2021

## 1.1 Policy statement

SMUD's overarching goal is to provide safe, reliable, environmentally sustainable, and affordable electric service to its local community. In order to meet this goal, SMUD constructs, maintains and operates its electric system in a manner that minimizes any risk of catastrophic wildfire posed by its electrical lines and equipment.

## 1.2 Purpose

This WMP describes the range of activities that SMUD is taking to mitigate the threat of powerline- ignited wildfires, including its various programs, policies, and procedures. This plan is subject to direct supervision by SMUD's Board of Directors and primary responsibility for its implementation resides with the Chief Operating Officer (COO).

This plan meets or exceeds the requirements of PUC section 8387 for publicly owned electric utilities to prepare a WMP. Table 2 references relevant PUC sections that address each requirement.

**Table 2** Plan compliance with Public Utilities Code 8387(b)

PUC 8387 Requirement	Description	Plan Section Number
<b>b (2) (A) %</b>	An accounting of the responsibilities of persons responsible for executing the plan.	9.1.1
<b>b (2) (B) %</b>	The objectives of the wildfire mitigation plan.	1.3
<b>b (2) (C) %</b>	A description of the preventive strategies and programs to be adopted by the local publicly owned electric utility or electrical cooperative to minimize the risk of its electrical lines and equipment causing catastrophic wildfires, including consideration of dynamic climate change risks.	3
<b>b (2) (D) %</b>	A description of the metrics the local publicly owned electric utility or electrical cooperative plans to use to evaluate the wildfire mitigation plan's performance and the assumptions that underlie the use of those metrics.	9.2
<b>b (2) (E) %</b>	A discussion of how the application of previously identified metrics to previous wildfire mitigation plan performances has informed the wildfire mitigation plan.	9.2.1
<b>b (2) (F) %</b>	Protocols for disabling reclosers and deenergizing portions of the electrical distribution system that consider the associated impacts on public safety, as well as protocols related to mitigating the public safety impacts of those protocols, including impacts on critical first responders and on health and communication infrastructure.	6.1.1, 7.2

<b>b (2) (G) %</b>	Appropriate and feasible procedures for notifying a customer who may be impacted by the deenergizing of electrical lines. The procedures shall consider the need to notify, as a priority, critical first responders, health care facilities and operators of telecommunications infrastructure. The procedures shall direct notification to all public safety offices, critical first responders, health care facilities, and operators of telecommunications infrastructure with premises within the footprint of potential deenergization for a given event.	7.1, 7.2
<b>b (2) (H) %</b>	Plans for vegetation management.	6.4
<b>b (2) (I) %</b>	Plans for inspections of the local publicly owned electric utility's or electrical cooperative's electrical infrastructure.	6.3
<b>b (2) (J) %</b>	A list that identifies, describes, and prioritizes all wildfire risks, and drivers for those risks, throughout the local publicly owned electric utility's or electrical cooperative's service territory. The list shall include, but not be limited to both of the following:	4.3
<b>b (2) (J) (i) %</b>	Risks and risk drivers associated with design, construction, operation and maintenance of the local publicly owned electric utility's or electrical cooperative's equipment and facilities.	4.3
<b>b (2) (J) (ii) %</b>	Particular risks and risk drivers associated with topographic and climatological risk factors throughout the different parts of the local publicly owned electric utility's or electrical cooperative's service territory.	5.1
<b>b (2) (K) %</b>	Identification of any geographic area in the local publicly owned electric utility's or electrical cooperative's service territory that is a higher wildfire threat than is identified in a commission fire threat map, and identification of where the commission should expand a high fire threat district based on new information or changes to the environment.	5.1
<b>b (2) (L) %</b>	A methodology for identifying and presenting enterprise-wide safety risk and wildfire-related risk.	4.3
<b>b (2) (M) %</b>	A statement of how the local publicly owned electric utility or electrical cooperative will restore service after a wildfire.	8
<b>b (2) (N) %</b>	A description of the processes and procedures the local publicly owned electric utility or electrical cooperative shall use to do all of the following:	
<b>b (2) (N) (i) %</b>	Monitor and audit the implementation of the wildfire mitigation plan.	9.3
<b>b (2) (N) (ii) %</b>	Identify any deficiencies in the wildfire mitigation plan or its implementation and correct those deficiencies.	9.3.2

<b>b (2) (N) (iii) %</b>	Monitor and audit the effectiveness of electrical line and equipment inspections, including inspections performed by contractors, that are carried out under the plan, other applicable statutes or commission rules. %	9.2.1 %
<b>b (3) %</b>	The local publicly owned electric utility or electrical cooperative shall present each wildfire mitigation plan in an appropriately noticed public meeting. The local publicly owned electric utility or electrical cooperative shall accept % comments on its wildfire mitigation plan from the public, other local and state % agencies and interested parties, and shall verify that the wildfire mitigation plan complies with all applicable rules, regulations, and standards as appropriate. %	10 %
<b>C</b>	The local publicly owned electric utility or electrical cooperative shall contract with a qualified independent evaluator with experience in assessing the safe operation of electrical infrastructure to review and assess the comprehensiveness of its wildfire mitigation plan. The independent evaluator shall issue a report that shall be made available on the internet web site of the local publicly owned electric utility or electrical cooperative and shall present the report at a public meeting of the local publicly owned electric utility's or electrical cooperative's governing board.	10

### 1.3 Objectives

The primary objectives of this WMP are to:

1. %Minimize the probability that SMUD's transmission and distribution (T&D) system may be the origin or contributing source for the ignition of a wildfire;
2. %Implement a wildfire mitigation plan that embraces safety, prevention, mitigation and recovery as a central priority for SMUD; and
3. %Create a WMP that is consistent with state law and objectives.

SMUD has evaluated prudent and cost-effective improvements to its physical assets, operations and training that help meet these objectives.

The secondary objective of this WMP is to improve the resiliency of SMUD's line construction standards and practices. As part of developing this plan, SMUD assesses new industry practices and technologies that will reduce the likelihood of an interruption in service and improve restoration. In addition, SMUD reviews available fire investigation reports for fires throughout California to understand root causes that can be addressed.

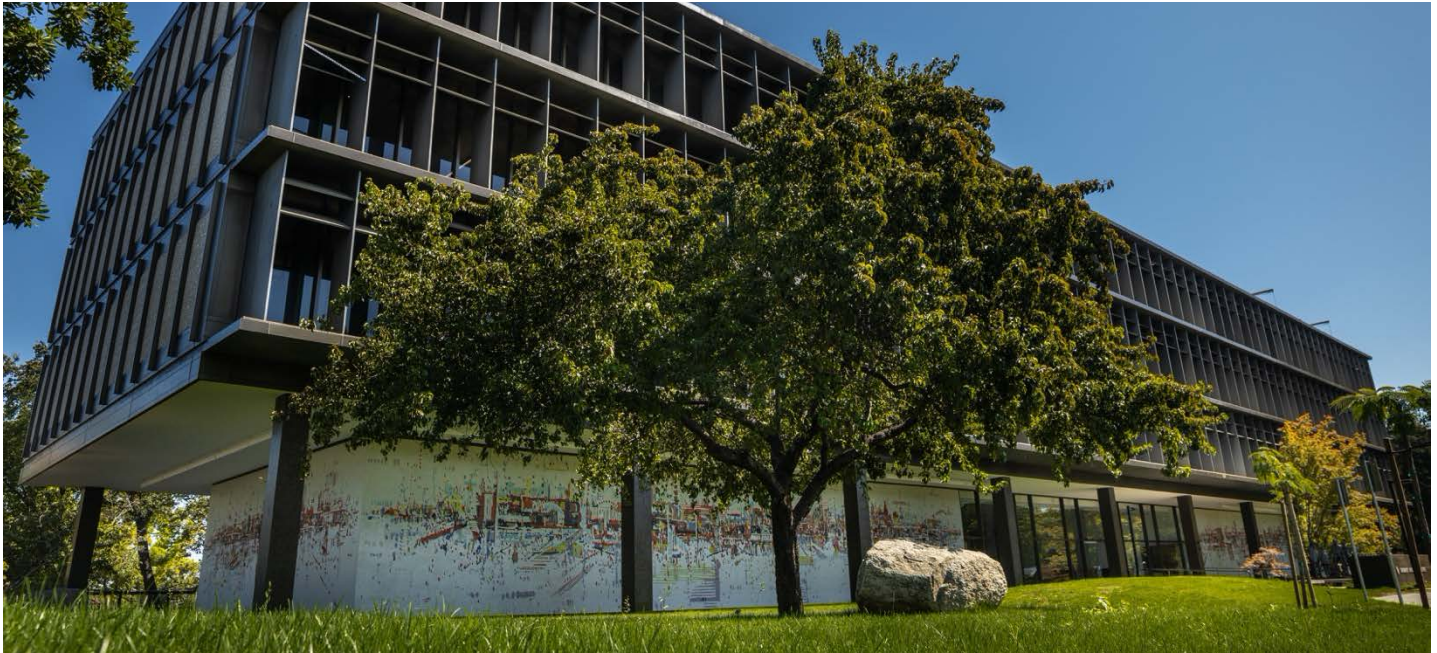
This WMP outlines the actions SMUD is taking, including exploring new technologies, to reduce the risk of potential wildfire-causing ignitions associated with SMUD's electrical infrastructure, with the objective of enhancing public safety and improving grid reliability.



This WMP also outlines customer outreach and communication programs for customers that may be impacted in the unlikely event of a wildfire related de-energization. SMUD's long standing and continued cooperation with local agencies are also outlined.

This WMP provides methodologies to measure the effectiveness of specific wildfire mitigation strategies and how those strategies measurably reduce the risk of catastrophic wildfire. Where a particular action, program component, or protocol is determined to be unnecessary or ineffective, SMUD will assess whether a modification or replacement is merited. This plan will also help determine if more cost-effective measures would produce the same or improved results.



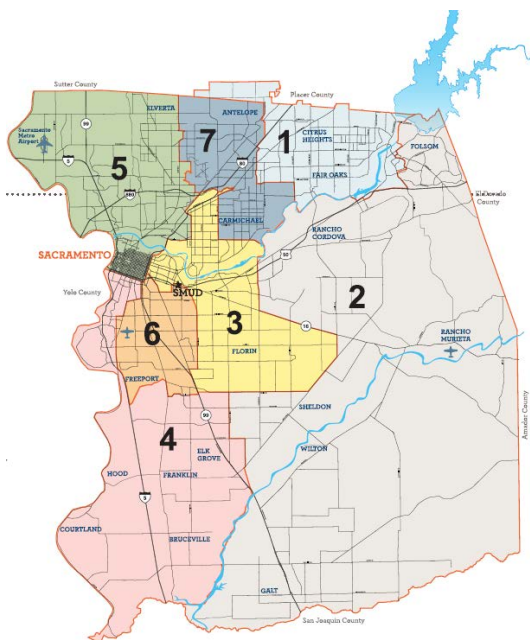


## 2 SMUD

### 2.1 SMUD profile

Headquartered in Sacramento, California, SMUD owns and operates an electric system that has provided retail electric service since 1946. SMUD generates, transmits, and distributes electricity within a 900-square-mile territory that includes the principal parts of Sacramento County, and a small adjoining portion of Placer County (see Figure 1).

**Figure 1** Map of SMUD's service area



SMUD is one of the largest community-owned electric utilities in the nation, recognized internationally for its innovative energy efficiency programs and use of renewable power technologies. As a publicly owned utility, SMUD is governed by a seven-member popularly elected Board of Directors that determines policy and appoints the Chief Executive Officer and General Manager who is responsible for SMUD's overall management and operations. SMUD owns, operates, and has ownership interests that are critical to maintaining the flow of power from generating facilities through the transmission lines to SMUD's service area. These assets are located in the geographic areas of Sacramento, El Dorado, Solano and Placer counties.



## 2.2 The service area

SMUD is the primary electric distribution service provider within an area of approximately 900 square miles in central California. The service area includes the State Capital, Sacramento, the populous areas principally to the northeast and south of the City of Sacramento and the agricultural areas to the north and south.

SMUD's electric system supplies power to a population of approximately 1.5 million. As the capital of the nation's most populous state, Sacramento benefits from the historically stabilizing influence of a large government sector. Sacramento is home to the State government headquarters, the Sacramento County seat, the city government and various special districts that combine to make government the largest single employment sector in the Sacramento area. Information technology, transportation, education and health services, leisure and hospitality, and construction serve as the other major sectors of employment and industry in the area.

## 2.3 The electric system

SMUD owns and operates a vertically integrated electric system that includes generation, transmission and distribution facilities.

SMUD supplies power to its bulk power substations through 230 kilovolt (kV) and 115 kV transmission systems. This system transmits power from SMUD's generation plants and interconnects with Pacific Gas & Electric (PG&E) and the Western Area Power Administration (WAPA). Power is distributed throughout Sacramento County via a 69 kV sub-transmission system except for the City's downtown area, which is served from the 115 kV transmission systems. The downtown area is served from 115/12 kV and 115/21 kV substations. The distribution system serving the remainder of SMUD's service territory is comprised of 69/12 kV and 69 kV substations with overhead and underground distribution circuits.

SMUD's record peak load of 3,299 MW occurred on July 24, 2006. Current and historical load statistics can be found at our website: [www.smud.org/en/Corporate/About-us/Company-Information/Reports-and-Statements](http://www.smud.org/en/Corporate/About-us/Company-Information/Reports-and-Statements)

## 2.4 Company purpose and vision

SMUD's Board of Directors has established the following mission and vision statements: "SMUD's purpose is to enhance the quality of life for our customers and community through creative energy solutions. SMUD's vision is to be the trusted partner with our customers and community, providing innovative solutions to ensure energy affordability and reliability, improve the environment, reduce our region's carbon footprint, and enhance the vitality of our community."<sup>3</sup>

## 2.5 Goals and objectives

For more than seventy years, SMUD has provided safe, reliable, and affordable electricity, excellent customer service, community value, innovation and environmental leadership to its customers.

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<sup>3</sup> <https://www.smud.org/en/Corporate/About-us/Company-Information/Strategic-Direction>, July 15, 2019.



The Board has adopted a set of Strategic Directions (SD) with related metrics, which it considers essential in the % continued success of the organization and its service to its customers. These include safety, reliability, % competitive rates, enterprise risk management (ERM), access to credit markets, customer relations, % environmental leadership, and resource planning. SMUD's Board SDs are used as a guide in the decisions made about SMUD's policies and operations. The Board continually reviews and refines these guidelines to make sure % it meets its customer's energy needs both now and in the future. %

Some of the general elements in SMUD's business strategy are<sup>4</sup>: %

- Safe and reliable energy and environmental protection: Developing and maintaining a sustainable and reliable power supply to meet peak demand growth consistent with state mandates for renewable energy and reduced carbon emissions.
- Customer and community services: Working closely with customers to provide the information, tools and incentives to assist them to manage energy use more efficiently, which will contribute to meeting greenhouse gas (GHG) emission targets and managing peak demand requirements.
- Long term financial stability: Managing price, volumetric and credit risks associated with energy and natural gas procurement and SMUD's finances to meet funding needs and maintain fair and reasonable energy rates.
- Workforce planning & development: Attracting, developing and retaining an inclusive, skilled and engaged workforce that reflects SMUD's values and is committed to achieving SMUD's mission.
- Operational independence and local control: Retaining local decision-making authority and operational independence.
- Community and Collaboration: Collaborating regionally to attract new businesses and grow existing business to diversify and strengthen the Sacramento economy.
- Long-term infrastructure investment: Maintain and improve SMUD's infrastructure in a cost-effective manner to ensure sustainable delivery of reliable energy and address economic and environmental concerns.
- Risk management: Maintain an ERM program designed to act as an early warning system to monitor changes in, and the emergence of, risks that could impact SMUD's business objectives.

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<sup>4</sup> <https://www.smud.org/en/Corporate/About-us/Company-Information/Strategic-Direction>, July 15, 2019.



### 3 Overview of preventive strategies and programs

This WMP addresses the preventive strategies and programs adopted by SMUD to minimize the risk of its electrical lines and equipment causing a catastrophic wildfire. The strategies and programs included in the WMP are evolving and are subject to change. As new technologies, practices and networks develop, and other environmental influences or risks are identified, changes to address them may be incorporated into future iterations of the WMP which is, in effect, a living document.

This WMP integrates and interfaces with various operating policies and asset management and engineering principles which are themselves subject to change. As appropriate, the current version of documents are incorporated either as appendices to this WMP or by reference.

The following is a summary of SMUD's programs and activities that support wildfire prevention and mitigation.

**Table 3** Mitigation programs/activities "

<b>Design and construction</b>
Ester-based insulating fluid in transformers %
Non-expulsion equipment in Pole Clearing Area (PCA) and UARP 4kV
Light Detection and Ranging (LiDAR) Ortho, Oblique Imagery %
Potential installation of fire monitoring cameras on towers in the UARP transmission corridor
Increase overhead wire spacing to reduce wire to wire contact %
Pole loading and placement
Transmission line rating remediation %
Pole replacement and reinforcement
Wildfire resiliency design %
Construction fire prevention program
Substation perimeter fencing %
UARP 4kV circuit breaker upgrade
UARP 4kV underground conversion projects %
<b>Inspection and maintenance</b>
Transmission line aerial patrols (helicopter) %
Transmission line ground patrols
Transmission line infrared (IR) inspections (helicopter) %
Transmission line splice assessment program
Transmission and distribution wood pole intrusive inspections %
Transmission and distribution vegetation right-of-way maintenance
Transmission and distribution annual subject pole clearing program %
Distribution detailed line inspections
Distribution line patrols %
69 kV and Pole Clearing Area 12 kV IR inspections (helicopter)
Visual inspections of distribution substations %
LiDAR inspection of transmission for Vegetation Management
Inspection and maintenance programs for T&D lines and substations %
IR inspection of energized overhead T&D facilities and equipment
Drive by of overhead distribution facilities and equipment %
Detailed inspection of T&D facilities and equipment
Supplemental inspections of high fire risk areas %
On-ground routine inspection

## Operational practices

Disabling reclosing during fire season %

Transmission and distribution system vegetation management maintenance patrols and work (tree pruning & removal) as needed for safety and reliability

Special work procedure for red flag warning (RFW) %

De-energization protocols and notifications

Emergency Operations Planning: fire prevention plan %

Hotworks procedures

Work procedures and training for persons working in locations and conditions of elevated fire risks %

Safety and physical security protection teams

Increased staff for line and vegetation management crews in preparation of storm %

Existing relationship with local government and fire safe councils

Transmission encroachment program %

Provide liaison to county office of emergency services' (OES) during fire event

Leverage existing relationship with local government and fire departments %

Targeted communications plan

Active environmental safety monitoring %

Shade Tree Program

SMUD's Emergency Operations Center partners with local emergency responders for coordination prior to and during an emergency %

High fire threat district vegetation management inspection strategy (annual)

Inspecting trees with potential strike path to power lines

Expanded subject pole clearing

Expanded clearance distances at time of maintenance (Tier 2 & 3 in HFTD & PCA) %

Patrol and pruning/Tree removal, quality control

Increased vegetation clearance %

## Situational/conditional awareness

Weather monitoring stations in targeted areas in the UARP %

Coordinate and collaborate with Fire Safe Councils and County Office of Emergency Services throughout the year to prepare for RFW and high fire risk events

Contractor safety training and orientation for transmission and distribution vegetation management work %

Monitor daily California Department of Forestry and Fire Protection website and active fires in California

On-site personnel at specific periods %

## Response and recovery

Planned de-energization during fire season %

Critical event communications process and procedures

Strategy for minimizing public safety risk %

Emergency response plan

Field operations recovery procedures %

California Independent System Operator (CAISO) coordination





## 4 Risk analysis and risk drivers

SMUD uses its existing ERM framework to identify and assess enterprise level risks. SMUD's ERM framework takes into consideration both quantitative and qualitative factors to determine the level of inherent and residual levels of a particular risk. An inherent risk level refers to the risk before any mitigations or controls are in place while the residual risk level refers to the risk after all mitigations and effective controls are considered.

### 4.1 Enterprise risk assessment

The ERM framework has a strong governance structure stemming from SMUD's Board of Director's Strategic Direction and overseen by an executive body, the Enterprise Risk Oversight Committee (EROC). The framework requires that all enterprise risks be owned by an Executive and managed at the Director level.

The ERM framework is a 5-step process and is integrated with SMUD's internal audit process to check for assurance of proper control implementation. The framework requires continuous communications and consultation throughout the life of the risk. The 5-step ERM process is shown in Figure 2 below. Figure 3 describes the objective of each step.

Figure 2 SMUD’s enterprise risk management process

SMUD Strategy & Objectives



Figure 3 ERM 5-step process "

Identify	<ul style="list-style-type: none"><li>• Find, recognize and describe risks</li><li>• Identify all hazards, threats and opportunities</li></ul>
Analyze	<ul style="list-style-type: none"><li>• Comprehend the nature of risk and determine the level of risk</li><li>• Bow-tie analysis</li></ul>
Plan & Evaluate	<ul style="list-style-type: none"><li>• Compare results of risk analysis with criterias</li><li>• Prioritize risks</li></ul>
Respond	<ul style="list-style-type: none"><li>• Modify risk by developing control plans</li><li>• Implement control plans</li></ul>
Monitor & Review	<ul style="list-style-type: none"><li>• Continue to monitor risks and contros</li><li>• Review and improve ERM framework</li><li>• Risk reporting</li></ul>

During a risk evaluation, the Director, manager, stakeholders, and subject matter experts (SMEs) are consulted. ERM staff gathers pertinent information to conduct the evaluation which includes a root cause analysis. Information gathered includes key risk drivers, key risk impacts, mitigations, processes, procedures, controls, and internal/external risk trend. SMUD uses a commonly used framework called the bow-tie method for its root-cause analysis. This method allows easy visualization of the relationship between the risk event, its drivers, and impacts, as well as preventive and mitigation activities. In addition, the method also allows for a structured risk analysis where quantification is not possible or desired. SMUD's ERM framework takes into consideration impacts to SMUD's finances, legal, regulatory and compliance, operations, reputation, public safety, and workforce.

## 4.2 Climate change

The National Aeronautics and Space Administration (NASA) defines climate change as the change in the usual weather conditions and patterns found in a region.<sup>5</sup> More specifically, it is a change in the average weather conditions such as temperature, rainfall, snow, ocean, and atmospheric circulation, or in the distribution of weather around the globe. According to NASA, scientists think that the Earth's temperature will keep increasing for the next 100 years. "This would cause more snow and ice to melt. Oceans would rise higher. Some places would get hotter. Other places might have colder winters with more snow. Some places might get more rain. Other places might get less rain."<sup>6</sup>

California has already been experiencing the impacts of climate change including prolonged droughts, increased coastal flooding and erosion and tree mortality. The state has also seen increased average temperatures, more extreme heat days, fewer cold nights, a lengthening of the growing season, shifts in the water cycle with less winter precipitation falling as snow and both snowmelt and rainwater running off sooner in the year. In addition to changes in average temperatures, sea level and precipitation patterns, the intensity of extreme weather events is also changing. Extreme weather events and resulting hazards, such as heat waves, wildfires, droughts, and floods are already being expected.<sup>7</sup>

California's Fourth National Climate Assessment issued in November 2018 says that "climate change is expected to increase the frequency and intensity of wildfires," consistent with many expert predictions that climate change would increase the risk of large and severe wildfires, including a potential increase in the total area burned.<sup>8</sup>

A number of climate-related factors have contributed to the increasing risk of wildfires. The severity of wildfires is generally a function of the condition of the combustible vegetation material involved, terrain or setting and weather conditions. Tree stress and mortality, including damage due to insect infestations such as the bark beetle exacerbate fire hazards creating a tinderbox, providing an environment for catastrophic fires. In addition, as air temperatures rise, forests and land are drying out, also increasing fire risks, and creating weather conditions ripe for fire ignition and expansion.

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<sup>5</sup> Source: <https://www.nasa.gov/audience/forstudents/k-4/stories/nasa-knows/what-is-climate-change-k4.html>

<sup>6</sup> Source: <https://www.nasa.gov/audience/forstudents/k-4/stories/nasa-knows/what-is-climate-change-k4.html>

<sup>7</sup> California's Fourth Climate Change Assessment, January 16, 2019. <http://www.climateassessment.ca.gov/state/>

<sup>8</sup> California's Fourth Climate Change Assessment, January 16, 2019. <http://www.climateassessment.ca.gov/state/>

Fire season in much of California has historically extended from early spring through the late fall, due to the dry and hot nature of these months. As a result of the extreme weather conditions and other impacts from climate change as well as the increase in population density and development in the wildland-urban interface (WUI), there’s a growing need for year-round fire prevention and preparedness.

4.3 Enterprise safety and wildfire risk

Following SMUD’s ERM assessment process, Subject Matter Experts (SMEs) were consulted in conducting a bow-tie analysis for wildfires which could potentially involve SMUD equipment. The SMEs focused on potential causes of powerline sparks that could start a fire. The bow-tie analysis was conducted to identify SMUD’s vulnerabilities, exposure to and impacts from a wildfire as well as to identify current controls and mitigations to prevent wildfire occurrence, velocity, and impact.

Figure 4 provides the risk bow tie, which summarizes the assessment process.

**Figure 4** SMUD's wildfire risk bow tie. Drivers and impacts are indicators that a risk event could occur, not a reflection of actual or threatened conditions

Key Risk Drivers	Triggering Event	Key Risk Impacts
Contact from object	Wildfires involving SMUD equipment	Serious injury/fatality
Animal		
Mylar balloons		
Unspecified		
Vegetation		
Vehicle		Reliability
Equipment/Facility Failure		
Capacitor Bank		Financial
Conductor		
Crossarm		Compliance
Fuse		
Insulator		Infrastructure/property damage
Splice/Clamp/Connector		
Transformer		Local agency
Unspecified		
Wire to wire contact/contamination		Environmental and ecological
Weather		
Other		Reputational
Unknown		
Third party acts/vandalism		
Acts of SMUD		Customer and community



#### *4.3.1 Fire risk drivers*

Powerline equipment is generally the same across the utility industry, where a small niche of manufacturers and suppliers are used to procure equipment for construction of facilities. Slight variances in design and construction may be expected between utilities. SMUD staff evaluated other utilities' fire causes and applied its own field experience to determine the potential risk drivers. Four categories were identified as potential for causing powerline sparks and ignitions:

- Contact from objects
- Equipment/facility failure
- Wire-to-wire contact/contamination
- Other

SMUD staff identified the following drivers associated with each category. These are discussed below but may not be limited to the following.

#### *4.3.2 Contact from objects*

Most overhead powerlines throughout the world are installed as bare wire on top of insulated poles and structures. Overhead powerlines are kept at a certain distance from the ground and from adjacent objects, based on the voltage level and applicable design criteria, to prevent contact and faults. However, with thousands of miles of overhead powerlines, contacts from objects are anticipated by utilities and can occur throughout the year.

Animals and highly conductive mylar balloons are some of the objects that can contact powerlines, resulting in possible sparks and arcs. While protection equipment such as circuit breakers, reclosers and fuses are installed to isolate the faults, there are time delays (within fractions of a second or seconds) associated with when the equipment senses the fault and proceeds to isolate (or "trip") the faulted section. The time delays are instant to the human, but not quite fast enough to prevent all sparks prior to tripping. Emitted sparks, molten metal or burnt foreign objects can fall on -- and potentially ignite -- any fuels underneath or near the powerline.

Vegetation such as trees, branches, palm fronds, etc., from inside and outside of powerline pathways can contact powerlines at any time, also resulting in possible sparks or arcs. Sometimes, the stress of contact is large enough to cause a connector or pole to fail, which will lead to wires falling and touching the ground. In some instances, the tree or branch may continue leaning on the powerline and continue sparking or catch on fire due to resulting sparks.

Additionally, vehicles contacting poles or supporting guy wires can damage or break the pole. The heavy, broken pole in turn can put too much stress on connectors or crossarms and cause wires to break and fall to the ground potentially emitting sparks and arcs.

#### *4.3.2.1 Equipment failure*

All man-made equipment fails at some point or another during its life. Failure modes can be discrete (internal) or destructive (materials ejected). Failure components such as hot line clamps, connectors and insulators can result in wire failure and cause the wire to fall to the ground. The energized conductors can emit sparks prior to breaker or fuse tripping/isolating. Transformers and capacitor banks can have internal shorts that can potentially be destructive and eject materials which could create a spark, leading to a fire.

#### *4.3.2.2 Wire-to-wire contact/contamination*

When two or more energized conductors contact each other, they will cause sparks and possible material to be ejected. There are many factors that could lead to such an occurrence. Any type of shaking of the pole or high winds may cause the powerlines to sway and touch. A shaking pole can be caused by vehicle contact or livestock rubbing against a pole or supporting guy wires. Certain types of faults (shorts) down the line can cause powerlines to gallop (bounce and buck).

Contamination on insulators can create a path for electricity to flow. This unintended path can track and cause a fault. Typical causes are ash, dust, debris and bird excrement on the insulator. These causes can usually be determined by burn marks along the insulator.

#### *4.3.2.3 Other*

SMUD's powerlines traverse through many parts of its service territory, including residential properties, along road rights-of-way (ROW), within business parking lots, etc.

Non-SMUD equipment and construction projects could be a possible cause of ignition. Even though property owners and contractors take precautions, their equipment can contact powerlines and cause sparking triggering fires in the vicinity. Although unintentional, these contacts may cause damage to powerlines, poles and supporting equipment which may cause sparks and trigger fires in the vicinity.

SMUD equipment can also be vandalized and damaged, which may cause sparks and fires.

SMUD takes pride in a properly trained and well-informed workforce. Crews perform switching, construction, and maintenance on facilities daily. However, the tools and vehicles they use can be sources of sparks or ignition. For example, driving a truck over dry grass/brush can cause the dry grass/brush to ignite. As such, SMUD trucks are equipped with fire suppression equipment and staff are properly trained to respond to an ignition and in the use of the fire suppression equipment.

During RFW periods in the UARP, crews working in remote sites limit hot-work (such as welding, grinding, cutting etc.) to prevent an ignition. As a precaution, designated staff assigned as a fire-watch, may stay behind after work completion for up to thirty minutes to ensure a fire does not start after work crews leave a remote site. In particular, SMUD's VM contract crews have on-site fire suppression equipment, ex. fire rake, water backpack and shovels. On remote sites where a masticator is being used, crews have a 200 gallon or greater water tank on hand for fire suppression and perform a one-hour fire watch after work is complete.

#### 4.4 Key risk impacts

If one of the risk drivers listed above were to occur, resulting in a fire ignition or wildfire incident, there could be many potential consequences. The worst-case scenarios could include:

- Personal injuries or fatalities to the public, employees and contractors %
- Damage to public and/or private property %
- Damage and loss of SMUD owned facilities and assets %
- Impacts to reliability and operations %
- Damage claims and litigation costs, as well as fines from governing bodies %
- Damage to SMUD's creditworthiness, or ability to borrow money or purchase insurance %
- Environmental and ecological damage %
- Damage to SMUD's reputation and loss of public confidence %
- Customer and community impacts %
- Bankruptcy %

SMUD recognizes the impacts that wildfires can have on the company, community and local economy. %

#### 4.5 Tabletop Exercise

SMUD regularly conducts tabletop exercises (TTXs) to test, analyze and enhance the current level of SMUD's internal and external coordination and expertise in responding to potential wildfire threats related to SMUD's utility system facilities. The TTXs are used to enhance general internal awareness, test SMUD standard emergency operating plans and procedures in the wildfire context, invite collaboration with our public safety partners and community partners, and provide an opportunity to rehearse emergency practices in a simulated environment. The TTX's operational objectives are developed to evaluate SMUD's core response capabilities in three specific areas: (1) wildfire preparedness/mitigation, (2) emergency notification and response, and (3) short-term recovery operations and procedures.

SMUD utilizes the Homeland Security Exercise and Evaluation Program (HSEEP) principles for its exercise program management, exercise design, development, evaluation, and improvement planning processes. Each exercise program provides for analysis of data collected during the exercise as well as feedback obtained from relevant stakeholders to inform improvement planning.

Most recently SMUD hosted Tabletop Exercises in April 2021 and April 2022. External agencies, including local fire, law enforcement and emergency services serving communities within the design scenario were invited to participate. Strengths in the following areas were identified: relationships with local emergency response agencies, coordination between the SMUD EOC and local agencies, information-sharing, and clarity of SMUD's response procedures and Wildfire Mitigation Plan. Where appropriate, recommendations for further collaboration and information sharing processes were developed.



# 5 SMUD’s asset overview

SMUD provides electricity to its customers via substations and T&D line assets. Table 4 depicts a high-level description of SMUD’s T&D assets.

**Table 4** Asset description

Asset Category	Asset Description
Transmission line assets	Assets include conductor, transmission structures and switches operating at or above 115 kV (lines that are tied to generation are considered transmission regardless of operating voltage).
Distribution line assets	Assets include overhead conductor, underground cabling transformers, voltage regulators, capacitors, switches, line protective devices and street lighting operating at less than 69 kV (all 69 kV lines not tied to generation are considered distribution).
Substation assets	Assets include major equipment such as power transformers, voltage regulators, capacitors, reactors, protective devices, relays, open-air structures, switchgear and control houses.



## 5.1 Fire threat assessment in SMUD service territory

### 5.1.1 CPUC high fire threat district (HFTD)

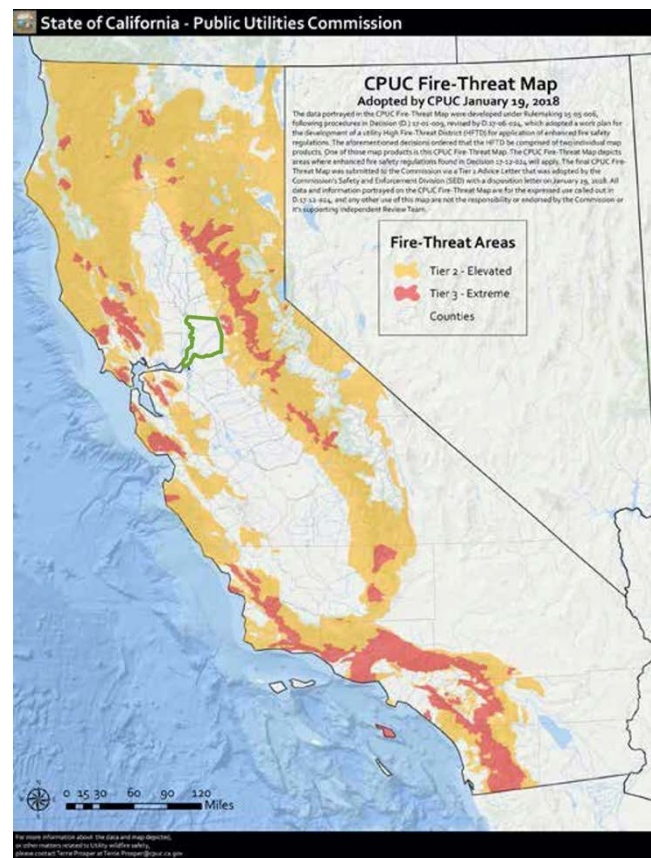
SMUD directly participated in the development of the CPUC's Fire-Threat Map<sup>9</sup>, which defines a statewide high fire threat district (HFTD). SMUD has incorporated the HFTD map into its construction, inspection, maintenance, repair and clearance practices, where applicable.

In the HFTD map development process, SMUD served as a territory lead, and worked with utility staff and local fire and government officials to identify whether any areas within SMUD's service territory are at an elevated or extreme risk of powerline ignited wildfire. It was determined through that process and affirmed by both a peer review and a team of independent nationwide experts led by the California Department of Forestry and Fire Protection (CAL FIRE), that SMUD's service area is properly situated outside the HFTD. Outside of its service area SMUD's UARP facilities, including approximately 3 miles of 4kV power lines are situated within both Tier 2 and Tier 3 of the HFTD. Based on these processes, the existing environment and current information, SMUD believes that the HFTD map appropriately identifies the level of wildfire risk within SMUD's service territory and UARP. SMUD will continue to evaluate factors that may indicate the CPUC should expand the HFTD to include additional areas.

The CPUC Fire-Threat map identifies Tier 3, extreme fire risk, Tier 2, elevated fire risk, and areas outside of the HFTD. Figure 5 depicts the CPUC Fire-Threat Map and SMUD's location within the map.

SMUD's assets are located both within HFTD areas (including Tier 2 and 3) and areas not deemed within the HFTD (referred to as non-tier or outside HFTD in this document). Approximately one quarter of SMUD's 469 overhead circuit-miles are located within the HFTD. with approximately 10% located within Tier 3 ("Extreme Fire Threat"). None of SMUD's 244 substations are located within the HFTD. Table 5 shows the breakdown of SMUD's T&D assets by HFTD tiers.

**Figure 5** SMUD's territory within CPUC Fire-Threat Map



<sup>9</sup> Adopted by CPUC Decision 1-12-024.

**Table 5.** Overview of SMUD's T&D assets in CPUC HFTD tiers "

Asset	Total	Outside HFTD		Tier 2		Tier 3	
	Circuit-miles	Circuit-miles	%	Circuit-miles	%	Circuit-miles	%
Total OH transmission	469	326	69%	89	19%	55	12%
12 & 21 kV (Generation tie lines)	<1	<1	0	0	0	<1	<1%
69 kV	38	7	18%	31	81%	0	0%
115 kV	51	51	100%	0	0%	0	0%
230 kV	380	268	70%	58	15%	55	14%
Total OH distribution	3870	3869	100%	<1	<1%	0	0
Total OH T & D circuit-miles	4339	4195	97%	89	2%	55	1%
	Total No.	Outside HFTD		Tier 2		Tier 3	
Total load serving substations	244	244	100%	0	0%	0	0%

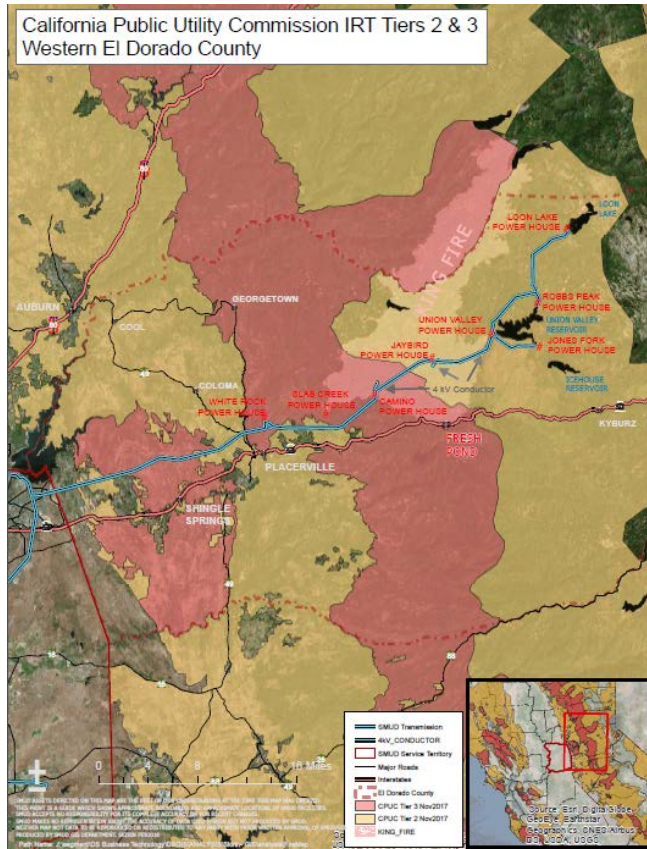
Notes: %

- All Tier 2 and Tier 3 facilities are in the UARP area, outside of SMUD's electric service territory. %

- Values rounded to nearest mile %

Figure 6 below shows the UARP area where all of SMUD's Tier 2 and Tier 3 assets are located.

**Figure 6** CPUC Tier 2 and Tier 3 areas for SMUD's UARP



### 5.1.2 CAL FIRE Fire Resource and Assessment Program (FRAP)

CAL FIRE publishes multiple maps related to fire threat throughout the state. The Fire Hazard Severity Zone (FHSZ)<sup>10</sup> map is one which SMUD staff has relied on for many years to plan maintenance activities. CAL FIRE is in the process of updating this map. In addition, a new Fire Threat<sup>11</sup> map was published in December 2019. SMUD will incorporate information from the 2019 map into SMUD's mitigation programs as needed. The new FHSZ map will trigger a similar analysis when published. Program adjustments will be noted in the next revision of the WMP.

Although SMUD takes CAL FIRE's FHSZ mapping into consideration as part of its wildfire mitigation planning, SMUD's Wildfire Mitigation Plan references the CPUC Fire Threat Map that focuses on the risk of utility associated wildfires<sup>12</sup>.

<sup>10</sup> <https://egis.fire.ca.gov/FHSZ/>

<sup>11</sup> [https://frap.fire.ca.gov/media/10315/firethreat\\_19\\_ada.pdf](https://frap.fire.ca.gov/media/10315/firethreat_19_ada.pdf)

<sup>12</sup> [www.cpuc.ca.gov/firethreatmaps](http://www.cpuc.ca.gov/firethreatmaps), July 19, 2019.





## 6 Wildfire prevention strategy and program &

SMUD has a robust set of measures to address potential wildfire risks. The WMP will incorporate existing efforts and identify the process moving forward to supplement them where a need is identified.

SMUD regularly coordinates with local fire agencies and other first response agencies. It also participates with emergency operations activities in its system areas. SMUD has robust Vegetation Management (VM) programs with accelerated and targeted VM work (pruning & removal) cycles and is using enhanced technologies including LiDAR and Ortho Imagery (these technologies can help identify diseased trees and trees that are a risk to SMUD facilities). It also has robust inspection and maintenance programs that include traditional aerial patrols with helicopters, IR inspections using helicopters (which can detect heat from power equipment before an event occurs) and regular ground inspections of all facilities (including core testing of the wood poles).

SMUD is exploring potential system improvements such as the use of non-sparking equipment in key areas (e.g., use of CAL FIRE exempt fuses), replacing wood poles with steel or ductile iron in certain cases and the use of covered conductor alternatives.

SMUD has initiated multiple projects to underground 4kV distribution lines in the UARP. SMUD has protocols for disabling automatic reclosers and for de-energizing lines to protect public safety. Some conditions that factor into these protocols include: RFW, forecasted temperatures above 100°F, winds exceeding design standards and low humidity. It also has an Outage Communications Plan that addresses potential de-energization events. SMUD will include targeted messaging for affected areas that will set expectations and identify support resources. See the following table for activities that address key wildfire risk factors.



**Table 6** Activities that address wildfire risk factors "

Risk factor	Activity
<b>Fuel</b>	Vegetation management Fuels reduction Use of LiDAR and Ortho Imagery
<b>Equipment/ facility failure</b>	Routine maintenance Focused design and construction standards to reduce ignition sources (e.g., use of non-expulsion fuses and arrestors, replacement of wood poles, undergrounding and other options) Transmission and distribution line detailed inspections and annual patrol No reclosing during fire season Intrusive pole testing and pole replacement De-energization of lines during certain conditions
<b>Contact from object(s)</b>	Animal/bird guards Raptor construction (increased line spacing) Increased vegetation clearances (at time of work)
<b>Wire to wire contact</b>	Weather station and monitoring
<b>Other</b>	SMUD worker/contractor education on fire ignition sources from normal work activities Fire watch (daily 30 minutes after work completion in high-risk areas)

## 6.1 Distribution grid operational practices

### 6.1.1 *Disabling reclosing during fire season*

SMUD has procedures for the operation of reclosers. For the purposes of those procedures, fire season is defined as:

- May 1 to October 1, or
- RFW in effect for areas inside or immediately surrounding the PCA

SMUD disables automatic reclosing on certain substation and line reclosers that extend into the PCA. In some cases, the line reclosers are completely bypassed with fuses if automatic reclosing cannot be disabled. On circuits where line reclosers are bypassed, the fuses provide protection to the end of the line. Due to climate change, the dry summer season is extending further into the year. Reclosing will remain disabled until the first major rain event in the service territory. See Figure 8 for graphic of the PCA.



### ***6.1.2 Planned de-energization during fire season***

During fire season, SMUD has elected to take certain measures to mitigate the risk of wildfires in the PCA, that could potentially migrate to the HFTD areas. When weather conditions that precede wildfires are forecasted and a wildfire threat is imminent, SMUD's Distribution System Operations (DSO) personnel have the authority to de-energize select distribution circuits in the PCA. DSO personnel will use individual or multiple de-energization triggers listed below, as well as power system knowledge and potential community impacts to make de-energization decisions. This decision requires a balancing of all these factors as well as a knowledge of the area and operation of the power system. No single trigger is determinative. DSO relies on weather data from various sources, including Wunderground.com and SMUD's internal Energy Management System.

Triggers for de-energization of PCA circuits:

- Imminent fire danger
- Customer or community impacts
- A RFW declaration by National Weather Service in effect for areas inside or immediately surrounding the PCA
- Critically dry vegetation that could serve as fuel for a wildfire
- Low humidity levels
- Temperatures over 100°F
- Winds projected beyond 12kV design criteria (56 mph)
- Mandatory fire orders in effect (as directed by any Agency Incident Commander)
- On-the-ground, real-time observation from SMUD or other agency field staff

SMUD's DSO personnel have the authority to de-energize portions of the distribution grid during emergency conditions when requested by local police or local fire officials. These are handled individually, and don't fall under PUC 8387 requirements.

## **6.2 Transmission grid operational practices**

### ***6.2.1 Disabling reclosing***

All Valley 115 kV, 230 kV and UARP 69 kV, 230 kV transmission auto reclosers are disabled and will remain disabled to mitigate wildfire risks.

### **6.2.2 *Planned de-energization during fire season***

SMUD's Power System Operators (PSO) have the authority to de-energize portions or all of the Valley and UARP transmission line(s) for safety, reliability, conditions beyond design criteria, threat of wildfires and during emergency conditions when requested by local law enforcement or fire officials. Per existing protocols, planned de-energizations are coordinated with interconnected agencies.

During active fire season as declared by CAL FIRE the PSO is authorized to de-energize portions or all of the Valley and UARP transmission line(s) when there is imminent fire danger, mandatory fire orders are in effect, and/or the transmission system is experiencing conditions beyond design criteria. The PSO will take a combination of many factors into consideration when implementing de-energization procedures, which include the triggers listed below, as well as power system knowledge and potential community impacts. De-energization decisions require a balancing of all these factors as well as a knowledge of the area and operation of the power system. No single element is determinative.

- Extreme fire danger threat levels, as classified by the National Fire Danger Rating System
- A RFW declaration by the National Weather Service
- Low humidity levels lower than what is required for an RFW
- Sustained winds exceeding design standards
- Site-specific conditions such as temperature, terrain, and local climate
- Critically dry vegetation that could serve as fuel for a wildfire
- On-the-ground, real-time observation from SMUD or other agency field staff

The PSO utilizes various operational and situational awareness tools to determine when de-energization is appropriate. The tools are listed below:

- Weather data telemetered into SMUD's Energy Management System, such as wind speed, wind direction, air temperature, barometric pressure, and relative humidity
- US Forest Service – Wildland Fire Assessment System, <https://www.wfas.net/>
- CAL FIRE Incidents Information, [http://cdfdata.fire.ca.gov/incidents/incidents\\_statsevents](http://cdfdata.fire.ca.gov/incidents/incidents_statsevents)
- CAL FIRE California Statewide Fire Map: <https://www.fire.ca.gov/incidents/>
- National Weather Service: <https://www.weather.gov/>
- Indji Watch real time operational tool
- Geographic Information System (GIS) based tools
- ALERTWildfire: <http://www.alertwildfire.org/tahoe/index.html>
- NOAA/National Weather Service Storm Prediction Center: <https://www.spc.noaa.gov/>
- National Significant Wildland and Fire Potential Outlook, <https://www.predictiveservices.nifc.gov/outlooks/outlooks.htm>

### **6.3 Infrastructure inspections and maintenance**

SMUD performs a multitude of time-based inspections on its T&D facilities. A description of the inspections is summarized in the following sections.

### ***6.3.1 Transmission line inspections***

SMUD's transmission lines are grouped in two inspection areas. UARP region includes all lines east of Folsom going up to the hydroelectric facilities in the Sierra. The Valley region comprises of all transmission lines in SMUD's service territory.

#### ***6.3.1.1 Aerial patrols (helicopter)***

SMUD uses helicopters to perform aerial inspections of transmission lines. During these patrols, line inspectors inspect the condition of line structures and attachments, any structural problems and safety hazards, damage to insulators, vibration dampers, hardware, conductors, static shield wires, optical ground wires, signs of hot spots, potential vegetation concerns and tower identification signs (aerial signs).

Aerial patrols are performed twice a year on all lines in the UARP and once a year in the Valley.

#### ***6.3.1.2 Ground patrols***

Line inspectors use a combination of walking and driving when conducting ground patrols. They visit transmission tower sites to make detailed visual inspections and on occasion they complete IR inspections. The line inspectors utilize binoculars to detect any damage to above ground components. Line inspectors may climb towers identified with severe corrosion or deformation to determine the corrective action required.

Ground patrols are performed annually on all lines in the UARP, and every two years on all lines in the Valley.

#### ***6.3.1.3 IR inspections (helicopter)***

The line inspectors use IR cameras to inspect transmission lines as part of one of the helicopter patrols. An IR camera is used to identify "hot spots" on current carrying components of the transmission line. Hot spots could be an indication of loose connections that may fail. The images are saved, and written reports are prepared, which document the conditions found. The documentation identifies the location, problem found, date and time of the IR inspection.

IR inspections are performed annually on all lines in the UARP, and every two years in the Valley.

#### ***6.3.1.4 Wood pole intrusive inspections***

Intrusive inspections require sample material be taken for analysis, and/or using more sophisticated diagnostic tools beyond visual inspections or instrument reading. Wood poles are subjected to an intrusive inspection to determine and identify problems such as rot and decay. The inspection is performed using a calibrated drill bit that records the resistance and pressure required to drill a fixed diameter hole to a measured depth. The results are produced as a graph on a depth scale which is used to find voids and decay within the pole.

SMUD intrusively inspects wood poles at a minimum cycle of 10 years and a maximum cycle of 14 years.

#### *6.3.1.5 Vegetation right-of-way maintenance*

Both line inspectors and VM planners visually inspect the T&D ROW for encroachments, access road conditions and safety hazards. Two traditional helicopter patrols are also conducted annually by certified arborists or registered professional foresters to specifically inspect for vegetation issues that could threaten SMUD facilities. The VM ROW maintenance program's approach is to remove and prune vegetation in the ROW of incompatible species and to maintain low-growing native and diverse plant communities that are compatible with electrical facilities by using Integrated Vegetation Management (IVM) Wire Zone-Border Zone Management which is the industry standard. This is a long-term approach which supports system reliability through reclaiming the ROW and managing for future workload. This approach allows for ongoing monitoring of vegetation corridors to prevent encroachment into the minimum vegetation clearance distance (MVCD) and ensures SMUD facilities meet or exceed state laws and industry standards.

Traditional (boots on the ground) vegetation ROW inspections are performed annually on all transmission, and distribution lines in the UARP, and regularly one to three years on T&D lines in the Valley.

#### *6.3.1.6 Splice assessment program*

This program is designed to assess the integrity of transmission conductor splices. The technology used by an outside contractor uses an x-ray machine that encompasses a splice and takes an x-ray image of the splice. Inspectors then evaluate the image to determine the internal condition of the splice. This allows staff to identify splices that are potentially close to failure. A special type of in-line splice connector corrector is installed to strengthen the splice when needed.

#### *6.3.1.7 Distribution line inspections*

SMUD performs various inspections on distribution lines to ensure safety, reliability, and consistency with standards in California Public Utility Commission (CPUC) General Order (GO) 95, GO 128 and GO 165.

#### *6.3.1.8 Detailed line inspections*

Line inspectors use a combination of walking and driving when conducting detailed line inspections (DLIs). They visit each SMUD pole to make detailed visual inspections. The line inspectors utilize binoculars to detect any damage to above ground components attached to the pole. The inspectors look for broken or loose hardware; mechanical damage to any component; condition of guy wires and anchors; condition of insulators and conductors; condition of disconnects and fuse holders; condition of risers and conduits; condition of transformers, reclosers and cap banks. Ground conductors, moldings, signs, and other minor hardware is also inspected. Similar inspections are performed on pad-mounted equipment and equipment installed below grade in vaults or building basements.

DLIs are performed every five years on all overhead distribution equipment and pad-mounted equipment, and every three years on underground equipment.

#### *6.3.1.9 Line patrols*

Line patrollers patrol their designated service area and track their progress with a GIS enabled visualization tool. The use of the tool ensures that all devices within SMUD's service territory are patrolled. The patrollers are looking for obvious signs of defects, structural damages, broken hardware, sagging lines and vegetation clearance issues. Any anomalies found are addressed based on severity of the defect.

Line patrols are performed annually on all distribution lines and equipment.

#### *6.3.1.10 69 kV and Pole Clearing Area 12 kV IR inspections (helicopter)*

SMUD performs helicopter IR inspections on 69 kV circuits in the Valley and 12 kV circuits within the PCA. See section 6.3.1.3 for additional description.

69 kV and PCA 12 kV IR inspections are performed every other year in the Valley.

#### *6.3.1.11 Wood pole intrusive inspections*

Distribution wood pole intrusive inspections follow the same criteria as transmission wood poles intrusive inspections. See section 6.3.1.4.

#### *6.3.1.12 Annual pole clearing program*

The pole clearing program is an annual requirement to clear vegetation around poles that have certain CAL FIRE non-exempt equipment on it in the PCA. This program is in compliance with California Public Resource Code 4292. The code calls for clearing vegetation within a 10-foot radius of a pole or tower on which non-exempt equipment is attached, unless such pole or tower meets certain criteria that makes it exempt from the clearance requirements. SMUD contracts this activity out for completion prior to May 15<sup>th</sup> of each year.

### **6.3.2 Distribution substation inspections**

SMUD performs various inspections on substations to ensure safety and reliability. SMUD inspections meet or exceed standards in CPUC GO 174.

#### *6.3.2.1 Visual inspections*

Substation inspectors visit each SMUD substation to visually inspect the facility and all equipment within. The inspectors look for broken or loose hardware; vandalism or damage to any equipment; oil or gas leaks; perimeter fence security; condition of the buss, insulators and other hardware; condition of the control house; conditions of the poles/structures and lines exiting the substation; condition of the disconnects and fuses for signs of damage and connectivity.

Visual inspections are performed at least 10 times per year.



## 6.4 Vegetation management

SMUD's VM program is responsible for the patrol, work plans and quality control (QC) audits of the actual tree work for the transmission and distribution system in the Valley, as well as the transmission and distribution system in the UARP. These activities are performed year-round in order to maintain compliance with applicable Federal Facilities Design, Connections and Maintenance (FAC) 003-5 and State regulations, including Public Resources Codes section 4292 and 4293; and incorporate the standards in CPUC GO 95 Rule 35.

### 6.4.1 *Distribution system vegetation management*

SMUD performs routine traditional vegetation maintenance, such as pruning and removal, on a time-based interval. This interval consists of one, two, and three-year ground-based field patrols. The field patrols are ground based inspections of tree and conductor clearances and hazard tree identification. The results of the patrols are targeted areas for vegetation pruning or removal.

SMUD hires contracted tree crews to complete the identified annual vegetation work (pruning and removal) needed to ensure public safety and electric reliability as well as reduce wildfire risk in SMUD's service territory. During the tree work, the contractor aims to achieve up to 15 feet of clearance in local responsibility areas within SMUD's Service Area and 30+ feet of clearance in the HFTD (Tier 2 and 3) at time of tree work, unless otherwise directed by SMUD VM staff. The contractor also clears vegetation from SMUD's secondary voltage, service drops and pole climbing space on an as needed basis. SMUD's contractors follow American National Standards Institute (ANSI) A300 concepts and utility directional pruning, which supports proper pruning/tree health while achieving and maximizing the work cycle.

### 6.4.2 *Transmission system vegetation management*

SMUD VM planners perform traditional annual ground-based field patrols to ensure compliance with state and federal regulatory requirements (Public Resource Code 4293) and alignment with standards in CPUC GO 95 Rule 35 and FAC 003-5. The field patrols are traditional, ground-based inspections of tree and conductor clearances and hazard tree identification. The results of the patrols are targeted areas for vegetation pruning or removal. Additionally, SMUD completes two annual aerial patrols in El Dorado County to address the ongoing challenge of tree mortality due to drought and various insect vectors.

SMUD hires contracted tree crews to complete the identified annual vegetation work (pruning and removal) needed to ensure public safety and electric reliability as well as reduce wildfire risk.

During the tree work, the contractor follows the planner's prescription (scope of work) to achieve the desired safety clearance. SMUD's contractors follow ANSI A300 concepts and utility directional pruning, which supports proper pruning/tree health while achieving and maximizing the pruning cycle. Additionally, SMUD's transmission VM program aligns with ANSI A300 Part 7 IVM standard.



## 6.5 Fire mitigation construction

### 6.5.1 *Ester-based insulating fluid in transformers*

Natural ester-based insulating fluids are derived from renewable vegetable oils – providing improved fire safety, transformer life/load ability and environmental benefits that are superior to mineral oil and unsurpassed by any other dielectric coolant. SMUD began purchasing and installing pad mounted and pole mounted transformers with ester-based fluid in 2004. All new distribution transformers installed since 2004 and moving forward contain ester based insulating fluid. This includes replacements for old transformers and new installations.

### 6.5.2 *Non-expulsion equipment in PCA and UARP 4kV*

SMUD has identified additional targeted wildfire mitigation measures for the PCA and the UARP 4kV lines. A capital program is in place and scheduled for overall replacement of expulsion type equipment. SMUD may have to replace poles, lines or equipment as ongoing activities. For this reason, SMUD crews will install non-expulsion equipment (CAL FIRE exempt equipment) if any construction activity occurs in the PCA or on the UARP 4kV lines.

### 6.5.3 *Weather stations*

SMUD has 14 weather stations within its service territory and UARP, eight are in the Sacramento Metropolitan area and six in the UARP. Of the six in the UARP, four new weather stations were installed in 2018 and are positioned on towers located within the HFTD to support SMUD's de-energization procedures. Data from weather stations installed in SMUD's service territory and UARP assist in the real-time monitoring of weather conditions for situational awareness and to help inform implementation of mitigation measures such as de-energization of transmission lines.

### 6.5.4 *Covered conductor and Ductile Iron poles*

A new generator tie line was required to interconnect a new small hydro generator to PG&E distribution in the UARP. This opportunity was used to pilot the installation of covered conductor installed on ductile iron poles. This line is the first of its kind in SMUD's experience. Use of these materials has provided valuable information to SMUD engineering and construction staff. This information can be used to identify other potential locations for use of covered conductor solutions.

## 6.6 System enhancement capital projects

SMUD forecasts and plans for upcoming work several years in advance. This planning process allows adequate level of staffing and funding for needed projects. This section identifies the specific upcoming projects that help reduce SMUD's wildfire risk.

### ***6.6.1 Install non-expulsion devices in PCA***

**Start date:** 2020

**Expected completion:** 2025

This project will target SMUD's PCA to reduce the risk of fire ignitions by installing non-expulsion equipment (CAL FIRE exempt equipment<sup>13</sup>). Existing overhead fuses and fuse holders will be replaced with non-expulsion type fuses. Existing arresters will be replaced with new arrestors that have arc protection.

### ***6.6.2 Upgrade UARP 4kV breakers for remote operability***

**Start Date:** 2020

**Completed:** 2020

This project targeted SMUD's 4kV distribution system in the UARP to reduce the risk of fire ignitions. The 4kV circuit breakers were upgraded to allow PSO to remotely de-energize the lines during high fire threat conditions. The upgrade also brought back breaker status to PSO to provide confirmation of breaker open or close status.

### ***6.6.3 Install non-expulsion devices in UARP 4kV system***

**Projected Start Date:** 2020

**Completed:** 2021

This project targeted SMUD's 4kV distribution system in the UARP to reduce the risk of fire ignitions by installing non-expulsion equipment (CAL FIRE exempt equipment<sup>14</sup>). Existing overhead fuses and fuse holders were replaced with non-expulsion type fuses. Existing arresters were replaced with new arrestors that have arc protection.

### ***6.6.4 Replace #6 Copper conductors in PCA***

**Projected Start Date:** 2021

**Expected Completion:** 2023

This project will target SMUD's PCA for removal of #6 copper conductors and replacement with heavier gauge aluminum. The project was proposed in conjunction with Eagle Take Permit mitigation work to reduce avian contacts issued in connection with the expansion of SMUD's Wind Farm in Solano County. The mitigation activity involves re-framing approximately 185 poles to increase overhead conductor spacing.

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<sup>13</sup> Additional Information: <https://osfm.fire.ca.gov/media/8482/fppguidepdf126.pdf>

<sup>14</sup> Additional Information: <https://osfm.fire.ca.gov/media/8482/fppguidepdf126.pdf>

### 6.6.5 *UARP 4kV UG conversion*

**Start Date:** 2020

**Expected Completion:** 2022

After performing a feasibility study of alternatives, SMUD decided to replace the 4kV bare wire lines and install underground infrastructure. Two of the shorter lines were undergrounded in 2020 and 2021. Construction began on the longest of the three lines in 2021 and is scheduled for completion before summer of 2022.

## 6.7 Pilot projects

Pilot projects are initiated to explore technologies and practices that are new to SMUD. These projects are intended for SMUD staff to evaluate the effectiveness and benefits of the technologies or practices. The pilot has to prove successful in order to implement the technology or practice. Some of the factors considered at the conclusion of a pilot are proven risk reductions, material and installation costs, ease and efficiency of installations and overall effectiveness of the technology. Based on the results of the pilots, SMUD may elect to integrate the technologies or practices into its various ongoing maintenance programs. Current pilot projects are described below.

### 6.7.1 *Aerial LiDAR<sup>15</sup> ortho, and oblique imagery*

**Start Date:** 2017

**Expected Completion:** 2022

SMUD contracted with an external vendor to utilize LiDAR and remote sensing to supplement or enhance traditional “boots on the ground” vegetation patrols. Both LiDAR and Ortho Imagery is obtained from rotary and fixed wing aircraft.

The technology measures vegetation clearance distances from the conductor in both “as flown” and modeled conditions. Modeling is taking all the engineering calculations for maximum load and wind ratings to calculate clearance distances in a “worse-case scenario.” Ortho Imagery is used to provide a more accurate and pre-mature visibility of vegetation in decline that may not yet be visible to the human eye.

The vendor captured LiDAR data along the transmission corridors in the UARP, as well as the portions of Sacramento County designated as CAL FIRE’s State Responsibility Area (SRA) for both T&D circuits. The LiDar detections are categorized by priority. As soon as SMUD VM receives notification, SMUD VM field checks within 1 business day, and most within the same day data is received. Urgent and future potential conflicts are field checked and tree work prescribed as needed within 2-3 weeks of obtaining the data. Additionally, longer range detection conflicts are prioritized and incorporated into routine annual patrols (Transmission & SRA Distribution). These are reviewed by SMUD VM planners during annual patrols and tree work prescribed as required.

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<sup>15</sup> Additional Information: <https://www.neonscience.org/lidar-basics>

### ***6.7.2 Install fire monitoring cameras on towers in UARP transmission corridor***

**Projected Start Date:** 2022

**Expected Completion:** 2024

Fire monitoring cameras are a new technology tool that could be used to detect fire. An alarm is sent in real-time through a communications network to operators when the camera detects a fire in its field of vision. Operators can then verify and respond accordingly to prevent or reduce fire risks. SMUD's UARP transmission corridor travels through some remote locations of the Sierra Nevada range where cell networks may not be available. SMUD will pilot the use of these cameras to see how it may help reduce SMUD's wildfire risk. The pilot project is in the early stages of development and project milestones have not been outlined.

### ***6.7.3 High resolution image capture using drones***

**Start Date:** 2020

**Completed:** 2021

SMUD is partnered with a vendor who captured high resolution images of SMUD's transmission structures in the UARP using unmanned aerial vehicles ("drones") with attached cameras. Multiple images were captured of various components such as insulators, hardware and dampers found on typical transmission structures. The images were then processed by an Artificial Intelligence (AI) software that automatically identified known defects on the various components. The images were separately reviewed by online qualified electrical workers who identified additional potential defects. The identified defects were reviewed by SMUD staff and where needed corrective actions were scheduled.

### ***6.7.4 DeadEnd Termination x-ray evaluation***

**Start Date:** 2021

**Completed:** 2021

This program assessed the integrity of pressed deadend clamps on SMUD transmission lines. The inspection technology used x-rays to produce an image showing the internal condition of the deadend clamps. These images allowed SMUD staff to identify installation errors and some forms of material degradation. If any clamps were found to be in poor condition they were reinforced immediately using a Clampstar deadend unit.

### 6.7.5 *Phos Check fire retardant on wood poles*

**Start Date:** 2021

**Completed:** 2021

The Caldor Fire in the summer of 2021 created an opportunity for SMUD staff to field evaluate fire retardant materials to protect some of SMUD's wooden poles in the UARP. SMUD contractors applied Phos Check LC95W to 69kV wooden poles using backpack sprayers. Although the Caldor Fire did not impact the treated pole line, SMUD will use the opportunity to apply excess Phos Check material from the UARP treatment to wood poles within the Service Area, at targeted locations historically experiencing human caused fires, to help minimize damage to wooden poles.

## 6.8 Emerging Technologies

SMUD recognizes that numerous emerging technologies are developing and may play a role in building the resiliency of the system. SMUD will continue to monitor available technologies in future WMPs.

## 6.9 Workforce Training

SMUD has work rules and complementary training programs for its workforce to help reduce the likelihood of the ignition of wildfires. In summary:

SMUD Lineworkers complete a 4 year apprenticeship with over 7,500 hours of on-the-job training, in-class, hands-on, and eLearning training. Beyond the carefully documented and tracked on-the-job training Lineworker Apprentices also participate in 2 weeks of Initial Field Training, a 24 week Cold / Hot School, and annual safety / regulatory bundled training. All training programs include a mix of classroom and hands-on training. Each Apprentice is held accountable to their training and progress is measured through a step test system that includes a written and hands-on / practical test every six months.

In addition, all new SMUD Lineworkers receive a 1.5 hour hands-on Fire Safety training during Initial Field Training. This training consists of 30 minutes classroom training that covers hazards, hot work near power poles and off-road activities, red flag warnings, preparedness, fire extinguishers, and more. The training also includes about 60 minutes of hands-on training using fire extinguishers. In addition, all SMUD Lineworkers receive a 30-60 minute Fire Safety training every two years. This training includes classroom and hands-on training. SMUD also offers a 30 minute Fire Safety eLearning module that can be offered when the hands-on training is not feasible.

For work occurring in the UARP, all employees and contractors receive wildfire prevention, mitigation, and response training prior to the start of work. This includes compliance requirements for SMUD's Hot Work Standard and Eldorado National Forest's Project Activity Level fire prevention and mitigation measures.



## 7 Response Guidelines

### 7.1 Emergency Preparedness and Response

As a publicly owned utility, SMUD has planning, communication and coordination obligations pursuant to the California Standardized Emergency Management System (SEMS) Regulations adopted in accordance with Government Code section 8607. The SEMS Regulations specify roles, responsibilities, and structures of communications at five different levels: field response, local government, operational area, regional and state. SMUD has adopted SEMS and other local, state and federal emergency management doctrine into its comprehensive Emergency Operations Plan (EOP). The EOP identifies wildfire as a major risk in accordance with this Wildfire Mitigation Plan. Pursuant to this structure, SMUD regularly coordinates and communicates with the relevant safety agencies as well as other relevant local and state agencies, as a peer partner.

SMUD interacts with emergency response agencies on a peer-to-peer relationship. As part of SMUD's response to a storm, fire, rotating outage, black start events, etc., SMUD collaborates with the local Office of Emergency Services (OES) and provides an agency representative (liaison) to the county (and/or city) Emergency Operations Centers (EOC) to ensure appropriate communication and coordination. Our two primary coordination points for wildfire-related coordination are Sacramento County OES and El Dorado County Sheriff's Office OES (for the UARP region). Additionally, SMUD maintains good relationships with Yolo (gas pipeline), Placer County (service territory and UARP), Solano (Wind Farm) and Yuba (Camp Far West) counties.

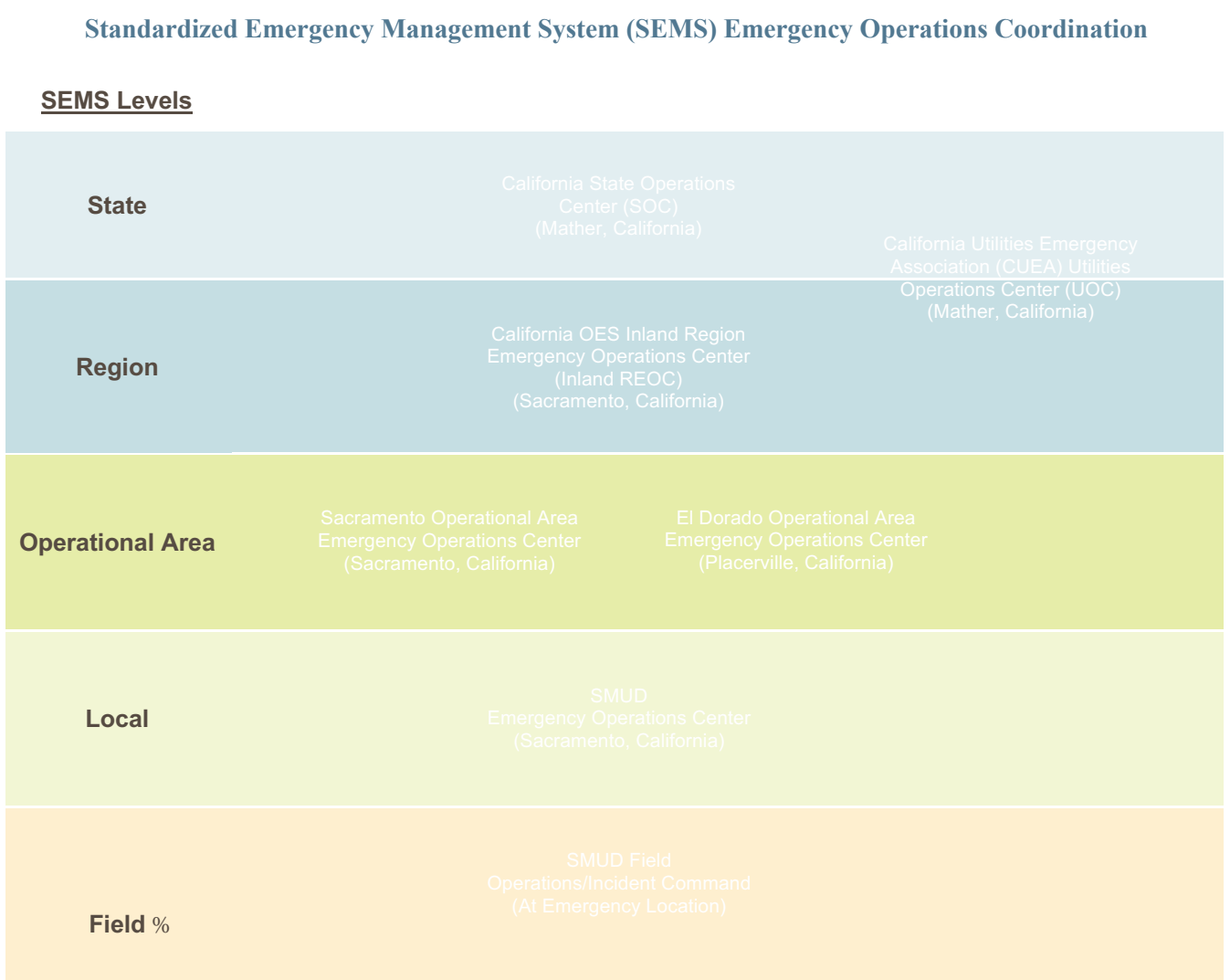
Upon notification of potential proactive de-energizations or rotating outage events due to wildfire concerns, EP staff will coordinate with the appropriate County OES to ensure that all first and emergency response organizations are notified of the de-energization and estimated restoration time (if known). In addition, during a highly localized event, EP Staff will directly notify first and emergency responder jurisdictions of the de-energization/outage.



SMUD EP staff also invite counties to send agency representatives into SMUD's EOC. These representatives can include personnel from the following organizations: City of Sacramento Fire Department, Sacramento Metropolitan Fire District, City of Folsom Fire Department, local cities, Sacramento County OES, the National Weather Service, and other local critical infrastructure agencies, ensuring coordination for our service territory.

Additionally, SMUD EP staff serve as SMUD's utility representatives when requested by the California Governor's OES (CalOES) at the California State Operations Center (SOC) for the California Utilities Emergency Association (CUEA), providing a direct link for critical infrastructure coordination to the SOC.

**Figure 7** Standardized emergency management system (SEMS) emergency operations coordination



## 7.2 Public and agency communications for a potential wildfire

Public safety is a guiding principle at SMUD. De-energizing powerlines may be the safest approach and makes sense if the risk of a wildfire starting and spreading is severe. While SMUD's WMP activities are designed to mitigate wildfire danger, in instances of high fire threat conditions, interruption of electrical service by de-energizing powerlines may be necessary. SMUD proactively communicates with customers and key stakeholders through multiple channels about preparing for potential power outages, and the power restoration process. SMUD recognizes that many entities and individuals are particularly vulnerable during extended power outages and makes every effort to provide up-to-date information to these populations prior to, during and after an event.

This proactive communication is utilized for:

1. %A wildfire threat to localized circuits within the SMUD service territory that results in localized de-energization.
2. %A wildfire threat to SMUD's UARP hydroelectric generation and transmission system that results in a de-energization event causing a capacity/energy shortage (rotating outages).
3. %A wildfire threat to a major shared transmission line(s) that impacts the statewide grid or parts of it and creates a resource shortage for the utilities, including SMUD, that rely on the resources the line(s) provides.

SMUD's Contact Center, Strategic Account Advisors, Media Services, social media and [smud.org](http://smud.org) will provide ongoing and available resources for communication and education for the overall customer base. SMUD has implemented an opt-in program on [smud.org](http://smud.org) for all customers that allows participants to receive additional information or notifications in the unlikely event of a wildfire in our service territory.

Customers will be directed to the [smud.org/WildfireSafety](http://smud.org/WildfireSafety) webpage for information where they'll be able to find:

- Wildfire Policy and Procedure brochure
- Information on how SMUD mitigates fire risk
- Emergency preparedness tips guide (7 languages)
- Links to additional resources
- Video on wildfire mitigation efforts
- Rotating outage map and periodic event updates
- Frequently Asked Questions on the de-energization process

SMUD's dedicated webpage, [smud.org/WildfireSafety](http://smud.org/WildfireSafety), provides access to information about SMUD's effort on wildfire planning and prevention (including an archive of this and prior WMPs), how to identify fire risk in areas where SMUD maintains electric facilities, a video on our wildfire mitigation efforts, emergency planning and preparation (in six different languages) and SMUD's de-energization protocols.

SMUD also proactively communicates before potential emergency events about our efforts to prepare for and reduce wildfire risk.

In advance of peak fire season, SMUD conducts ongoing communications about how to prepare for emergencies in the event of a wildfire, natural disaster or major outage. The communications include:

- Letters and email to MED Rate, Senior ID, vulnerable customers, with preparation checklists.
- Outdoor billboards
- Digital monitors in our lobby
- Bill inserts
- Hero banner on smud.org encouraging updating contact information
- smud.org updates
- Articles in Customer newsletters (print and email)

SMUD's Public Information Specialists will provide ongoing mass media communication via traditional news media channels and via Facebook, Twitter, and other social media channels to provide customers and the community with information about an emergency or potential emergency. SMUD will use established standard outbound communications channels for unplanned outages.

SMUD's Government Affairs representatives will reach out to the executive staff of local governments, elected officials, SMUD's state delegation, federal and tribe representatives and appropriate agency staff to provide initial contact and ongoing communications by email and phone with messages for their constituents.

In the time leading up to a potential or imminent de-energization event, SMUD does its best to establish or maintain contact with customers it believes may be impacted (via the various channels mentioned above) and keep the media, local agencies and the public aware of the number of customers affected and SMUD's activities and restoration efforts.

Key stakeholders and public safety partners, including potentially affected federal, state and local elected officials, City and County executive staff, tribe representatives and first responders are also contacted via a variety of channels and personnel. SMUD has specific personnel assigned to elected officials and agencies, and to critical customers including water and telecommunications utilities, potentially affected by de-energized powerlines.

### ***7.2.1 Event communications***

Whenever possible, SMUD will provide potentially impacted customers with notice before implementing any de-energization action, using all available channels to reach customers and other stakeholders with outage information. Sudden onset of conditions could impact its ability to provide advanced notice to customers.

SMUD sends automated pre-recorded phone calls to customers in the impacted areas/neighborhoods advising when the outage is called and directing them to [smud.org/outages](https://www.smud.org/outages) for up-to-date information. Smud.org has been updated with features to further enhance customer communications before and during de-energization events.

The Contact Center's Interactive Voice Response (IVR) will have real-time recorded information informing each group of customers that may be impacted before the de-energizations begin. Messages will be customized and updated as needed for each specific event.

Among SMUD's vulnerable customers are those enrolled in the Medical Equipment Discount Rate program (MED rate). These customers rely on specialized medical equipment. SMUD has a Vulnerable Customer program which allows customers to self-identify as vulnerable for concerns not covered by our MED Rate. SMUD has approximately 10,500 customers who rely on specialized medical equipment and who are enrolled in the MED rate program or enrolled in our Vulnerable customer program. SMUD will send these customers an email or letter each year to remind them of the risk of wildfire danger, to have an emergency back-up plan if an outage occurs and refer them to [smud.org/WildfireSafety](https://smud.org/WildfireSafety) for more information.

### ***7.2.2 Public safety partners, government agencies, tribes and critical infrastructure providers***

De-energization is a last resort to maintain public and customer safety during extreme fire risk conditions. If extreme fire danger resulted in de-energization or planned rotating outages, SMUD will provide proactive communications to alert key stakeholders and essential and critical customers like governments, agencies, utilities, healthcare and communications accounts to provide as much notice as possible to minimize the impact on our customers and community.

The following customer categories are considered essential and/or critical service providers:

- Jurisdictions providing essential fire, police and prison services
- Government agencies essential to national defense
- Hospitals, assisted living, and skilled nursing facilities
- Communication utilities, as they relate to public health, welfare, and security, including telephone utilities
- Radio and television broadcasting stations used for broadcasting emergency messages, instruction, and other public information related to the electric curtailment emergency
- Water and sewage treatment utilities identified as necessary for services such as firefighting

SMUD interacts regularly with executive staffs, elected officials, other government representatives, and key critical infrastructure customers to keep them updated on its wildfire mitigation efforts. SMUD also works closely with staff members in various departments of regional and local governments, public utilities, nonprofits and other service providers on collaborative strategies and partnership opportunities.

Examples of SMUD's communication and engagement initiatives include:

- Regular in-person briefings with federal, state, and local elected officials and key staff on wildfire risk mitigation and other utility-related issues with comprehensive "leave-behind" materials
- Meetings with regional and local government staff and elected officials focused on individual districts, communities, and neighborhoods and mitigation opportunities
- Regular in-person and/or digital communication with critical facilities and key customers through SMUD Strategic Account Advisors
- Interagency projects, collaborative staff training efforts, and regular communication with first responders and essential service providers
- Cross-SMUD participation with the El Dorado County Wildfire Mitigation Stakeholder Group and at other El Dorado County government, public and community meetings
- Ongoing communication, collaboration and support for local Fire Safe Councils and other fire prevention agencies and nonprofits



## 8 Restoration of service

If a transmission or distribution line has been de-energized in anticipation of a wildfire threat, SMUD troubleshooters or patrollers must perform additional steps prior to re-energization. In an event of a wildfire where distribution poles or transmission structures were burned, additional steps must be taken to rebuild the lines.

### 8.1 Steps to restoration of service

SMUD work crews must take several important steps prior to restoring electrical service after a de-energization event.

- **Patrol.** SMUD crews patrol the line to look for vegetation in lines and any obvious damage that may prevent safe energization. Depending on the length of the lines, and number of circuits, the patrols can take a several hours to days to complete.
- **Repair.** During patrol, crews look for potential damage to the lines and poles. Where equipment damage is found, additional crews are dispatched with new materials to repair or replace damaged equipment. In some cases, VM crews may be called in to help clear an area of downed trees or branches that have fallen into the power lines while it was de-energized.
- **Test.** Once the lines and poles are safe to operate, crews test the infrastructure by closing the fuse, or breaker to re-energize the line segment.
- **Restore.** Power is restored and the outage communication system provides notification of power restoration to customers.

## 8.2 Reconstruction after a wildfire

When infrastructure is damaged during a wildfire event, a lot of work is required to plan and execute the rebuilding effort. After local police and fire officials have given SMUD clearance, SMUD work crews can proceed with the assessment and rebuilding effort.

- **Assessment.** SMUD crews must patrol each line segment to determine the extent of damage that has occurred. The patrol involves assessing equipment damage, access issues, any cleanup/debris removal issues and determining personal protective equipment requirements for the crews. SMUD works with the local agency in charge of the fire to access impacted areas as soon as the area is deemed safe by fire officials. During this phase the VM team assesses vegetation damaged by the wildfire that could impact SMUD's facilities.
- **Planning.** After the initial assessment, SMUD supervisors, managers and engineers meet to plan the restoration. The team will work with system operations to prioritize the restoration efforts, targeting the circuits that serve the most critical infrastructure needs.
- **Mobilize.** Based on the size and complexity of the rebuild/restoration efforts, SMUD will coordinate the crews and material needs internally if possible. Mutual aid and contractors may be used on an "as needed" basis to provide additional support. VM crews will begin clearing the ROW and any dangerous trees that pose a threat to the restoration crews. SMUD maintains a critical material vendor list and has contracts it can draw on for labor and material needs; though in an instance of widespread catastrophic damage, necessary materials and labor could experience shortages that may delay work.
- **Rebuild.** The rebuild effort lead by SMUD will commence as soon as areas become safe and accessible. The lines will be rebuilt with a mix of temporary and/or permanent structures as determined during planning. The initial efforts will be to get the lines up and restore the damaged circuits. Depending on the extent of damage, demolition may be performed concurrently or after crews start installing new facilities. SMUD will incorporate new materials and technologies as indicated and available.
- **Restore.** SMUD, mutual aid, or contract crews will restore electric services to our customers as soon as possible after the wildfire. Depending on the extent of damages, customers may have to perform repairs on their facilities and pass inspections by local agencies prior to having full electric service restored. These are coordinated on an as needed basis.





## 9 Performance Metrics and Monitoring

This section identifies SMUD's management responsibilities for overseeing this WMP and includes the operating departments and teams responsible for carrying out the various activities described in the previous chapters. This section also identifies the metrics which are used to demonstrate compliance with this WMP.

### 9.1 Accountability of the plan

SMUD's Chief Operating Officer has overall responsibility for the WMP. The Chief Operating Officer and Chief Customer Officer are responsible for executing the various components of the WMP.

#### *9.1.1 SMUD operating unit responsibility specific to each component of the plan*

The table below lists the Director with responsibility for the departments or workgroups that are accountable for the various components of SMUD's WMP. In each case the Director or the Director's designees will be responsible for the accuracy of, and for operations in accordance with, the specified component of the plan.

**Table 7** Accountability for the WMP components. "

Mitigation Activities	Responsible Department and Workgroup
Risk analysis	Director, Treasury Operations & Risk Management
Fire threat assessment in service territory	Director, Distribution Planning & Operations
<b>Wildfire prevention strategy and programs</b>	
<ul style="list-style-type: none"> <li>- Disable reclosers</li> <li>- Planned de-energizations</li> </ul>	Director, Transmission Planning & Operations, Director, Distribution Planning & Operations
<ul style="list-style-type: none"> <li>- T&amp;D line patrols</li> <li>- Aerial patrols</li> <li>- 69kV &amp; Transmission line IR inspections</li> <li>- Wood pole intrusive inspection</li> <li>- Splice assessment</li> <li>- Detailed line inspections</li> </ul>	Director, Line Assets
<ul style="list-style-type: none"> <li>- Substation visual inspections</li> </ul>	Director, Substation, Telecom & Metering Assets
<ul style="list-style-type: none"> <li>- Vegetation management</li> <li>- Pole clearing program</li> </ul>	Director, Line Assets
<b>Fire mitigation construction</b>	
<ul style="list-style-type: none"> <li>- Natural Ester-based fluid</li> <li>- non-expulsion equipment</li> </ul>	Director, Distribution Planning & Operations
<ul style="list-style-type: none"> <li>- Weather stations</li> </ul>	Director, Transmission Planning & Operations
<b>System enhancement capital projects</b>	
<ul style="list-style-type: none"> <li>- Install non-expulsion equipment in Pole Clearing Area</li> </ul>	Director, Distribution Planning &. Director, Line Assets
<ul style="list-style-type: none"> <li>- Underground conversion of 4kV lines in Upper American River Project area</li> </ul>	Director, Line Assets
<b>Pilot projects</b>	
<ul style="list-style-type: none"> <li>- Light Detection and Ranging and Ortho Imagery</li> </ul>	Director, Line Assets
<ul style="list-style-type: none"> <li>- Fire monitoring cameras</li> </ul>	Director, Transmission Planning & Operations, Director, Distribution Planning & Operations
<b>Emergency preparedness</b>	
<ul style="list-style-type: none"> <li>- SMUD Emergency Operations Centers</li> </ul>	Director, Facilities, Security & IPPS
<ul style="list-style-type: none"> <li>- Public and agency communications for wildfires</li> </ul>	Director, Customer Operations & Community Energy Services, Director, Customer Experience Delivery. Director, Corporate Communications

## 9.2 Effectiveness of the WMP

In the initial WMP, SMUD staff identified metrics that met the criteria of PUC 8387. These identified metrics were general in nature. Since those initial metric criteria were identified, the wildfire planning process has continued to develop, and SMUD has received independent evaluation of its WMP. In response to the industry's maturing understanding of wildfire metrics and recommendations received, SMUD undertook a multi-step effort to identify new metrics that can better gauge the success of its many programs and mitigation activities outlined in the WMP.

The first step in this multi-step effort was to assess, identify and establish useful metrics that best measure the activities related to minimizing the probability that SMUD's transmission and distribution system may be the origin or contributing source for the ignition of a wildfire. Metrics identified in this section are measures of quantitative assessment that will be used for assessing, comparing, and tracking performance of the programs and efforts identified in this WMP. This step was completed and reflected in the metrics identified in this WMP.

The second step is to define the benchmarks associated with the metrics. The purpose of these benchmarks is to establish criteria to measure performance of the various activities. Some activities can be measured with specific units of work that are forecasted at the beginning of a year, such as quantities of inspected units etc. Progress towards these forecasted units would indicate on- or off-track completion cadence, which can be adjusted as needed during the year. Other metrics are identified to count uncontrollable units that indicate performance of the grid, such as outage event counts or number of corrective action findings. Development of these benchmarks will require several years of data to determine trendlines and averages. Data collection for the new metrics began in 2021. Following existing practices, SMUD anticipates five years of data will be required to establish the benchmarks, with a target period in 2026.

The third and final step is to determine or define the percentage reduction targets against the benchmarks. Percent reductions against benchmarks would need to be realistic, and not easily achievable. SMUD anticipates the initial benchmarks would require fine adjustments periodically to ensure continued effort towards risk reduction activities. These benchmarks and adjustments will be reflected in SMUD's annual WMP updates.

### 9.2.1 *Metrics and assumptions for measuring WMP performance*

SMUD will track the following metrics to measure the performance of this WMP, and its effectiveness in reducing catastrophic wildfire. These new set of metrics are more granular and targeted towards specific maintenance activities that can more closely be tied to performance of the WMP.

Work is identified in annual work plans authorized on an executive level, and work that remains incomplete will be flagged in future work plans. Work may be field-verified and open work notifications are regularly reviewed to allow management to prioritize work in accordance with current risks. SMUD's target is always to complete 100 percent of the work within the initially scheduled time frame. However, emergencies or other unforeseen contingencies can occur that require material and labor resources to be otherwise assigned. In this instance delayed work will be prioritized in following time periods. All work is completed within time periods to allow for the safe and reliable operation of the electric system in accordance with applicable requirements and industry standards.

The Inspection Program Performance metrics shown in Table 8 are based on inspection activities for targeted areas. These are key performance indicators (KPI) based metrics, with specific targets for completion within a year.

Table 8 Inspection Program Performance

Inspection Program Performance (KPI)	Target
Number of circuit miles inspected from Visual Patrol, Distribution, PCA	>=95%
Number of circuit miles inspected from Visual Patrol, Distribution, HFTD Tier 2	>=95%
Number of circuit miles inspected from Visual Patrol, Distribution, HFTD Tier 3	>=95%
Number of poles inspected from DLI, Distribution, PCA	>=95%
Number of poles inspected from DLI, Distribution, HFTD Tier 2	>=95%
Number of poles inspected from DLI, Distribution, HFTD Tier 3	>=95%
Number of circuit miles inspected from Patrol, Transmission, PCA	>=95%
Number of circuit miles inspected from Patrol, Transmission, HFTD Tier 2	>=95%
Number of circuit miles inspected from Patrol, Transmission, HFTD Tier 3	>=95%
Percentage of circuit miles inspected for vegetation compliance, Distribution, PCA	>=95%
Percentage of circuit miles inspected for vegetation compliance, Distribution, HFTD Tier 2	>=95%
Percentage of circuit miles inspected for vegetation compliance, Distribution, HFTD Tier 3	>=95%
Percentage of circuit miles inspected for vegetation compliance, Transmission, PCA	>=95%
Percentage of circuit miles inspected for vegetation compliance, Transmission, HFTD Tier 2	>=95%
Percentage of circuit miles inspected for vegetation compliance, Transmission, HFTD Tier 3	>=95%
Number of aerial Flight Patrols, Visual, Valley	1
Number of aerial Flight Patrols, Visual, UARP	2
Number of aerial Flight Patrols, Infrared, Valley	1
Number of aerial Flight Patrols, Infrared, UARP	1
Number of aerial Flight Patrols, 69kV, Infrared, Valley	1
Number of aerial Flight Patrols, 12kV, Infrared, PCA	1
VM Quality Control for Transmission, Sacramento County	>=95%
VM Quality Control for Transmission, UARP	>=95%
Number of trees trimmed or removed, normal activities, PCA	>=95%
Number of trees trimmed or removed, normal activities, UARP	>=95%
Number of poles cleared/treated before start of fire season, PCA	>=95%

### 9.2.2 Outcome Metrics

Two sets of outcome metrics were identified that measure performance of the grid. These metrics replace the more general “ignition events” identified in previous WMPs, which couldn’t directly be tied to risk categories. The outcome metrics shown in Table 9 are consistent with GO95 Rule 18<sup>16</sup> repair priority levels.

Table 9 Grid Condition Findings

Grid Condition Findings (Non-KPI)
Number of GO95 Rule 18 Level 1 findings, Distribution, PCA %
Number of GO95 Rule 18 Level 1 findings, Distribution, HFTD Tier 2
Number of GO95 Rule 18 Level 1 findings, Distribution, HFTD Tier 3 %
Number of GO95 Rule 18 Level 1 findings, Transmission, PCA
Number of GO95 Rule 18 Level 1 findings, Transmission, HFTD Tier 2 %
Number of GO95 Rule 18 Level 1 findings, Transmission, HFTD Tier 3
Number of GO95 Rule 18 Level 2 findings, Distribution, PCA %
Number of GO95 Rule 18 Level 2 findings, Distribution, HFTD Tier 2
Number of GO95 Rule 18 Level 2 findings, Distribution, HFTD Tier 3 %
Number of GO95 Rule 18 Level 2 findings, Transmission, PCA
Number of GO95 Rule 18 Level 2 findings, Transmission, HFTD Tier 2 %
Number of GO95 Rule 18 Level 2 findings, Transmission, HFTD Tier 3
Number of GO95 Rule 18 Level 3 findings, Distribution, PCA %
Number of GO95 Rule 18 Level 3 findings, Distribution, HFTD Tier 2
Number of GO95 Rule 18 Level 3 findings, Distribution, HFTD Tier 3 %
Number of GO95 Rule 18 Level 3 findings, Transmission, PCA
Number of GO95 Rule 18 Level 3 findings, Transmission, HFTD Tier 2 %
Number of GO95 Rule 18 Level 3 findings, Transmission, HFTD Tier 3

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<sup>16</sup> <https://ia.cpuc.ca.gov/gos/Resmajor/DesNo09-08-029/GO95/DesNo09-08-029-Rule%2018.htm>



The second set of outcome metrics are a measure of the ignition drivers during fire season, shown in Table 10.

Table 10 Drivers of Ignitions

Drivers of Ignitions, fire season only (Non-KPI)
Number of wire downs, inside PCA
Number of Overhead Outage Events caused by animals, inside PCA
Number of Overhead Outage Events caused by foreign material, inside PCA
Number of Overhead Outage Events caused by Vegetation - Tree Preventable, inside PCA
Number of Overhead Outage Events caused by Vegetation - Tree Non-Preventable, inside PCA

### 9.2.3 Enhancement Projects

Once a project or program is approved, it is planned for execution based on the upcoming year's work schedule. The targets listed here for the approved projects are monitored via milestone achievements.

Table 11 System enhancement capital project performance

Project (KPI)	Target
Number of poles completed, PCA, Hardware Replacement	>=95%
Circuit feet completed, PCA, #6CU Reconductor	>=95%
Number of Miles, UARP 4kV UG Conversion	>=95%
Units of trees pruned or removed, Wildfire Mitigation Vegetation Management work, UARP	>=95%

### 9.2.4 Community Outreach Measures

SMUD reaches out to customers, local communities, and government agencies for multiple programs. Metrics were developed specific to wildfire mitigation efforts and communication. The various type of community outreach measures are shown in Table 12.

Table 12 Community Outreach Programs

Community Outreach Programs (non-KPI)
Number of contacts with Federal, State and Local Govt offices, specific to wildfire or de-energization related contacts
Number of mailers sent to customers related to Wildfire Mitigation Activities, Email, MED rate
Number of mailers sent to customers related to Wildfire Mitigation Activities, Email, Senior ID
Number of mailers sent to customers related to Wildfire Mitigation Activities, Customer Connection/Direct Mail



### 9.3 Monitoring and auditing of the WMP

The WMP will be reviewed annually. This annual review will align with SMUD's existing business planning process. This review will include an assessment of the WMP programs and performance.

SMUD's business planning process includes budgeting and strategic planning for a 3-5-year planning horizon.

#### 9.3.1 *Accountability*

SMUD's Chief Operating Officer (referred to as COO) will be responsible for monitoring and auditing the targets specified in the WMP to confirm that the objectives of the WMP are met.

#### 9.3.2 *Identify deficiencies in the WMP*

At any point in time when deficiencies are identified, the COO or their delegates are responsible for correcting the deficiencies.

#### 9.3.3 *Written processes and procedures*

The operational areas conduct their work according to written processes and procedures. Having written processes and procedures provides for consistency in the execution of programs and activities.

#### 9.3.4 *Monitor and audit the effectiveness of inspections*

SMUD has existing quality control processes embedded into its existing general practice. However, for certain programs, there is a formal quality control process. The following depicts a few of these programs.

##### 9.3.4.1 *Distribution system inspections*

SMUD's maintenance planning group manages T&D line and substation assets. A key component in managing assets is the development of comprehensive inspection and maintenance programs. The maintenance planning group develops inspection and maintenance programs driven by the need to ensure the safe operation of T&D line and substation facilities, reduce risk of power-related wildfire, meet federal and state regulatory requirements, achieve reliability performance within mandated limits and optimize capital and operations & maintenance (O&M) investments. In addition, this group regularly monitors inspection and corrective maintenance records, as well as diagnostic test results to adjust maintenance plans and develop new programs. SMUD uses best industry practices in developing its maintenance plans.

SMUD's inspection and maintenance programs focus on the following objectives:

- Ensure employee and public safety
- Minimize risk of wildfire posed by power lines and equipment
- Maintain regulatory and SMUD policy compliance
- Improve the availability and reliability of the system
- Employ industry best practices
- Extend the useful life of equipment
- Minimize the total cost of equipment ownership

The maintenance planning group develops and issues annual inspection work plans during the last quarter of the current year for the following year, which are maintained in SMUD's Enterprise Asset Management (EAM) system.

SMUD's Grid Assets Department is responsible for performing the inspections and corrective maintenance. When deficiencies in SMUD facilities are identified, corrective maintenance notifications are created in SAP. The priority for corrective maintenance is to remove safety hazards immediately and repair deficiencies according to the type of deficiency, severity and HFTD tiers. Inspection notifications are monitored throughout the year to ensure timely completion via regular internal reports using SAP data. Enterprise applications are used to deploy, visualize and validate work based on business rules. These applications provide the visibility and monitoring of work required to make informed decisions and to achieve compliance with our inspection and maintenance programs.

#### *9.3.4.2 Vegetation management (VM)*

SMUD's vegetation pruning/removal activities are performed by contractors. The contractors are quality audited by SMUD (VM) personnel. Distribution system related work and contractors are field audited and approximately 7% of the tree work (pruning and removal) is reviewed. This quality assurance (QA) effort is tracked to monitor program effectiveness and overall tree work performance. For transmission, SMUD VM staff perform a quality control (QC) audit of 100% of the transmission system related work performed by the contractor. For both T&D QC efforts all deficiencies are reissued to the contractor management team and corrective action is required.

#### *9.3.5 Internal audit*

SMUD's internal audit department, known as Audit and Quality Services (AQS) provides independent, objective assurance and consulting services to the Board of Directors and management designed to add value and improve SMUD's operations. The AQS mission is to enhance and protect organizational value by providing risk-based and objective assurance advice and insight.

The work of AQS provides reasonable assurance regarding the achievement of objectives in the following areas:

- Adherence to plans, policies and procedures
- Compliance with applicable laws and regulations
- Effectiveness and application of administrative and financial controls
- Effectiveness and efficiency of operations
- Reliability of data
- Safeguarding assets
- Accuracy of the SD monitoring reports

As part of AQS' process to develop its annual audit plan, AQS considers all enterprise risks and performs audits over a selection of processes across electric T&D as well as substation assets.



## 10 Independent evaluation, public comment and board presentation

SMUD conducted extensive stakeholder outreach during its preparation of the WMP. SMUD personnel met with local fire agencies and safe councils, OES and healthcare organizations. In addition, SMUD invited federal, state and local agencies, representatives of utilities, telecommunication providers, and critical care customers to attend stakeholder outreach meetings where information regarding the preparation and contents of the WMP were provided.

### 10.1 Public comment

A draft of the WMP was posted on SMUD's website, [smud.org/WildfireSafety](https://smud.org/WildfireSafety) and made available for public comment for over 30 days. Notice of the public review draft was provided to the above stakeholders and published in local newspapers, including the Sacramento Bee, on social media, and through electronic newsletter. Interested parties were also invited to comment on the plan at the time it was presented to SMUD's Board of Directors in a noticed public meeting.

SMUD Board and Board Committee meetings are open and accessible to the public. Meeting notices and agendas are posted, least 72 hours in advance at the SMUD office and on SMUD's website. Those who are unable to attend the meeting in-person can livestream the meeting or view a recording on SMUD's website. SMUD offers the opportunity for persons interested in wildfire related matters to sign up to receive notifications any time wildfire is being discussed at an upcoming Board or committee meeting at [smud.org/WildfireSafety](https://smud.org/WildfireSafety).

## **10.2 Board presentation**

The WMP was presented to and adopted by the Board at a noticed public meeting. Updates are presented annually, and a comprehensive revision will be presented no less than every three years.

## **10.3 Independent evaluation**

In 2019 and 2020, SMUD issued a public request for information, consistent with SMUD's procurement practices, to identify the best qualified independent evaluator (QIE) to assess the comprehensiveness of SMUD's WMP. SMUD contracted with two different qualified independent evaluators respectively with experience in assessing the safe operation of electrical infrastructure. SMUD also retained a QIE to make a similar assessment of this 2022 WMP. Each QIE report was presented to SMUD's Board of Directors at a noticed public meeting and posted to SMUD's website along with the WMP. The reports concluded SMUD's WMP is comprehensive and meets statutory requirements as well as industry standard.

## **10.4 Wildfire Safety Advisory Board**

Each year SMUD submits its WMP to the Wildfire Safety Advisory Board (WSAB). The WSAB reviews and provides comments and an advisory opinion regarding the content and sufficiency of the WMP. SMUD will consider comments and opinions received by the WSAB in future documents.

## **10.5 Budgeting WMP initiatives**

SMUD adopts its budget through open and public processes. Program commitments reflected in any given budget are impacted by many factors, including risk evaluations, system condition and requirements, emergency occurrences, economy, legislation, environment, and liability exposure. These commitments are consistently under evaluation, and program priorities can change if any of these factors shift.

## **10.6 Change Summary**

SMUD reviews and updates its WMP annually. A summary of the key changes from SMUD's previously adopted WMP and this Plan is included as an Exhibit to the WMP. The summary does not represent a comprehensive identification of every update to the WMP from the prior WMP, and a full understanding of SMUD's wildfire risk profile and its wildfire prevention and mitigation efforts should be based on a holistic review of the complete WMP.



# 11 Appendix

This section contains supporting information to the document.

## 11.1 Definitions

**Distribution System Operations (DSO):** SMUD's DSO personnel is responsible for directing the safe and reliable operation of SMUD's distribution system while operating within current policies and procedures during normal and emergency situations. Distribution system operators prepare, check, and administer the execution of safe and reliable switching procedures. DSO will monitor and maintain equipment loading levels to prevent damage to equipment. This group is also responsible for updating outage information timely and accurately so that information can be provided to internal and external customers.

**Fire Hazard<sup>17</sup>:** "Hazard" is based on the physical conditions that give a likelihood that an area will burn over a 30 to 50-year period without considering modifications such as fuel reduction efforts.

**Fire Risk<sup>1</sup>:** "Risk" is the potential damage a fire can do to the area under existing conditions, including any modifications such as defensible space, irrigation and sprinklers and ignition resistant building construction which can reduce fire risk. Risk considers the susceptibility of what is being protected.

**Hardening:** Modifications to electric infrastructure to reduce the likelihood of ignition and improve the survivability of electrical assets.

**High Fire Threat District (HFTD)<sup>18</sup>:** The HFTD identifies areas of elevated and extreme fire risk related to electric utility facilities. These areas are reflected in a map adopted by the CPUC after an extensive public process. It is a composite of two maps:

1. %Tier 1 High Hazard Zones (HHZs) on the U.S. Forest Service - CAL FIRE joint map of Tree Mortality HHZs ("Tree Mortality HHZ Map"). Tier 1 HHZs are zones in direct proximity to communities, roads, and utility lines and are a direct threat to public safety.
2. %Tier 2 and Tier 3 fire-threat areas on the CPUC Fire-Threat Map. Tier 2 fire-threat areas depict areas where there is an elevated risk (including likelihood and potential impacts on people and property) from utility associated wildfires. Tier 3 fire-threat areas depict areas where there is an extreme risk (including likelihood and potential impacts on people and property) from utility associated wildfires.

**Pole Clearing Area (PCA):** SMUD defined area where poles with non-exempt equipment have annual vegetation clearing and/or pruning within a 10-foot radius in compliance with PRC 4292 prior to the start of fire season, currently May 1 of each year. The custom defined PCA boundary includes SRA boundary and adjacent areas with similar vegetation, and portions of a Local Responsibility Area (LRA) in the southern part of Sacramento County. This boundary area exceeds the current SRA boundary due to similar vegetation and risk of ignition. Overhead

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<sup>17</sup> Source: [http://www.fire.ca.gov/fire\\_protection/downloads/siege/2007/Overview\\_Glossary.pdf](http://www.fire.ca.gov/fire_protection/downloads/siege/2007/Overview_Glossary.pdf)

<sup>18</sup> Source: <http://www.cpuc.ca.gov/FireThreatMaps/>

electrical facilities crossing into and within the boundary of the PCA fall under special operating conditions and fall under enhanced maintenance programs.

**Power System Operations (PSO):** SMUD's PSO personnel analyze, direct, monitor, control and/or operate SMUD's gas pipelines and electric generation and transmission systems and associated facilities in a safe, reliable, and efficient manner during routine and emergency situations. This position has the responsibility and authority to support and implement real-time actions.

**Red Flag Warning (RFW)<sup>19</sup>:** A term used by fire-weather forecasters to call attention to limited weather conditions of particular importance that may result in extreme burning conditions. It is issued when it is an on-going event, or the fire weather forecaster has a high degree of confidence that Red Flag criteria will occur within 24 hours of issuance. Red Flag criteria occurs whenever a geographical area has been in a dry spell for a week or two, or for a shorter period, if before spring green-up or after fall color, and the National Fire Danger Rating System (NFDRS) is high to extreme and the following forecast weather parameters are forecasted to be met:

- A sustained wind average 15 mph or greater
- Relative humidity less than or equal to 25 percent; and
- A temperature of greater than 75 degrees F

In some states, dry lightning and unstable air are criteria. A Fire Weather Watch may be issued prior to the RFW. *State Responsibility Area (SRA)<sup>1</sup>:* "The California Board of Forestry and Fire Protection classify areas in which the primary financial responsibility for preventing and suppressing fires is that of the state. California Department of Forestry (CDF) has SRA responsibility for the protection of over 31 million acres of California's privately-owned wildlands."

**Transmission and Distribution (T&D):** At SMUD, for line maintenance purposes, the transmission system includes 230 kV, 115 kV, and dedicated 12 kV, 21 kV and 69 kV lines tying generation facilities to bulk or transmission substations. The distribution system includes 69 kV, 21 kV, 12 kV, and 4 kV lines serving distribution substations and customers.

**Wildfire<sup>20</sup>:** An unplanned, unwanted fire in an area in which development is essentially non-existent, except for roads, railroads, powerlines, and similar transportation facilities and structures, if any, are widely scattered ("wildland"), including unauthorized human-caused fires, escaped wildland fire use events, escaped prescribed fire projects, and all other wildland fires where the objective is to put the fire out.

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<sup>19</sup> Source: <https://w1.weather.gov/glossary/index.php?word=Red%20Flag%20Warning>

<sup>20</sup> Source: <https://www.nwcg.gov/glossary/a-z#Wildfire>, July 19, 2019.



## 11.2 References

- CPUC Fire Threat Map, [ftp://ftp.cpuc.ca.gov/safety/fire-threat\\_map/2018/PrintablePDFs/8.5X11inch\\_PDF/CPUC\\_Fire-Threat\\_Map\\_final.pdf](ftp://ftp.cpuc.ca.gov/safety/fire-threat_map/2018/PrintablePDFs/8.5X11inch_PDF/CPUC_Fire-Threat_Map_final.pdf)
- Public Utilities Code, Chapter 6. Wildfire Mitigation [8387], [http://leginfo.legislature.ca.gov/faces/codes\\_displaySection.xhtml?sectionNum=8387&lawCode=PUC](http://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8387&lawCode=PUC)
- County Maps of Fire Hazard Severity Zones in SRA, <https://frap.fire.ca.gov/frap-projects/fhsz-in-sra-county-maps/>
- General Order 95<sup>21</sup> contains rules for the design, construction, maintenance, inspection, repair and replacement of overhead utility lines. <http://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M209/K464/209464026.pdf>
- General Order 165<sup>24</sup>, Inspection Requirements for Electric Distribution and Transmission Facilities. <http://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M209/K552/209552704.pdf>
- General Order 166<sup>24</sup>, Standards for Operation, Reliability and Safety During Emergencies and Disasters <http://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M209/K451/209451792.pdf>
- General Order 174<sup>24</sup>, Rules for Electric Utility Substations <http://docs.cpuc.ca.gov/PublishedDocs/Published/G000/M031/K879/31879476.PDF>
- Power Line Fire Prevention Field Guide
- <https://osfm.fire.ca.gov/divisions/wildfire-planning-engineering/wildfire-prevention-engineering/prevention-field-guides/>

## 11.3 Acronym glossary

AAM (After-Action Meeting) '

AAR (After-Action Report) '

AB (Assembly Bill) '

AEU (Amador-El Dorado Unit) '

AI (Artificial Intelligence) '

ANSI (American National Standards Institute) '

AQS (Audit and Quality Services) '

CAISO (California Independent System Operator) '

CAL FIRE (California Department of Forestry and Fire Protection) '

CalOES (California Governor's Office of Emergency Services) '

CDF (California Department of Forestry) '

COO (Chief Operating Officer) '

CPUC (California Public Utilities Commission) '

CUEA (California Utilities Emergency Association) DLI (Detailed Line Inspections) '

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<sup>21</sup> SMUD is not subject to CPUC jurisdiction, but has developed design standards, and maintenance programs that meet or exceed the regulations in GO 95, GO 128, GO 165, GO 166, and GO 174.

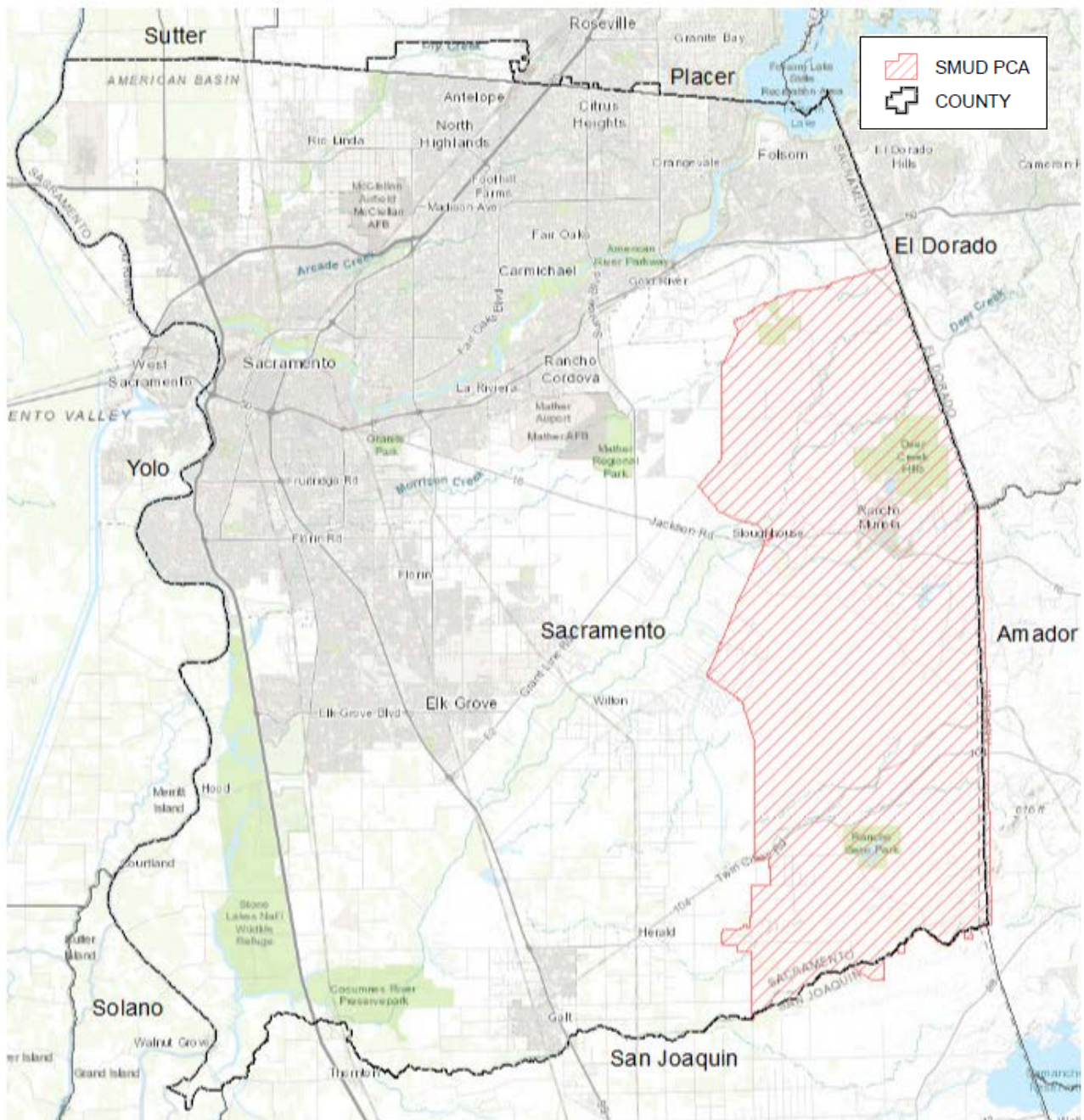
*DSO (Distribution System Operations) '*   
*EAM (Enterprise Asset Management) '*   
*EOC (Emergency Operations Center) '*   
*EOP (Emergency Operations Plan) '*   
*EP (Emergency Preparedness) '*   
*ERM (Enterprise Risk Management) '*   
*EROC (Enterprise Risk Oversight Committee) '*   
*FAC (Facilities Design, Connections and Maintenance) '*   
*FHSZ (Fire Hazard Severity Zone) '*   
*FRAP (Fire Resource and Assessment Program) '*   
*GHG (Greenhouse gas) '*   
*GIS (Geographic Information System) '*   
*GO (General Order) '*   
*HFTD (High Fire Threat Districts) '*   
*HHZ (High Hazard Zone) '*   
*HSEEP (Homeland Security Exercise and Evaluation Program) '*   
*ID (Identification) '*   
*IOU (Investor-owned Utility) '*   
*IP (Improvement Plan) '*   
*IR (Infrared) '*   
*IVM (Integrated Vegetation Management) '*   
*IVR (Interactive Voice Response) '*   
*kV (Kilovolt) '*   
*kWH (Kilowatt Hours) '*   
*LIDAR (Light Detection and Ranging) '*   
*LRA (Local Responsible Area) '*   
*MED (Medical Equipment Discount) '*   
*MVCD (minimum vegetation clearance distance) '*   
*MW (Mega Watts) '*   
*NASA (National Aeronautics and Space Administration) '*   
*NFDRS (National Fire Danger Rating System) '*   
*O&M (Operations & Maintenance) '*   
*OES (Office of Emergency Services) '*   
*PCA (Pole Clearing Area) '*   
*PG&E (Pacific Gas & Electric) '*   
*PRC (Public Resources Code) '*   
*PSO (Power System Operations) '*   
*PSPS (Public Safety Power Shutoff) '*   
*PUC (Public Utilities Code) '*   
*QA (Quality Assurance) '*   
*QC (Quality Control) '*   
*QIE (Qualified Independent Evaluator) '*   
*RFW (Red Flag Warning) '*

*ROW (rights-of-way) '*   
*SAP (Systems Applications and Products) '*   
*SB (Senate Bill) '*   
*SD (Strategic Direction) '*   
*SEMS (Standardized Emergency Management System) '*   
*SME (Subject Matter Expert) '*   
*SOC (State Operations Center) '*   
*SRA (State Responsibility Area) '*   
*T&D (Transmission and Distribution) '*   
*TTX (Tabletop Exercise) '*   
*UARP (Upper American River Project) '*   
*VM (Vegetation Management) '*   
*WAPA (Western Area Power Administration) '*   
*WMP (Wildfire Mitigation Plan) '*   
*WSAB (Wildfire Safety Advisory Board) '*   
*WUI (Wildland-Urban Interface) '*

## 11.4 Reference for SMUD plans

### 11.4.1 SMUD's Pole Clearing Area Map

**Figure 8** SMUD's Pole Clearing Area with respect to Sacramento County boundary



# Exhibit to SMUD's 2022 WMP: Summary of Changes 2021 to 2022 Wildfire Mitigation Plan Submittals

*This Summary identifies key changes between SMUD's 2021 Wildfire Mitigation Plan (WMP) and this 2022 WMP. The 2021 WMP can be found [at https://www.smud.org/en/In-Our-Community/Safety-Tips/Wildfire-safety/Wildfire-Mitigation-Plan](https://www.smud.org/en/In-Our-Community/Safety-Tips/Wildfire-safety/Wildfire-Mitigation-Plan).*

*The Summary is offered for the sole purpose of simplifying review of SMUD's 2022 WMP for those already familiar with the 2021 WMP. It does not represent a comprehensive identification of every update to the WMP from the prior WMP. A full understanding of SMUD's wildfire risk profile and its wildfire prevention and mitigation efforts should be based on a holistic review of the complete 2022 WMP.*

## **1. %Context Setting Information**

Section 1 of the WMP provides an overview of SMUD. This Section was updated to include a Context Setting Table with summary information to highlight SMUD's unique characteristics impacting its low wildfire risk

## **2. %Tabletop Exercise**

Section 4.5 of the WMP describes the tabletop exercises SMUD conducts to test, analyze and enhance the current level of SMUD's coordination and expertise in responding to potential wildfire threats related to SMUD's utility system facilities. This section was updated to provide additional information regarding SMUD's most recent tabletop exercises and collaboration with our public safety and community partners.

## **3. %Overview of SMUD's T&D assets in CPUC HFTD**

Section 5.1 of the WMP describes the fire threat assessment SMUD conducted of its assets. This Section includes a Table presenting an overview of SMUD's T&D assets in the California Public Utilities Commission High Fire Threat District (HFTD). This table has been updated to reflect current line mileages in each HFTD tier.

## **4. %Wildfire Preventative Strategy and Program**

Section 6 of the WMP describes SMUD's current wildfire prevention strategy and programs. This Section was updated to reflect current program objectives and completion dates. The updates include the addition of new programs and program work that were completed since the initial plan was adopted. These initiatives include:

- Noting additional situational awareness tools used by SMUD's Power System Operators
- Noting the use of certified and experienced vegetation experts to conduct regular right-of-way inspections and maintenance, and clarifying the various types of inspections and clearance objectives in and out of the HFTD
- Noting the completion of several projects during 2020-2021
- Updated, added and/or removed initiatives in Section 6.7 to reflect current pilot projects.
- Expanding the discussion of workforce training (Section 6.9) to include wildfire prevention mitigation and response training that occurs prior to the start of all work occurring in the HFTD.



## **5. %Community Outreach and Customer Communication**

Section 7.2 of the WMP includes a description of SMUD's public and agency communications related to potential wildfire. This section was updated to recognize several new efforts by SMUD, including the roll out of an opt in program for all customers that allows participants to receive additional information or notifications in the unlikely event of a wildfire in SMUD's service territory.

## **6. %Roles and Responsibilities**

Section 9 of the WMP identifies SMUD's management responsibility for overseeing the WMP and includes the operating departments and teams responsible for carrying out the various program activities described in the WMP. Section 9 was updated to reflect an organizational realignment implemented by SMUD in 2021. SMUD's Chief Operating Officer has overall responsibility for the WMP. In addition to the Chief Operating Officer, the Chief Zero Carbon Officer and Chief Customer Officer are responsible for executing the various components of the WMP.

Table 7 was updated to list the Director's with responsibility for the departments or workgroups that are accountable for the various components of SMUD's WMP under the realignment. Conforming changes were made throughout the 2022 WMP.

## **7. %WMP Metrics and Performance**

Section 9 of SMUD's WMP also describes the metrics used to measure the performance of the WMP and the programs outlined in the WMP. SMUD has updated this Section with a series of new metrics and measures and a more detailed description of the metric development and data collection process. These new metrics provide a more granular measure of SMUD initiatives that prevent and/or mitigate potential wire down, equipment failure or other ignition causing events. Accordingly, the wire down and ignition event metrics were replaced.

## **8. %Other Areas**

The following changes are also reflected in the updated 2021 WMP:

- Section 10 updated to clarify SMUD's public comment and governing board adoption process for the WMP, including the independent evaluation and submittal to the WSAB
- A new 10.5 was added to describe SMUD's budgeting process for wildfire mitigation plan program commitments.
- A new 10.6 was added to identify this Change Summary Exhibit.
- Graphics were updated
- Updates were made to ensure internal consistency within the WMP and make non-substantive editorial corrections





SSS No.

BOD 2022 - 004

# BOARD AGENDA ITEM

## STAFFING SUMMARY SHEET

Committee Meeting & Date  
POLICY – May 11, 2022

Board Meeting Date  
N/A

TO				TO			
1.	Jennifer Davidson			6.			
2.	Brandy Bolden			7.			
3.	Farres Everly			8.			
4.				9.	<b>Legal</b>		
5.				10.	<b>CEO &amp; General Manager</b>		
<b>Consent Calendar</b>		<input type="checkbox"/>	<b>Yes</b>	<input checked="" type="checkbox"/>	<b>No</b>		<i>If no, schedule a dry run presentation.</i>
FROM (IPR)		DEPARTMENT			MAIL STOP		EXT.
Dave Tamayo / Donna Lofton		Board Office			B307		5079
DATE SENT		5/2/2022					
<b>NARRATIVE:</b>							
<p><b>Requested Action:</b> Allow the Board members and executive staff an opportunity to discuss and evaluate GP-2 Governance Focus, GP-4 Agenda Planning and GP-13 Core and Key Values as part of the Board policy monitoring process.</p> <p><b>Summary:</b> 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><b>Board Policy:</b> 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. <i>(Number &amp; Title)</i></p> <p><b>Benefits:</b> Monitoring these policies allows the Board members an opportunity to update the policies as needed.</p> <p><b>Cost/Budgeted:</b> N/A</p> <p><b>Alternatives:</b> Monitor these policies at a later date.</p> <p><b>Affected Parties:</b> Board of Directors</p> <p><b>Coordination:</b> Donna Lofton, Special Assistant to the Board</p> <p><b>Presenter:</b> Dave Tamayo, Policy Chair</p>							

**Additional Links:**

SUBJECT

Board Monitoring of GP-2, GP-4, GP-13

ITEM NO. (FOR LEGAL USE ONLY)

ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.

## SMUD BOARD POLICY

Category: <b>Governance Process</b>	Title: <b>Governance Focus</b>
	Policy Number: <b>GP-2</b>
Date of Adoption: <b>December 19, 2002</b>	Resolution No. <b>02-12-14</b>
Revision Date: <b>October 16, 2003</b>	Resolution No. <b>03-10-14</b>
Revision Date: <b>November 3, 2005</b>	Resolution No. <b>05-11-05</b>
Revision Date: <b>December 21, 2006</b>	Resolution No. <b>06-12-13</b>
Revision Date: <b>October 16, 2008</b>	Resolution No. <b>08-10-08</b>
Revision Date: <b>May 17, 2012</b>	Resolution No. <b>12-05-09</b>
Revision Date: <b>July 15, 2021</b>	Resolution No. <b>21-07-09</b>

The Board will govern with an emphasis on: (i) outward vision rather than an internal preoccupation; (ii) encouragement of diversity in viewpoints; (iii) strategic leadership more than administrative detail; (iv) clear distinction of Board and CEO/General Manager roles; (v) collaborative rather than individual decisions; (vi) the future rather than past or present; and (vii) proactive thinking.

Specifically:

- a) The Board will cultivate a sense of group responsibility. It will be responsible for excellence in governing. The Board will be an initiator of policy and use the expertise of individual members to enhance the ability of the Board as a body.
- b) The Board will direct, evaluate and inspire the organization through the establishment of written policies reflecting the Board's values. The Board's major policy focus will be on SMUD's intended impacts outside the organization, not on the administrative or programmatic means of achieving those effects.
- c) Continual Board development will include orientation of new Board members in the Board's governance policies and processes, periodic re-orientation of existing Board members, and regular Board discussion of process improvement.

- d) The Board will regularly discuss and evaluate its performance. Self-monitoring will include comparison of Board activities and discipline to policies adopted by the Board. It will be up to the Board president or committee chair to determine the appropriate manner of this feedback and evaluation.

**Monitoring Method: Board Report**  
**Frequency: Semi-Annual**

SMUD BOARD POLICY	
Category: <b>Governance Process</b>	Title: <b>BOARD/COMMITTEE WORK PLAN AND AGENDA PLANNING</b>
	Policy Number: <b>GP-4</b>
Date of Adoption: <b>December 19, 2002</b>	Resolution No. <b>02-12-14</b>
Revision Date: <b>October 16, 2003</b>	Resolution No. <b>03-10-14</b>
Revision Date: <b>June 3, 2004</b>	Resolution No. <b>04-06-07</b>
Revision Date: <b>March 20, 2008</b>	Resolution No. <b>08-03-07</b>
Revision Date: <b>October 16, 2008</b>	Resolution No. <b>08-10-09</b>
Revision Date: <b>March 5, 2009</b>	Resolution No. <b>09-03-06</b>
Revision Date: <b>February 3, 2011</b>	Resolution No. <b>11-02-02</b>
Revision Date: <b>January 16, 2014</b>	Resolution No. <b>14-01-05</b>
Revision Date: <b>July 17, 2014</b>	Resolution No. <b>14-07-03</b>
Revision Date: <b>September 21, 2017</b>	Resolution No. <b>17-09-10</b>
Revision Date: <b>February 18, 2021</b>	Resolution No. <b>21-02-05</b>

To accomplish its strategic leadership consistent with Board policies, the Board will develop and follow an annual work plan that ensures the Board: (i) focuses on the results the Board wants the organization to achieve; (ii) defines the conditions of SMUD that it considers acceptable and unacceptable; (iii) meets its other obligations as stated by law or policy; and (iv) continually improves its performance through education, feedback, and deliberation. The Board work plan shall guide SMUD staff in preparing the agendas for regular board meetings and standing committee meetings.

Specifically:

1) Board Work Plan

- a) The Board will develop each year a list of topics and issues that it wishes to explore in the coming years and maintain a work plan that will be regularly reviewed by the Board or a standing committee.

- b) The Board President shall ensure that the Board's agendas meet the goals of the annual work plan.

## 2) Board Agendas

- a) Board agendas shall be posted on the SMUD website at [www.smud.org](http://www.smud.org) least 72 hours prior to a regular Board meeting and at least 24 hours before a special Board meeting.
- b) Only members of the Board and the Chief Executive Officer and General Manager (CEO/GM) and his or her designees may place items on the Board agenda.
- c) Items for placement on the agenda fall into the following categories:
  - Items generated by SMUD management;
  - Items placed on the agenda by a Board member;
  - Presentations by outside persons or agencies that have received approval for placement on an agenda from the Board President (see Meeting Procedures of the SMUD Board of Directors for details).
- d) To the extent possible, when the Board conducts its regular review of the Board Work Plan, a Board member should notify the other Board members if the member intends to place an item on the agenda for discussion at a Board meeting.
- e) When a Board member wishes to invite people to make a presentation at a Board meeting, the Board member should coordinate with the Board President and CEO/GM. When a Board member invites people to speak at a Board meeting during the public comment period, the Board member should notify the Board President in advance of the meeting to ensure the efficient management of public comment.
- f) Items may be placed on the agenda on either the consent calendar or the discussion calendar. An item placed on the consent calendar may be moved from the consent calendar to the discussion calendar at the request of any Board member, prior to a motion and a second on the consent calendar.
- g) A Board member may propose at the beginning of the meeting to pull an item from the agenda. Upon a motion and a second, the Board may vote to approve the agenda as revised.
- h) Matters not on the agenda for a regular meeting will not be considered by the Board at that meeting except: (1) upon determination by a majority of the Board that an emergency situation exists, severely impairing public health and/or safety; or (2) upon a determination by a two-thirds vote of the Board or by a unanimous vote if less than two-thirds of the members are present, that the need to take action arose subsequent to the agenda being posted; or (3) as otherwise permitted under the Ralph M. Brown Act of the California Government Code.



- i) Whenever an item has been approved for consideration by the Board under paragraph 2) h) of this policy, the Board President will read, upon introducing the item for Board consideration, a brief summary which shall include the subject title, a short explanation of the subject matter, and, if any, the recommendation.
- j) Matters on the agenda for regular meetings which have not been considered and acted upon at such meetings or continued to a subsequent meeting will be deemed continued to the following regular meeting until they can be relisted as a regular item.
- k) Whenever the Board fails to take action on an item on the Board's agenda, the Board will set a date for reconsideration of the item. If for any reason the Board fails to set such a date, the Board Secretary will list all such items as a "pending item" on the action item section of the next regular agenda for which the Board Secretary is accepting items.

### 3) Committee Agendas

- a) Committee agendas shall be posted on the SMUD website at [www.smud.org](http://www.smud.org) least 72 hours prior to the committee meeting.
- b) Items may be placed on a committee agenda either by a decision by the full Board, the Board President, a Board member, or by the CEO/GM and his or her designees.
- c) To the extent possible, when the Board conducts its regular review of the Board Work Plan, a Board member should notify the other Board members if the member intends to place an item on the agenda for discussion at a committee meeting.
- d) When a Board member wishes to invite people to make a presentation at a committee meeting, the Board member should coordinate with the committee chair and the CEO/GM. When a Board member invites people to speak at a committee meeting during the public comment period, the Board member should notify the committee chair in advance of the meeting to ensure the efficient management of public comment.
- e) Members of the public may request the opportunity to be listed on a committee agenda for purposes of making a presentation at a committee meeting on matters within SMUD's jurisdiction. The committee chair will review all complete presentation requests and may, at his or her discretion, direct the responsible staff to list the presentation on the committee's agenda. (See Meeting Procedures of the SMUD Board of Directors for details).

4) Issuance of Agendas:

- a) The Board Secretary's office, under the direction of the CEO/GM and the Board President, shall prepare and issue an agenda for each regular meeting and special meeting of the Board.
- b) The Executive Management team, under the direction of the CEO/GM and in coordination with the standing committee chairs, shall prepare and issue an agenda for each standing committee meeting.
- c) Proposed Board agendas will be reviewed by the Board President and proposed committee agendas will be reviewed by the committee chair prior to the development of the relevant public notices.

**Monitoring Method: Board Report**  
**Frequency: Annual**

<b><u>SMUD BOARD POLICY</u></b>	
Category: <b>Governance Process</b>	Title: <b>Core and Key Values</b>
	Policy Number: <b>GP-13</b>
Adoption Date: <b>May 6, 2004</b>	Resolution No. <b>04-05-04</b>

In articulating its values, the Board distinguishes between “core” values and “key” values. Core values are deemed essential for the success of SMUD and for serving SMUD’s customers. Key values provide added value to our customers. Key values are subordinate to the core values.

**Monitoring Method: Board Report**  
**Frequency: Annual**



SSS No.

BOD 2021-021

# BOARD AGENDA ITEM STAFFING SUMMARY SHEET

Committee Meeting & Date

May 11, 2022

Board Meeting Date

2022

TO					TO				
1.	Jennifer Davidson				6.				
2.	Brandy Bolden				7.				
3.	Farres Everly				8.				
4.					9.	Legal			
5.					10.	CEO & General Manager			

<b>Consent Calendar</b>		<b>Yes</b>	x	<b>No</b> <i>If no, schedule a dry run presentation.</i>	<b>Budgeted</b>		<b>Yes</b>	<b>No</b> <i>(If no, explain in Cost/Budgeted section.)</i>
FROM (IPR) Brandon Rose / Donna Lofton					DEPARTMENT Board Office			MAIL STOP B307
								EXT. 5079
								DATE SENT 12/21/2021

## NARRATIVE:

<b>Requested Action:</b>	Enable the Board of Directors and Executive Staff an opportunity to review the Board Work Plan.							
<b>Summary:</b>	The Board President reviews the Board Work Plan at the Policy Committee meeting to ensure agenda items support the work of the Board.							
<b>Board Policy:</b> <i>(Number &amp; Title)</i>	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.							
<b>Benefits:</b>	Reviewing the Work Plan allows the Board members and Executive staff to make changes to the Work Plan and Parking Lot items as necessary.							
<b>Cost/Budgeted:</b>	N/A							
<b>Alternatives:</b>	Not review the Work Plan at this time							
<b>Affected Parties:</b>	Board and Executive staff							
<b>Coordination:</b>	Donna Lofton							
<b>Presenter:</b>	Brandon Rose, Board President							

## Additional Links:

SUBJECT	Board Work Plan	ITEM NO. (FOR LEGAL USE ONLY)
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ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.







SSS No.  
BOD 2021-022

## BOARD AGENDA ITEM STAFFING SUMMARY SHEET

Committee Meeting & Date  
May 11 2022  
Board Meeting Date  
N/A

TO				TO						
1.	Jennifer Davidson			6.						
2.	Brandy Bolden			7.						
3.	Farres Everly			8.						
4.				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:										
<b>Requested Action:</b> A summary of directives provided to staff during the committee meeting.										
<b>Summary:</b> 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.										
<b>Board Policy:</b> GP-4 Agenda Planning states the Board will focus on the results the Board wants the organization to achieve. (Number & Title)										
<b>Benefits:</b> 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.										
<b>Cost/Budgeted:</b> N/A										
<b>Alternatives:</b> Not summarize the Board's requests at this meeting.										
<b>Affected Parties:</b> Board of Directors and Executive Staff										
<b>Coordination:</b> Donna Lofton, Special Assistant to the Board										
<b>Presenter:</b> 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.