Board Policy Committee Meeting and Special Board of Directors Meeting

Date: Wednesday, March 11, 2020
Time: Scheduled to begin at 5:30 p.m.
Location: SMUD Headquarters Building, Auditorium
6201 S Street, Sacramento, CA
AGENDA
BOARD POLICY COMMITTEE MEETING
AND SPECIAL SMUD BOARD OF DIRECTORS MEETING

Wednesday, March 11, 2020
SMUD Headquarters Building, Auditorium
6201 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. Patrick Durham
   Accept the monitoring report for Strategic Direction SD-6, Safety and informational update on the impact of the coronavirus on SMUD operations and procedures.
   Presentation: 15 minutes
   Discussion: 20 minutes

2. Eric Douglas
   LEADING RESOURCES, INC.
   Holistic Policy Review: GP-5, Election of Board President and Vice President; GP-6, Role of the Board President; and GP-9, Board Committee Chairs.
   Discussion: 30 minutes

INFORMATIONAL ITEMS

3. Nancy Bui-Thompson
   Board Work Plan.
   Discussion: 20 minutes

4. Public Comment

5. 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 Headquarters Building, 6201 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

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**NARRATIVE:**

**Requested Action:** Accept the monitoring report for **Strategic Direction SD-6, Safety** and informational update on the impact of the coronavirus on SMUD operations and procedures.

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

**Board Policy:**

*(Number & Title)*

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

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**Additional Links:**

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**SUBJECT**

SD-6, Safety Board Monitoring Report

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

**ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.**
SACRAMENTO MUNICIPAL UTILITY DISTRICT
OFFICE MEMORANDUM

TO: Board of Directors

DATE: March 4, 2020

FROM: Claire Rogers

SUBJECT: Audit Report No. 28007202
        Board Monitoring Report; SD-6: Safety

Audit and Quality Services (AQS) reviewed the SD-6 Safety Q3–Q4 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
Board Monitoring Report  
Third & Fourth Quarters, 2019  
SD-6 Safety

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 aids their recovery while maintaining positive financial performance of the workers’ compensation program.

Public Safety

a) Track and report public injuries 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 met its safety performance targets related to SD-6.

Workplace Safety

SMUD recorded 48 OSHA Recordables injuries in 2019. This is a 44% decrease from 2018 (85 OSHA Recordables). Of the 48 injuries, 24 (3 Lost Time & 21 Modified Duty injuries) resulted in a 1.1 DART rate for 2019. Forty-two percent of the DART cases resulted in soft tissue related injuries and 79% occurring in a field environment. 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. 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:

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<tr>
<td>No. of Claims</td>
<td>168</td>
<td>150</td>
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<td>Frequency rate per 100 employees</td>
<td>4.96</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 the Safety Incident Tracking System (SITS) including car-pole collisions, electrical contact, dig-in incidents and injuries to the public that are related to SMUD’s operations or facilities.

From January through December of 2019, there were 252 incidents where the public hit SMUD equipment. Of those incidents, two resulted in fatalities and an additional two resulted in hospitalizations with no claims being filed at this time. Eight electrical contacts were reported resulting in seven minor shocks and one hospitalization. Forty-eight dig-ins were reported with four injuries, all minor electrical shocks which occurred while hand digging.

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 is presented in the Challenges section of this report. This report summarizes the performance for the second 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 that is being finalized in early 2020.

**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 six months, five vendors have presented demonstrations of the technology offerings. Safety and IT are developing a RFP for 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, change management, human performance engineering, field observations, job hazard analyses, contractor, and public safety improvements.

**Safety Standards Development.** During 2019, Safety initiated the development of several new standards and updated existing standards to assist in the improved safety of SMUD operations. These included Wildfire Smoke Hazards; Injury and Illness Prevention Program updates; Serious Injury and Illness Reporting; Silica; Lead; Lock-Out Tag-Out; and Special Motorized 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. During 2019, a total of 16,536 Supervisor-Employee interactions were complete that resulted in a percentage observed of 158%.

**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 2019, SMUD reported and investigated 66 near misses through SITS.

**Community and Public Safety.** 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 developed a new training program on Electrical Hazards. This training was tailored to educate the public on how to safely avoid interaction with SMUD infrastructure during car-pole collisions or other emergency situations.

In 2019, SMUD also held fourteen public safety outreach sessions that included outreach to emergency personnel, local contractors, local companies, and Sacramento community members. Training topics included electrical hazards training, and emergency preparedness training through tabletop I scenarios. SMUD has also partnered with Pacific Gas and Electric (PG&E) and 8-1-1 to train local contractors on
dig-in prevention. Training for local companies and the greater Sacramento community
focused on protecting and preparing them for emergency situations around the electrical
system. One such event was the California Preparedness Day in August, where SMUD
partnered with other local utilities and emergency responders to focus on preparing the
Sacramento region for emergency situations.

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 53 contractors. We are continuing to network and
perform benchmarking 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.

Safety Conducted Observations Reduce Common Hazards (SCORCH). For 2019,
SCORCH team members conducted 3,989 Office and Professional interactions
whereas the SCORCH Field groups employee interactions were 1,272. These
interactions resulted in the removal of 9 barriers to safety. 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 88 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.

In addition, Safety dedicated one of its existing positions as a SCORCH Coordinator. A
new SCORCH Coordinator was hired to the team in Q4, 2019. The new coordinator is
now working with different groups throughout SMUD to learn about opportunities to
enhance and drive improve effectiveness of the program.
4) **Challenges**

**Incidents and Injuries.** Soft tissue injuries continue to decrease across SMUD. 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 Q3 and Q4, 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. The new SMS will also allow improved data management of employee suggestions, correction action closure rates, and tailboard status.

**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 Upper American River Project (UARP) underwent a Voluntary Protection Program (VPP) certification in 2019 and was awarded VPP status in November 2019. This effort highlighted the UARP’s commitment to Safety and high-quality safety program that the Business Unit developed and implemented. The Gas Pipeline Operations (GPO) continued their preparation for a VPP audit to occur in 2020. In addition to the VPP application and inspection process, Safety continued to develop and advance the contractor safety program with improvements in contractor pre-qualification, onboarding, and inspection. Power generation continued their soft tissue injury reduction plan by continuing to have employees participate in the functional movement screening program. As an improved leading indicator Power generation observed an overall increase in the number of near-misses reported, investigated and corrected reducing the likelihood of an actual incident.

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. Safety will be working with CCS and Security on a SMUD-wide situational awareness program in 2020.

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. In 2019, Safety partnered 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. Additional SMITHS driver safety classes were conducted in the second half of 2019. In addition, Safety has developed a 3-year plan to improve the Driver Safety Program and PVA reduction. This program leverages the use of GPS data, driver ergonomics, training, driver safety data trending analysis and increased communication of safe driving behaviors.

**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 two Family Cardiac Pulmonary Resuscitation (CPR)/First Aid training session in February and November of 2019. In addition to the Family/CPR and First Aid training, Safety partnered with SCORCH and security to facilitate two self-defense courses in 2019.

**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 finished up, SMUD Safety conducted a Polychlorinated biphenyls (PCBs) and Volatile Organic Compound air sampling, worked with Environmental Services in completing a PCB risk assessment, and 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. The Wellness team is also increasing their partnership with the Occupational Health & Safety Department.
Appendix A

DART Count and OSHA Recordable 2004-2019
### BOARD AGENDA ITEM

**STAFFING SUMMARY SHEET**

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Eric Douglas / Donna Lofton

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Board

**MAIL STOP**

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**DATE SENT**

2/26/2020

**NARRATIVE:**

**Requested Action:** Allow the Board’s Consultant, Eric Douglas, to conduct a Holistic Policy Review of GP-5 Election of President and Vice President, GP-6 Role of the Board President and GP-9 Board Committee Chairs.

**Summary:** The Board requested a presentation on and discussion of its policies to be done in a holistic fashion. This discussion will allow the Board to view multiple policies in this session and help them determine which policies have language in need of refinement and allow them an opportunity to discuss potential policy changes.

**Board Policy (Number & Title):** GP-2 Governance Focus states the Board will discuss and evaluate its performance.

**Benefits:** Having this discussion will give the Board members an opportunity to review, edit, and update language in the policies that are under review.

**Cost/Budgeted:** N/A

**Alternatives:** Table this discussion for a later time.

**Affected Parties:** Board of Directors

**Coordination:** Donna Lofton, Special Assistant to the Board and Eric Douglas, Board Consultant

**Presenter:** Eric Douglas, Board Consultant
**Board Agenda Item**

**Staffing Summary Sheet**

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**Narrative:**

**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 (Number & Title):** 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:** Rob Kerth, Board President

**Additional Links:**
**BOARD AGENDA ITEM**
**STAFFING SUMMARY SHEET**

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<th>No/If no, schedule a dry run presentation.</th>
<th>Budgeted</th>
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<th>No (If no, explain in Cost/Budgeted section.)</th>
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<td>Heidi Sanborn / Donna Lofson</td>
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MAIL | STOP | EXT. | DATE | SENT |
B307 | 5079 |      | 12/23/19 |

**NARRATIVE:**

Provide a summary of committee direction from the Board to Staff.

**Requested Action:**

**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, 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 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:** Heidi Sanborn, Policy Committee Chair

**Additional Links:**

**Subject:** Summary of Committee Direction

**Item No.:** (For Legal Use Only)