Board Strategic Development Committee Meeting and Special SMUD Board of Directors Meeting

Date: Tuesday, November 10, 2026

Time: Scheduled to begin at 6:00 p.m.

Location: SMUD Headquarters Building, Auditorium
6201 S Street, Sacramento, CA



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AGENDA
BOARD STRATEGIC DEVELOPMENT COMMITTEE MEETING AND SPECIAL SMUD BOARD OF DIRECTORS MEETING

Tuesday, November 10, 2026
SMUD Headquarters Building, Auditorium
6201 S Street, Sacramento, California
scheduled to begin at 6:00 p.m.

***Remote Telephonic Location*:**
6915 S. Durango Dr.
Las Vegas, NV 89148

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 Strategic Development Committee will review, discuss and provide the Strategic Development Committee's recommendation on the below agendized item(s):

Virtual Viewing or Attendance:
Live video streams (view-only) and indexed archives of meetings are available at: https://www.smud.org/Corporate/About-us/Company-Information/Board-Meetings/Watch-or-Listen-online

Zoom Webinar Link: Join Board Strategic Development Committee Meeting Here
Webinar/Meeting ID: 165 897 7223
Passcode: 594598
Phone Dial-in Number: 1-669-254-5252 or 1-833-568-8864 (Toll Free)

Verbal Public Comment:
Members of the public may provide verbal public comment by:

- Completing a sign-up form at the table outside of the meeting room and giving it to SMUD Security.
- Using the "Raise Hand" feature in Zoom (or pressing *9 while dialed into the telephone/toll-free number) during the meeting at the time public comment is called. Microphones will be enabled for virtual or telephonic attendees when the commenter's name is announced.

Written Public Comment:
Members of the public may provide written public comment on a specific agenda item or on items not on the agenda (general public comment) by submitting comments via email to PublicComment@smud.org or by mailing or bringing physical copies to the meeting. Email is not monitored during the meeting. Comments will not be read into the record but will be provided to the Board and placed into the record of the meeting if received within two hours after the meeting ends.

DISCUSSION ITEM

1. Linda Wong

Discuss authorizing the Chief Executive Officer and General Manager to negotiate and award a contract to **KPMG**, **LLP**, to provide Project Assurance/Quality Assurance Services for SAP S/4HANA Implementation for the period December 1, 2026, through May 31, 2028, in an amount not to exceed $4,465,000.
Presentation: 10 minutes
Discussion: 5 minutes

INFORMATIONAL ITEMS

2. Kathleen Ave

Jennifer Burt, PhD
SENIOR RESTORATION ECOLOGIST, GEI CONSULTANTS INC.

Hannah Kornfeld
CLIMATE PRACTICE LEADER, ASCENT ENVIRONMENTAL

Brenda Hom
SENIOR CLIMATE ACTION SPECIALIST, ASCENT ENVIRONMENTAL

Provide the Board external presentations on **Nature-based Carbon Solutions** and **Biodiversity** and update the Board on SMUD's related efforts.
Presentation: 35 minutes
Discussion: 20 minutes

3. Public Comment

4. Heidi Sanborn

Summary of Committee Direction.
Discussion: 1 minute

Members of the public shall have up to three (3) minutes to provide public comment on items on the agenda or items not on the agenda, but within the jurisdiction of SMUD. The total time allotted to any individual speaker shall not exceed nine (9) minutes.

Members of the public wishing to inspect public documents related to agenda items may click on the Information Packet link for this meeting on the smud.org website or may call 1-916-732-6155 to arrange for inspection of the documents at the SMUD Headquarters Building, 6201 S Street, Sacramento, California.

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 meeting. If you need a reasonable auxiliary aid or service for effective communication to participate, please email Nicole.Looney@smud.org, or contact by phone at 1-916-732-6055, no later than 48 hours before this meeting.

SSS No. SCS 26-203	**BOARD AGENDA ITEM** **STAFFING SUMMARY SHEET**	Committee Meeting & Date Strategic Development- 11/10/26 Board Meeting Date November 19, 2026

TO		TO	
1.	Joe Schofield	6.	Michelle Kirby
2.	Linda Wong	7.	
3.	Jon Olson	8.	
4.	Joel Ledesma	9.	**Legal**
5.	Jose Bodipo-Memba	10.	**CEO & General Manager**

Consent Calendar	X	**Yes**		**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
Andrew McDermott	Supply Chain Services	EA404	5862	10/29/26

NARRATIVE:

Requested Action: Authorize the Chief Executive Officer and General Manager, or her designee, to negotiate and award a contract to KPMG, LLP, to provide Project Assurance/Quality Assurance Services for SAP S/4HANA Implementation for the period December 1, 2026, through May 31, 2028, in an amount not to exceed $4,465,000.

Summary: Request for Proposal RITM0119242.AM (RFP) was issued in May 2026 to solicit qualified firms to provide Project Assurance (PA)/Quality Assurance (QA) Services for SAP S/4HANA Implementation for SMUD's Internal Audit Department. SMUD received seven proposals. Two proposers were short-listed and invited to participate in an Interview/Validation. The Interview/Validation determined that KPMG is the sole responsive proposer and most qualified to provide PA/QA Services for SMUD's S/4HANA Implementation.

Recommendation: Award to the Highest Evaluated Responsive Proposer: KPMG, LLP

Proposers Notified by Procurement:	77
Proposers Downloaded:	73
Pre-Proposal Conference Attendance:	49
Proposals Received:	11

Responsive Proposals Received	P/F	10 Points SEED	70 Points Technical	20 Points Pricing	Total Score	Overall Rank	Proposal Amount	SEED Credit	Evaluated Proposal Amount	Proposed Award Amount
KPMG, LLP	P	10	63	20	93	1	$4,465,000	$223,250	$4,241,750	$4,465,000

Non-Responsive Proposals Received	Comments
Galaxy Solutions	Did not meet Pass/Fail requirements
Mygo Consulting, Inc.	Did not meet Pass/Fail requirements
Public Consulting, Group, LLC	Did not meet Pass/Fail requirements
Souletics, LLC	Did not meet Pass/Fail requirements
SAPSOL Technologies, LLC	Did not meet Minimum Score Threshold
ISG Information Services Group Americas, Inc.	Did not meet Minimum Score Threshold
Info-Tech Research Group, Inc.	Did not meet Minimum Score Threshold
Genesis Consulting Partners, LLC	Did not meet Minimum Score Threshold
Gartner, Inc.	Did not meet Minimum Score Threshold
TMG Consulting, Inc.	Did not meet Minimum Score Threshold

Supplier Diversity Program: The Highest Evaluated Proposer, KPMG, LLP, has partnered and committed 20% of their proposal to a local Supplier Education & Economic Development (SEED) supplier.

Board Policy: *(Number & Title)* Board-Staff Linkage BL-8, Delegation to the CEO with Respect to Procurement; Board-Staff Linkage BL-3, Board-Internal Auditor Relationship

Benefits:	To provide Project Assurance/Quality Assurance services for SAP S/4HANA Implementation.
Cost/Budgeted:	$4,465,000; Budgeted for 2026-2028 by Internal Audit Services
Alternatives:	Not award this contract and not perform Project Assurance and Quality Assurance services for SMUD's S/4HANA Implementation.
Affected Parties:	Internal Audit Services, Supply Chain Services, and Contractor
Coordination:	Internal Audit Services, Supply Chain Services, and Legal
Presenter:	Linda Wong, Director of Audit Services

Additional Links:

SUBJECT		ITEM NO. *(FOR LEGAL USE ONLY)*
	Contract Award for Project Assurance/Quality Assurance Services for SAP S/4HANA Implementation	

ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.

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SSS No.	Committee Meeting & Date
CZCO 26-012	Strategic Development – 11/10/26
	Board Meeting Date: N/A

BOARD AGENDA ITEM
STAFFING SUMMARY SHEET

TO		TO	
1.	Rachel Huang	6.	Jose Bodipo-Memba
2.	Josh Langdon	7.	
3.	Jon Olson	8.	
4.	Joel Ledesma	9.	**Legal**
5.	Michelle Kirby	10.	**CEO & General Manager**

Consent Calendar		**Yes**	X	**No** *If no, schedule a dry run presentation.*	**Budgeted**		**Yes**	X	**No** *(If no, explain in Cost/Budgeted section.)*

FROM (IPR)	DEPARTMENT	MAIL STOP	EXT.	DATE SENT
Kathleen Ave	Power Generation	EA404	7295	10/16/26

NARRATIVE:

Requested Action: Provide the Board external presentations on Nature-based Carbon Solutions and Biodiversity and update the Board on SMUD's related efforts.

Summary: This session is a follow-up to the November 19, 2025, Energy Resources & Customer Services (ERCS) Committee discussion on Nature-Based Carbon Solutions and Biodiversity which described how nature-based solutions may contribute to SMUD's carbon reduction goals and outlined the planned scope of SMUD's nature-based carbon feasibility study. SMUD staff and contractors GEI Consulting and Ascent Environmental will provide an overview of state policy and programs related to land-based carbon sequestration, review the feasibility study's intent and its initial technical findings which address SMUD-owned and managed land and conservation opportunities in the Sacramento-San Joaquin Delta. Examples of potential projects utilizing nature-based practices for relevant land cover types will be reviewed with estimated costs, carbon sequestration rates, and other benefits.

Board Policy: *(Number & Title)* Strategic Direction SD-7, Environmental Leadership

Benefits: Session provides overview on use of nature-based carbon solutions to promote carbon storage in natural and working lands in CA, initial findings from the SMUD-specific inventory and feasibility study underway, and regional options for partnerships to advance this work.

Cost/Budgeted: There is no budgetary impact for this informational presentation.

Alternatives: N/A

Affected Parties: N/A

Coordination: Power Generation

Presenters: Kathleen Ave, Senior Strategic Business Planner, Power Generation
Jennifer Burt, Senior Restoration Ecologist, GEI Consultants
Hannah Kornfeld, Climate Practice Leader, Ascent Environmental
Brenda Hom, Senior Climate Action Specialist, Ascent Environmental

Additional Links:

SUBJECT	ITEM NO. *(FOR LEGAL USE ONLY)*
Nature-based Carbon Solutions	

ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.



Jennifer Burt, PhD
GEI Consultants, Inc.
Senior Restoration Ecologist

Dr. Jennifer Burt is a Senior Restoration Ecologist with GEI Consultants and a Certified Ecological Restoration Practitioner with more than 25 years of experience in ecological restoration, applied research, and land management. She is leading development of SMUD's nature-based solutions feasibility study. Her previous work for SMUD includes developing a carbon farming and pollinator habitat plan for Rancho Seco Solar II; supporting design and implementation of the pollinator garden along the Arcade–Cripple Creek Trail near the Orangevale substation; and helping advance a collaborative research project evaluating the watershed, carbon, wildfire-resilience, and hydropower benefits of forest restoration in the Upper American River Project watershed. Jennifer specializes in translating ecological science into practical, climate-resilient strategies that provide multiple benefits for ecosystems, natural resources, and communities.



Hannah Kornfeld, AICP

CLIMATE PRACTICE LEADER

YEARS OF EXPERIENCE 11

EDUCATION

Master of City and Regional Planning, California Polytechnic State University, San Luis Obispo

BA, Political Science, Environment, University of Michigan, Ann Arbor

CERTIFICATIONS

American Institute of Certified Planners (No. 31389)

ClearPath 2.0 Trained Professional

Hannah is the Climate Practice Leader at Ascent, where she oversees the Climate Action and Adaptation Planning Practice. Hannah has experience in developing and managing a variety of climate action and adaptation planning efforts. She enjoys the challenge of solving complex climate policy issues at the local level. Her expertise is in decarbonization strategy development, policy analysis and prioritization, carbon sequestration analyses, and crafting meaningful community engagement activities. Hannah seeks to bridge the gap between technical analyses, ever-evolving California climate regulation, and local policymaking on all her projects. Hannah serves on ICLEI USA's ClearPath 2.0 Technical Working Group to support ongoing development of the innovative climate planning platform and ensure it meets local agency needs.

Hannah was selected as a 2019 Fellow with the Clean Energy Leadership Institute (CELI) in San Francisco, honing her expertise in decarbonization strategies. She was recognized by CELI as a Distinguished CELI Alumnus for her outstanding contributions with the CELI community.

ASCENT



Brenda Hom

SENIOR CLIMATE ACTION SPECIALIST

YEARS OF EXPERIENCE 16

EDUCATION

MS, Transportation Technology and Policy, University of California, Davis

BS, Mechanical Engineering, University of California, Los Angeles

CERTIFICATIONS

ClearPath 2.0 Trained Professional

Brenda is a senior climate action specialist. She leads the technical team in Ascent's Climate Action and Adaptation Planning Practice, having worked on over 20 climate action plans, greenhouse gas reduction plans, and sustainability plans across California. Her experience combines the technical requisites of greenhouse gas quantification and the constant evolution of climate change policies, including zero-emission vehicle mandates and building decarbonization. She has developed efficient and transparent quantification templates for GHG inventories, forecasts, and reduction measures; she also provides technical guidance and peer review for staff. With her engineering background, Brenda has also been instrumental in providing custom analyses on GHG reduction technologies and approaches, such as wastewater biogas projects, wildfire mitigation technologies, and large-scale carbon sequestration.

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SSS No. BOD 2026-006

BOARD AGENDA ITEM

STAFFING SUMMARY SHEET

Committee Meeting & Date
STRATEGIC DEVELOPMENT - 2026
Board Meeting Date
N/A

TO		TO	
1.	Jon Olson	6.	
2.	Jose Bodipo-Memba	7.	
3.	Joel Ledesma	8.	
4.	Michelle Kirby	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
Bryanna Schaefer / Crystal Henderson	Board Office	B304	5424	12/18/25

NARRATIVE:

Requested Action: A summary of directives is provided to staff during the committee meeting.

Summary: The Board requested an ongoing 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 to make clear the will of the Board. The Strategic Development Committee Chair will summarize Board member requests that come out of the committee presentations for this meeting.

Board Policy: *(Number & Title)* Governance Process GP-4, Board/Committee Work Plan and Agenda Planning, states the Board will focus on the results the Board wants the organization to achieve.

Benefits: Having an agenized opportunity to summarize the Board's requests and suggestions that arise during the committee meeting will help clarify what the will of the Board.

Cost/Budgeted: Included in budget.

Alternatives: Not to summarize the Board's requests at this meeting.

Affected Parties: Board of Directors and Executive Office

Coordination: Board Office

Presenter: Heidi Sanborn, Strategic Development Committee Chair

Additional Links:

SUBJECT	ITEM NO. *(FOR LEGAL USE ONLY)*
Summary of Committee Direction – Strategic Development Committee	

ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.