

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, February – September 2020

ALAMEDA MUNICIPAL POWER STRATEGIC PLAN

Mid Year Update: February 25, 2020 to September 30, 2020



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 presented a draft IRP in July 2020 and will incorporate feedback and present the final version to be accepted by the Board in October 2020. The IRP commits to a 100% clean energy portfolio for Alameda Municipal Power (AMP) beyond 2020.
- ERP staff will continue to evaluate extension of existing contracts for clean energy as well procurement of new clean energy resources through Northern California Power Agency's (NCPA) ongoing renewables RFP.

Tactic 2: Distributed Energy Resources (DER) Plan

- AMP has the ability and technology to safely integrate distributed energy resources into its distribution grid. Engineering staff has been evaluating various tools that lay the foundation to integrate software that will allow AMP to comprehensively determine the maximum amount of DER's on AMP's grid. This continuous process of development and implementation will last well into 2022.
- Engineering and Operations (E&O) continuously approves, inspects, and interconnects new solar photovoltaic systems often coupled with battery storage.

Tactic 3: Evaluate local solar resources

- Doolittle Solar: ERP staff is currently working with the different stakeholders to address outstanding issues. Once resolved, AMP will seek a use permit from City's Planning Board. Once a use permit is granted, Staff will then seek approval for the long-term Power Purchase Agreement (PPA) from the Board. Once approved by the Board, Staff will then seek the final approval from Council for the PPA and a lease agreement between AMP and City of Alameda is planning for interconnection in parallel to still pending evaluations and reports.
- E&O has completed preliminary analysis of interconnection requirements and will finalize once other approvals are completed.

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

Tactic 1: Promote electrification

- AMP continues to provide free charging at its service center.
- ERP developed a proposal for a Time-Of-Use (TOU) program and presented it to the Board in February 2020. Based on the feedback received, Staff has made significant efforts to improve education and outreach to promote the TOU program. This includes making a rate comparison tool available on its website and educating customers on how to analyze usage on AMP's portal. AMP Staff conducted a webinar that focused on providing further education on AMP's proposed TOU rate, providing examples for rate comparison between tiered and TOU rates and educating customers on analyzing their usage. The webinar was very well attended and is available on AMP's website. Staff will bring back the TOU proposal to the Board in November 2020.



SUSTAINABILITY

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

- The Customer Resource Division (CRD) launched a new electric vehicle (EV) focused section on AMP's passenger website that provides customers with information on how to choose, charge, and purchase an EV.
- CRD launched new residential rebates for used battery-electric vehicles managed by Administration (ADM) are a combination of and plug-in electric for travel within the City of Alameda (City) and electric hybrid vehicles. Income-qualified customers are eligible for travel outside higher rebate amounts.
- CRD launched a new commercial rebate for class-1 and withinclass-2 electric forklifts
- CRD provided two in-person public EV 101 workshops and presented to the City with City's Transportation Commission.
- CRD offered an electric online version of its popular public workshop on EVs, covering topics such as how to buy an EV, charging infrastructure, costs and incentives, and EVs on the market today.

Tactic 2: Promote energy efficiency and building electrification

- ADM is working on implementing light emitting diode (LED) lighting for all of the Service Center through AMP's Energy Plus program, but the project is currently on hold due to Covid-19.
- CRD increased the rebate amount of heat pump water heaters from \$500 to \$1500.
- CRD created a building electrification customer program plan and presented it to the Board.
- AMP staff have been coordinating with City staff on the Climate Action and Resiliency Plan (CARP) roll out and metric tracking.



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

- ADM managed the Request for Proposal (RFP) in the award for the new AMP website
- CRD issued a RFP for a branding consultant. Bids were received in September 2020 and a contract should be awarded by December.

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

- CRD regularly attends city economic development (ED) mixers and works closely with ED staff to promote AMP to various sectors.

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.

- CRD staff planned Public Power Week 2020 activities, October 4-10, which included fundraising for Power Up For Learning, a joint program of the Alameda Education Foundation (AEF) and AMP.
- CRD provided an energy workshop to the Cub Scouts
- CRD hosted brown bag lunches for staff on topics such as recycling, etc.

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

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

- CRD created an account management plan to target small/medium businesses.
- 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 launched a transformer art program.
- CRD continued to participate in quarterly meetings of the city-wide EV working group.
- CRD worked with city's permitting staff to streamline EV permitting process.
- AMP has supported state and city order during the Covid-19 pandemic by not shutting off customers and has eliminated late fees and charges for all customers. AMP has also implemented financial assistant programs to help customers with their bills.



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 is tracked by E&O and is maintained on regular schedules. A layer with outage evaluation has been added to GIS, as well as many in-service dates. E&O is currently evaluating the value and feasibility of various asset management systems.

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

- E&O has completed evaluating available asset management software tools and is in the process of moving forward with contracting implementation of the first of a series of modules.
- E&O is tracking maintenance tags and service orders, and has uploaded service orders into the geographic information system (GIS).
- E&O has moved its mark and locate operations from an email and paper-based system to a cloud-based system with more sophisticated tracking and metrics. Field staff are now using tablets to complete their work.

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 will seek approval from the Board for the optional TOU proposal to be implemented in 2021.

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.

- ADM 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.
- ADM is in the process of cataloguing documents for record retention and has received information from 3 of 4 AMP Divisions. The next steps are updating a record retention schedule to be approved by the Board and implementing a record management system for electronic records.
- ADM has documented procedures for contracting, insurance compliance management, surplus auctioning, storeroom and inventory management, pool vehicles, mailroom, facilities maintenance, fiscal year closing and opening, inventory purchasing, purchase requisition processing for purchase orders, and work order and purchase requisition entry.
- AMP maintains a Wiki located on the intranet for documentation of rules, forms, procedures, and resources in support of facility maintenance, inventory management, contracting, and purchasing.
- E&O has updated AMP's emergency management plan

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.

- Staff have begun the process of identifying key positions and strategies to fill them, including organizational changes.
- Cross training for various finance functions started in fiscal year (FY) 2020 to have coverage and succession in the budgeting and financial reporting areas for business continuity.

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.

- Ongoing.

Tactic 2: Perform gap analysis and develop implementation plan.

- Ongoing.



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.

- Consultants for ADM will be providing presentations and evaluations will commence in the first quarter of 2020.
- ADM is evaluating insurance compliance management and contract labor compliance management solutions.

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 advanced metering infrastructure (AMI) data and analytics to enhance financial forecasting, ratemaking, and marketing.

- ADM evaluated vendor proposals for data analytics.
- ERP utilized AMI data to develop hourly load shapes for IRP. ERP staff will continue to enhance its forecasting and analytical abilities by incorporating AMI data.

Tactic 3: Leverage AMI data management to create partnerships with residential and commercial customers that facilitate local greenhouse gas (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 is continuously offering opportunities for job shadowing and training, both internal and external.
- Finance and Billing have been updating and providing materials for training. Cross functions have been established within both groups.

Tactic 2: Develop and implement training activities.

- AMP has a robust training program that is administered by each Department, but Covid-19 and the shelter in place impacted training and the availability of training.
- ADM rotates staff to purchasing and document management conferences on an annual basis and regularly participates in free and low cost webinars for purchasing and contracting provided by PlanetBids and the California Association of Public Procurement Officials.
- Finance supports training opportunities for all its staff and allows attendance to webinars when possible.
- One Finance employee has been accepted into the Alameda County leadership training that began October 1, 2020.



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 continues to work with local colleges and continuing to hire through the NCPA summer intern program to develop a pipeline of talent.

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.