Board Policy Committee
Meeting and Special SMUD
Board of Directors Meeting

Date: Wednesday, October 9, 2019
Time: Scheduled to begin at 5:30 p.m.

Location: SMUD Customer Service Center, Rubicon Room
6301 S Street, Sacramento, CA
AGENDA
BOARD POLICY COMMITTEE MEETING
AND SPECIAL SMUD BOARD OF DIRECTORS MEETING

Wednesday, October 9, 2019
SMUD Customer Service Center, Rubicon Room
6301 S Street, Sacramento, California
Scheduled to begin at 5:30 p.m.

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. Pat Durham
   Accept the monitoring report for Strategic Direction SD-6, Safety.
   Presentation: 10 minutes
   Discussion: 5 minutes

2. Laura Lewis
   Cast vote on Sacramento Local Agency Formation Commission (LAFCo) ballot regarding the election of a Special District Commissioner to LAFCo and Alternate Special District Commissioner.
   Presentation: 1 minutes
   Discussion: 1 minutes

INFORMATIONAL ITEMS

3. Dave Tamayo
   Discuss the Board and Committee meeting calendar.
   Presentation: 2 minutes
   Discussion: 3 minutes

4. Dave Tamayo
   Board Work Plan.
   Discussion: 5 minutes

5. Public Comment

6. Heidi Sanborn
   Summary of Committee Direction.
   Discussion: 1 minute
Members of the public wishing to address the Committee should complete a sign-up form available at the table outside of the meeting room. Members of the public shall have up to three (3) minutes to provide public comment. The total time allotted to any individual speaker shall not exceed nine (9) minutes for the entire Committee meeting time.

Members of the public wishing to inspect public documents related to agenda items may call 916-732-7143 to arrange for inspection of the documents at the SMUD Customer Service Center, 6301 S Street, Sacramento, California.

NOTE: Accommodations are available for the disabled public. If you need a hearing assistance device or other aid, please call 916-732-7143 in advance of this Committee Meeting.
### BOARD AGENDA ITEM

**STAFFING SUMMARY SHEET**

**TO**

1. Gary King
2. Paul Lau
3. Nicole Howard
4. Jennifer Davidson
5. Claire Rodgers

**TO**

6. 
7. 
8. 
9. Legal
10. CEO & General Manager

<table>
<thead>
<tr>
<th>Consent Calendar</th>
<th>Yes</th>
<th>No (If no, schedule a dry run presentation)</th>
<th>Budgeted</th>
<th>Yes</th>
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**FROM (IPR)**

Patrick Durham

**DEPARTMENT**

Workforce Enterprise Services

**MAIL STOP EXT. DATE SENT**

H201 6327 09/20/2019

**NARRATIVE:**

**Requested Action:** Accept the monitoring report for Strategic Direction SD-6, Safety.

**Summary:** Report on the status of Strategic Direction 6 (SD-6) Safety, for safety performance from January through June 2019.

**Board Policy:** This report supports the SD-6 Core Value of Safety by providing a safety performance status.

**Benefits:** Provide the scheduled bi-annual monitoring report as requested by the Board of Directors and Executive Staff. The report provides an opportunity to make recommendations or policy revisions, as necessary.

**Cost/Budgeted:** None

**Alternatives:** Provide the Board monitoring report without a presentation.

**Affected Parties:** Board of Directors, Executive Staff

**Coordination:** Organization-wide

**Presenter:** Patrick Durham, Director of Environmental, Safety, and Real Estate Services
OFFICE MEMORANDUM

TO: Board of Directors
FROM: Claire Rogers

DATE: October 2, 2019

SUBJECT: Audit Report No. 28007090
Board Monitoring Report; SD-6: Safety

Audit and Quality Services (AQS) reviewed the SD-6 Safety 2019 Annual Board Monitoring Report and performed the following:

- Reviewed the information presented in the report to determine the possible existence of material misstatements;
- Interviewed report contributors and verified the methodology used to prepare the monitoring report; and
- Validated the reasonableness of a selection of the report’s statements and assertions.

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

CC:
Arlen Orchard
1. **Background**

Creating a safe environment for employees and the public is a core value of SMUD.

Through continuous improvement, SMUD will be recognized as a leader in employee safety while also ensuring the safety of the public related to SMUD operations and facilities. This includes a comprehensive approach to monitoring organizational and public safety performance.

Therefore, SMUD will continue to improve safety results to:

**Workplace Safety**

a) Reduce SMUD's injury severity rate to 1.4 by 2020, as measured by OSHA's Days Away Restricted Time (DART), a rate that demonstrates strong safety performance.

b) Provide timely, quality health care for injured employees that aid their recovery while maintaining positive financial performance of the Workers' Compensation program.

**Public Safety**

a) Track and report injuries to the public related to SMUD operations or facilities.

b) Implement measures to protect the public from injuries related to SMUD operations or facilities.

2. **Executive Summary**

SMUD is in compliance with the SD-6 direction and is in alignment with SMUD's 5-year strategy of working toward a zero-incident culture. In 2019, SMUD is on track to meet its safety performance targets related to SD-6.

**Workplace Safety**

- During the first half of 2019, SMUD had five DART injuries. One of the five DART injuries resulted in Lost Time, the other four were Modified Duty cases. All five of DART injuries are field related injuries. Of the reported injuries, one was a soft tissue injury. The five DART injuries resulted in a DART rate of .47 This represents a continued decrease in injuries which is trending downward to meet our 2020 Target (See Appendix A).
Quality care of injured employees is measured through the Workers' Compensation program's performance, which is assessed annually by an independent actuary. Complete results will be provided in the fourth quarter report in 2020. However, SMUD continues to have a reduction in claims over the past three years, a reduction in injury frequency rates, and a reduction in indemnity benefits as presented below as of September 2019:

<table>
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<tr>
<th></th>
<th>2017</th>
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<tbody>
<tr>
<td>No. of Claims</td>
<td>168</td>
<td>150</td>
<td>118</td>
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<td>Frequency rate per 100 employees</td>
<td>4.96</td>
<td>5.07</td>
<td>3.60</td>
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<tr>
<td>Indemnity benefits</td>
<td>29%</td>
<td>32%</td>
<td>21%</td>
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To better support the health and wellness of employees at work, Workers Compensation contracted with a new onsite medical services provider, Sacramento-OMC to provide non-emergency on-site medical care for our employees who have suffered injuries or illness (caused by work) as well as employee/pre-employment related evaluations and testing. New services started in late September of 2019.

**Public and Community Safety**

SMUD tracks public and community incidents in Safety Incident Tracking System (SITS) involving car-pole, electrical contact, dig-in incidents and injuries to the public that are related to SMUD's operations or facilities. From January through June of 2019, there were 113 car-pole incidents reported. Of those 113, 2 resulted in possible fatalities with no claims being filed at this time. Four electrical contacts have been reported resulting in 1 injury, this incident is under attorney client privilege. Twenty-seven dig-ins have been reported with no injuries.

**3. Additional Supporting Information**

The new SD-6 Safety Direction became effective August 21, 2014. Our goal is to achieve the desired performance objectives by year-end 2020. A discussion concerning how to maintain and continue to lower SMUD's incident rates are presented in the Challenge section of this report. This report summarizes the performance for the first half of 2019.

**Safety Leadership.** In 2019, SMUD hired a new Safety Manager to support Executive Leadership's 5-year plan that emphasized zero incidents and injuries and a focus on a zero-accident safety culture. SMUD's Chief Executive Officer (CEO) Arlen Orchard, re-emphasized the need to improve safety at SMUD with a greater focus of developing a"Safety for Life" culture at SMUD, reducing ergonomic risk and soft tissue injuries,
promoting public and contractor safety, and improving the analysis of injury and incident trends. These goals will be outlined in the updated Safety Road Map in 2019.

**Safety Management System.** SMUD's new Safety Manager is partnering with IT to develop a Request for Proposal (RFP) for a safety management system. During the past two months, three vendors have presented demonstrations of the technology offerings. Safety and IT plan on developing the RFP by the end of the fourth quarter with a posting in early 2020. In addition, the Safety team is working to evaluate core safety competencies that address: roles and responsibilities, development of safety standards; training, field observations, job hazard analyses, contractor, and public safety development improvements.

**Safety Standards Development.** During the first half of 2019, Safety initiated the development of several new standards to assist in the improved safety of SMUD operations. These included Wildfire Smoke Hazards; Ozone hazards; Injury and Illness Prevention Program updates; Serious Injury and Illness Reporting; Near Miss reporting; and Mobile Equipment. As part of the standard development and review process, Safety developed a new tracking program to assist in the review and intake of standard comments from business units throughout SMUD.

**Supervisor-Employee Interactions.** Safety staff updated and strengthened its supervisor-employee interaction quality program. Improvements included data governance definitions for Supervisor-Employee Interactions, Safety Contacts, Field and Office visits. Emphasis is placed on field visits for work with the highest hazard potential. For office personnel, an emphasis is placed on observing personnel pertaining to ergonomic risk, and slip/trip/fall hazards in walking areas, etc. For the first half of 2019, Supervisor-Employee 7,893 interactions were complete that resulted in a percentage observed of 150%.

**Near Miss Reporting.** Leadership continues to support and encourage near miss reporting. The process improvements that were initiated in SMUD’s Safety Incident Tracking System (SITS), provide a method to more effectively track and implement near miss reporting and public incident tracking. The goal of this process is to identify opportunities for learning before injuries and accidents occur. During the first six months of 2019, SMUD reported and investigated 36 near misses through SITS.

**Community and Public Safety.** Focused efforts are continuing to reduce public risk related to vehicle incidents with SMUD assets, such as utility poles and pad-mount transformers. A Joint Labor Management Safety Subcommittee team was formed to identify and evaluate options to mitigate risk such as the removal or relocation of poles, pole redesign, addition of pole barriers (Raptor®), and/or adding improved pole visibility strips. Through June of 2019, one pole has been relocated to minimize the potential for a crash and one pole barrier has been installed. An investigation of a major crash into a pole with a Raptor® pole barrier that occurred in February, provided evidence that the Raptor® reduced the severity of injury.
With electrical contacts being a prime area of concern, SMUD continues its customer and contractor education as a key incident prevention component. This year SMUD’s new efforts include completion and launch of a new training program on Electrical Hazards for Firefighters. This e-learning course was tailored to emergency responders to meet their training needs.

Additionally, SMUD has held seven public safety outreach sessions through the end of June this year. A recent training event with the Department of Water Resources focused on overhead electrical and dig-in hazards, consequences and contact prevention.

**Contractor Safety.** A contractor safety pilot program, ISN, is an online contractor prequalification program that is used in the evaluation of our contractor’s safety record and program. The pilot is focused on SMUD contractors in Power Generation and Environmental Services that perform high risk work, such as high voltage work, working at heights, confined spaces, excavations, etc.

SMUD started the pilot using the 37 SMUD contractors and we have grown the number of SMUD contractors in the pilot to 50 contractors. We are continuing to network and benchmark with the other utilities, who are using ISN as part of their contractor safety program to further enhance SMUD’s process. As part of the second phase of the pilot we have been validating our prequalification criteria and processes. The prequalification criteria focuses on Contractor Fatality History, OSHA Citation History, DART and Total Recordable Incident Rates (TRIR), Insurance Experience Ratio, Safety Culture Questions, and Safety Program Review during this period we are adjusting the weighting for some of these areas to put more emphasis on more critical safety items as a result raising the bar on safety performance of our contractors.

In addition, Safety is working with Procurement during the pilot and we have updated SMUD’s contract language as it relates to contractor safety requirements, developed a site safety evaluation and inspection process, and tested a contractor onboarding program.

**Safely Conducted Observations Reduce Common Hazards (SCORCH).** For 2019, SCORCH team members conducted 2,870 Office and Professional interactions whereas the SCORCH Field groups employee interactions were 1,270. These interactions resulted in the removal of 6 barriers to safety. In addition, this year the SCORCH team held two Safety in Action Mini-Conferences. Some of the topics at the conference included: SIF at Home, The Bystander Effect, Active Shooter, World Class Safety, and Distracted Driving and the Myth of Multi-Tasking. SCORCH partnered with Safety and held nine Driver’s Rodeo events where employees participated in vehicle inspections, blind spot demonstrations, backing courses and scales and ergo station activities. SCORCH trained 74 new observers. SCORCH had hands on informational booths at the Bring Your Child to Work Day, SMUD’S Safety Day, SMUD Day, Wellness’ Summer Fitness Festival, and at the Safety in Action Conference.
4. Challenges

**Incidents and Injuries.** The highest-frequency injury type during the first half of 2019 continued to be soft tissue injuries from field and office employees. To address this concern, there is a continued focus on the implementation of quality Supervisor-Employee interactions and SMUD's near miss and corrective action tracking processes to proactively identify and correct workplace hazards and remove safety barriers. In addition, During Q1 and Q2, Safety continued to initiate field ergonomic programs in the UARP that provide individualized physical assessments, guided instruction on self-care, and injury prevention for field employees. In addition, Safety re-established SMUD's Field Ergonomics committee in working toward the expansion of activities to Grid Assets. Other efforts include work by Grid Assets Joint Labor Management Subcommittee (JLMSC) to improve the capture and review of incident corrective actions.

**Data Management.** Improving the quality, automation, and use of safety data is an ongoing challenge. Efforts are underway with SMUD's IT staff to select a Safety management System to automate the generation of data and so that Safety can trend recorded incidents using data analytics. In addition, Safety expanded its dashboard reporting and real-time DART, OSHA Recordable, and Preventable Vehicle Accident (PVA) reporting.

**Zero Accident Culture.** As presented in this report, SMUD continues to work toward a reduction in all incidents. To date, this reduction has been achieved by SMUD leadership and employees working together to build trust and create effective JLMSC Teams, SCORCH (behavior-based) Committees, Safety for Life efforts, and program development that imbeds safety into core and project work. The challenge for Safety and the organization are the efforts to continue working towards a zero-accident rate. In 2019, new efforts continue to focus on more leading safety indicators, which include greater emphasis on reductions of soft tissue injuries, revised safety standards, updated roles and responsibilities, root cause analysis of potentially serious incidents, contractor safety; and implementation of Serious Incident and Fatality reduction efforts.

5. Recommendation

SMUD is committed to becoming a recognized leader in safety. Both SMUD's leadership team and employees recognize that to achieve success we must integrate safety into all that we do. It is recommended that the Board accept the Monitoring Report for SD-6.

6. Appendices - Business Segment Safety Program Improvement Initiatives

**Grid Assets (GA).** In July 2019, Grid Assets Leadership announced a focused approach of its Joint Labor Management Safety Committee, to encourage field staff input and participation. On August 21, 2019, Line Division held its first Monthly Joint Labor Management Safety Committee, with representatives from Field, Supervision,
Union and Safety in attendance. This is in addition to the Quarterly Business Segment Joint Labor Management Safety Committee. In 2019, Grid Assets continued the expanded corrective action review and held additional Foremen's and Supervisor's TapRooT® trainings in efforts to identify causal factors, root causes; and reduce workplace hazards and the potential for repeat incidents.

In addition, Safety continues to work with the SMUD Power Academy to review internal and external safety training programs. Staff is assisting in e-learning courses through the digitization of several training programs to support online and remote safety training in conjunction with onsite crew training.

Energy Supply/Power Generation (ES). The UARP underwent a VPP inspection in June of 2019. The follow-up to complete the inspection will occur in September of 2019. The Gas Pipeline Operations (GPO) submitted their VPP application and is attempting to schedule their inspection for the fourth Quarter of 2019. In addition to the VPP application and inspection process, Safety continued to develop and advance the contractor safety program with advanced in contractor pre-qualification, onboarding, and inspection. To reduce the number of Soft Tissue injuries within the department a new program titled "Functional Movement Screening" was implemented that involves screening employee’s strength and mobility, then tailoring a stretch and strengthen plan for the individual employee to help reduce their injury potential.

Customer & Community Services (CCS). The Customer Operations Leadership Team safety efforts have continued to emphasize leadership involvement, and employee engagement. Leadership has demonstrated visible involvement through written and verbal communications, as well as through regular supervisory inspections and observations to identify and reinforce the importance of smart set-up of workstations, as well as safe ergonomic behaviors. In addition, Safety worked with CCS and Security in developing new safety guidelines for customer service staff in managing an improved customer/employee emergency response program for the building. During the second half of the year, Safety will be working with CCS and Security on a SMUD-wide situational awareness program.

Workforce Enterprise Services (WES). Workforce Enterprise Services continued efforts to identify and update procedures, and/or work practices for areas of high-risk work. These efforts have been consistently applied through the fleet, warehouse, and facility operations. Other injury prevention efforts have included updating of ergonomic training to address methodologies for self-help for employees to maintain strength, mobility, and conditioning. In addition, the Environmental Services team is also participating in the beta testing of the contractor safety pre-qualification program.

Driver Safety. Safety partnering with SCORCH hosted several Driving Rodeos in May, June, July, and August of this year. The objective of the rodeos is to reinforce safe SMITH driving principles and reduce SMUD's Preventable Vehicle Accidents (PVAs). Safety Rodeo stations included vehicle inspection, blind spot demonstration, backing and parallel parking courses, as well as vehicle weight checks and a driver ergo station.
that included the inspection and/or replacement of vehicle fire extinguishers and first aid kits.

In addition, Safety has developed a 3-year plan for developing a comprehensive Driver Safety Program. This program leverages the use of GPS data, evaluates the use of front and back vehicle drive cameras, driver ergonomics, driver training, and driver safety trending (best practices and opportunities).

**Safety for Life.** Safety Day was on May 4th at East Campus Operations Center (EC-OC). The day was filled with fun and educational booths all geared towards “Safety at Work, Home, and Play.” Impact Teen Driver participated in the event and showed a documentary about distracted driving and the impact it can have on all those involved. Participants learned about the electrical safety board and what to do in the event of a downed wire. There were also vendors such as United Healthcare, Sac Zoo, Safe Kids, Effie Yaw Nature Center, and Savvy Fit, just to name a few. Safety continues to promote Safety for Life and completed a Family CPR/First Aid training session on February 2, 2019 and has another scheduled in November of this year along with two Self-defense courses.

**Safety Support.** SMUD Safety Services and Roebbelen Construction (RC) have been collaborating to improve their health and safety processes during the Headquarters’ rehabilitation process. As the construction project is finishing up, SMUD Safety has conducted Polychlorinated biphenyls (PCBs) and Volatile Organic Compound air sampling, worked with Environmental Services in completing a PCB risk assessment, is supporting and reviewing a PCB Close Out report that will be sent to the U.S. Environmental Protection Agency, and is conducting joint safety assessments with RC to ensure that work practices are being performed properly. In addition, Safety is developing an ergonomic checklist and pamphlet for employees returning to the Headquarters building.

**Wellness.** Employee health and wellness continues to be a priority for SMUD. We foster and promote wellness through a holistic approach that recognizes all areas of employee health and well-being including physical, financial, emotional, spiritual and social wellness. SMUD’s Health Assessment Program (HAP) helps employees understand their health risk factors and is designed to improve their health, well-being and productivity. It also provides employees the opportunity to identify baseline health benchmarks and establish realistic wellness goals for ongoing health and vitality. We reward them for making healthy lifestyle choices and give them the tools to improve their overall well-being. Additionally, our expanded Functional Movement Screening program has provided our Wellness staff the ability to work directly with employees to address movement patterns that lead to soft tissue injuries and then develop individualized programs to help mitigate these muscular imbalances.
**Requested Action:** Cast vote on Sacramento Local Agency Formation Commission (LAFCo) ballot regarding the election of a Special District Commissioner to LAFCo and Alternate Special District Commissioner.

**Summary:** Pursuant to the provisions of Section 56332 of the Government Code, the Executive Officer of LAFCo has determined that a meeting of the Special District Selection Committee for the purpose of selecting a Special District Commissioner [Office No. 6] and Alternate Special District Commissioner [for Offices No. 6 & 7] to serve on the Sacramento Local Agency Formation Commission is not feasible. Therefore, the business of the Special District Selection Committee will be conducted in writing. To be valid, selection of a candidate must be done by a majority vote of the governing board of an Independent Special District in an official meeting of that board and certified by the secretary of the board. The ballot must be returned by no later than 4:00 p.m. on November 21, 2019. Communications from LAFCo are attached, including copies of the ballot and resumes of the candidates for Special District Commissioner and Alternate Special District Commissioner.

**Board Policy:** GP-2 Governance Focus; GP-3 Board Job Description

**Benefits:** The SMUD Board will have a voice in determining their representatives on LAFCo.

**Cost/Budgeted:** No budget impact.

**Alternatives:** Decide not to cast a vote for Special District Commissioner or Alternate Special District Commissioner.

**Affected Parties:** Board, LAFCo, Special Districts

**Coordination:** Legal, Legislative

**Presenter:** Laura Lewis
DATE: September 24, 2019

TO: Special Districts' Selection Committee

FROM: Donald Lockhart, Executive Officer

RE: Selection of Special District Commissioner
   Term of Office: January 1, 2020 to December 31, 2023

and Selection of Alternate Special District Commissioner
   Term of Office: January 1, 2020 to December 31, 2021

for the Sacramento Local Agency Formation Commission

Pursuant to the provisions of Section 56332 of the Government Code, the Executive Officer has determined that a meeting of the Special District Selection Committee for the purpose of selecting a Special District Commissioner [Office No. 6] and Alternate Special District Commissioner [for Offices No. 6 & 7] to serve on the Sacramento Local Agency Formation Commission is not feasible. Based on past experience, due to the size of the Special District Selection Committee, it has been difficult to establish a quorum. Therefore, the business of the Special District Selection Committee will be conducted in writing, as provided in the cited section code.

Please see the attached Ballot

Please select one candidate for Special District Commissioner and one candidate for Alternate Special District Commissioner.

Please return the ballot to the LAFCo office no later than:

4:00 P.M. on THURSDAY, NOVEMBER 21, 2019

To be valid, selection of a candidate must be done by a majority vote of the governing board of an Independent Special District in an official meeting of that board and certified by the secretary or clerk of the board.

Any ballot received after the date specified above shall not be valid. The candidate who receives the most votes will be determined the winner outright. In the event of a tie, there will be a run-off selection held in the same format as the initial selection. The LAFCo Executive Officer will announce the results of the selection within seven days of the specified date.

If you have questions, please contact Sacramento LAFCo at (916) 874-6458.

Return ballot to:
Sacramento LAFCo
1112 “I” Street; Suite 100
Sacramento, CA 95814

or e-mail to: Diane.Thorpe@SacLAFCo.org
Ballot
LAFCo Special District Commissioner & Alternate
Commissioner & Alternate Commissioner
Please select one candidate from each COLUMN

Ballot A
Commissioner - Office No. 6
Please select ONE candidate BELOW

- Jason Green
  Rio Linda Elverta Community Water District
- Michael Hanson
  Arcade Creek Recreation & Park District
- Lindsey Liebig
  Herald Fire Protection District
- Charlea Moore
  Rio Linda Elverta Recreation & Park District
- Elliot Mulberg
  Florin Resource Conservation District
- Gary Page
  Fair Oaks Water District
- Brandon Rose
  Sacramento Municipal Utility District
- Michael Yearwood
  Cordova Recreation & Park District

Ballot B
Alternate Commissioner - for Offices No. 6 & 7
Please select ONE candidate BELOW

- Jason Green
  Rio Linda Elverta Community Water District
- Michael Hanson
  Arcade Creek Recreation & Park District
- Lindsey Liebig
  Herald Fire Protection District
- Charlea Moore
  Rio Linda Elverta Recreation & Park District
- Michael Yearwood
  Cordova Recreation & Park District

Ballot must be received by 4:00 pm on Thursday November 21, 2019
Special Districts must return the ballots to LAFCo by the date specified above. Any ballot received after the specified date shall not be valid. The information below must be complete.
The candidate who receives the most votes will be determined the winner outright.
The LAFCo Executive Officer will announce the results of the election within seven days of the specified date.

Name of Special District

Date of Meeting

Signature of Secretary or Clerk of the Board

Print Name

Street Address

District Phone Number

Phone Number

E-mail Address
Seven-year resident of Rio Linda.

Appointed Board Member for Rio Linda Elverta Community Water District in February 2019.

Currently employed as an electrician in IBEW Local 340 and have been an electrician in the construction industry for 30-years.

President of the Rio Linda/Elverta Historical Society. Member of Rio Linda Grange and participate in several non-profit community benefit organizations, e.g. Rio Linda Food Closet.
SUMMARY

Information Technology Professional proven experience including roles as a manager, project manager, systems analyst, systems integrator and software developer of systems in the mainframe and midrange environments. Experienced in all stages of software development life cycle, from analysis through implementation. Successfully managed numerous projects and led teams in system & vendor selection, analysis of business requirements, vendor management, system development & implementation. Strengths include:

- Project Manager
- Vendor Management
- Systems Integration
- Database Analysis
- Application Architecture
- System Analysis
- Software Development Lifecycle
- Managing Projects Across Technologies

Elected to Arcade Creek Recreation and Park District 2014
- Serve as Chair 2015
- Serve as director 2016
  - Lead in the Master Plan project
- Serve as Secretary/Treasurer 2017

PROFESSIONAL EXPERIENCE

CSAA IG, Glendale AZ
Previously, CSAA, San Francisco, CA
AAA Membership and Insurance Co.

Project Manager 2002 – Present
As an EDS/HP employee supporting CSAA (outsourced in 1996), led projects involved in mainframe upgrades and support activities.

- Created proposal to upgrade all application software to a consistent and supportable level. The application software would not be supported under the new operating system (the environment was scheduled to be upgraded). Worked with leadership to document proposal and create the accepted SOW. (Project size >65K staff hours)
- Managed teams’ efforts associated with the application. Assumed role as the Technical Lead and Application Architect. Needed to allow concurrent business changes to occur while upgrading the infrastructure. Delivered a consolidated toolset for mainframe application support including the customized Configuration Management tool, the approach to managing DB2, and the build process itself.
• Reviewed infrastructure requirements and worked with senior management to create an accepted SOW to upgrade the system software.
• Managed a multi-stage mainframe software upgrade the environment to supported levels. Managed the efforts of EDS, Mphasis, and CSAA teams to upgrade the environment with minimal interruption to the business.
• Technical lead for the CSAA account for the mainframe portion of the Data Replication Project by providing stats and coordinating various teams. In addition, provided communication and follow-through for questions/concerns related to the midrange portion of the effort. Help to coordinate the efforts to deliver a successful data replication environment where the mainframe and midrange have replication in place for Disaster Recovery purposes.
• Manage mainframe hardware upgrades. Managed 4 mainframe CPU upgrades for the CSAA account. The scope included the coordination of the teams, the actual upgrade itself, and validation all components would continue to support the business/applications in the new environment as they did on the current hardware including the encryption coprocessor.
• Manage mainframe system software upgrades. Managed migrations from IBM OS/390 through z/OS 1.13, DB2 v7 through DB2 v10, and similar upgrades to CICS, Datacom, and the infrastructure in general. Each major upgrade required a level of acceptance testing and burn-in prior to moving the upgrades to production.

Team Lead 1996 – 2002
As a Systemhouse/MCI/WorldCom employee supporting CSAA (outsourced in 1996), led teams addressing improvements in the Travel/Touring and Membership area.

• Coordinated the install of the TripTik system developed by the AAA National team to automate the Tourbook and map process used to support members in their travels. This was a client-server app where workstations would communicate to a SUN Sparc back-office server.
• Lead the development of the processes internal to CSAA to handle “vanity cards.” This is the AAA VISA cards for the CSAA members which allowed them to autopay their membership. Later, added the capability to Autopay their insurance premiums as well.
• Scheduled to manage the Claims replacement project (HAL), a Client-Server application. Studied the architecture and status with the current PM who then was able to stay and complete the project.

Team Lead 1993 – 1996
Managed team supporting Travel and Touring

• Brought onboard to support the project replacing all Membership, Insurance, and Claims. The architecture of the system was client-server based with the data storage being DB2 on the mainframe and the client residing on workstations running OS/2 and communicating to the mainframe. Directed the efforts of the Membership team (and supported other team’s efforts) related to productionalizing the system.
Education: BA in Management, St. Mary's College, Moraga CA.
Lindsey Liebig
Galt, CA 95632 lindsey@heraldfire.com

Education
BACHELOR OF SCIENCE | 2008 | CAL POLY SAN LUIS OBISPO, CA
• Major: Agricultural Business
• Minor: Wine & Viticulture
• Concentration: Fair & Event Planning and Marketing

Experience
EXECUTIVE DIRECTOR | SACRAMENTO COUNTY FARM BUREAU | MARCH 2018 - PRESENT
• Manage all organizational functions including personnel, budget, legislative advocacy, communications and membership development.
• Responsible for event management for fundraising events, membership recruitment activities and business member development.
• Manage Board of Directors, committees and advisory groups within the organization.

PROGRAM DIRECTOR | CALIFORNIA FARM BUREAU FEDERATION | DECEMBER 2013 - MARCH 2018
• Managed the Young Farmers & Ranchers and Leadership Farm Bureau programs including committee development, leadership development, event planning and fundraising.
• Assisted with marketing campaigns and membership development efforts for the statewide organization.
• Responsible for organizing conferences, meetings and agricultural tours for members and legislative officials.

PROGRAM COORDINATOR | SACRAMENTO COUNTY FARM BUREAU | JANUARY 2012 - DECEMBER 2013
• Responsible for various member programs and events within the county including safety seminars, fundraising dinners, legislative tours and educational presentations.
• Responsible for organizing events, fundraising efforts and membership recruitment.

MARKETING CONSULTANT | CALIFORNIA SPECIALIZED TRAINING INSTITUTE | JUNE 2008 - JULY 2013
• Managed marketing efforts for the training division of the Governor’s Office of Emergency Services.
• Responsible for course catalog, course marketing, website and social media functions.
• Assisted in curriculum development for federal grant funding applications.

Community Involvement
• Board Chair, Herald Fire Protection District – Elected to 4-year term in 2016
• Member, Protest Provisions Rewrite Working Group, CSDA/CALAFCO – 2019
• Alternate Representative, Sacramento Central Groundwater Authority – 2018 - present
• Member, Sacramento LAFCo Special District Advisory Committee – 2019
• President, Sacramento Farm Bureau Foundation for Ag Education – 2015 – present
• President, National Sigma Alpha Educational Foundation – 2019
• Past President, Sigma Alpha National Sorority – 2012-2016
Applicant Statement for the Special District LAFCO Representative

I moved from Glassboro New Jersey to Rio Linda Elverta in 1981, along with my 3 year old daughter and my husband.

Almost immediately I became involved with Sacramento County Service Area #3 which was the forerunner of our current independant Parks and Recreation District serving the Rio Linda Elverta Communities. This involvement was the result of reading a statement in the local paper, indicating that the Parks Advisory Board had determined that there were sufficient equestrian trails in the area. I was very happy to advocate for additional trails and in the process begin my education in local governance processes.

Over the next several decades I was appointed to numerous County and Local advisory boards, steering committees and ad hoc committees. My interest expanded to include growth issues, flood issues and agriculture/suburban/urban issues.

I learned a great deal about how government works and how Special Districts fit into the process. I became a strong advocate for local governance after going through 3 incorporation attempts in the Rio Linda Elverta communities and in the education process I switched from anti-incorporation to pro-incorporation for unincorporated communities.

In about 1992 I was appointed to the RLE CPAC in and served during the Community Plan Update. I am familiar with the governance process and with procedures for arriving at a decision as a board member. I have served several terms on CPAC under four different County Supervisors since that initial appointment. All of these experiences were very educational for me.

In 2002 I successfully ran for the Rio Linda Elverta Recreation and Parks District. I truly enjoyed and have greatly benefited from the experience of becoming an elected board member. I ran again in 2016 and am currently serving as Secretary for the RLE Recreation and Parks District.

I believe that my history in the community and experience as an elected public official will be an asset for Special Districts as a LAFCO Special District Board member.

Thank you,
Charlea R. Moore
Resume
Elliot Mulberg
Elk Grove, CA 95758

Community Service:
Florin Resource Conservation District / Elk Grove Water District - Director
Sacramento LAFCO Special District Advisory Committee
California Special District Association Legislative Committee
Friends of Stone Lakes National Wildlife Refuge
Elk Grove Western Festival
Rotary Club of Elk Grove

Past Community Service:
Sacramento Local Agency Formation Commission
   Chair 2003, Vice Chair 2002
   Special District Commissioner 2001-2006, Special District Alternate 1995-2001
Elk Grove (now Cosumnes) Community Services District (parks and fire services) - Director 1994-2006
CALAFCO (statewide association of LAFCo's) Board of Directors
   Special District Representative 2001-2006
California Special District Association Sacramento Chapter - Treasurer 1995-99
Sacramento Regional Council of Recreation & Park Agencies Vice President 1995
Franklin Laguna Area Community Planning Advisory Council Secretary 1993-1994
Elk Grove Historical Society President 2000, 2001

Professional Experience:
Environmental/ LAFCO Consultant – E Mulberg & Associates 2011-Present, CEQA analysis, municipal service reviews for water districts, sewer districts, reclamation districts, resource conservation districts, health care districts, full service cities; sphere of influence updates; change of organization analysis annexations, consolidations, dissolutions; Solano LAFCO Executive Officer; Senior Air Quality Scientist, and Senior Air Quality Planner Michael Brandman Associates 2008-2011, Senior Analyst Monterey LAFCO 2006-08. Air Pollution Specialist CA Air Resources Board 25 years.

Professional Affiliations:
American Planning Association
Association of Environmental Professionals
American Meteorological Society

Education:
B.S. St. Louis University
M.S. UCLA
Profile

Passionate to improve government services, for over 40 years, Gary is dedicated to public and community servant-leadership.

Formal Education

Eastern Michigan University:
Bachelor of Science Degree in Public Administration

Southern Illinois University at Edwardsville:
Master of Science Degree in Urban Affairs and Public Policy Analysis

“Real Work” Experience

Gravel Pit: Sand Plant Operator
Sweat Shop (2 days): Molten metal pourer
Can Factory: Fork Lift Operator
General Motors Assembly Plant: Parts Production

Professional Experience

Current: California Department of Education - Education Programs Consultant
Illinois State Auditor General - Senior Management Auditor
California State Auditor General – Management Auditor
California Department of Education – Internal Auditor
Certified Fraud Examiner
Skills

Skilled at writing for various audiences and purposes
- State Legislatures for information/action
  Organizational studies (management/systems/outcomes)
  Legislation (bill analysis)
  Program Advocacy (met with advocates/legislators)
- Local decision makers for desirable outcomes (Sacramento City Superintendent)
- General public for program awareness/promotion (TechWire contributor)
- School community for information/action (announcements/fundraisers)
- Teachers to establish and promote community/action (EdSynergy Publisher)
- Established non-profit foundation (501 c3) (Met Sacramento)
- Wrote school policies (Met Sacramento)
- Wrote model curriculum standards (California CTE)
- Wrote contract proposals and contracts (UC Davis C-STEM Center)

Leadership Team Experience
- Grassroots advocacy/representation/results
  Fair Oaks Water District 3 Director
  Royal Rangers (Wrote a federal grant to get land to build a Camp)
  Neighborhood Association (Website - Built a Park – Park Day)
  Sacramento County Alliance of Neighborhoods (Community Support)
  Environmental Council of Sacramento (Won Smart Growth Policies)
  Sacramento County Water Forum (Interest-based negotiation)
- Educational leadership
  Team Lead: Coordinated Compliance Reviews
  Met Sacramento (Board President/Treasurer/Secretary)
  Alliance for California Computing Education for Students and Schools (ACCESS)
  National Visiting Committee member (Mid-Pacific ICT)
  ICT (Information and Communication Technologies) Sector Lead
    Project Lead the Way (California)
    C-STEM (UC Davis)
    Exploring Computer Science (UCLA/LAUSD)

Technology and Social Media
- Website Designer/Developer (Responsive Web Design)
- ICT Sector Lead (CTE Sector and Pathways)
  Information Support and Services
  Networking
  Software and Systems Development
  Games and Simulation
- Listserv Publisher (3900 teachers/administrators)
Responsive to Mobile
Search Engine Optimization
Twitter Feed with Re-Tweets
Easy to Maintain and Sustain (WordPress)

Worked with Google/Cisco/Adobe/Code.org to promote technologies

**Issue Analysis/Problem Solving**

Master's Degree in Public Policy Analysis
  - Issue Analysis
  - Program Design
  - Program Implementation
  - Program Evaluation
Performance/Management Auditor in Illinois and California
  - Legal Research
  - Gathering evidence (data) to support conclusions (findings)
  - Focus on Problem Identification (corrective actions)

**Systems Focus**
  - Input/Process/Output
  - Budget Systems
  - Reporting Systems
  - Systems include people!
Thank you for consideration as the Special District Commissioner to the Sacramento Local Agency Formation Commission (LAFCO). As fellow governing board members, I know you understand the vital role our special districts serve in Sacramento. Our agencies provide a diverse set of unique services across the County and we are called on time and time again when our communities are in need. I believe that as special districts, we have our hands on the pulse of our diverse populace and it is critical that our unique voice, insights and interests be strongly represented on the Commission. That is why I consider representing special districts on a regional body such as LAFCO a vitally important role. Please find my professional and academic qualifications as well as dedication to public service below. Thank you for your support and please don’t hesitate to contact me directly at 916-844-5510 if I can be of service or you have any questions.

PUBLIC SERVICE

2017 – CURRENT
DIRECTOR, SACRAMENTO MUNICIPAL UTILITY DISTRICT, WARD 1
As a board member, I work with my fellow directors to establish policies and values about how the organization best represents the community. The Board sets the budget ($1.75 billion), governance structures, the long-term strategic direction and monitors compliance. I actively engage the public, strategic partners and government organizations across a spectrum of issues.

2008 – 2017
DIRECTOR, FAIR OAKS RECREATION AND PARK DISTRICT
As an elected member of the Board of Directors and past chair, I worked in conjunction with the district administrator to determine long term policy development and strategic planning. As former chair of the Personnel and Management Committee I was responsible for updates to personnel policies as well as negotiations with the employees association and management. As chair of the Finance and Budget Committee, I direct the drafting and approval of the annual budget. In addition, as board chair, I focused on completion of a long term master plan.

2011 – 2019
CHAIR & SPECIAL DISTRICT REPRESENTATIVE, SACRAMENTO COUNTY TREASURY OVERSIGHT COMMITTEE
The Special District Representative is elected by the region's local governments to oversee the County’s pooled investment funds, which total approximately $4 billion. Duties include review of the annual investment policy; quarterly review of investments; and causation and review of an annual portfolio audit. Board Chair 2014-2018.

2010 – 2011
MEMBER, SPECIAL DISTRICT ADVISORY COMMITTEE; SACRAMENTO COUNTY LOCAL AGENCY FORMATION COMMISSION
The advisory committee provided a forum for valuable learning and information exchange with LAFCO staff.

WORK EXPERIENCE

2007 – CURRENT
AIR POLLUTION SPECIALIST, CALIFORNIA AIR RESOURCES BOARD
Duties in the Mobile Source Control Division include research, analysis and development of public health regulations including economic analysis, emission modeling as well as report, database, and training development. My current focus is on commercial fleet electrification and supporting the adoption of battery and fuel cell trucks and buses.

2004 – 2007
ENERGY SPECIALIST, CALIFORNIA ENERGY COMMISSION
I was lead for the Solar Rebate program's Performance Based Incentive pilot and managed the list of eligible equipment. In addition, I co-authored the New Solar Homes Partnership Program and the Emerging Renewables Program Guidebooks. I was a member of the California Solar Initiative Submetering Committee Working Group, as well as the Office of the State Fire Marshal Photovoltaic Building Standards Task Force. Activities included presenting at Solar Power International Conference, the California Council for Affordable Housing, and testifying at California Public Utilities Commission proceedings.

2003 – 2004
RESEARCH ASSISTANT IV (HYDROLOGY), UC DAVIS
I conducted fluvial geomorphologic surveying and data collection of Sierra Nevada streams in the Feather River watershed as part of a larger CalFed Bay Delta effort.

1998 – 2002
ASSISTANT POOL MANAGER, SUNRISE RECREATION & PARK DISTRICT
Duties included working with the management team to ensure smooth operation of the aquatic division.

EDUCATION

2004
ENVIRONMENTAL POLICY ANALYSIS & PLANNING, UC DAVIS
Specialization in City and Regional Planning with a focus in Public Lands Management and Land Use Planning.

Study Abroad in Wilderness & Natural Area Management, University of Tasmania, Australia

MEMBERSHIPS

- Professional Engineers in California Government
- Young Professional in Energy
- Environmental Council of Sacramento (Past President)
Experience Summary:
Customer Service Leader with over ten years of experience with direct customer problem solving within the health insurance industry. Expert level experience with hiring, training, staff retention, process improvement projects, managing deadlines and increasing production of teams.

Health Net of California
Claims Supervisor - Performance Team
- Supervise a team of 17 Claims Analysts
- Coach and mentor staff to exceed expectations
- Responsible for talent and performance management of Claims Team
- Daily operational leadership and support through work distribution and monitoring
- Coordinate with scheduling to assist with daily forecast ensuring accurate staffing coverage
- Identify individual performance gaps to recommend and implement action plans that achieve desired result
- Monitor daily productivity through the Macess System
- Collaborate with peers and managers on process improvements

State of California - Health Benefits Exchange (Covered California)
Supervising Program Technician III
- Supervise a team of 15 Customer Service Representatives
- Coach and mentor staff to exceed expectations
- Assist representatives with questions regarding health plan options and policy and procedures
- Research and resolve escalated calls from consumers
- Monitor daily productivity through the IEX System
- Audit inbound calls through the Nice System
- Collaborate with peers and managers on process improvements

Vision Service Plan
Client Broker Representative - Inside Sales
- Assisted and resolved clients and brokers service issues
- Provided phone support and customer service to clients and brokers
- Provided e-mail coverage for Sales Team in their absence
- Implemented installation of new groups and pull-outs according to guidelines
- Processed renewals for clients according to guidelines
- Provided Resource Center support to clients and brokers

References available upon request
Michael Yearwood
Rancho Cordova, CA 95670

Service to My Community

Cordova Recreation and Park District (Board Chairperson)
2015-Present: Director

As a Cordova Recreation and Park District (CRPD) Board Member I am responsible for the budget and for setting policies that safeguard the vitality of the district. The five non-partisan members of the Board of Directors are elected to four-year terms by residents located within CRPD's boundaries. The elected board is held accountable to the following laws that govern public officials: The Brown Act, California Public Records Act, FPPC Reporting Requirements and biannual ethics training.

Specific functions and duties of my role as a Board Director are:

1. To perform its legal responsibility.
2. To set up by-laws, regulations and operation procedures
3. To select, employ, and if necessary, dismiss the District Administrator.
4. To control the operating budget, the financial plans and the insurance program.
5. To care and maintain property.
6. To be responsible for program.
7. To assure personnel policies.
8. To maintain good public relations.
9. To appoint, commission, supervise and receive reports from committees and the District Administrator.

BOARD MEMBERS RESPONSIBILITIES

1. Board members should understand the significance and importance of recreation in the community.
2. Board members should be aware of the relationship of the recreation services to other community services.
3. Board members should look objectively at their specific responsibility as board members and at local community recreation needs, and keep abreast of changing conditions, continuously reassessing their efforts and reasons for service.
4. Board members should have the courage to resist pressures of all types and insist upon high standards for their agencies, particularly in regard to competent, professional personnel.
5. Board members should be aware of their role as board members, acting in concert with their fellow board members without usurping the functions of the District Administrator.
Rancho Cordova Athletic Association
2013: Founding Member
2013-2015: Secretary
2016: CRPD Representative

Leadership Rancho Cordova
2014-2016: Governing Board
2014: Graduate of Class VIII

Rancho Cordova Youth Soccer Club (RCSC)
2002: Coach
2003: U-6 Age Coordinator
2004: Coach & U-8 Boys Age Coordinator
2005: Coach & U-8 Girls Age Coordinator
2006: Coach & U-6 Age Coordinator
2007-2009: Club Manager & Coach
2012: Coach

American River Youth Soccer League (ARYSL)
2007-2009: Board Member – RCSC Representative
2010: League Treasurer

Cordova Girls Softball League
2010-2011: League Vice President
2011-2012: League Vice President
2012-2013: Secretary
2013-2014: Secretary
2014-2015: NORCAL Representative

Folsom Cordova Unified School District
Cordova High School Site Council
2014-2015: Parent Representative

Cordova Lane Elementary School Site Council
1998-2006: Elected Parent Representative

Navigator Elementary School Site Council
2006-2008: Elected Parent Representative

Measure M & P Oversight Committees
2014-2016: Parent/PTSO Member Representative
NARRATIVE:

Requested: Allow the Board to discuss the Board and committee meeting calendar.

Action: This agenda item will enable the Board to discuss how the back-to-back committee meeting weeks schedule is working for the Board.

Benefits: The Board asked staff to bring a proposal for potential ideas to consolidate Board and committee meetings and/or meeting weeks. The Board decided to schedule back-to-back committee meeting weeks in the second and third weeks of the month. This discussion is a follow-up conversation to discuss how the schedule is working for the Board members.

Summary: This discussion supports GP-4 Agenda Planning which states that the Board will follow a work plan to guide SMUD staff in preparing agenda for Board and committee meetings.

Cost/Budgeted: N/A

Alternatives: Forego this discussion and leave the Board and committee calendar as it currently stands.

Affected Parties: Board of Directors

Coordination: Donna Lofton, Special Assistant to the Board

Presenter: Dave Tamayo, SMUD Board President
Requested Action: Enable the Board of Directors and Executive Staff an opportunity to review the Board Work Plan.

Summary: The Board President reviews the Board Work Plan at the Policy Committee meeting to ensure agenda items support the work of the Board.

Board Policy: This review of the work plan supports GP-6 Role of the Board President which states that the Board President shall give progress reports on the Board’s work plan.

Benefits: Reviewing the Work Plan allows the Board members and Executive staff to make changes to the Work Plan and Parking Lot items as necessary.

Cost/Budgeted: N/A

Alternatives: Not review the Work Plan at this time

Affected Parties: Board and Executive staff

Coordination: Donna Lofton

Presenter: Dave Tamayo, Board President

Additional Links:
Committee Meeting & Date
Policy 2019
Board Meeting Date

TO
1. Paul Lau
2. Jennifer Davidson
3. Nicole Howard
4.
5.
6.
7.
8.
9.
10.

TO

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) DEPARTMENT MAIL
Laura Lewis
Legal Department
MAIL STOP A311 6123

NARRATIVE:
Requested Action: Committee discussion and consensus on any directives provided to staff during the Committee meeting.

Summary: 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. Policy Committee Chair, Heidi Sanborn, will summarize Board member requests that come out of the committee presentations for this meeting.

Board Policy: GP-4, Agenda Planning states the Board will focus on the results the Board wants the organization to achieve.

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

Cost/Budgeted: N/A

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

Affected Parties: Board of Directors and Executive Staff

Coordination: Donna Lofton, Special Assistant to the Board

Presenter: Heidi Sanborn, Chair, Policy Committee

Additional Links:

SUBJECT

Summary of Committee Direction

ITEM NO. (FOR LEGAL USE ONLY)

ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.