

FINANCIAL IMPACT

There is no financial impact associated with this organizational review. Future changes to current and new positions will be presented to the PUB for approval. Staff does not anticipate these will result in cost increases.

LINK TO STRATEGIC PLAN AND METRICS

The organizational review encompasses all aspects of AMP's operations and is linked to all initiatives.

EXHIBITS

- A. PowerPoint Presentation

AGENDA ITEM NO.: 5.A
MEETING DATE: 11/15/2021
EXHIBIT A

Organization Review and Assessment Alameda Municipal Power

Presentation to Public Utilities Board

November 15, 2021

Hometown Connections

Phyllis Currie, Executive Consultant

Scope and Approach

- **Scope: Assess the organization of Alameda Municipal Power relative to its capacity to achieve the goals of the utility's strategic plan.**
- **Approach:**
 - Virtual interviews with the management team
 - Current and future issues, initiatives underway, challenges, resources
 - Interactions and working relationships
 - Review of Public Utilities Board meetings
 - Staff presentations and reports
 - Board comments and discussion
 - Public comments
 - Compare AMP to Lodi, Palo Alto and Redding utilities
 - Population and utility customers
 - Organization structure

Findings

- 1. AMP has appropriate organizational units.**
 - Engineering and Operations Division is structured like most other utilities.
 - Energy Resource Planning is the smallest division; its responsibilities impact the largest costs of the utility.
 - Among utilities, there are differences in the organization of administrative and customer service functions.
- 2. The city charter gives the Public Utilities Board authority to manage the utility with budget and rate-setting authority. This sets AMP apart from many public power utilities.**
 - There are additional advantages for AMP including having control of its funds and technology resources.
- 3. Areas that need focus are financial planning coordination and distribution planning.**

Recommendations

1. **Reduce from 4 to 3 the number of Assistant General Manager positions.**
 - Lodi and Redding have 3; Palo Alto has the equivalent of 2.1 positions.
 - Larger utilities and those with multiple utility services may have 4 or more.
2. **Reassign functions now part of the Customer Services Division.**
 - a. Transfer customer services (call center and payments – 7 positions) to Administrative Services
 - Improve coordination of these related functions.
 - b. Move Customer Programs and Key Accounts (6 positions) to Energy Resource Planning.
 - Brings electric supply and electric demand strategies and resources together.
 - Create two units – Customer Programs/Key Accounts and Resource Planning, each with a working supervisor.
 - c. Transfer the communications position to the General Manager.
 - Increase focus on customer notifications and benefits of public power/AMP brand

Recommendations

3. Transfer Information Technology from Administrative Services to the General Manager.

- Facilitate decision-making from department-wide perspective.
- Increase support for innovation and adoption of new technologies.

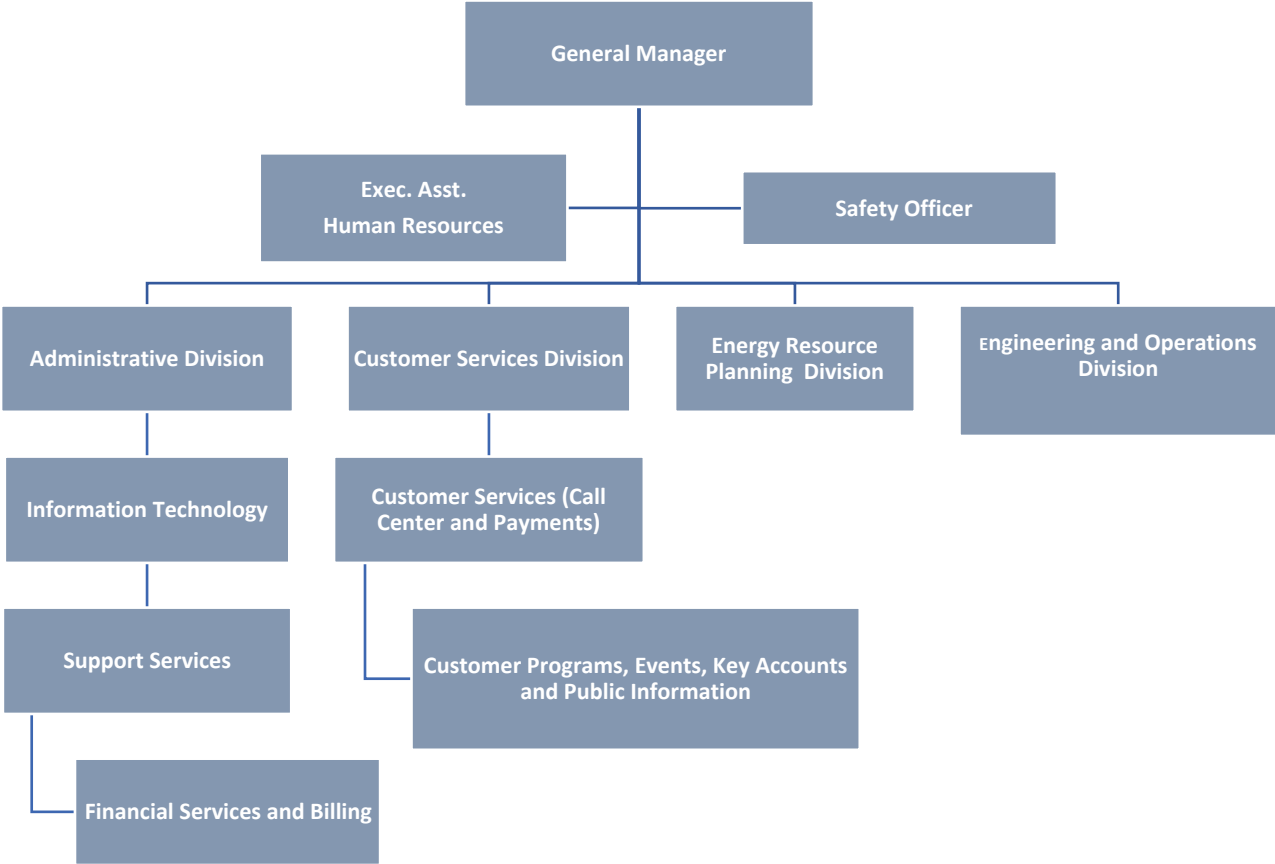
4. Develop succession plans for key positions.

- Add financial planning expertise to support long term financial planning coordination.
- Increase AMP's 'bench strength' .

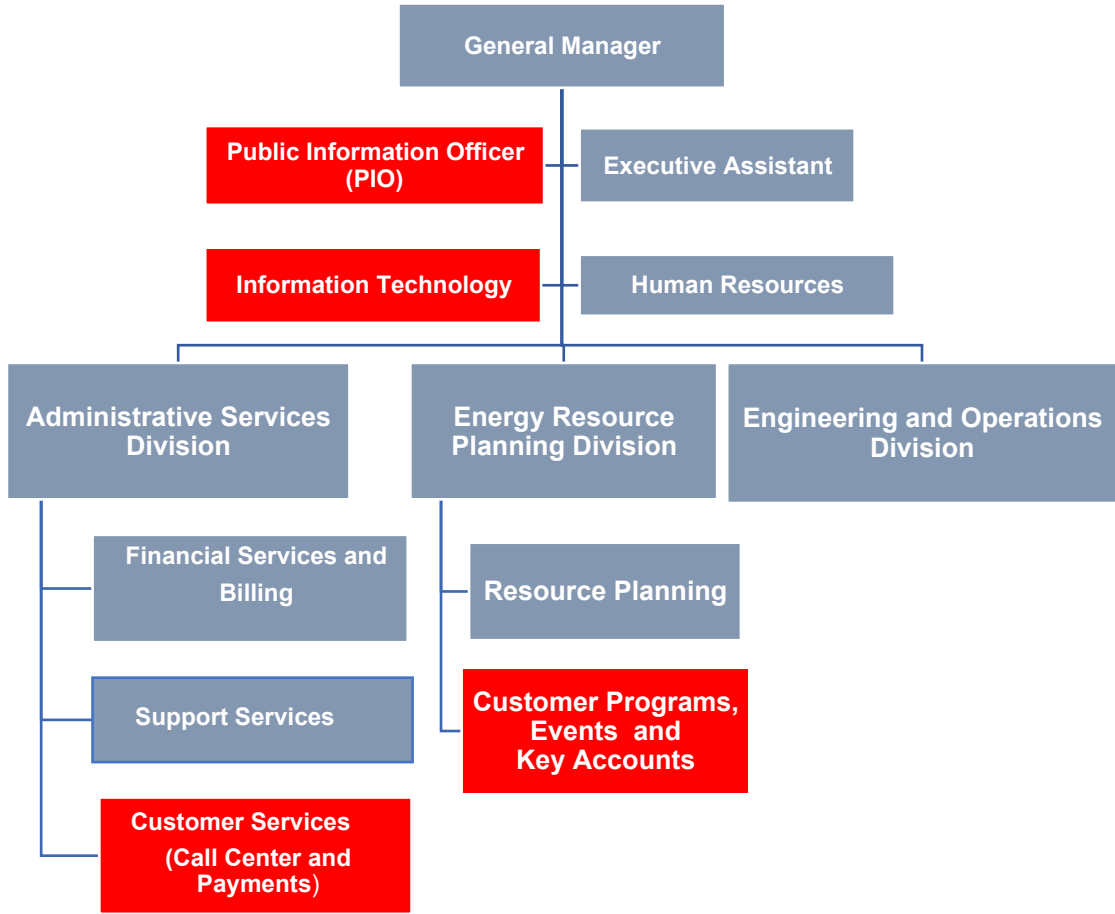
5. Develop a long-term plan for grid modernization.

- Assess the needs of the distribution infrastructure for a future characterized by greater electrification and distributed energy resources.

Existing Organization



New Organization



Questions

