Chief Executive Officer and General Manager

SMUD

Position Specification

2026

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The Company

The Sacramento Municipal Utility District (SMUD) is a nationally recognized leader with a reputation for being a progressive, forward-thinking utility. SMUD's purpose is to enhance the quality of life for its customers and community by providing reliable and affordable electricity and leading the transition to a clean energy future. For more than 75 years, SMUD has delivered on a fundamental promise: to provide safe, reliable electricity at low rates while leading the way in environmental stewardship.

SMUD is the nation's sixth-largest community-owned, not-for-profit electric service provider, serving 1.6 million people in Sacramento County and small adjoining portions of Placer and Yolo Counties. SMUD is a vertically integrated utility that generates, transmits, distributes and sells power directly to its customers.

SMUD is regularly recognized by Forbes as one of America's Best mid-size employers. SMUD's commitment to safety, diversity, employee development, innovation and its customers contributes to consistently best-in-class employee engagement by its 2,300+ strong workforce. The utility invests in delivering outstanding customer service and its customers consistently rank SMUD as a top-five utility nationally for customer satisfaction in J.D. Power surveys.

SMUD is leading the world's utilities with one of the most aggressive carbon reduction goals as outlined in its Zero Carbon Plan that sets a goal of zero carbon emissions in its power supply by 2030. The Plan is a flexible roadmap that's anchored in providing world-class reliability and consistently keeping SMUD's rates among the lowest in California. Today's SMUD's rates are, on average, 50% lower than those of its neighboring investor-owned utility, which keeps about $1.9 billion in SMUD customers' pockets each year.

SMUD was the first publicly owned utility to join California's Energy Imbalance Market (EIM), giving it early access to the changing regional energy market. Participation in the EIM has saved the utility and its customers more than $350 million. The utility brought in more than $40 million in grant funding in 2025 alone. These investments and a focus on operational excellence support SMUD's clean energy projects and grid infrastructure, helping keep the utility's rates low.

SMUD has been recognized nationally and internationally through hundreds of awards for its innovative customer programs, environmental leadership, renewable power technologies, e-mobility programs and solutions that drive towards a zero-carbon regional economy.

With eyes on the future, SMUD is committed to bringing its customers along in the transition to a clean energy future while continuing to focus on delivering value to its customers and community through innovation and operational excellence. In 2026, SMUD will complete necessary prework to enter the Extended Day Ahead Market (EDAM). EDAM will be an important tool to support reliability and resiliency and low rates while helping SMUD deliver on our industry-leading decarbonization goals. Additionally, EDAM will provide broader price, reliability and decarbonization benefits in support of regional environmental and economic development goals. Maintaining affordability and reliability while meeting the demands of new large load customers and addressing the operational, infrastructure and cultural impacts of artificial intelligence will be key priorities for SMUD moving forward.

SMUD's current CEO announced that he will retire this summer after a very successful tenure at SMUD. The utility is well managed, financially strong, and has a solid reputation for environmental leadership, innovation, reliable service, low rates, and customer satisfaction across its industry segment. The Board is seeking a new executive leader who will build on SMUD's many strengths and achievements and position the company for a strong and sustainable future.

It's an optimal time to join SMUD and make a dramatic impact on the company, its customers and community, and achievement of its ambitious goals.

SMUD at a glance:

- Population in our service area: 1.6 million
- Size of our service area: 900 square miles
- Total accounts served (residential + business): approximately 674,000
- Number of SMUD employees: 2,397
- Miles of power lines we own: 10,473
- Power from non-carbon-emitting resources: 65%
- 2025 peak demand 2,797 megawatts
- 2025 Retail Load / Energy Demand (GWh) 10,656

Board Governance

As an independent municipal utility, SMUD is governed by a seven-member Board of Directors elected by the voters of Sacramento County to staggered four-year terms. SMUD's Board of Directors operates under a policy governance approach. The Board appoints the CEO & GM, who is responsible for SMUD's day-to-day activities.

As outlined in the SMUD Board Policy, the Board of Directors, elected individually by the citizens of Sacramento County, is SMUD's governing body. The Board operates under the provisions of the Municipal Utility District Act of the State of California (the MUD Act) and all other applicable statutes and laws.

The Opportunity

Position

Chief Executive Officer and General Manager

Location:

Sacramento, CA

Reporting Relationship:

Reports directly to the elected Board of Directors

Website:

www.smud.org

Purpose of the Position and Key Responsibilities

Through its strategic direction policies, SMUD's Board of Directors establishes the purpose, values and vision of SMUD, along with the results that it wants SMUD to achieve. The CEO works closely and collaboratively with the Board and is responsible for carrying out the **strategic direction policies** established by the Board. The CEO establishes a Strategic Plan which outlines SMUD's goals and provides operational direction for staff to achieve the Board's policies. Goals include:

- Safety and Reliability: World class safety and reliability.
- Environmental Leadership: Zero carbon by 2030.
- Community Vitality: Strengthening all communities equitably.
- Affordability: Cap rate increases at or below inflation.
- Organizational Agility: Build and inclusive high trust culture and accelerate innovation.

Through a regular monitoring process, the Board of Directors evaluates whether SMUD is achieving the goals set out in the strategic direction policies.

The CEO will lead execution of SMUD's long-term decarbonization, digital transformation, and workforce modernization strategies in alignment with evolving customer, regulatory, and market expectations.

Pursuant to Board Policy for Board/Staff Linkage, and specifically for the Board-Chief Executive Officer and General Manager Relationship, the CEO is responsible for the following:

i. Manage all operations and business affairs of SMUD.

ii. Achieve the results established by the Board through its Strategic directions, and within the appropriate and ethical standards of business conduct set by the Board with a strong emphasis on transparency, public accountability, and regulatory compliance.

iii. Prepare and submit to the Board for approval each year a budget to achieve the Board's strategic directions.

iv. Enforce SMUD ordinances, administer the civil service system (including hiring and terminating of all officers and employees except the Chief Legal Officer and General Counsel and the Board Special Assistant), attend meetings of the Board and report on the general affairs of SMUD, and keep the Board advised as to the needs of SMUD.

v. Establish and enforce a code of ethics applicable to all employees, which provides clear guidelines for ethical standards and conduct.

vi. Implement and maintain an integrated enterprise risk management process that identifies, assesses, prudently manages and mitigates a variety of risks facing SMUD.

vii. Ensure the smooth continuous operation of SMUD in the event of the planned or unplanned absence of the Chief Executive Officer and General Manager.

viii. Interact with the public and other utilities and government agencies, pursuant to policies adopted by the Board. The Chief Executive Officer and General Manager shall assure, in cooperation and consultation with the Board, that SMUD is appropriately represented in the community it serves.

ix. Perform other responsibilities as may be delegated by the Board either by resolution or through the Chief Executive Officer and General Manager's contract of employment.

Additional CEO responsibilities include but are not limited to:

- Work as a collaborative partner with the Board of Directors to quickly grasp the dynamics of operating this organization to ensure maximum effectiveness. Demonstrate fluency in policy governance models and proactively support Board development, education, and strategic foresight
- Ensure strong focus and commitment to environmental leadership, community and economic vitality, and technology innovation in order to achieve SMUD's zero carbon goal as outlined in the IRP.
- Continue to drive positive culture improvements within SMUD.
- Strategically develop and maintain strong relationships and partnerships with organizations and individuals throughout the community to further SMUD's goals and enhance the quality of life in our region.
- Obtain the Board's counsel and input regarding critical fiscal and operational issues and then utilize decisive leadership to take appropriate action.

- Continue to drive performance that will sustain SMUD's robust reputation as one of the best run utilities in the United States.
- Develop plans and policy positions based on legislation, regulations and other governmental and public policy activities that drive environmentally progressive market-based industry policy for relevant aspects of the electric power industry.
- Increase the utilization of renewable energy by improving generation fleet availability and performance. Develop further renewable energy capacity and storage including identifying joint venture opportunities, where appropriate. Ensure that cyber and physical security remains a top priority and that programs are in place to protect the integrity of SMUD's IT Systems and critical infrastructure across its systems.
- Address business challenges including implementing and financing capital projects, especially those targeted on system-wide reliability and resiliency, achieving O&M efficiencies, managing rate cap pressures, etc. while balancing affordability, equity, and long-term asset management strategies.
- Continue to build upon SMUD's high levels of customer service and satisfaction; prudently expand and improve customer service delivery capability.
- Ensure that the financial integrity of SMUD is maintained, including the areas of debt management, bond rating and rates.
- Continue oversight and leadership in implementing the company's ongoing grid modernization initiatives.
- Assess and develop future leadership potential throughout the organization. With a focus on increasing Diversity and Inclusion goals across the organization, provide visionary and hands-on leadership and mentoring to staff throughout the organization.

The Board Strategic Directions Set Specific Metrics In Which the CEO and GM will be Evaluated. Critical Areas in Year One Include:

- Continue to improve SMUD's safety performance as the organization pursues zero incidents and injuries and safety for life culture.
- Seamless leadership transition to ensure continued service to customers, successful execution of all activities and key events, and sound fiscal management with a primary focus on maintaining momentum toward SMUD's Zero Carbon by 2030 commitment.
- Effective representation of SMUD before all key government bodies, NGOs, the media, and the public on priority issues.
- Build confidence with the Board and staff; continue to focus on evolving strategic planning processes for the future.
- Build on the quality-focused tradition in customer services and innovation.
- Successfully complete next rate process while ensuring affordability, equity, and financial support for the Zero Carbon by 2030 transition.
- Continue high reliability of electric service.
- Progress in the implementation of the Integrated Resource Plan (IRP).
- Maintain employee engagement in the top quartile.

The Candidate

Professional Experience/Qualifications

- At least 15 years of demonstrated business success and track record of increasing accomplishments in the Utility or other directly relevant sector.
- At least 10 years of experience at the executive level in general management, line or staff functions with demonstrated bottom line and customer impact along with leading change.
- Broad exposure to Generation, Transmission and Delivery planning and, ideally, strong experience in areas of grid modernization/resiliency, distributed generation technologies and grid integration, renewable energy and e-mobility strategies, business case ROI, and related technology implementation.
- At least five years of experience with a demonstrated track record of accomplishment with larger capital investment project oversight.
- Track record with organizations known for the delivery of top-quartile customer service.
- Proven ability to create and articulate a vision for the future for SMUD that continues in the path of innovation, efficiency, sustainability and environmental stewardship, which takes into account a multitude of uncertain economic and political factors.
- Demonstrated thought leadership; able to shape/influence policy and legislation and then create and articulate strategies in response that enhance benefits to SMUD's stakeholders.
- Able to also deliver on long-term strategies with comprehensive solutions that ensure success by increasing renewable power generation and storage, continuing the integration and evolution of grid modernization solutions and ensuring continued industry leadership in areas of safety, energy efficiency, grid resiliency and sustainability.
- Politically adept; able to interact effectively at Board level, as well as the highest reaches of relevant state, national and international government & regulatory bodies.
- Effective team builder and mentor who actively seeks and encourages alternative perspectives, diversity & inclusiveness.
- Knowledgeable of relevant government and regulatory requirements; key relationships with other municipal and investor-owned energy utilities in complex and dynamic market regions. Specific experience in California will be considered a plus.
- Ability to work with a structured governance model in which the board sets policy with desired outcomes and measures success, while clearly delegating the "how" to the CEO/General Manager.
- Collaborative leadership style: ability to harness the strengths, insights and capabilities of the organization, the Board, and the broader stakeholder community.

Education

An undergraduate degree is required, and an advanced degree is desired.

Compensation

The salary range for our CEO role is competitive, commensurate with experience and reflects the significant responsibilities of the position. SMUD expects the successful candidate's starting salary to be from $700,000 to $1,100,000.

SMUD is a CalPERS agency. As a member of the California Public Employees' Retirement System (CalPERS), SMUD offers eligible employees access to a defined benefit pension plan along with other valuable retirement and health benefits. This program helps provide financial security both during your career and after retirement. To learn more about CalPERS and the benefits it offers, please visit www.calpers.ca.gov.

SMUD provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, disability, genetic information, marital status, amnesty, or status as a covered veteran in accordance with applicable federal, state and local laws. SMUD complies with applicable state and local laws governing non-discrimination in employment in every location in which the company has facilities. This policy applies to all terms and conditions of employment, including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation, and training.

SMUD expressly prohibits any form of unlawful employee harassment based on race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, genetic information, disability, or veteran status. Improper interference with the ability of SMUD employees to perform their expected job duties is absolutely not tolerated.

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