

move into a six-month reporting cycle to the Board.

FINANCIAL IMPACT

There is no financial impact associated with this update on AMP's progress in meeting the goals of the strategic plan.

LINK TO STRATEGIC PLAN AND METRICS

The strategic plan update encompasses all aspects of AMP's operations and is linked to all initiatives.

EXHIBIT

- A. Strategic Plan Update, January – September 2019
- B. AMP's Five-Year Strategic Plan Mid-Year Update – January 29 - September 30, 2019

ALAMEDA MUNICIPAL POWER STRATEGIC PLAN

Mid Year Update: Jan. 29, 2019 to September 30, 2019



SUSTAINABILITY

Manage triple bottom line (economic/environmental/social) performance to support a sustainable Alameda.

Strategy 1: AMP will deliver and maintain 100 percent carbon-neutral energy resources by 2020 and beyond.

Tactic 1: Integrated Resource Plan (IRP)

- Energy Resource Planning (ERP) staff is developing a new long-term load forecast and load shapes using updated assumptions and historic smart meter data. This is the first step in the process for developing a long-term IRP.
- ERP staff continues to monitor AMP's generation portfolio in preparation for the 100% carbon-neutral goal on January 1, 2020.

Tactic 2: Distributed Energy Resources Plan

- Four E&O staff members went/are going to relay classes which cover system protective technology that will help safely design distributed energy resources into our overall system.

Tactic 3: Evaluate local solar resources

- Doolittle Solar: ERP staff completed its evaluation and results were presented at the September Board meeting. E&O provided assistance in evaluating the site.
- Community Solar: Customer Resources Division (CRD) staff had begun negotiations with a local business to host solar. However, the business decided to sell the proposed buildings. The new owner is interested but will not engage in discussions until the sale is complete in October 2019.

Strategy 2: AMP will support opportunities in the electrification of the transportation system and buildings to reduce GHG emissions.

Tactic 1: Promote electrification

- On July 1, ERP made AMP's public fast chargers free to use.
- ERP developed an alternate rate schedule for EV customers and presented it to the Board in July.
- E&O worked on three public fast charging installations at South Shore, Alameda Landing, and city properties.
- On July 1, CRD increased rebate amounts for EV chargers to help cover the cost of infrastructure improvements and permitting. The residential charger rebate was increased from \$500 to \$800. The non-residential and multifamily charger rebates were increased from \$3,000 to \$5,000.
- CRD partnered with the Downtown Alameda Business Association (DABA) to dedicate a section of the annual Classic Car Show to the benefits of owning an EV. Staff is working with DABA to promote the event and has invited EV owners to display their cars at the event on Oct. 12.
- CRD hired a part-time utility program assistant to help with the development of EV programs.
- CRD met with nearly a dozen EV vendors and NGOs to develop an understanding of the EV marketplace in terms of real-time web sites, rebates, charger installations, ride-and-drive events, voltage controls, etc.
- CRD provided EV presentations to the Transportation Awareness Campaign Group and to Mastic Senior Center.

Tactic 2: Promote energy efficiency and building electrification

- On July 1, CRD launched EAP Plus, a direct-install energy efficiency program for low-income customers.



CUSTOMER EXPERIENCE

Increase value to the community through meaningful programs and services, positive customer interactions, and building the brand.

Strategy 1: AMP will define and promote our brand to improve awareness and value of the community-owned utility.

Tactic 1: Branding.

- CRD launched a new website for AMP that's more modern in design and accessible from all devices.

Tactic 2: Work with the city and economic development to promote brand.

- CRD and the city's Economic Development department meet every other month to share information.

Tactic 3: Begin planning for AMP's 135th anniversary.

- No actions

Strategy 2: AMP will build a culture where employees value the principles of public power/customer service and consistently promote them with stakeholders.

Tactic 1: Reinforce commitment to public power/customer service across the organization.

- On an ongoing basis, E&O promotes updates, news, and background information to its staff.
- CRD organized this year's Public Power Week events, which included a mayoral proclamation, a staff appreciation social, an employee volunteer event at the Friends of Alameda Animal Shelter, customer appreciation refreshments in the Service Center lobby, editorials in the local papers, EV Alley at the Alameda Classic Car Show, and a free public workshop on EVs.

Strategy 3: AMP will maximize opportunities to meet customer needs.

Tactic 1: Build and launch "Business Center" approach for small/medium business customers.

- CRD has begun work on a plan to focus more on small/medium business customers.
- E&O is constantly working towards creative solutions within AMP's business, safety, and reliability guidelines to support our developers' success. Often these are time sensitive field changes.

Tactic 2: Collaborate with the city to identify opportunities to enhance customer engagement.

- E&O is coordinating on a variety of projects with Community Development and Housing Authority.
- CRD has initiated a city-wide EV working group that meets monthly to share information.
- AMP staff have been coordinating with City staff on CARP roll out and metric tracking.



BUSINESS RESILIENCY

Maintain competitiveness and financial performance by utilizing sustainable resources and operational excellence.

Strategy 1: AMP will develop an asset management plan to guide efficient expenditures.

Tactic 1: Inventory infrastructure assets and assess status of each.

- Critical infrastructure inventory has been tracked in the past by E&O and is maintained on regular schedules. Agreed to adding outage evaluation in GIS.

Tactic 2: Develop, prioritize, and propose infrastructure maintenance programs and begin reporting of infrastructure status.

- E&O has begun evaluating available asset management software tools.
- E&O has developed metric tracking for maintenance tags and also service orders. Exploring uploading service orders into GIS.

Strategy 2: AMP will develop financial planning processes that provide fiscal stability and clearly communicate service priorities with their associated costs.

Tactic 1: Include a longer-term outlook of the Capital Improvement Plan (CIP) in the annual budget.

- E&O is now evaluating its CIP needs up to five years into the future.

Tactic 2: Improve rate design to reflect AMP's strategic plan.

- ERP staff leveraged AMI data to develop an optional Time-of-Use (TOU) rate for EV customers that will be implemented in 2020.
- E&O has catalogued its procedures and is updating the ones considered high priority.
- E&O is currently evaluating an update to AMP's emergency management plan, which will be updated in coordination with other city departments to fit in with their needs.



BUSINESS RESILIENCY

(continued)

Strategy 3: AMP will document standard operating procedures for priority processes to ensure quality, efficiency, and knowledge transfer.

Tactic 1: Inventory, perform gap analysis, and prioritize operating procedures.

- The Administration Division (Admin) has initiated an organization-wide document retention review. The first step completed in the process was the documentation of the current document inventory in every division.

Strategy 4: AMP will implement a succession plan to ensure continuity of operations.

Tactic 1: Identify key positions and positions that could likely become vacant in the next five years and identify strategies for filling them.

- No actions.

Strategy 5: AMP will perform an organizational assessment to align our organizational structure with customer and market needs.

Tactic 1: Identify the organizational structure for the utility of the future.

- E&O has proposed updates to its organizational structure and is in the process of implementing changes.

Tactic 2: Perform gap analysis and develop implementation plan.

- No actions.



TECHNOLOGY

Optimize technology to meet the evolving business environment

Strategy 1: AMP will update its Technology Roadmap to guide technology-related investments and decisions

Tactic 1: Review and update current Technology Roadmap.

- E&O is evaluating the priorities of various technology improvement initiatives. This will lead to an updated plan of a proposed implementation schedule. This is a complex environment and consideration must be given to budgetary constraints, program interoperability, and business use cases.
- E&O has identified several areas to be part of the roadmap update.
- Consultants for Admin will be providing presentations and evaluations will commence Q1 2020.

Strategy 2: AMP will leverage its AMI system to enhance the customer experience, operations, forecasting, and marketing.

Tactic 1: Launch customer portal to provide information to customers.

- In preparation for the portal launch in October, CRD began communication outreach to customers.

Tactic 2: Integrate and leverage AMI data and analytics to enhance financial forecasting, ratemaking and marketing.

- Admin evaluated vendor proposals for data analytics.
- ERP utilized AMI data to develop a time-of-use rate for EV customers and a power factor rate for A3 customers.

Tactic 3: Leverage AMI data management to create partnerships with residential and commercial customers that facilitate local GHG reduction projects (e.g. vehicle-to-grid, microgrids, optimize local clean generation, etc.).

- No actions.

Strategy 3: AMP will develop a training plan that supports effective technology adoption, improves utilization, and enables an adaptable workforce.

Tactic 1: Develop needs assessment and define current and near-term training needs.

- On the path to optimal E&O staffing and succession planning, E&O leadership has implemented various opportunities for job shadowing and training opportunities, both internal and external.

Tactic 2: Develop and implement training activities.

- Two E&O staff members will receive pole calculation training.
- Two E&O staff members will receive advanced SCADA training.



WORKFORCE

Attract and retain employees while fostering a collaborative culture and adapting to changing industry trends.

Strategy 1: AMP will develop a talent outreach plan that highlights the benefits and opportunities of working at AMP to increase the talent pool for positions and ensure needed staffing levels.

Tactic 1: Develop a pipeline to attract talent.

- ERP is working to develop partnerships with local colleges and continuing to hire through the NCPA summer intern program to develop a pipeline of talent.
- E&O staff encourages memberships in professional organizations, as well as to networking at conferences and trainings. A good network not only provides immediate help in daily operations of our utility, but also creates connections for talent to be encouraged to consider a career at AMP.

Tactic 2: Collaborate with Customer Experience Issue, Strategy 1, Tactic 1 Branding, to develop language to attract staff that showcases AMP's opportunities in the electric industry, sustainability, and climate action

- No actions.

Strategy 2: AMP will design a training and career development model to enhance employee job satisfaction.

Tactic 1: Develop a career development map so that employees are aware of career progression options and associated skill development requirements.

- No actions.

Tactic 2: Develop a centralized AMP training opportunities plan.

- No actions.

AMP's Five-Year Strategic Plan Mid-Year Update

January 29 – September 30, 2019

October 21, 2019

Background

- January 2019 – Public Utilities Board approved AMP’s five-year strategic plan for FY 2020-2025.
- Key areas addressed in plan: Sustainability, Customer Experience, Business Resiliency, Technology, Workforce.
- Plan also outlined how AMP would track plan’s progress and report on performance.

Strategic Plan Progress Highlights

- Sustainability
- Customer Experience
- Business Resiliency
- Technology
- Workforce

Next Steps

- January 2020: First annual reporting of the key performance indicators (KPIs)
- Summer 2020: Next mid-year update