Board Energy Resources & Customer Services Committee Meeting and Special SMUD Board of Directors Meeting

Date: Tuesday, August 18, 2020
Time: Immediately following the Special Board of Directors Meeting scheduled to begin at 5:30 p.m.
Location: Virtual Meeting (online)
AGENDA
BOARD ENERGY RESOURCES & CUSTOMER SERVICES
COMMITTEE MEETING
AND SPECIAL SMUD BOARD OF DIRECTORS MEETING

Tuesday, August 18, 2020
Immediately following the SMUD Board of Directors Meeting
scheduled to begin at 5:30 p.m.
Zoom Webinar Link: Join ERCS Committee Meeting Here
Webinar ID: 160 152 1755
Password: 055691
Phone Dial-in Number: 1-669-254-5252

In accordance with the Governor’s Executive Order N-29-20 and the Emergency Board Meeting
Procedures adopted by the SMUD Board of Directors, the regular Board meeting and other
public meetings are closed to the public to align with state, local, and federal guidelines and
social distancing recommendations for the containment of the coronavirus.

Live video streams and indexed archives of meetings are available at:
http://smud.granicus.com/ViewPublisher.php?view_id=16

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

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

Members of the public that are listening to or watching the live stream of a Committee meeting
and wish to submit written comments on a specific agenda item as it is being heard may submit
their comments, limited to 250 words or less, to PublicComment@smud.org, noting the agenda
item number in the subject line. The Committee Chair may read comments for items on the
agenda into the record, in her 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 Energy Resources and Customer Services Committee will
review, discuss and provide the Committee's recommendation on the following:
INFORMATIONAL ITEM

1. Ed Hamzawi  
   Amy Young  
   Pamela Sanchez  
   PROGRAM MANAGER,  
   SACRAMENTO TREE  
   FOUNDATION  
   Shade Tree Program Annual Update.  
   Presentation: 10 minutes  
   Discussion: 5 minutes

DISCUSSION ITEMS

2. Tracy Carlson
   a. Accept the monitoring report for Strategic Direction SD-5, Customer Relations.  
   b. Approve proposed revisions to Strategic Direction SD-5, Customer Relations to establish an overall customer experience “value for what you pay” target of 70 percent by the end of 2025 and 80 percent by the end of 2030.  
   Presentation: 20 minutes  
   Discussion: 10 minutes

3. Farres Everly
   Accept the monitoring report for Strategic Direction SD-15, Outreach and Communication.  
   Presentation: 10 minutes  
   Discussion: 10 minutes

4. Alcides Hernandez
   Approve delay of the implementation of the Commercial Rate Restructure for one year to be effective no later than May 31, 2022.  
   Presentation: 5 minutes  
   Discussion: 5 minutes

INFORMATIONAL ITEMS (cont.)

5. Ed Hamzawi
   Provide the Board an update on ongoing work, research, and plans to redesign residential Green Pricing programs.  
   Presentation: 10 minutes  
   Discussion: 5 minutes

6. Jose Bodipo-Memb
   Sustainable Communities Update.  
   Presentation: 10 minutes  
   Discussion: 15 minutes
7. Public Comment

8. Brandon Rose  Summary of Committee Direction.  
Discussion: 1 minute

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

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

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

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

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

**STAFFING SUMMARY SHEET**

<table>
<thead>
<tr>
<th>TO</th>
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<tbody>
<tr>
<td>2. Frankie McDermott</td>
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<td>3. Nicole Howard</td>
<td>8.</td>
</tr>
<tr>
<td>4. Stephen Clemons</td>
<td>9. Legal</td>
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<td>5.</td>
<td>10. CEO &amp; General Manager</td>
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<tr>
<th>Consent Calendar</th>
<th>Yes</th>
<th>X</th>
<th>No</th>
<th>Budgeted</th>
<th>X</th>
<th>Yes</th>
<th>No</th>
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<tr>
<td>FROM (IPR)</td>
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<td></td>
<td></td>
<td>DEPARTMENT</td>
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<tr>
<td>Ed Hamzawi</td>
<td></td>
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<td>Advanced Energy Solutions</td>
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<td>MAIL STOP EXT. DATE SENT</td>
<td>A203</td>
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### NARRATIVE:

**Requested Action:**

Informational agenda item to provide Board Members with an update and status of the Sacramento Shade Tree Program

**Summary:**

2020 marks the 30th anniversary of SMUD’s partnership with the Sacramento Tree Foundation (STF) to provide free shade trees to our customers and community. During these three decades more than 600,000 trees have been planted at homes, parks, public spaces and neighborhoods. SMUD Staff will present the current state of the program and the new initiatives and areas of focus implemented through this partnership.

**Board Policy:**

- SD-7, Environmental Leadership; promoting energy efficiency, reduction of greenhouse gases and proactively engaging customer owners by encouraging them to plant and care for their shade trees.
- SD-9, Resource Planning; reduction of greenhouse gases directly through CO2 sequestration from the trees and indirectly through energy efficiency when the trees provide shade and reduce HVAC usage.

**Benefits:**

Provide free shade trees to customers, neighborhoods, community organizations, and public facilities

**Cost/Budgeted:**

N/A

**Alternatives:**

N/A

**Affected Parties:**

Residential customers, neighborhoods, parks, schools, and other publicly owned facilities

**Coordination:**

Customer and Community Services – Advanced Energy Solutions

**Presenter:**

Ed Hamzawi, Director, Advanced Energy Solutions
Amy Young, SMUD Program Manager
Pamela Sanchez, Program Manager, Sacramento Tree Foundation

**Additional Links:**

Sacramento Shade Tree Program Update
TO

1. Claire Rogers
2. Nicole Howard
3. Frankie McDermott
4. Stephen Clemons

TO

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

Consent Calendar | Yes | No | If no, schedule a dry run presentation. | Budgeted | Yes | No | If no, explain in Cost/Budgeted section.
FROM (IPR) | | | | | | | |
Tracy Carlson | | | | | | | |
DEPARTMENT | | | | | | | |
Customer Service & Operations | | | | | | | |
MAIL STOP | A151 | | | | | | |
EXT. | 7248 | | | | | | |
DATE SENT | 7/30/20 | | | | | | |

NARRATIVE:

Requested Action:

a. Accept the monitoring report for Strategic Direction SD-5, Customer Relations.
b. Approve proposed revisions to Strategic Direction SD-5, Customer Relations, to establish an overall customer experience “value for what you pay” target of 70 percent by the end of 2025 and 80 percent by the end of 2030.

Summary:

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

Staff also proposes to revise the policy to change the overall customer experience “value for what you pay” target from 80 percent by the end of 2021 to 70 percent by the end of 2025 and establish an 80 percent “value for what you pay” target by the end of 2030. A copy of the redlined policy is attached.

Board Policy:

SD-5, Customer Relations. This report provides the measurement of customer service as specified in SD-5.

Benefits:

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

Cost/Budgeted:

N/A

Alternatives:

No action would impact ability to meet Strategic Direction.

Affected Parties:

Customer Service & Operations, Communications, Marketing, & Community Relations, Legal, and SMUD customers

Coordination:

Customer Service & Operations

Presenter:

Tracy Carlson, Director, Customer Service & Operations

Additional Links:

SUBJECT

Annual Monitoring Report & Proposed Revisions for SD-5, Customer Relations

ITEM NO. (FOR LEGAL USE ONLY)
TO:    Board of Directors                  DATE:  August 11, 2020

FROM:  Claire Rogers  CR 8/11/20

SUBJECT: Audit Report No. 28007209  
          Board Monitoring Report; SD-05: Customer Relations

Audit and Quality Services (AQS) reviewed the SD-05 Customer Relations 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**

Strategic Direction 5 states that:

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

In addition, the Board establishes an overall customer experience “value for what you pay” target of 80 percent by the end of 2021, with neither the average commercial customer score falling below 69 percent nor the average residential customer score falling below 65 percent in any year.

As part of this policy:

- a) SMUD customers shall be treated in a respectful, dignified and civil manner.

- b) SMUD shall communicate a procedure for customers who believe they have not received fair treatment from SMUD to be heard.

2) **Executive summary**

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

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

High satisfaction in these key interactions below and a high Value for What You Pay score supports SMUD’s purpose and vision to act in the best interests of our customers and community.
SMUD is in compliance with the policy and has exceeded the targets set forth by the Board in all instances for SD-5.

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

SMUD achieved a 67% overall Value for What You Pay score, with neither Residential nor Commercial falling below their prescribed floors. Although this is 2% above the 2016 baseline score of 65%, we recognize this is a 4% decrease from the 2018 score of 71%. As expected, we experienced volatility within our Residential segment resulting from the transition to and first summer of our Time of Day rates. What was not anticipated but necessary, was a complex rate proposal impacting both Commercial and Net Energy Metering customers. The compounding impacts drove down our overall score and this is expected to continue as we make further pricing changes. Enterprise priorities, driving large investments in other strategic initiatives, prevents the significant investments needed to offset pricing impacts and sustain Best in Class customer experience scores in the future.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Status</th>
<th>Compliance</th>
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<tbody>
<tr>
<td>Customer Service Level</td>
<td>Overall Satisfaction</td>
<td>97%</td>
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<tr>
<td></td>
<td>Tree Trimming</td>
<td>95%</td>
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<td></td>
<td>New Connects</td>
<td>98%</td>
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<tr>
<td></td>
<td>Bill Inquiries</td>
<td>96%</td>
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<tr>
<td></td>
<td>Outage Communication</td>
<td>96%</td>
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<td></td>
<td>IVR Payment</td>
<td>96%</td>
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<td></td>
<td>IVR Payment Arrangement</td>
<td>98%</td>
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<tr>
<td>Value for What You Pay Addendum</td>
<td>Overall VFP</td>
<td>67%</td>
</tr>
<tr>
<td></td>
<td>Commercial</td>
<td>69%</td>
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<tr>
<td></td>
<td>Residential</td>
<td>66%</td>
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</table>

Respectful Customer Treatment: Compliant

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

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

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

Zero hearings were conducted in 2019, as staff successfully resolved all escalations within standard customer communication channels.

3) Additional supporting information
See Appendix A for supporting information.

<table>
<thead>
<tr>
<th>2019 Accomplishments</th>
<th>Supportive SD</th>
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<tbody>
<tr>
<td>Exceeded Weatherization and EAPR pilots goal while maintaining 89% avg. pilot satisfaction with an overall EAPR satisfaction &gt;95%.</td>
<td>SD-5</td>
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<tr>
<td>Met customer EE goals saving our customers 157 GWh of energy representing approximately $14.5 Million in bill savings.</td>
<td>SD-5</td>
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<tr>
<td>Small and Midsize Business team created and launched an “Easy Business Tools” campaign. The Easy Business Tools message educated customers to the benefits of SMUD My Account, the variety of billing and payment options available, and information on how a customer could connect with their personal Strategic Account Advisor.</td>
<td>SD-5</td>
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<tr>
<td>2019-2020 partnership with Habitat for Humanity incentivizing electrification and solar, including new, rebuilds and repairs up to 50 homes and 50 multi-family residences.</td>
<td>SD-5</td>
</tr>
<tr>
<td>Successfully launched redesigned Sacramento Shade Program providing 10,697 free trees to customers (avg. of 4.15 /customer) with a concentration in low income communities.</td>
<td>SD-5</td>
</tr>
<tr>
<td>“Lighting for the Spectrum” focused on impact of circadian lighting on people with autism. 36 families installed/tested in their homes.</td>
<td>SD-5</td>
</tr>
<tr>
<td>SMUD Energy Store finalized 5-yr. expansion of partnership with City of Sac. on water rebates and incentives.</td>
<td>SD-5</td>
</tr>
<tr>
<td>21,000+ total touchpoints made by commercial street teams. Including a Commercial Blitz where employees from across SMUD met with Small and Midsize Businesses to share quarterly messages.</td>
<td>SD-5</td>
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</table>
Developed Commercial Rate Restructure Impact Tool that was leveraged to educate customers on the future impacts to their business. The tool provides current and future bill impacts for the duration of the transition.

The SEED team held 12 workshops, orientations or panel discussions and coordinated participation in over 112 outreach events, reaching approximately 13,750 small business representatives with information about SEED and other SMUD programs.

Provided incentives for the installation of more than 130 workplace chargers at commercial customer locations.

SAAs engaged with several Sustainable Communities initiatives to provide energy efficiency guidance and advisory services including City of Refuge, Pioneer Church, Volunteers of America, Salvation Army and Roberts Family Community Center.

Updated Commercial MyAccount dashboard to be more intuitive and easier to navigate. Added customized features that populated the contact information of the SAA, as well as proactive suggestions based on account preferences and/or past program participation.

Respectful Customer Treatment Supporting Information:

Classroom Training Attendees: 936

Web/ E-Learning: 436

Real Time Training – 2019 Bulletins: 43 Bulletins

Customer Journey Mapping: 32

4) Challenges

The next few years will continue to bring price increases, complex rate structures, and a strong effort to incentivize customers to electrify their homes and businesses. In addition, customer needs and expectations will continue to evolve. Investing in customer experience enhancements will be critical if we intend to maintain Best in Class customer experience outcomes.

5) Recommendation

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

Appendix A

Customer Satisfaction

<table>
<thead>
<tr>
<th>Overall Satisfaction</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
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</thead>
<tbody>
<tr>
<td>Tree Trimming</td>
<td>95%</td>
<td>95%</td>
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<tr>
<td>New Connects</td>
<td>98%</td>
<td>98%</td>
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<tr>
<td>Bill Inquires</td>
<td>96%</td>
<td>95%</td>
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<td>Outage</td>
<td>96%</td>
<td>96%</td>
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<tr>
<td>IVR Payment</td>
<td>96%</td>
<td>96%</td>
<td>N/A</td>
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<tr>
<td>IVR Payment Arrangement</td>
<td>98%</td>
<td>98%</td>
<td>N/A</td>
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Value for What You Pay

<table>
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<tr>
<th>VFP Segment Thresholds</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
<th>2015*</th>
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<tr>
<td>Commercial Minimum</td>
<td>69%</td>
<td>73%</td>
<td>72%</td>
<td>74%</td>
<td>67%</td>
</tr>
<tr>
<td>Residential Minimum</td>
<td>66%</td>
<td>69%</td>
<td>68%</td>
<td>66%</td>
<td>63%</td>
</tr>
</tbody>
</table>
Weatherization & EAPR

Three Year Partnership with Habitat for Humanity
Circadian Lighting
SMUD Energy Store 5 yr. Partnership

Commercial Rate Restructure Impact Tool

Estimated Rate Impacts

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<th>Customer</th>
<th>Business</th>
<th>Address</th>
<th>Current Rate</th>
<th>New Rate/Fixed</th>
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<th>Amount: 867.909</th>
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<td>$235</td>
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<tr>
<td>Total</td>
<td></td>
<td></td>
<td>$5,389</td>
<td>$7,040</td>
<td>$8,700</td>
<td>$10,360</td>
<td>$12,020</td>
</tr>
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</table>

Average Annual Percent Change: 3.15%
SAAs Support Sustainable Communities

Building sustainable communities

The need for equity

Commercial MyAccount

Good afternoon!

Your account advisor
ALFREDO CASTILLO:
Alfredo.Castillo@smud.org

Your billing history

Account advisor

Update your profile

Would you like to receive a bill or email notification for your account?
Yes No
Maintaining a high level of customer relations is a core value of SMUD. Additionally, the Board sets a customer satisfaction target of 95 percent with no individual component measured falling below 85 percent. In addition, the Board establishes an overall customer experience “value for what you pay” target of 80 percent by the end of 2025 and 80 percent by the end of 2030, with neither the average commercial customer score falling below 69 percent nor the average residential customer score falling below 65 percent in any year.

As part of this policy:

a) SMUD customers shall be treated in a respectful, dignified and civil manner.

b) SMUD shall communicate a procedure for customers who believe they have not received fair treatment from SMUD to be heard.

Monitoring Method: GM Report
Frequency: Annual
## BOARD AGENDA ITEM

### STAFFING SUMMARY SHEET

**CMCR 20-002**

**CMCR, August 18, 2020**

**Board Meeting Date**

**August 20, 2020**

### TO

<table>
<thead>
<tr>
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<td>2. Nicole Howard</td>
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<td>4. Stephen Clemons</td>
<td>9. Legal</td>
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<td>5.</td>
<td>10. CEO &amp; General Manager</td>
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### Consent Calendar

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<th>If no, schedule a dry run presentation.</th>
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<th>Yes</th>
<th>No</th>
<th>If no, explain in Cost/Budgeted section.</th>
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<td>Farres Everly</td>
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**DEPARTMENT**

**CMCR**

**MAIL STOP**

**A352**

**EXT.**

**6478**

**DATE SENT**

**7/27/20**

### NARRATIVE:

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

**Summary:** The Board of Directors will be presented with overall customer communications activities for 2019.

**Board Policy:** SD-15, Outreach and Communication.

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

**Cost/Budgeted:** N/A

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

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

**Coordination:** Communications, Marketing & Community Relations

**Presenter:** Farres Everly, Director, Corporate Communications & Marketing

### Additional Links:

**SUBJECT**

Annual Monitoring Report for SD-15, Outreach and Communication

**ITEM NO. (FOR LEGAL USE ONLY)**

**ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.**
Audit and Quality Services (AQS) reviewed the SD-15 Outreach and Communication 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.
1) Background

Strategic Direction 15 states:

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

Specifically:

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

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

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

2) Executive summary

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

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

2019 was a very active year for outreach and communications. The Time-of-Day (TOD) Rate campaign and transition support was the largest outreach and communication in SMUD’s history. Additionally, we were actively promoting helpful tools and tips for our customers, along with our ongoing promotion of programs and services.

We could be seen or heard in 15 customer-facing communication channels, including information in more than 10 languages. We implemented over 20 marketing campaigns
in total and participated in 1,416 community events, workshops, and partnerships (see Appendix A for overview of community events and partnerships).

Our activities accounted for more than 868,232,984 customer impressions in 2019. Of these, 437,589,424 were ethnic customer impressions. Just looking at TV and radio, the average SMUD customer had the opportunity to see or hear a SMUD commercial 73 times in 2019.

We look at trends related to the overall awareness of a cross-section of SMUD’s programs and services, segmented by ethnicity. The segments include Asian Pacific Islander, Hispanic, African American and Caucasian. The programs measured are Rebates, Energy Assistance Program Rate (EAPR), Greenergy, Electric Vehicle (EV) discount, My Energy Tools, SMUD Energy Store, SMUD Mobile App and the TOD Rate.

2019 proved to be a good year for awareness as we saw year-over-year increases for all programs for all ethnicities. See charts in Appendix B.

<table>
<thead>
<tr>
<th>SD Requirement</th>
<th>Program/initiative/policy</th>
<th>Purpose</th>
<th>Outcome</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and tools to manage energy use</td>
<td>In 2019, we implemented a robust multi-channel and multi-phased campaign to support TOD, along with more than 20 others promoting customer programs and services. Some of those include EVs/Drive Electric, SMUD Energy Store, Rebates, Billing/Payment options and Greenergy.</td>
<td>To increase customer engagement and awareness of major initiatives such as TOD, as well as our programs, services and tools to help manage energy use and support the environment.</td>
<td>A successful transition of residential customers to the TOD rate, and year-over-year increases in awareness among all ethnic segments for all of the programs measured. (Appendix B)</td>
<td>Phases 2 and 3 of the Time-of-Day education campaign ran from January through September, with broad awareness tactics as well as highly targeted, personalized communications.</td>
</tr>
<tr>
<td>Integrated and consistent communication that recognizes unique customer segments</td>
<td>Implemented communications, including collateral and advertisements in more than 10 languages, over a dozen communication channels, and present at hundreds of community events.</td>
<td>To have consistent, integrated messages available for various customer segments, including those based on ethnicity or those who may not see our messages in mainstream communication channels.</td>
<td>More than 437 million ethnic customer impressions, and 1,104 cultural, ethnic, and other special population events to support our diverse customer base (see Appendices A, B).</td>
<td>The 1,104 cultural, ethnic and other special population events throughout 2019 is a new record for SMUD.</td>
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<tr>
<td>Broad mix of communication channels</td>
<td>In 2019, we used 15 customer-facing communication channels to reach our customers, including face-to-face, door-to-door, traditional media and online media.</td>
<td>To reach customers with our messages in the communication channels they prefer.</td>
<td>More than 868 million customer impressions and support of 1,416 community events and partnerships in 2019 (see Appendices A, B).</td>
<td>---</td>
</tr>
</tbody>
</table>

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

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

   In 2019, we developed and implemented over 20 marketing and communication campaigns, including:

   - Time-of-Day
   - Bill Alerts/My Energy Tools
   - Bill Pay Your Way
   - Safety (Car Pole, 811, Wildfire)
   - Community-Owned, Not-For-Profit
   - Complete Energy Solutions
   - EAPR
   - Economic Development
   - Electric Vehicles
   - EnergyHELP
   - Express Energy Solutions
   - Greenergy
   - HomePower
   - Paperless Billing
   - Powering Futures
   - Rebates
   - Refrigerator Recycling
   - SMUD Energy Store
   - Shade Trees
   - Shine Neighborhood Awards
b) **SMUD will use an integrated and consistent communication strategy that recognizes the unique customer segments that SMUD serves.**

In 2019, our marketing and communications could be seen and heard in more than 10 languages in 15 customer-facing channels, including:

<table>
<thead>
<tr>
<th>TV</th>
<th>Online</th>
<th>Radio</th>
<th>Print</th>
<th>Direct Mail</th>
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</thead>
<tbody>
<tr>
<td>Email</td>
<td>Community Events</td>
<td>Surveys, focus groups</td>
<td>News Media</td>
<td>SMUD.org</td>
</tr>
<tr>
<td>Billboards Buses</td>
<td>Social Media</td>
<td>Door-to-door</td>
<td>Partnerships</td>
<td>Workshops</td>
</tr>
</tbody>
</table>

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

With millions of bill inserts and emails, tens of thousands of websites and multiple social media channels where customers could see our ads, hundreds of occasions SMUD had a presence at a community event or conducted a class, and our robust schedule of TV, radio, and print advertisements, it’s clear that we used a broad mix of channels to reach all of our customers in the channels they prefer. This includes in-language media such as TV, radio, print and digital in more than 10 languages.

These tactics account for 868,232,984 customer impressions in 2019. Of these, 437,589,424 were ethnic impressions. Just measuring TV and radio, the average SMUD customer had the opportunity to see or hear a SMUD commercial 73 times in 2019.

- 12,966,094 bill package inserts
- 1,416 sponsorships & events
- 2,609,851 direct mail pieces
- 29 radio stations
• 11,572,657 emails
• 442 billboards, transit boards
• 37 print publications
• 6 Social Media Channels

• 111,167 websites & app’s
• 24 broadcast & cable TV stations
• 16,121 volunteer hours
• 19 Shine awards

4) **Challenges**

It’s important that we reach customers in the communication channels they prefer and we continue to look for new opportunities and channels to reach our customers. However, channels can be limited based on our service territory and especially when trying to reach customers that prefer communications in certain languages we have limited opportunities.

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

5) **Recommendation**

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

6) **Appendices**
APPENDIX A

Community Outreach and Engagement

In 2019, we continued to be very active in the community through our support of efforts that improve the quality of life in our region. SMUD participated in 1,416 events and sponsorships, and SMUD employees volunteered 16,121 hours.

<table>
<thead>
<tr>
<th>Events &amp; Partnerships</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total events &amp; partnerships</td>
<td>1,416</td>
</tr>
<tr>
<td>Total volunteer hours</td>
<td>16,121</td>
</tr>
</tbody>
</table>

Following is the overview of total events, sponsorships, partnerships, workshops and other outreach that are included in total events and partnerships in 2019.

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business booths, tradeshows, and conferences</td>
<td>18</td>
</tr>
<tr>
<td>Business sponsorships, networking events, and mixers</td>
<td>178</td>
</tr>
<tr>
<td>Community sponsorships, networking events, ads, or mixers</td>
<td>222</td>
</tr>
<tr>
<td>Panels, presentations or committee meetings</td>
<td>144</td>
</tr>
<tr>
<td>Partnerships</td>
<td>107</td>
</tr>
<tr>
<td>Residential booths or community events</td>
<td>381</td>
</tr>
<tr>
<td>School outreach, education, or career fairs</td>
<td>205</td>
</tr>
<tr>
<td>Volunteer events</td>
<td>86*</td>
</tr>
<tr>
<td>Workshops</td>
<td>161</td>
</tr>
<tr>
<td>Cultural, ethnic, special population</td>
<td>1,104*</td>
</tr>
</tbody>
</table>

*These events are already included in the other categories but noted separately to highlight volunteerism and events for ethnic and special audiences including Arts, Disabilities, Education, Environmental, Health & safety, LGBTQ, Military, Seniors, Stem/Robotics.
APPENDIX B
Awareness of Programs by Ethnicity

Hispanic – Overall Awareness 2019
Awareness trends over the last five years among Hispanic customers. All programs show a year-over-year increase from 2018 to 2019.

![Graph showing awareness trends for Hispanic customers](image)

African American – Overall Awareness 2019
For African-American customers, awareness of all programs and services was up from 2018 to 2019.

![Graph showing awareness trends for African American customers](image)
Caucasian – Overall Awareness 2019
Among Caucasians, all programs and services saw increases in awareness year-over-year.

Asian Pacific Islander – Overall Awareness 2019
All programs and services had increases in awareness from 2018 to 2019 with Asian Pacific Islander customers.
# BOARD AGENDA ITEM

**STAFFING SUMMARY SHEET**

**PPP 20-021**  

### Committee Meeting & Date

**ERCS**  
**August 18, 2020**

**Board Meeting Date**  
**August 20, 2020**

### TO [TO]

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<td>Nicole Howard</td>
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<td>Paul Lau</td>
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<td>Stephen Clemons</td>
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<td>Jennifer Restivo</td>
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### Requested Action

Board approval to delay the implementation of the Commercial Rate Restructure (CRR) for one year to be effective no later than May 31, 2022.

### Summary

In June 2019, the Board adopted Resolution No. 19-06-13 which included, among several rate action items, a CRR glidepath to be effective no later than May 31, 2021.

Due to the COVID-19 crisis that began in mid-March and currently continues, SMUD’s crisis response has shifted our focus and altered the original planned rates implementation work for the remainder of the year. Although staff has made progress on rate implementation work, the CRR requires significant effort and delaying the CRR rate transition for one year will not materially impact SMUD’s long term goals and rates trajectory adopted by the Board. The delay does not adversely impact SMUD’s revenue collection as the CRR is designed to be revenue neutral by rate category. The necessary changes to the rate schedules will be included in the planned 2021 rate action under miscellaneous rate changes.

### Board Policy

SD-2, Competitive Rates

### Benefits

The extra year would allow staff the opportunity to continue to balance priorities that have been impacted by the COVID-19 crisis, with customers staying on the legacy rates for one more year as we continue to plan and implement the roll out of the new rates under the new normal moving forward. The CRR complies with Board directives on rates, supports the Integrated Resource Plan (IRP), the ambitious carbon reduction goals set by the Board, promotes electrification and aligns prices when renewable power is abundant.

### Cost/Budgeted

N/A

### Alternatives

Keep existing transition date of no later than May 31, 2021 as adopted by the Board in rates resolution 19-06-13.

### Affected Parties

All commercial customers, excluding agricultural and lighting customers.

### Coordination

Planning, Pricing & Enterprise Performance

### Presenter

Alcides Hernandez
<table>
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<th>SUBJECT</th>
<th>Delay of Commercial Rate Restructure (CRR) implementation for one year</th>
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ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.
### BOARD AGENDA ITEM

**STAFFING SUMMARY SHEET**

**Committee Meeting & Date**
ERCS Committee – 08/18/20

**Board Meeting Date**
N/A

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**Consent Calendar**
- Yes | X | No (If no, schedule a dry run presentation.) |

- Budgeted | X | Yes |

**FROM (IPR) DEPARTMENT MAIL STOP EXT. DATE SENT**

- Ed Hamzawi | Advanced Energy Solutions | A203 | 5449 | 8/6/2020 |

**NARRATIVE:**

**Requested Action:**
Informational agenda item to Update the Board on on-going work, research, and plans to redesign our residential Green Pricing programs.

**Summary:**
SMUD has provided Voluntary Renewable Energy Programs (VREP) and green pricing options for our customers for 23 years and has remained a national leader in delivering renewable and carbon-free energy through our programs every year. Recent market research with our customers indicates that interest and market potential for green renewable and carbon-free energy remains strong and is increasing in our community. Staff are currently investigating modifications to our existing programs and enrollment strategies that could increase participation in our programs and contribute to reducing our carbon footprint and support the objectives of our Integrated Resource Plan.

**Board Policy:**
SD-7, Environmental Leadership; offering programs and options for customers to obtain renewable and carbon-free electricity.

**Benefits:**
Provide new or additional options for residential customers to acquire renewable and carbon-free electricity; increase and expand market participation and enrollment; assist in reducing SMUD’s carbon footprint and support our IRP objectives.

**Cost/Budgeted:**
N/A

**Alternatives:**
N/A

**Affected Parties:**
Residential customers

**Coordination:**
Customer and Community Services, Resource Planning

**Presenter:**
Ed Hamzawi-Director, Advanced Energy Solutions

**Additional Links:**

**SUBJECT**
Residential Green Pricing Programs

ITEM NO. (FOR LEGAL USE ONLY)

ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.
### BOARD AGENDA ITEM

#### STAFFING SUMMARY SHEET

**Committee Meeting & Date**
ERCS Committee – 08/18/20

**Board Meeting Date**
N/A

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<td>5.</td>
<td>10. <strong>CEO &amp; General Manager</strong></td>
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**Consent Calendar**

- **Yes**
- **X**
- **No** If no, schedule a dry run presentation.

**Budgeted**

- **X**
- **Yes**

**No** (If no, explain in Cost/Budgeted section.)

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<tr>
<td>Jose Bodipo-Memba</td>
<td>Sustainable Communities</td>
<td>B206</td>
<td>6493</td>
<td>8/8/2020</td>
</tr>
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**NARRATIVE:**

**Requested Action:** Informational agenda item to update the SMUD Board on on-going work Sustainable Communities Initiative

**Summary:** SMUD launched the Sustainable Communities Initiative in November 2018, with the aspirational goal to enhance the quality of life for all our customers and communities through collective impact. This presentation will provide an update of how the Sustainable Communities Initiative has addressed the needs of the changing environment due to COVID-19 and the rapid social change occurring in our region’s most underserved communities. The presentation will discuss the plan, strategy, wins, metrics, and opportunity areas to ensure the effectiveness of the initiative. Additionally, the presentation will discuss how we, along with our community partners have helped shift regional prioritization efforts using mapping technology and customer data. The intent of the initiative is to better align SMUD’s time, energy and resources in order to focus and optimize our efforts and generate a greater and more positive collective impact on the communities we serve, thus reducing the disparity gap within the Sacramento region incrementally.

**Board Policy:**

(Number & Title)
- SD-5, Customer Relations; SD-7, Environmental Leadership; SD-9, Resource Planning; SD-10, Innovation; SD-13, Economic Development; SD-15, Outreach and Communication

**Benefits:** Help lead the region towards a more prosperous, equitable, and sustainable future focused on healthy environments, safe and effective transportation, economic development opportunities, and access to community partnerships and networks.

**Cost/Budgeted:**

N/A

**Alternatives:**

N/A

**Affected Parties:**

Internal- Cross Organizational; Residential customers and commercial customers

**Coordination:**

Cross Organizational

**Presenter:**

Jose Bodipo-Memba, Director, Sustainable Communities

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**Additional Links:**

**SUBJECT**
Sustainable Communities Initiative Update

**ITEM NO. (FOR LEGAL USE ONLY)**

ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.
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### Budgeted

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### Calendar

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<th>Consent Calendar Schedule</th>
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### FROM (IPR) DEPARTMENT MAIL EXT. DATE

**Brandon Rose**
Donna Lofton
Board Office
B307
5079
12/23/19

### NARRATIVE:

**Requested Action:** Provide a summary of committee direction from the Board to Staff.

**Summary:** During a Board discussion at the January 2017 Policy Committee, the Board requested having 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. Policy Committee Chair, Dave Tamayo, 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 what the will of the Board.

**Cost/Budgeted:** N/A

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

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

**Coordination:** Donna Lofton, Special Assistant to the Board

**Presenter:** Brandon Rose, ERCS Committee Chair

### Additional Links:

- Summary of Committee Direction