Board Policy Committee
Meeting and Special SMUD
Board of Directors Meeting

Date: Wednesday, October 13, 2021
Time: Scheduled to begin at 5:30 p.m.
Location: Virtual Meeting (online)
AGENDA
BOARD POLICY COMMITTEE MEETING
AND SPECIAL SMUD BOARD OF DIRECTORS MEETING

Wednesday, October 13, 2021
Scheduled to begin at 5:30 p.m.
Zoom Webinar Link: Join Policy Committee Meeting Here
Webinar ID: 161 088 3028
Password: 887274
Phone Dial-in Number: 1-669-254-5252 or 1-833-568-8864 (Toll Free)

Pursuant to Government Code section 54953(e) and the Emergency Board Meeting Procedures adopted by the SMUD Board of Directors, the regular Board meeting and other public meetings are currently conducted solely via virtual (online/teleconference) meeting to align with state, local, and federal guidelines 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 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, noting the agenda item number in the subject line. The Committee Chair may read comments for items on the agenda into the record, in his 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 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 ITEM

1. Patrick Durham  
   Accept the monitoring report for Strategic Direction SD-6, Safety.
   Presentation: 15 minutes
   Discussion: 15 minutes

INFORMATIONAL ITEMS

2. Nancy Bui-Thompson  
   Board Work Plan.
   Discussion: 5 minutes

3. Public Comment

4. Heidi Sanborn  
   Summary of Committee Direction.
   Discussion: 1 minute

ANNOUNCEMENT OF CLOSED SESSION AGENDA


Pursuant to Section 54957.6 of the Government Code:

   SMUD Designated Representatives:
   Cheryl Spector, Manager, Employee Relations
   Jennifer Dibble, Employee Relations

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.

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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 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

Additional Links:
Audit and Quality Services (AQS) received the SD-6 Safety Leadership first-half 2021 Biannual Board Monitoring Report and performed the following:

- A review of the information presented in the report to determine the possible existence of material misstatements;
- Interviews with report contributors and verification of the methodology used to prepare the monitoring report; and
- Validation of the reasonableness of a selection of the report’s statements and assertions.

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

CC:

Paul Lau
1. **Background**

Strategic Direction SD-6 states that:

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

Through best practice methods and continuous improvement, SMUD will be recognized as a leader in employee safety while also assuring the safety of the public related to SMUD operations and facilities. SMUD commits to a proactive approach, including the active involvement of SMUD leadership, employees, contractors, and the community, as well as comprehensive monitoring of organizational and public safety performance.

Therefore, SMUD will continue to improve safety results to:

**Workplace Safety**

a) Reduce SMUD’s injury severity incidents to 13 or less than by 2025, as measured by OSHA’s Days Away Restricted Time (DART), a rate that demonstrates top quartile safety performance for similar size utilities using the Bureau of Labor Statistics (BLS) work-related safety data.

b) Provide timely, quality health care for injured employees that aids their recovery while maintaining positive financial performance of the workers’ compensation program.

**Contractor Safety**

Support contractors to reduce and eliminate potential hazards for Serious Injuries and/or Fatality (SIF) when conducting high risk work.

**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 new 5-year strategy of working toward a zero-incident culture. In the first half of 2021, SMUD met its safety performance targets related to SD-6.
Workplace Safety

SMUD recorded 25 OSHA Recordables injuries in the first half of 2021. This is a 19% decrease from 2020 (31 OSHA Recordables). Of the 25 injuries, 6 (2 Lost Time & 4 Modified Duty injuries) resulted in a .58 DART rate. One of the 6 DART cases resulted in soft tissue related injuries and all occurred in a field environment. This represents a continued decrease in injuries which is trending downward to meet our 2025 Target (See Appendix A). As compared with the U.S. Bureau of Labor Statistics (BLS), SMUD was below the DART rate for Electrical Power Generation, Transmission and Distribution total DART rate of 0.9 by 0.32 points (https://www.bls.gov/web/osh/summ1_00.htm).

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.

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021*</th>
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<tbody>
<tr>
<td>No. of Claims (Medical &amp; Indemnity)</td>
<td>120</td>
<td>85</td>
<td>88</td>
<td>59</td>
</tr>
<tr>
<td>Incident rate per 100 employees</td>
<td>5.07</td>
<td>3.6</td>
<td>2.3</td>
<td>2.4</td>
</tr>
<tr>
<td>Rates per $100 payroll</td>
<td>.58</td>
<td>.50</td>
<td>.59</td>
<td>.76</td>
</tr>
</tbody>
</table>

*Preliminary results since the actuarial report will not be finalized until November 2021.

This year has continued to present challenges with COVID-19. COVID-19 hasn’t only impacted the way SMUD is getting work done but has also resulted in new and emerging legislation surrounding paid leave and workers’ compensation liabilities for COVID related injuries. Despite these challenges SMUD’s program remains strong and continues to lead when compared with similarly situated organizations.

Contractor Safety

Safety has completed 92 contractor site safety field visits through the second quarter. These visits focus on high hazard work performed on SMUD projects focusing on construction safety hazards, such as excavation, working at elevations, and in confined spaces to verify safe working practices by our contractor to reduce the potential for serious injuries or property damage. Contractor reported incidents require an investigation to be completed and typically will warrant additional site safety visits to verify corrective measures have been put into place to reduce further occurrences.
Public and Community Safety

SMUD tracks public and community incidents in the 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. For the first half of 2021, there have been 145 incidents where the public hit SMUD equipment, with two fatalities from such. Five electrical contacts were reported, resulting in zero fatalities. There have been 41 dig-ins reported with no reported injuries. Zero claims have been filed against SMUD.

3. Additional Supporting Information

The new SD-6 Safety Direction became effective February 2021. Our goal is to achieve the desired performance objectives by year-end 2025. This report summarizes the first half of 2021 safety performance.

Safety Leadership. The Safety Team continues with its integration efforts 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) Paul Lau, re-emphasized the need to improve safety at SMUD with a greater focus of developing a “Safety for Life” culture at SMUD, reducing the risk of serious injuries and fatalities, implementing a safety management system, and improving the analysis of injury and incident trends. These goals are outlined in SMUD’s new Safety Road Map.

Safety Management System. Three applications within the Safety Management System have been activated this year. They include Inspection Tool, Safety Risk Assessment, and Compliance Calendar. Job aids and training are complete, and all three applications are now in use. Three additional applications are on schedule for activation during the 4th quarter of 2021. These include Concern Reporting, Safety Observations, and Ergonomics. Once activated and utilized, new safety dashboards and reports will be made available.

Safety Standards Development. During 2021, the Safety Team continued their efforts to improve the process to be used to route new or updated Health & Safety Standards to appropriate Directors for review. The recently obtained SMS “Doc Manager” application will be used for this process. Affected Directors will begin receiving requests in mid to late September 2021.

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. During the first half of 2021, a total of 8,663 Supervisor-Employee interactions were complete that resulted in a 166% percentage observed.
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 this year, SMUD reported and investigated 32 near misses through SITS.

Contractor Safety. SMUD continues to use the ISN system to evaluate our contractor’s safety record and safety program. The Contractor Safety program initially focused on SMUD contractors in Power Generation and Environmental Services and has expanded to include Line, Substation, and Vegetation management contractors that perform high risk work, such as high voltage work, working at heights, vegetation management, confined spaces, excavations, etc.

SMUD currently has 70 contractors in the ISN system. We continue 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. During the past year we have expended our site safety evaluations performed on our high-risk contractors validate safety performance on the jobsites. Through Q2 of 2021, 92 site safety evaluations were completed, and we are on track to hit the 125-evaluation end of year target. We are also continuing to validate our pre-qualification criteria for contractor selection. SMUD’s pre-qualification 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.

In addition, SMUD Procurement and Safety have partnered together working on enhancing contract language as it relates to contractor safety requirements, Request for Proposal (RFP) templates for high-risk work and incorporating contractor safety as part of the onboarding process.

Safely Conducted Observations Reduce Common Hazards (SCORCH). For the first half of 2021, SCORCH team members conducted 2,052 Office and Professional interactions and 1,308 Field employee interactions. These interactions resulted in the removal of 5 barriers to employee safety. The virtual self-observation format continues to be the most effective way of maintaining observation engagement among office employees that work remotely. Virtual self-observations elevated the employee/process partnership for leading indicator data being promptly communicated and shared with key stakeholders for improvements made to the remote worker environment.

A communication plan related to steps for minimizing “eye strain” was implemented to foster a positive change in behavior. Field employees were provided action plans for addressing the ergonomic behavior of “awkward posture” tied to employees performing PC/desk related tasks more commonly from the cab of their SMUD vehicle. A smart workstation setup, performing routine stretch breaks, combined with an awareness for frequency and duration of task or static posture, proved to move employee behavior in a
positive direction in minimizing risk. A new virtual self-observation data sheet is now being utilized by field employees and yielding encouraging feedback and results.

4.0 Challenges

COVID-19 and Vaccination Guidance. The challenge for Safety this year continues to be COVID-19. SMUD safety, People, Services, & Strategies, Emergency Planning, Facilities and Communications worked to develop new COVID-19 guidance and testing programs to protect employees, contractors, and the public. These efforts resulted in one work-related COVID-19 exposure and limited absenteeism to our employees.

Data Management. Improving the quality, automation, and use of safety data is an ongoing challenge. SMUD Safety and IT has selected the GenSuite Safety Management System (SMS) to automate the generation of data so that we 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.

Chronic Muscular Injuries. As presented in this report, SMUD continues to work toward a reduction in all incidents. During the past 6 months, SMUD leadership and employees have worked together to build trust and create a new JLMSC Team format, SCORCH (behavior-based) Committees, Safety for Life efforts, contractor safety field visits, and standards/programs. In addition, SMUD has worked closely with contractors conducting high risk work to support the reduction of injuries and incidents to their employees and subcontractors. During the second half of 2021, SMUD is focusing on its field ergonomic program with Line and Power Generation.

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

Energy Delivery and Operations (EDO). Grid Assets leadership is continuing its approach, to encourage field staff input and participation on work group specific Joint Labor Management Safety Committees (JLMSC), with representatives from Field, Supervision, Union, and Safety in attendance. The Quarterly Business Segment JLMSC has been expanded to an “All field teams’ approach” at SMUD, which allows for the sharing of ideas and mitigation controls, for similar risks. The first meeting was held
on June 3, 2021, via Teams, due to COVID-19 impacts. The response from participants has been positive and the value is being recognized in improved communication of safety among all teams.

There have not been any Serious Injury Fatalities (SIFs) or Potential Serious Injury Fatalities (PSIFs), in the first 6 months of 2021. Should such an incident occur, the Safety Team will be ready to use TapRooT® software to identify the causal factors and root causes of these types of incidents. This software has been synced with the SMS program, including the “Action Tracking System” (ATS) application, to record and track identified corrective actions, to reduce workplace hazards and the potential for repeat incidents.

Safety has continued working with the SMUD Power Academy, through the COVID pandemic, to review internal and external safety training programs, to ensure continued consistency and quality. An example of this collaboration and teamwork is the rollout of the updated Wildfire Smoke Training. The Safety Team has also augmented this program with additional Purple Air sensors; hand-held “real-time” sensors, to be used by field crews (when internet is inaccessible); vehicle air cleaners; updated Air Quality Index (AQI) response guidelines; and a fillable tailboard supplement.

The Safety Team has continued to provide required safety trainings to field employees, which have smaller maximum capacity limits, due to the COVID-19 social distancing requirements. This includes creating social distancing floor plans for these trainings, providing signage, temperature stations, sanitization, PPE, and other support, as needed.

The Safety for Life events scheduled for 2021 were again postponed due to COVID-19. To ensure the Safety for Life culture continues to evolve during this time of social distancing and remote work, more emphasis will be placed on Safety for Life communications and testimonials. In 2021, Safety re-branded its publications and content to emphasize our Safety for Life culture at SMUD. Safety will be partnering with Red Cross to offer virtual classes in quarter four to SMUD employees. The classes will consist of a Be Red Cross Ready emergency preparedness class and an educational compression only CPR class. In addition, Safety hosted two driving rodeos this year and conducts vehicle ergo inspections as needed. Safety for Life Sparky’s Crew for SMUD children has continued throughout the pandemic.

During 2021, Wellness activities are designed and modified to support all employees, including those working remotely, through virtual wellness programs and activities. These activities focused on improving overall health, by providing on-line stretch breaks, workouts, eating healthy seminars and cooking demos to support physical health. Educational and awareness webinars help supported mental and emotional health, by providing resources and coping mechanisms to address stress and changes in lifestyle.

Health & Wellness realizes the environments in which we live, work and play, impacts our well-being. SMUD efforts includes employees and their families by empowering
individuals to promote and model positive attitudes and behaviors through a lifelong commitment to wellness.

**Zero Carbon Energy Solutions (ZCES).** Since the beginning of the COVID-19 Pandemic, Power Generation has been flexible in their response to be able to prioritize employee safety while also ensuring that the work is completed. The UARP increased work planning efforts to isolate crews and document work routes in case contact tracing is needed. Gas Pipeline began reporting directly to the field to limit employee to employee contact. Safety meetings including Joint Labor Management Safety Committee, Tailboards, Safety Meetings and Safety Training, including annual crew training, have continued with appropriate modifications to occur virtually, or when an in-person meeting is required social distancing and facial coverings are utilized.

Power Generation employees continued with their Savvy FIT Daily Dozen for soft tissue injury reduction. As a result, soft tissue injuries continue to trend down.

In addition to the COVID-19 Pandemic, Power Generation has also responded to extreme high heat and wildfire smoke events. Work was planned to ensure that employees able to reduce or eliminate potential exposures. Then, on August 17, Hydro Operations at Fresh Pond came under mandatory evacuation orders due to the fast-spreading Caldor Fire. Crews quickly moved vehicles and other equipment to White Rock Powerhouse and moved snow removal equipment from Riverton Yard to the shores of Union Valley Reservoir. Those who could not work from home reported daily to White Rock Powerhouse. Air scrubbers were deployed in areas where employees were working as AQI levels were frequently above 500. Evacuation orders were lifted on September 7. Prior to repopulating the Fresh Pond campus, Power Generation leadership had the campus cleaned of ash and debris, and deployed air scrubbers in all areas to eliminate the smoke.

Although Cal/OSHA’s Voluntary Protection Program (VPP) program has been limited in its scope and participation due to the COVID-19 pandemic, both the UARP and Gas Pipeline Operations (GPO) continue to pursue best in class improvements. The UARP continues to provide periodic updates to Cal/OSHA on their VPP Certified status and they are preparing for their annual audit. GPO continues to meet and prepare for the Cal/OSHA audit that is hopeful to be scheduled for early 2022 due to COVID-19 restrictions.

Power Generation also completed the purchase of Chili Bar Powerhouse from PG&E in June 2021. Safety inspections were completed by labor, management, engineering, and safety as soon as we took possession. There were 43 safety deficiencies noted, most of which have been resolved to bring the plant to SMUD’s high standards.

**Customer & Community Services (CCS).** Safety worked with CCS and Security to safely re-open the CSC lobby and re-start selected programs by identifying and implementing appropriate COVID-19 controls to protect employees, contractors, and the public. Business processes were reviewed for potential risk and modified based on the COVID-19 guidance that Safety has provided to the enterprise.
**Corporate Financial and Administrative Services (CFAS).** Facilities and Safety have partnered on the re-entry efforts to ensure current and future workspaces, signage, physical distancing, use of barriers, and cleaning and disinfecting controls are in place and operating affectively. Security Operations has taken an active role in the re-opening of the lobby by coordinating with both Safety and CCS.

Warehouse has implemented controls to limit COVID-19 exposures in the tool room by having their customers call-in for requests while remaining outside to support social distancing efforts. During days with hazardous air quality conditions, the warehouse provides readily available N95 respirators and vehicle air cleaners. Fleet has mitigated COVID-19 exposures by performing vehicle wipe-downs and disinfecting each vehicle before servicing. To address concerns of hazardous air quality in vehicles, Fleet provided an updated list of SMUD vehicles without in-cabin air filters to help determine the need of requesting a portable vehicle air cleaner from the Warehouse. The Safety Team has encouraged all field forces to integrate their Monthly Vehicle Inspections into SMS through the Inspection Tool application for easy access and documentation. The Procurement, Warehouse, and Fleet (PWF) team continues to focus on the health and safety of their team members, of their customers, and of their families in support of SMUD’s North Star strategic plan—Be Safe. Always.

**Driver Safety.** In 2021 the approach to Driver Safety was significantly adjusted due to the impacts of COVID-19. In-cab and in-person instruction and ride along activities such as Supervisor Ride-a-longs were halted to prevent possible COVID-19 exposure. The van pool program was also suspended for the same reason. Additional adjustments for 2021 include the development and implementation of “virtual” defensive driving refresher training that covers Smith System techniques as well as SMUD related information. Drivers will be offered the opportunity to take the behind the wheel portion of the training when it can be performed safely. Revised refresher training is available through LMS now. Driving Rodeos have resumed with Covid-19 safety protocols in place. Additional educational information in the form of brief PowerPoint Presentations covering various vehicle related topics have been made available on the Health and Safety SharePoint site for the use of business unit supervisors when conducting safety meetings.
Appendix A

DART Count and OSHA Recordable 2012-2021

[Bar chart showing the recordable incidents and DART incidents from 2012 to Jan - June 2021]
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: 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: Nancy Bui-Thompson, Board President

Additional Links:
### BOARD AGENDA ITEM

**STAFFING SUMMARY SHEET**

#### BOARD MEETING DATE

- **N/A**

#### COMMITTEE MEETING & DATE

- **Policy 2021**

#### Consent Calendar

| Yes | No
|-----|-----
| x   | No |

**If no, schedule a dry run presentation.**

#### Budgeted

- **Yes**
- **No**

*If no, explain in Cost/Budgeted section.*

### FROM (IPR)

<table>
<thead>
<tr>
<th>Heidi Sanborn / Donna Lofton</th>
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</thead>
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#### DEPARTMENT

- Board Office

#### MAIL STOP

- B307

#### EXT.

- 5079

#### DATE SENT

- 12/22/20

### 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. The Committee Chair 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)*

**ITEMS SUBMITTED AFTER DEADLINE WILL BE POSTPONED UNTIL NEXT MEETING.*