

# Exhibit to Agenda Item #3

Board Monitoring: Board-Staff Linkage BL-6, Evaluating the CEO's Performance, Board-Staff Linkage BL-7, Delegation to the CEO, and Board-Staff Linkage BL-8, Delegation to the CEO with Respect to Procurement.

Board Policy Committee and Special SMUD Board of Directors Meeting  
Wednesday, June 10, 2026, scheduled to begin at 6:00 p.m.  
SMUD Headquarters Building, Auditorium

# BL-6, Evaluating the CEO's Performance

The CEO's job performance shall be evaluated by comparing the organization's results, operations and their personal performance to the policies established by the Board.

## Specifically:

- a) The Board shall evaluate the CEO's performance on an annual basis in December.
- b) The evaluation will be based on a review of the organization's performance and the CEO's performance against the Board's Strategic Direction policies and Board-Staff Linkage policies.
- c) The Board will use data to determine the degree to which Board policies are being met.

# BL-6, Evaluating the CEO's Performance (cont.)

- d) In December, the CEO will propose performance criteria for the following year that represent their reasonable interpretation of achieving the results defined by the Board.

## Compliance Scores:

High 6

Med 1

Low

- e) Additional performance discussions and check-ins with the CEO should occur at mid-year.

## Compliance Scores:

High 6

Med 1

Low

## BL-6, Evaluating the CEO's Performance (cont.)

- f) All policies that instruct the CEO shall be monitored at a frequency and by a method chosen by the Board.

### Compliance Scores:

High 7

Med

Low

# BL-7, Delegation to the CEO

The Board will instruct the Chief Executive Officer and General Manager (CEO) through written policies that define the results that the organization is to achieve, and which describe the delegation of authority to the CEO.

## Specifically:

- a) The Board shall identify and define those results or conditions of SMUD that are acceptable and not acceptable to the Board and communicate them in the form of policy.

## BL-7, Delegation to the CEO (cont.)

- b) The Board shall develop policies that define the delegation to the CEO with regard to the CEO's authority.
- c) The CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities related to the operations or business affairs of SMUD.

## BL-7, Delegation to the CEO (cont.)

- d) The CEO shall use prudent judgment in the exercise of the delegations and in a manner that is operationally and economically sound, serves the best interests of SMUD's customers and the community, comports with prudent business practices, balances the risks and benefits of the actions, and does not expose SMUD to unreasonable risk. If the CEO reasonably determines that an activity related to the delegations presents, regardless of the size of the financial commitment: (i) a unique and significant operational risk to SMUD; (ii) a significant impact to customers; (iii) a significant impact to community relations; (iv) a significant impact to SMUD's reputation; or (v) materially compromises the policies and goals established by the Board, the CEO shall timely inform the Board and may request the Board to take appropriate actions.

## BL-7, Delegation to the CEO (cont.)

- e) The Board may change its delegation to the CEO at any time, subject to the conditions of the Board's contract with the CEO, thereby expanding or limiting the authority of the CEO. But as long as any particular delegation is in place, the Board will abide by the CEO's decisions in those areas that are delegated to him or her.

### Compliance Scores:

High 7

Med

Low

# BL-8, Delegation to the CEO with Respect to Procurement

The procurement of goods and services is an integral part of SMUD operations. SMUD's procurement activities shall take place in accordance with the following principles:

- a) **Competition:** SMUD's procurement activities shall be competitive whenever practical.

## Compliance Scores:

High 6

Med 1

Low

# BL-8, Delegation to the CEO with Respect to Procurement

- b) Direct Procurement:** Direct procurement may be utilized when it is in SMUD's best interest. Direct procurement is the purchase of goods or services without competition when multiple sources of supply are available.

## Comments:

- ...and there is a demonstrable reason to do so.
- This should be a rare occurrence.

## Compliance Scores:

High 7

Med

Low

## BL-8, Delegation to the CEO with Respect to Procurement (cont.)

- c) Sole Source Procurement: Sole source procurement shall be performed only in the case of emergency or when a competitive process would be an idle act.

**Comment:** This should be a rare occurrence.

- d) Inclusiveness: SMUD's procurement practices shall promote inclusiveness of the entire contractor community in its contracting opportunities.

### Compliance Scores:

High 7

Med

Low

## BL-8, Delegation to the CEO with Respect to Procurement (cont.)

- e) Economic Development: SMUD's procurement practices shall promote the economic development of the community we serve.
  
- f) Environmental Procurement: SMUD shall minimize the impact on the environment through its procurement practices. In making procurement decisions, staff shall consider the environmental impacts in assessing total cost and benefits.

## BL-8, Delegation to the CEO with Respect to Procurement (cont.)

- g) Responsible Bidder: SMUD shall only do business with reputable and responsible contractors. A Responsible Bidder demonstrates trustworthiness, quality, capacity, financial capability, fair labor practices, and experience to satisfactorily perform SMUD work through the bidding and evaluation process. In addition, SMUD will determine Responsible Bidders by considering a contractor's social, environmental ethical, and safety accountability where applicable.

## BL-8, Delegation to the CEO with Respect to Procurement (cont.)

- h) Contractor Code of Conduct: SMUD shall set minimum expectations or standards for all contractors to follow in the course of doing business with SMUD (in some cases by submitting data and reporting annually) including but not limited to, labor and human rights, environmental, social, governance (ESG), health and safety accountability, ethics and compliance, and diversity, equity, inclusion, and belonging practices.
  
- i) Best Value Procurement: SMUD may procure goods and services by the best value at the lowest cost methodology, where cost and other factors are used to obtain the maximum value while ensuring a fair and equitable process.

## BL-8, Delegation to the CEO with Respect to Procurement (cont.)

- j) Leveraged Procurement Agreement (LPA): SMUD may procure goods and services where another lead public agency or organization competitively procures the same goods or services under applicable state and federal laws to streamline procurement processes and leverage collective buying power of multiple agencies to achieve cost savings and other benefits to SMUD. Leveraged procurement agreements are generally referred to by other public agencies as “Cooperative Purchasing Agreements.”
  
- k) Strategic Alliances: SMUD may enter into strategic alliance contracts for the procurement of goods or services. A Strategic Alliance is a competitively bid multi-year contract for goods and/or services in which the Contractor and SMUD work collaboratively over the life of the contract to improve quality, and to explore design and process improvements to reduce the cost of production, service delivery, and the total cost of ownership. These benefits are shared both by SMUD and the Contractor.

## BL-8, Delegation to the CEO with Respect to Procurement (cont.)

- l) Supply Chain Risk: SMUD's procurement activities shall identify, manage, and mitigate supply chain risks through a coordinated effort across the enterprise.
  
- m) Protest Policy: SMUD shall ensure that contractors are afforded the opportunity to have their grievances heard through a fair protest process.

### Compliance Scores:

High 7

Med

Low

## BL-8, Delegation to the CEO with Respect to Procurement (cont.)

- n) Delegation of Authority to the CEO: The Chief Executive Officer and General Manager (CEO) is delegated authority to perform and approve the procurement activities in accordance with the below matrix. This delegation includes the authority to amend contracts for time extensions or other changes that create no additional cost to SMUD.

**Comment:** When our new CEO has been in place for a while, (six mos?) maybe we should revisit these numbers and make sure they are still at the right level.

### Compliance Scores:

High 7

Med

Low

## BL-8, Delegation to the CEO with Respect to Procurement (cont.)

<u>Category</u>	<u>Amount*</u>
<b>Competitive Awards:</b>	
Operational Inventory	\$11 million
Non-inventory Materials	\$11 million
Construction and Maintenance Services	\$11 million
Information Technology	\$11 million
Professional and Consulting Services	\$3 million
Rents and Leases	\$1 million

## BL-8, Delegation to the CEO with Respect to Procurement (cont.)

### Category

### Amount\*

#### **Sole Source:**

All types except Maintenance/Licensing Fees  
Maintenance/Licensing Fees

\$1.5 million  
\$3 million or original  
approved amount

#### **Direct Procurement:**

Materials/Supplies/Services

\$50k\*\*

Government Entities

\$1 million

Nonprofit Entities (services/goods)

\$1 million

## BL-8, Delegation to the CEO with Respect to Procurement (cont.)

<u>Category</u>	<u>Amount*</u>
<b>Emergency Procurements:</b>	
All types	\$2 million
<b>Nonprofit Entities:</b>	
Memberships/Project Participation Agreement	\$3 million
<b>Contingencies:</b>	
Board Awarded Contracts	Up to 10% of Contract Award

## BL-8, Delegation to the CEO with Respect to Procurement (cont.)

\*The amounts for all categories except Direct Procurement Materials/Supplies/Services shall be adjusted automatically on an annual basis beginning Jan 1, 2024, consistent with the U.S. Bureau of Labor Statistics (BLS) published national consumer price index (CPI) per the Federal Reserve Bank of Minneapolis Average Annual CPI calculator.

\*\*The amount shall be adjusted automatically on an annual basis pursuant to the implicit price deflator as set forth in California Public Utilities Code section 12751, using the base year of 1997.

### Compliance Scores:

High 7

Med

Low