



**ALAMEDA  
MUNICIPAL POWER**

*A Department of the City of Alameda*

EXHIBIT 1

# AMP STRATEGIC PLAN



2015-2020

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## A Message from Glenn Steiger, AMP General Manager

April 20, 2015

Dear AMP Friends and Family,

I am proud to present our Roadmap to a greener and more resilient energy future. Alameda Municipal Power's (AMP) five-year Strategic Plan (Plan) is a product of collaboration among staff, the Public Utilities Board (Board) and public and private stakeholders. We are proud to take ownership of our utility's future!

The basis of our Plan is to provide dimension, clarity and certainty to AMP's operational priorities. And, since we find ourselves in a transitional period toward a far more digitized and automated world, our priorities and strategies will, likewise, focus in mission-critical areas. Plus, we have developed initiatives that will assure that we continue AMP's high level of customer service, workforce development and system resilience.

The Plan starts by laying the foundation for our transition to an automated and digitized distribution system, continued reliance on renewable and carbon-free energy sources, greatly expanded energy efficiency efforts, and a system optimization program to assure the highest level of customer service. With this foundation to build on, AMP will be well-positioned to meet the challenges required by California's 2030 energy and environmental mandates.

And finally, our progress will be transparent, measured and reported on a regular basis. When course corrections are required, we will make them. I look forward to working with you and the Alameda community in "Powering Alameda for a Greener Tomorrow!"

Sincerely,

A handwritten signature in black ink, appearing to read "Glenn Steiger", with a stylized, flowing script.

Glenn O. Steiger  
General Manager—Alameda Municipal Power

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## Design Team

Glenn O. Steiger, General Manager—Alameda Municipal Power (AMP)

Robert Orbeta, Assistant General Manager—Administration

Douglas Draeger, Assistant General Manager—Engineering & Operations

Barry Leska, Assistant General Manager—Energy Resource Planning

Rebecca Irwin, Assistant General Manager—Customer Resources

Peter Lewis, Facilitator



# Future Outlook

# Future Outlook

## Introduction

This report summarizes the assumptions of the Design Team about the future marketplace for Alameda Municipal Power. It's divided into the following sections:

### 1. AMP's Business Environment

- Dominant market trends

The Design Team researched a variety of sources that provided forecasts and analyses of trends in the electric utility business.

- AMP's stakeholders

Stakeholders are participants in AMP's marketplace who can influence the ability of AMP to achieve its mission.

- Regional/municipal drivers

These are local and regional threats that could create a barrier to AMP's success as well as opportunities that could help AMP fulfill its mission.

### 2. Priorities for Strategic Response

These are the priorities in AMP's business environment that the strategic plan must consider.

### 3. Input from Stakeholders

Members of the Design Team met with stakeholders to gain input on the issues that might affect the future direction of AMP over the next five years. Stakeholders included:

- AMP employees
- Public Utility Board members
- Mayor, City of Alameda
- City Manager, City of Alameda
- Small, medium, and large commercial customers
- Residents

# Dominant Market Trends



- Regional growth will exceed national
- More business consolidation



- Higher cost of electricity delivery
- Greater financial strain for cities
- More aging of infrastructure



- More complexity of technology and systems
- More smart appliances
- More data management at user level



- Less traditional energy load
- More companies offering DG and storage
- More electric transportation
- More available energy sources
- More energy efficiency



- More environmental regulation
- More regulatory control over power supply



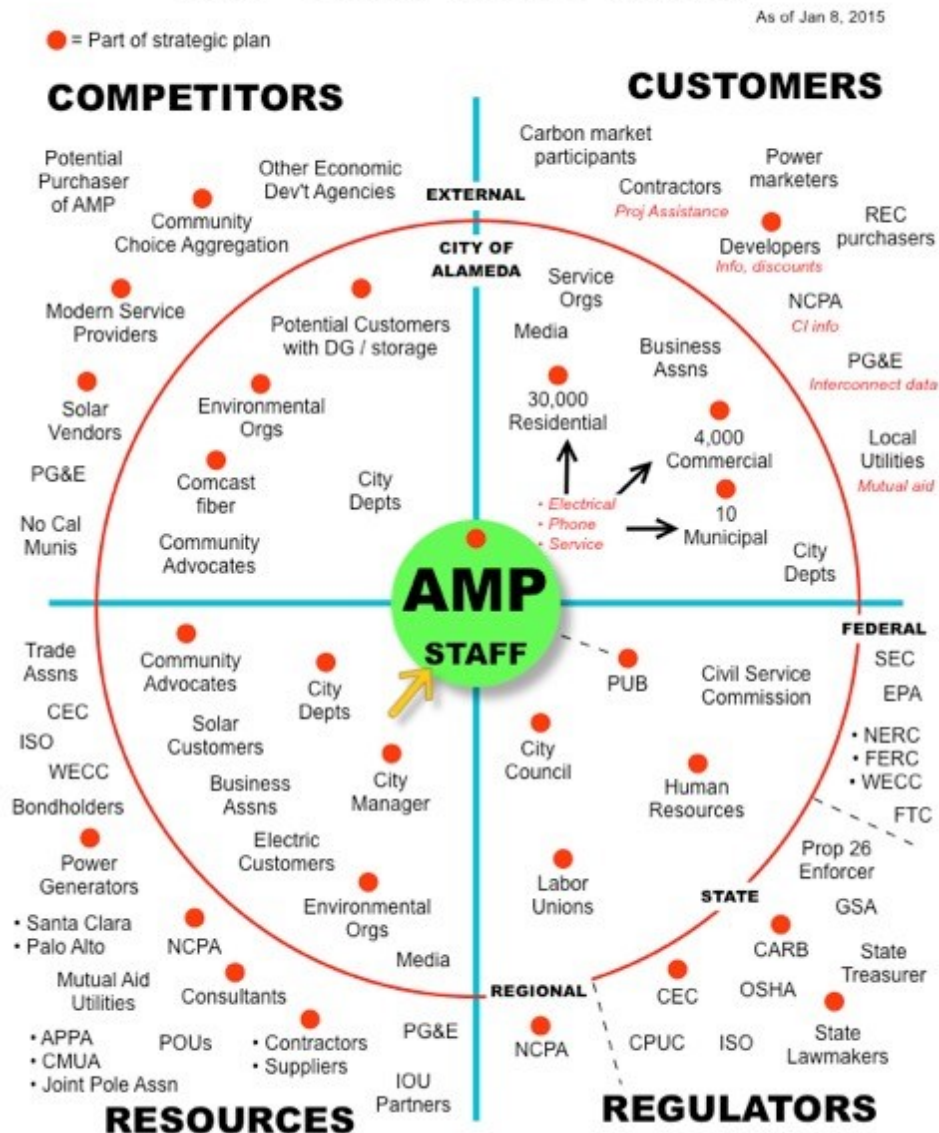
- Greater demands of millennials
- Higher expectations for a “customer relationship”

# AMP's Stakeholders

Stakeholders are participants in AMP's marketplace who can influence the ability of AMP to achieve its mission. There are four types of stakeholders:

1. **Customers:** They receive AMP's products and services.
2. **Regulators:** They determine the rules and constraints of AMP's business.
3. **Resources:** They provide materials, expertise and financial support to AMP.
4. **Competitors:** They vie for AMP's customers, resources and staff.

## AMP STAKEHOLDER MAP





# AMP's Stakeholders

## Acronyms

|  |  |
|--|--|
| <b>CARB</b>                                | California Air Resources Board                                       |
| <b>CEC</b>                                 | California Energy Commission   |
| <b>CPUC</b>                                | California Public Utilities Commission                               |
| <b>EPA</b>                                 | Environmental Protection Agency                                      |
| <b>FERC</b>                                | Federal Energy Regulatory Commission                                 |
| <b>FTC</b>                                 | Federal Trade Commission   |
| <b>GSA</b>                                 | General Services Administration                                      |
| <b>ISO</b>                                 | Independent System Operator  |
| <b>IOU Partners</b>                        | Investor Owned Utility Partners                                      |
| <b>NCPA</b>                                | Northern California Power Agency                                     |
| <b>NERC</b>                                | North America Electric Reliability Corporation                       |
| <b>No Cal Munis</b>                        | Northern California municipal utilities                              |
| <b>PG&amp;E</b>                            | Pacific Gas & Electric   |
| <b>Potential Customers with DG/storage</b> | Potential Customers with Distributed Generation/storage (e.g. solar) |
| <b>POUs</b>                                | Publicly Owned Utilities   |
| <b>PUB</b>                                 | Public Utilities Board   |
| <b>OSHA</b>                                | Occupational Safety and Health Administration                        |
| <b>REC purchasers</b>                      | Renewable Energy Credit purchasers                                   |
| <b>SEC</b>                                 | Securities & Exchange Commission                                     |
| <b>WECC</b>                                | Western Electricity Coordinating Council                             |

# Regional/Municipal Drivers

## Threats

- Lost load to solar competitors
- Alameda Point financing
- City transfers municipal costs to AMP
- Third party takes over customer relationship
- SB 2.0
- Loss of customer satisfaction
- Loss of AMP's image in the community
- High cost of renewable resources

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## Opportunities

- Lead agency in economic development in Alameda
- Enter solar business
- Alameda Point
- Rebrand AMP
- Avoided cost of expensive generation
- 100% carbon free
- AMI and data services
- Dark fiber
- Manage new customer expectations
- AMP is a desirable place to work

# Priorities for Strategic Response

## Priorities Breakdown

1. System Resiliency—asset management, infrastructure replacement and installation
2. Business Model—value proposition, services, revenue generation, delivery, branding
3. Rates—carbon-free, loss of load, AMI, subsidies, services
4. Customer Expectations and Empowerment—electric vehicles, distributed generation, energy efficiency, subsidies
5. Workforce
6. Technology

## Input from Stakeholders

Members of the Design Team met with the following groups in October and November 2014. The purpose of these interviews or meetings was to gain input on the issues that might affect the future of AMP over the next five years.

- AMP employees
- PUB commissioners
- City Manager's Office
- Mayor, City of Alameda
- Commercial customers from small, medium and large businesses
- Residential customers

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### AMP Employee Meeting Notes

The Design Team conducted four workshops with employees. These meetings provided an opportunity for AMP staff to have candid conversations about the present and future of the organization. Each workshop lasted about two hours. Notes from the employee workshops were combined with the notes from the Design Team and PUB.

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### National/Regional Trends

#### COST OF DOING BUSINESS

- Cost of Power
  - Higher cost of power and electric delivery
  - Greater impact of drought on generation
  - Reduction in natural resources for power
- City Finances
  - Greater financial strain for cities
  - Greater costs of goods and services
  - Less city government funding
- Infrastructure
  - More aging infrastructure
  - More aging of transmission infrastructure
  - Improved grid reliability

# Input from Stakeholders, *continued*

## SOCIAL

- Demographics
    - Increasing population
    - Average age of population increasing
  - Customer Expectations
    - Higher customer expectations
    - Greater demands of millennials
    - Higher expectations for a customer “relationship”
    - Greater customer desire for instant information
    - Greater customer demand for knowledge about electric quality and usage
    - Higher expectation for availability of information to consumers
- 

## TECHNOLOGY

- User Access
    - More data management at user level
    - Greater consumer demand for high tech appliances
    - More smart appliances
    - More social media communication channels
  - Complexity
    - More complexity of technology and systems
  - Impact on Workforce
    - Greater pressure on workforce to have more technical knowledge
- 

## ECONOMY

- Regional growth will exceed national
- More business leaving California
- More business consolidation

# Input from Stakeholders, *continued*

## LOAD

- Greater Load
  - Increased development leading to more need for power
  - Greater consumer reliance on electricity
  - More electric transportation
- Reduced Load
  - More DG and storage
  - More energy efficiency
  - Less traditional energy load
  - Expansion of solar
  - Reduction in solar costs
  - More EV and storage
  - More available energy sources

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## REGULATIONS

- Environment
  - More regulations over power supply/greenhouse gases
  - More environmental regulation
  - More energy conservation impact
  - Increased GHG emissions
  - Greater government regulation of carbon
  - Greater impact of climate change
- Security
  - Increased cybersecurity
  - Increased homeland security
- Other
  - Lower public confidence in government
  - Unpredictable shifts in politics

# Input from Stakeholders, *continued*

## Possible Changes in Alameda by Stakeholder Group

### CUSTOMERS

- Residential Profile
  - 5 percent market growth
  - 54 percent renters
  - 46 percent homeowners
  - More millennial renters
  - More multi-generation housing
  - Gentrification
- Commercial Profile
  - More sophisticated users
- Expectations
  - More access to data
  - A “friendlier” process
  - Lower bills though energy efficiency
  - Customers demand more control over usage
  - Home network control of appliances
  - Greater need for sub-metering
- Greater Load
  - Alameda Point
  - Residential development
  - Increasing number of residents
  - More business development and load
- Reduced Load
  - Increasing energy conservation
  - Impact of renewables and distributed generation (DG)
  - Less manufacturing business
  - More solar and storage
  - Storage erodes commercial load

# Input from Stakeholders, *continued*

## RESOURCES

- Costs
    - High cost of renewables
    - Higher cost of living
    - Avoided cost of expensive generation
  - Activism
    - More resident activism/engagement
    - More environmental activism
- 

## REGULATORS

- AMP's role
    - Alameda Point financing
    - Lead agency in economic development of Alameda
    - City transfers municipal costs to AMP
  - Environment
    - 100 percent carbon free
    - Lower greenhouse gas emissions (GHG)
    - SB 2.0
- 

## COMPETITORS

- DG, Storage Vendors
  - Loss of load to DG and storage competitors
- Customer Service Vendors
  - Loss of customer satisfaction (prices, reliability, online service)
  - Third party takes over customer relationship on both sides of meter



# Input from Stakeholders, *continued*

## AMP

- Image
  - Rebrand AMP
  - Manage new customer expectations
  - Loss of AMP's image in the community
- Services
  - Real-time transparency
  - Solar services
  - Electric vehicle (EV) services
  - Renewable services
  - DG services
- Workforce
  - AMP is a desirable place to work
  - Workforce will need more technical skills
  - Workforce is aging
- Infrastructure
  - Aging infrastructure
  - Alameda Point: 100 percent replacement
  - Conversion of overhead to underground
  - Infrastructure to Coast Guard Island
  - Greater strain on AMP infrastructure
  - No phone service at Alameda Point
- Technology
  - Smart grid technology
  - AMI and data services
  - Dark fiber



# AMP's Future Direction

# AMP's Future Direction

## Introduction

This section describes the philosophy and plans that AMP will implement between 2015-2020. AMP's strategies are "evergreen" and will be updated annually to meet changes in future business conditions.

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## Seven Areas of AMP's Future Plans

**Mission**—A one-sentence statement that summarizes the aspirations or purpose of AMP over the next five years

**Vision**—A rich description of positive expectations about the success AMP will have achieved in five years

**Core Values**—The principles and beliefs that are the bedrock for AMP's existence

**Key Result Areas (KRA)**—The performance areas where AMP must achieve excellence over the next five years

**Goals**—The measurable targets that describe excellence in each AMP Key Result Area

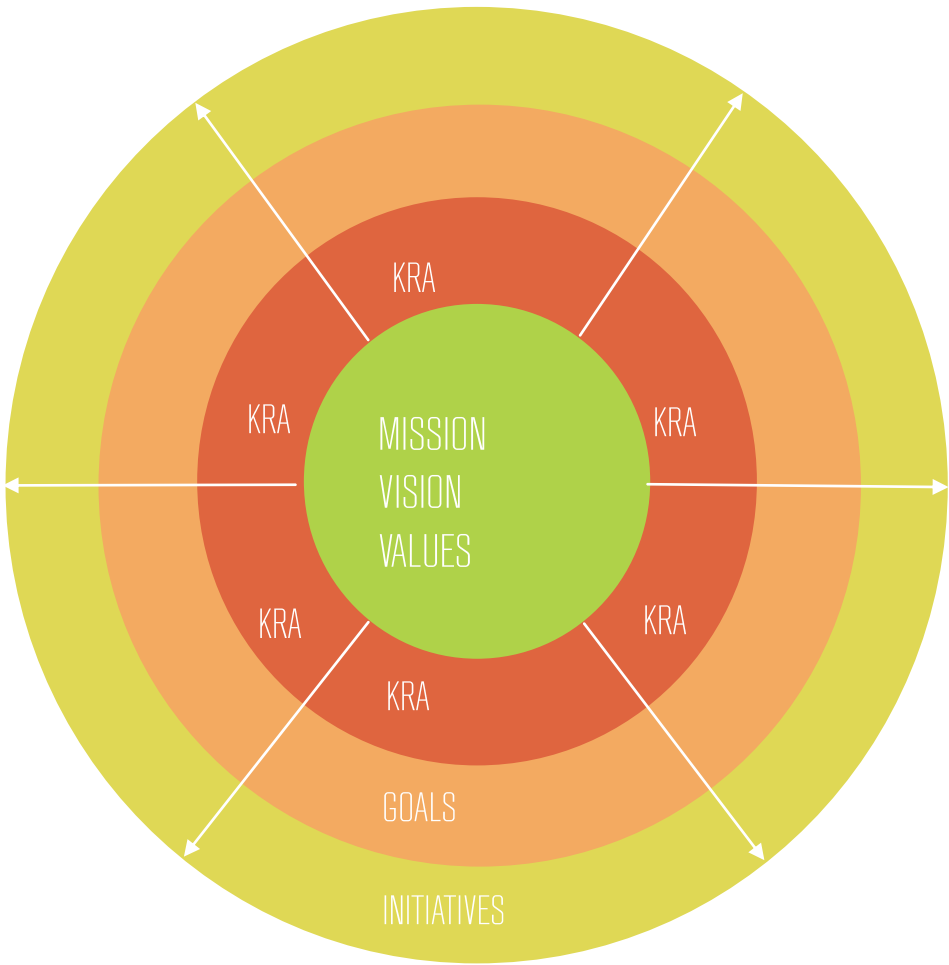
**Initiatives**—Organized actions that intend to achieve one or more Goals

**Scoreboard**—A high-level stewardship tool that monitors AMP's performance toward its Goals

As the image on the following page shows, the first four elements (Mission, Vision, Values and Key Result Areas) are the compass. Like a compass, they provide the overall direction for AMP's success over the next five years. They contain the business philosophies for AMP's leaders to use to inspire employees and other stakeholders in the future of AMP. They describe the common goals for collaboration and teamwork.

# AMP's Compass

As the chart below shows, there is a necessary alignment between Key Result Areas (KRA), Goals, and Initiatives. Specific Goals support the achievement of each KRA. Specific Initiatives support the achievement of each Goal.



# Mission

## Mission Statement

A mission is one-sentence statement that summarizes the aspirations or purpose of AMP over the next five years. It states AMP's destiny. It is the guiding star on the horizon that summarizes what AMP does or our primary reason for being.

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## AMP's Mission Statement

**Powering Alameda for a Greener Tomorrow**

# Vision

## Vision Statement

A vision is a description of positive expectations about the successes AMP will have achieved and/or what AMP's stakeholders will be saying about AMP in the future. A vision assumes that AMP will be successful in its mission and its future programs and services.

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## AMP's Vision Statement

**Our customers inspire us.** We provide 35,000 customers with the highest quality services, programs, and power delivery. We work closely with our local community to ensure that we are serving our customers equitably.

**Our workforce is the key to our success** and our most important asset. We work in a safe environment; we make AMP a desirable place to work; and we have opportunities for continual professional growth.

**We get things done** to ensure resiliency in our electric system. We complete all of our initiatives on time and within budget. We continually enhance our aging infrastructure.

**We are transparent.** Our customers have easier access to real-time data in a user-friendly, online format. Through technology, we engage customers to manage their energy use. We work closely with local decisions makers.

**Our energy resources are green and cost competitive.** Our customers call on us as their technical resource of choice and we help them establish comprehensive plans for effective energy usage.

**Our finances are in order and stable.** Our rates are competitive and below PG&E's. We operate with a balanced budget. We support Alameda through our annual transfer of funds.

# Core Values

## Values

Values are the principles and beliefs that provide the bedrock for AMP's existence and the decision criteria for major programs, policies and expenditures. They are the foundation for AMP's culture and the positive behaviors of its employees toward all customers, vendors and other stakeholders. Values are the ethical standards and underlying principles for setting AMP priorities, making decisions, and resolving problems.

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## AMP's Core Values

### Accountability

We accept responsibility for the impact of our actions on our community.

We take ownership for the quality of service we provide to each other and to our customers.

We utilize our resources in a responsible manner.

### Collaboration

We believe our best solutions come from a diverse team working together.

We listen, seek understanding, and encourage dialogue.

We recognize and celebrate individual and team successes.

### Excellence

We always strive to do our best.

We depend on each person's contribution, which is critical to our success.

We continuously improve our business skills and sharpen our knowledge.

### Integrity

We approach all situations truthfully and professionally.

We honor the spirit and intent of our commitments and promises.

We demonstrate consistency and fairness.

### Trust

We work together to create a culture built on honesty, respect and dignity.

We value an environment where communication is open and transparent.

We seek our community's feedback, approval, and support.

# Key Result Areas

## Key Result Areas

Key Result Areas, or KRAs, state the performance areas where AMP must achieve excellence and measurable success over the next five years. They serve as the top level for organizing Goals and Initiatives within AMP's Strategic Plan. KRAs do not cover 100 percent of AMP's operations—only those areas that require high performance.

### AMP's Key Result Areas



Customer Programs & Experience



Workforce



System Resiliency



Technology



Energy Resources



Financial Stability



# Goals

## Goals

Goals are statements that describe the scope of excellence within each AMP Key Result Area (KRA). A Goal describes a measurable end result. It contains a due date for the Goal to be attained or implemented. A Goal does not describe the work plan or how the Goal will be achieved.

### AMP's Goals for 2015-2020



#### KRA 1: Customer Programs & Experience

##### GOALS:

- 1.1 Ensure that customers have a positive experience, ensuring that AMP consistently achieves a 90 percent or greater in customer satisfaction by 2018
- 1.2 Increase customer energy efficiency by 5 percent by 2020
- 1.3 Implement programs that support a green Alameda by 2020
- 1.4 Implement programs that increase revenues by 1 percent by 2020
- 1.5 Increase community engagement and good will so that AMP consistently achieves a 90 percent or greater in customer satisfaction by 2018



#### KRA 2: Workforce

##### GOALS:

- 2.1 Achieve an annual OSHA incident rate of one or below by 2015
- 2.2 Maintain annual rate of zero preventable vehicle accidents by 2015
- 2.3 Maintain a position vacancy rate of 5 percent or below as of 2016
- 2.4 Develop workforce skills for AMP opportunities, ensuring a turnover rate of less than 1 percent by 2016
- 2.5 Achieve high employee satisfaction rate of 90 percent on annual employee engagement survey beginning in 2015

## Goals, *continued*

### AMP's Goals for 2015-2020



#### KRA 3: System Resiliency

##### GOALS:

- 3.1 Maintain low customer outage frequency and duration, ensuring AMP remains in top quartile for SAIDI/SAIFI annually
- 3.2 Replace 15 percent of AMP's infrastructure by 2020
- 3.3 Improve infrastructure project management workflow so that by 2020 all projects are within budget and on schedule.
- 3.4 Complete infrastructure for Alameda Point by 2030



#### KRA 4: Technology

##### GOALS:

- 4.1 Achieve 100 percent AMI deployment by 2018
- 4.2 Implement automated distribution system by 2025
- 4.3 Establish systems interoperability and total data accessibility by 2020
- 4.4 Maintain cybersecurity to ensure zero penetration to AMP's IT systems by 2020

## Goals, *continued*

### AMP's Goals for 2015-2020



#### KRA 5: Energy Resources

##### GOALS:

- 5.1 Develop alternative energy opportunities, ensuring that 5 percent is locally generated by 2017
- 5.2 Define power procurement plan for 2025
- 5.3 Achieve 100 percent utilization of REC funds by 2020
- 5.4 Achieve level of 85 percent carbon neutral by 2020



#### KRA 6: Financial and Organizational Stability

##### GOALS:

- 6.1 Meet all bond covenants by annually ensuring 145 days of cash on hand and a bond ratio of 1.75
- 6.2 Ensure AMP's average rates are 15 percent below PG&E every year
- 6.3 Ensure mutually agreeable transfer to City annually
- 6.4 Ensure balanced budget by 2016
- 6.5 Ensure effective organizational management and a AA bond rating by 2017

# Initiatives

## Initiatives

An Initiative is a planned set of activities that intend to achieve a goal in the strategic plan. Initiatives can be projects, policies or programs. They provide the structure for mobilizing AMP's resources to work toward achieving Goals. Each Initiative has milestone dates that fit within the time line of the Goal it supports. Each Initiative has one person who is held accountable for its performance.

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## AMP's Initiatives

AMP has many Initiatives to execute over the life of this Strategic Plan. It is expected that, annually, many Initiatives will be modified and others will be added.

# Strategic Plan Schedule

## Strategic Plan Schedule

A strategic plan schedule commits AMP to specific milestones for implementing defined Goals, the Initiatives needed to achieve those Goals, and all of the other critical elements developed with this version of the Strategic Plan.

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## AMP's Strategic Plan Schedule

On the next several pages is AMP's Strategic Plan Schedule. The charts include the following information:

- Key Results Areas (KRA)
- Goals that support KRAs
- Initiatives that support Goals
- The person who is accountable for a Goal or Initiative
- Start and/or stop milestone dates for Goals and Initiatives

| AMP's STRATEGIC PLAN SCHEDULE |                                   |       |  |                       |                                 |         |         |         |         |         |         |          |  |
|-------------------------------|-----------------------------------|-------|--|-----------------------|---------------------------------|---------|---------|---------|---------|---------|---------|----------|--|
|                               |                                   |       |  |                       |                                 |         |         |         |         |         |         |          |  |
| KRA                           | 1. CUSTOMER PROGRAMS & EXPERIENCE |       |  | MEASURE               | RESPONSIBLE                     | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2020+ |  |
| GOAL                          | 1.1                               |       | Ensure that customers have a positive experience         | ≥ 90% customer survey | Irwin                           |         |         |         | Q4      |         |         |          |  |
|                               | INITIATIVE                        | 1.1.1 | Preferred Payment Option Program                         |                       | Icatar                          |         |         | Q4      |         |         |         |          |  |
|                               |                                   | 1.1.2 | Website Redesign   |                       | Schneider                       |         |         | Q4      |         |         |         |          |  |
|                               |                                   | 1.1.3 | Automated Solar Billing Implementation                   |                       | Yeung                           |         | Q2      |         |         |         |         |          |  |
|                               |                                   | 1.1.4 | Online Payment System Upgrade                            |                       | Irwin                           |         |         | Q2      |         |         |         |          |  |
|                               |                                   | 1.1.5 | Mobile Website Implementation                            |                       | Schneider                       |         |         | Q2      |         |         |         |          |  |
|                               |                                   | 1.1.6 | Lobby Renovation Completed                               |                       | Irwin                           |         |         | Q4      |         |         |         |          |  |
|                               |                                   | 1.1.7 | Commercial Customer Outreach Program                     |                       | Garvine                         | Q4      |         |         |         |         |         |          |  |
|                               |                                   | 1.1.8 | Redesign Customer Bills                                  |                       | Irwin                           |         |         |         | Q3      |         |         |          |  |
|                               |                                   | 1.1.9 | AMI Deployment Communications Plan                       |                       | Adams                           |         | Q3      |         |         |         |         |          |  |
| GOAL                          | 1.2                               |       | Increase customer energy efficiency                      | ≥ 5%                  | Irwin                           |         |         |         |         |         | Q4      |          |  |
|                               | INITIATIVE                        | 1.2.1 | Plan for REC Expenditures for Energy Efficiency          |                       | Irwin                           | Q3      |         |         |         |         |         |          |  |
|                               |                                   | 1.2.2 | Implementation of REC Expenditures for Energy Efficiency |                       | Irwin                           | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |          |  |
|                               |                                   | 1.2.3 | AMP Service Center Energy Efficiency Plan                |                       | Birdwell                        |         |         | Q1      |         |         |         |          |  |
|                               |                                   | 1.2.4 | Energy Efficiency Measurement & Verification Study       |                       | Leska                           | Q2      |         |         |         |         |         |          |  |
|                               |                                   | 1.2.5 | Home Energy Management System Plan                       |                       | Irwin                           |         | Q3      |         |         |         |         |          |  |
| GOAL                          | 1.3                               |       | Provide programs that support green Alameda              |                       | Green Alameda programs in place | Irwin   |         |         |         |         |         | Q4       |  |
|                               | INITIATIVE                        | 1.3.1 | NREL Top 10 Award for Alameda Green                      | Birdwell              |                                 |         |         |         | Q4      |         |         |          |  |
|                               |                                   | 1.3.2 | EV Promotion Program Defined                             | Irwin                 |                                 |         |         |         | Q4      |         |         |          |  |
|                               |                                   | 1.3.3 | Community Solar Program Defined                          | Birdwell              |                                 |         | Q4      |         |         |         |         |          |  |
| GOAL                          | 1.4                               |       | Provide programs that increase revenues                  | Revenue increase ≥ 1% | Irwin                           |         |         |         |         |         | Q4      |          |  |
|                               | INITIATIVE                        | 1.4.1 | Advanced Auditing Program Defined                        |                       | Owens                           |         | Q3      | Q3      | Q3      | Q3      | Q3      |          |  |
|                               |                                   | 1.4.2 | Residential Direct Install Program Defined               |                       | Birdwell                        |         | Q4      | Q4      | Q4      | Q4      | Q4      |          |  |
|                               |                                   | 1.4.3 | AMP Branding and Marketing Plan                          |                       | Adams                           |         | Q4      | Q4      | Q4      | Q4      | Q4      |          |  |
| GOAL                          | 1.5                               |       | Increase community engagement and good will              | ≥ 90% customer survey | Irwin                           |         |         |         | Q4      |         |         |          |  |
|                               | INITIATIVE                        | 1.5.1 | Community Contest  |                       | Adams                           |         |         | Q2      |         |         |         |          |  |
|                               |                                   | 1.5.2 | Community Sponsor Policy and Goals                       |                       | Irwin                           |         | Q1      |         |         |         |         |          |  |
|                               |                                   | 1.5.3 | Business Advisory Panel Established                      |                       | Garvine                         |         | Q2      |         |         |         |         |          |  |
|                               |                                   | 1.5.4 | Student Internship Program                               |                       | Irwin                           | Q4      |         |         |         |         |         |          |  |
|                               |                                   | 1.5.5 | Customer Advisory Panel Established                      |                       | Adams                           |         |         | Q3      |         |         |         |          |  |
|                               |                                   | 1.5.6 | Safety Outreach Program                                  |                       | Garvine                         | Q4      |         |         |         |         |         |          |  |

| AMP's STRATEGIC PLAN SCHEDULE |              |       |  |                       |             |         |         |         |         |         |         |          |
|-------------------------------|--------------|-------|--|-----------------------|-------------|---------|---------|---------|---------|---------|---------|----------|
|                               |              |       |  |                       |             |         |         |         |         |         |         |          |
| KRA                           | 2. WORKFORCE |       |  | MEASURE               | RESPONSIBLE | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2020+ |
| GOAL                          | 2.1          |       | Achieve low OSHA incident rate                 | ≤ 1                   | Steiger     | Q2      | Q2      | Q2      | Q2      | Q2      | Q2      |          |
|                               | INITIATIVE   | 2.1.1 | Awareness Training On Use Injuries (2/year)    |                       | Whitchurch  | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |          |
|                               |              | 2.1.2 | Safety Incentive Program                       |                       | Whitchurch  |         | Q3      |         |         |         |         |          |
| GOAL                          | 2.2          |       | Maintain zero preventable vehicle accidents    | 0                     | Steiger     | Q2      | Q2      | Q2      | Q2      | Q2      | Q2      |          |
|                               | INITIATIVE   | 2.2.1 | Vehicle Specific Training                      |                       | Whitchurch  | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |          |
| GOAL                          | 2.3          |       | Maintain low position vacancy rate             | ≤ 5%                  | Steiger     |         | Q1      | Q1      | Q1      | Q1      | Q1      |          |
|                               | INITIATIVE   | 2.3.1 | Organization-wide Succession Plan              |                       | Low         |         | Q3      | Q3      | Q3      | Q3      | Q3      |          |
|                               |              | 2.3.2 | Proactive Recruitment Program                  |                       | Low         |         | Q3      |         |         |         |         |          |
| GOAL                          | 2.4          |       | Develop workforce skills for AMP opportunities | < 1% turnover rate    | Steiger     |         | Q2      |         |         |         |         |          |
|                               | INITIATIVE   | 2.4.1 | Formal Cross-Training Program                  |                       | Low         |         | Q1      |         |         |         |         |          |
|                               |              | 2.4.2 | Formal Job Shadow Program                      |                       | Low         |         | Q1      |         |         |         |         |          |
|                               |              | 2.4.3 | Formal Professional Training Curriculum        |                       | Low         |         | Q2      |         |         |         |         |          |
| GOAL                          | 2.5          |       | Achieve high employee satisfaction             | ≥ 90% employee survey | Steiger     | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |          |
|                               | INITIATIVE   | 2.5.1 | Comprehensive Compensation Program             |                       | Low         |         | Q1      |         |         |         |         |          |
|                               |              | 2.5.2 | Space Planning                                 |                       | Obeta       |         | Q4      |         |         |         |         |          |
|                               |              | 2.5.3 | Annual Volunteer Event                         |                       | Mark        |         | Q2      |         |         |         |         |          |
|                               |              | 2.5.4 | Non-Profit Volunteer Program                   |                       | Irwin       |         |         | Q2      |         |         |         |          |
|                               |              | 2.5.5 | Internal Communication Plan                    |                       | Adams       |         | Q2      |         |         |         |         |          |

| AMP's STRATEGIC PLAN SCHEDULE |               |  |  |                                  |             |         |         |         |         |         |         |          |
|-------------------------------|---------------|--|--|----------------------------------|-------------|---------|---------|---------|---------|---------|---------|----------|
|                               |               |  |  |                                  |             |         |         |         |         |         |         |          |
| KRA                           | 4. TECHNOLOGY |  |  | MEASURE                          | RESPONSIBLE | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2020+ |
| GOAL                          | 4.1           | Achieve total AMI deployment               |  | 100% deployment                  | Steiger     |         |         |         | Q1      |         |         |          |
|                               | INITIATIVE    | 4.1.1                                      | Pilot Analysis Report                        |                                  | Obeta       |         | Q1      |         |         |         |         |          |
|                               |               | 4.1.2                                      | Business Case                                |                                  | Obeta       |         | Q2      |         |         |         |         |          |
|                               |               | 4.1.3                                      | Deployment Implementation                    |                                  | Eng PM      |         | Q3      |         |         |         |         |          |
| GOAL                          | 4.2           | Implement automated distribution system    |  | All circuits automated           | E&O AGM     |         |         |         |         |         |         | 2025     |
|                               | INITIATIVE    | 4.2.1                                      | GIS Implementation                           |                                  | Ulloa       |         | Q3      |         |         |         |         |          |
|                               |               | 4.2.2                                      | Upgrade System Ops                           |                                  | SO Supv     |         | Q4      |         |         |         |         |          |
|                               |               | 4.2.3                                      | Smart Air & PM Switches Installation         |                                  | Ulloa       |         |         |         |         |         | Q4      |          |
|                               |               | 4.2.4                                      | System Capacity Balanced                     |                                  | SO Supv     |         |         |         |         |         | Q4      |          |
| GOAL                          | 4.3           | Establish systems inter-operability        |  | Defined data is 100 % accessible | Obeta       |         |         |         |         |         | Q2      |          |
|                               | INITIATIVE    | 4.3.1                                      | IVR to Cloud                                 |                                  | Escalante   |         | Q1      |         |         |         |         |          |
|                               |               | 4.3.2                                      | Virtual Desktop                              |                                  | Chiu        |         |         | Q4      |         |         |         |          |
|                               |               | 4.3.3                                      | Online Form Submission and Data Base         |                                  | Schneider   |         |         | Q4      |         |         |         |          |
|                               |               | 4.3.4                                      | Single Sign-On Between AMI Portal & Bill Pay |                                  | Irwin       |         |         |         | Q1      |         |         |          |
|                               |               | 4.3.5                                      | VOIP Phones                                  |                                  | Escalante   |         |         | Q2      |         |         |         |          |
|                               |               | 4.3.6                                      | Northstar Upgrade                            |                                  | Saad        |         | Q1      |         |         |         |         |          |
|                               |               | 4.3.7                                      | Core Switch                                  |                                  | Chiu        |         | Q2      |         |         |         |         |          |
|                               |               | 4.3.8                                      | City WIFI                                    |                                  | Chiu        |         | Q1      |         |         |         |         |          |
|                               |               | 4.3.9                                      | Single sign on for SCADA                     |                                  | Chiu        |         | Q4      |         |         |         |         |          |
| GOAL                          | 4.4           | Maintain sufficient level of cybersecurity |  | Zero penetration to IT systems   | Obeta       |         |         |         |         |         | Q2      |          |
|                               | INITIATIVE    | 4.4.1                                      | Cloud Disaster Recovery                      |                                  | Chiu        |         |         |         | Q4      |         |         |          |
|                               |               | 4.4.2                                      | Core switch for MAN (Municipal Area Network) |                                  | Chiu        |         | Q1      |         |         |         |         |          |
|                               |               | 4.4.3                                      | Security Assessment                          |                                  | Chiu        | Q4      |         |         |         |         |         |          |
|                               |               | 4.4.4                                      | Security Plan Implementation                 |                                  | Chiu        | Q4      |         |         |         |         |         |          |
|                               |               | 4.4.5                                      | City Wi-Fi                                   |                                  | Chiu        |         |         |         | Q1      |         |         |          |



| AMP's STRATEGIC PLAN SCHEDULE |                     |       |   |   |             |         |         |         |         |         |         |          |
|-------------------------------|---------------------|-------|---|---|-------------|---------|---------|---------|---------|---------|---------|----------|
|                               |                     |       |   |   |             |         |         |         |         |         |         |          |
| KRA                           | 5. ENERGY RESOURCES |       |   | MEASURE                                 | RESPONSIBLE | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2020+ |
| GOAL                          | 5.1                 |       | Develop alternative energy opportunities    | 5% local sources                        | Leska       |         |         | Q4      |         |         |         |          |
|                               | INITIATIVE          | 5.1.1 | Energy Storage Analysis                     |   | Hanger      |         | Q4      |         |         |         |         |          |
|                               |                     | 5.1.2 | DG / EV Rate Structures                     |   | Hanger      |         |         | Q1      |         |         |         |          |
|                               |                     | 5.1.3 | Local Generation Analysis                   |   | Hanger      |         |         | Q4      |         |         |         |          |
| GOAL                          | 5.2                 |       | Define power procurement plan for 2025      | Fully sourced to meet load requirements | Leska       |         |         |         | Q4      |         |         |          |
|                               | INITIATIVE          | 5.2.1 | Integrated Resource Plan                    |   | Nolan       | Q4      |         |         |         |         |         |          |
|                               |                     | 5.2.2 | Financial Stability Cost Model              |   | Nolan       |         |         | Q2      |         |         |         |          |
|                               |                     | 5.2.3 | Acquisition of Resources                    |   | Hanger      |         |         |         | Q4      |         |         |          |
| GOAL                          | 5.3                 |       | Achieve maximum utilization of REC funds    | 100%                                    | Leska       |         |         |         |         |         | Q4      |          |
|                               | INITIATIVE          | 5.3.1 | Maximum REC Utilization Defined             |   | Leska       | Q4      |         |         |         |         |         |          |
|                               |                     | 5.3.2 | Allocation of Major Funds Accounts          |   | Leska       |         |         | Q2      |         |         |         |          |
|                               |                     | 5.3.3 | REC Funds Spent                             |   | Leska       |         | Q4      | Q4      | Q4      | Q4      | Q4      |          |
| GOAL                          | 5.4                 |       | Achieve sustainable level of carbon neutral | 85%                                     | Leska       |         |         |         |         |         | Q4      |          |
|                               | INITIATIVE          | 5.4.1 | Carbon Neutral Cost Model                   |   | Nolan       |         |         | Q2      |         |         |         |          |

| AMP's STRATEGIC PLAN SCHEDULE |                      |       |   |  |             |         |         |         |         |         |         |          |
|-------------------------------|----------------------|-------|---|--|-------------|---------|---------|---------|---------|---------|---------|----------|
|                               |                      |       |   |  |             |         |         |         |         |         |         |          |
| KRA                           | 3. SYSTEM RESILIENCY |       |   | MEASURE  | RESPONSIBLE | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2020+ |
| GOAL                          | 3.1                  |       | Maintain low customer outage frequency and duration | Top quartile SAIDI/SAIFI                       | E&O AGM     | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |          |
|                               | INITIATIVE           | 3.1.1 | Tree Trimming                                       |  | Deschaine   | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |          |
|                               |                      | 3.1.2 | Distribution Re-Framing                             |  | Deschaine   | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |          |
|                               |                      | 3.1.3 | OMS   |  | Davis       |         |         |         | Q3      |         |         |          |
|                               |                      | 3.1.4 | Fuse Coordination Study                             |  | Ulloa       |         |         | Q2      |         |         |         |          |
|                               |                      | 3.1.5 | Maintain Compliance with NERC Standards             |  | Whitchurch  |         | Q3      | Q3      | Q3      | Q3      | Q3      |          |
| GOAL                          | 3.2                  |       | Replace AMP infrastructure                          | 15% of total value of the system               | E&O AGM     |         |         |         |         |         | Q2      |          |
|                               | INITIATIVE           | 3.2.1 | UUD Shovel Ready                                    |  | Eng PM      |         |         | Q2      |         |         |         |          |
|                               |                      | 3.2.2 | Resized Transformers: Reduce system losses 2%       |  | Ulloa       |         |         |         |         |         | Q4      |          |
|                               |                      | 3.2.3 | Distribution Loss Study                             |  | Ulloa       |         | Q4      |         |         |         |         |          |
|                               |                      | 3.2.4 | 20 Annual Poles Replacement                         |  | Deschaine   | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |          |
|                               |                      | 3.2.5 | Pole Testing  |  | Ulloa       |         | Q4      |         |         |         |         |          |
|                               |                      | 3.2.6 | East Transition Tx Pole Replacement                 |  | Deschaine   |         | Q4      |         |         |         |         |          |
|                               |                      | 3.2.7 | Tx Pole Replacement Contractor Hired                |  | Deschaine   |         | Q3      |         |         |         |         |          |
| GOAL                          | 3.3                  |       | Improve infrastructure project management workflow  | 100% of projects within budget and on schedule | E&O AGM     |         |         |         |         |         | Q4      |          |
|                               | INITIATIVE           | 3.3.1 | Project Manager Hired                               |  | E&O AGM     |         | Q2      |         |         |         |         |          |
|                               |                      | 3.3.2 | Workflow Process Developed                          |  | Ulloa       |         |         | Q2      |         |         |         |          |
|                               |                      | 3.3.3 | Workflow Consultant Retained                        |  | E&O AGM     |         | Q4      |         |         |         |         |          |
| GOAL                          | 3.4                  |       | Complete infrastructure for Alameda Point           | 100% capacity and reliability                  | E&O AGM     |         |         |         |         |         |         | 2030     |
|                               | INITIATIVE           | 3.4.1 | Engineering Consultant Hired                        |  | Ulloa       |         | Q4      |         |         |         |         |          |
|                               |                      | 3.4.2 | North Distribution Extension Installation           |  | Ulloa       |         |         | Q4      |         |         |         |          |
|                               |                      | 3.4.3 | N/S Distribution Ties Installed                     |  | Ulloa       |         |         |         | Q4      |         |         |          |
|                               |                      | 3.4.4 | Reconductor West Tower                              |  | Ulloa       |         |         | Q4      |         |         |         |          |
|                               |                      | 3.4.5 | Trench & SS Contractor Hired                        |  | Ulloa       |         | Q4      |         |         |         |         |          |
|                               |                      | 3.4.6 | Relocate Building 162                               |  | SS Supv     |         |         | Q2      |         |         |         |          |

| AMP's STRATEGIC PLAN SCHEDULE |   |       |  |   |             |         |         |         |         |         |         |          |
|-------------------------------|---|-------|--|---|-------------|---------|---------|---------|---------|---------|---------|----------|
|                               |   |       |  |   |             |         |         |         |         |         |         |          |
| KRA                           | 6. FINANCIAL & ORGANIZATIONAL STABILITY |       |  | MEASURE                                       | RESPONSIBLE | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2020+ |
| GOAL                          | 6.1                                     |       | Meet all bond covenants                      | Cash on hand = 145 days.<br>Bond ratio = 1.75 | Orbeta      | Q2      | Q2      | Q2      | Q2      | Q2      | Q2      |          |
|                               | INITIATIVE                              | 6.1.1 | Long-Range Financial Forecast                |   | Saad        |         | Q3      | Q3      | Q3      | Q3      | Q3      |          |
|                               |   | 6.1.2 | AMP Financial Policy Review                  |   | Saad        |         | Q4      |         |         |         |         |          |
|                               |   | 6.1.3 | 5 Year Capital Requirements Analysis         |   | Saad        |         | Q3      |         |         |         |         |          |
| GOAL                          | 6.2                                     |       | Ensure AMP's average rates are competitive   | ≥ 15% below PG&E                              | Orbeta      | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |          |
|                               | INITIATIVE                              | 6.2.1 | Comprehensive Rate Design Plan               |   | Leska       |         | Q4      |         |         |         |         |          |
| GOAL                          | 6.3                                     |       | Ensure mutually-agreeable transfer to City   | Adequate funding                              | Orbeta      | Q3      | Q3      | Q3      | Q3      | Q3      | Q3      |          |
|                               | INITIATIVE                              | 6.3.1 | Long-Range Financial Forecast                |   | Saad        |         | Q3      | Q3      | Q3      | Q3      | Q3      |          |
|                               |   | 6.3.2 | Alameda Point Financial Plan                 |   | Steiger     |         | Q3      |         |         |         |         |          |
| GOAL                          | 6.4                                     |       | Ensure balanced budget                       | Cash neutral                                  | Orbeta      |         | Q4      | Q4      | Q4      | Q4      | Q4      |          |
|                               | INITIATIVE                              | 6.4.1 | Long-Range Financial Forecast                |   | Saad        |         | Q3      | Q3      | Q3      | Q3      | Q3      |          |
|                               |   | 6.4.2 | 5 Year Capital Requirements Analysis         |   | Saad        |         | Q3      |         |         |         |         |          |
| GOAL                          | 6.5                                     |       | Ensure Effective Organizational Management   | AA - bond rating                              | Steiger     |         |         | Q4      |         |         |         |          |
|                               | INITIATIVE                              | 6.5.1 | Create & Implement PUB Governance Workshops  |   | Steiger     |         | Q1      |         |         |         |         |          |
|                               |   | 6.5.2 | Develop Business Model Reflecting 2020 Needs |   | Steiger     |         |         | Q4      |         |         |         |          |
|                               |   | 6.5.3 | Create Partnerships with City Depts          |   | Steiger     |         | Q1      |         |         |         |         |          |

# Strategic Plan Scoreboard

## Scoreboard

A scoreboard is a stewardship tool that monitors a team's performance. It provides real-time feedback on the team's performance against specific targets that are essential to success. It also provides a mechanism for tracking progress on strategies that are important to outside stakeholders.

A team scoreboard has two elements: Key Results Areas (KRAs) and Goals. KRAs identify broad performance areas within which excellence must occur. Goals are quantitative or qualitative targets that describe success for each KRA. The scoreboard also tracks Initiatives that support Goals.

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## AMP's Strategic Plan Scoreboard

The scoreboard is updated on a regular basis to ensure that its assessments are relevant and timely for the team. AMP's Strategic Plan Scoreboard measures the progress of AMP's Strategic Plan Schedule.

# AMP'S STRATEGIC PLAN SCOREBOARD

## KEY

|       |   |
|-------|---|
| GOLD  | Ahead of schedule or exceeding expectations |
| GREEN | On schedule or meeting expectations         |
| RED   | Behind schedule or below expectations       |

| KRA      | GOALS   | MEASURES  | FY   | Responsible | REPORTING PERIODS |  |  |  |  |  |
|----------|---|---|--|-------------|-------------------|--|--|--|--|--|
|          |   |   |  |             |                   |  |  |  |  |  |
| <b>1</b> | <b>CUSTOMER PROGRAMS &amp; EXPERIENCE</b>       |   |  |             |                   |  |  |  |  |  |
|          | 1.1   | Ensure that customers have a positive experience                        | ≥ 90% customer survey                          | Q4 2018     | Irwin             |  |  |  |  |  |
|          | 1.2   | Increase customer energy efficiency                                     | ≥ 5%   | Q4 2020     | Irwin             |  |  |  |  |  |
|          | 1.3   | Provide programs that support green Alameda                             | Green Alameda programs in place                | Q4 2020     | Irwin             |  |  |  |  |  |
|          | 1.4   | Provide programs that increase revenues                                 | Revenue increase ≥ 1%                          | Q4 2020     | Irwin             |  |  |  |  |  |
|          | 1.5   | Increase community engagement and good will                             | ≥ 90% customer survey                          | Q4 2018     | Irwin             |  |  |  |  |  |
| <b>2</b> | <b>WORKFORCE</b>                                |   |  |             |                   |  |  |  |  |  |
|          | 2.1   | Achieve low OSHA incident rate  | ≤ 1  | Q2 Annual   | Steiger           |  |  |  |  |  |
|          | 2.2   | Maintain zero preventable vehicle accidents                             | 0  | Q2 Annual   | Steiger           |  |  |  |  |  |
|          | 2.3   | Maintain low position vacancy rate                                      | ≤ 5%   | 2016-2020   | Steiger           |  |  |  |  |  |
|          | 2.4   | Develop workforce skills for AMP opportunities                          | < 1% turnover rate                             | Q2 2016     | Steiger           |  |  |  |  |  |
|          | 2.5   | Achieve high employee satisfaction                                      | ≥ 90% employee survey                          | Q4 Annual   | Steiger           |  |  |  |  |  |
| <b>3</b> | <b>SYSTEM RESILIENCY</b>                        |   |  |             |                   |  |  |  |  |  |
|          | 3.1   | Maintain low customer outage frequency and duration                     | Top quartile SAIDI/SAIFI                       | Q4 Annual   | E&O AGM           |  |  |  |  |  |
|          | 3.2   | Replace AMP infrastructure  | 15% of total value of the system               | Q2 2020     | E&O AGM           |  |  |  |  |  |
|          | 3.3   | Improve infrastructure project management workflow                      | 100% of projects within budget and on schedule | Q4 2020     | E&O AGM           |  |  |  |  |  |
|          | 3.4   | Complete infrastructure for Alameda Point                               | 100% capacity and reliability                  | 2030        | E&O AGM           |  |  |  |  |  |
| <b>4</b> | <b>TECHNOLOGY</b>                               |   |  |             |                   |  |  |  |  |  |
|          | 4.1   | Achieve total AMI deployment  | 100 % deployment                               | Q1 2018     | Steiger           |  |  |  |  |  |
|          | 4.2   | Implement automated distribution system                                 | All circuits automated                         | 2025        | E&O AGM           |  |  |  |  |  |
|          | 4.3   | Establish systems inter-operability                                     | Defined data is 100 % accessible               | Q2 2020     | Orbeta            |  |  |  |  |  |
|          | 4.4   | Maintain sufficient level of cybersecurity                              | Zero penetration to IT system                  | Q2 2020     | Orbeta            |  |  |  |  |  |
| <b>5</b> | <b>ENERGY RESOURCES</b>                         |   |  |             |                   |  |  |  |  |  |
|          | 5.1   | Develop alternative energy opportunities                                | 5% local sources                               | Q4 2017     | Leska             |  |  |  |  |  |
|          | 5.2   | Define power procurement plan for 2025                                  | Fully sourced to meet load rqmts               | Q4 2018     | Leska             |  |  |  |  |  |
|          | 5.3   | Achieve maximum utilization of REC funds                                | 100%   | Q4 2020     | Leska             |  |  |  |  |  |
|          | 5.4   | Achieve sustainable level of carbon neutral                             | 85%  | Q4 2020     | Leska             |  |  |  |  |  |
| <b>6</b> | <b>FINANCIAL &amp; ORGANIZATIONAL STABILITY</b> |   |  |             |                   |  |  |  |  |  |
|          | 6.1   | Meet all bond covenants   | Cash on hand = 145 days<br>Bond ratio = 1.75   | Q2 Annual   | Orbeta            |  |  |  |  |  |
|          | 6.2   | Ensure AMP's average rates are competitive                              | ≥ 15% below PG&E                               | Q4 Annual   | Orbeta            |  |  |  |  |  |
|          | 6.3   | Ensure mutually-agreeable transfer to City                              | Adequate funding                               | Q3 Annual   | Orbeta            |  |  |  |  |  |
|          | 6.4   | Ensure balanced budget  | Cash neutral                                   | Q4 Annual   | Orbeta            |  |  |  |  |  |
|          | 6.5   | Ensure effective organizational management and a AA bond rating by 2017 | AA - bond rating                               | Q4 2017     | Orbeta            |  |  |  |  |  |

# AMP 2015-2020 Strategic Plan

Report to Alameda City Council  
July 16, 2015

# Strategic Planning Process

- Created Design Team
- Held employee and PUB workshops
- Interviewed Key Stakeholders
- Developed the “Environmental Scan”

# Strategic Planning Process

- Analyzed the Scan, Existing Strategies and Initiatives
- Created a Forward-Looking, 5-Year Strategic Plan
- Presented to PUB for review in January 2015
- Revised per PUB and public input



# Environmental Scan Analyzed

- National and Regional Trends
- Changes in Alameda
- Stakeholders

# Created Priorities

- Resiliency
- Business Model
- Rates
- Customer Focus
- Workforce Issues
- Technology

# Evolving Business Model

- Traditional Energy Services
- Alternative Energy
- Effective Energy Usage
- Data

# As Valued By

- Revenue
- Goodwill
- AMP's Image
- Customer Satisfaction
- Future Customer Expectations

# Mission Statement

*“Powering Alameda for a Greener Tomorrow”*

# Vision Statement

The future at AMP is very bright. Here is how we see our benefit to life in Alameda:

**Our Customers inspire us.** We provide 35,000 customers with the highest quality services, programs, and power delivery. We work closely with our local community to ensure that we are serving our customers equitably.

**Our workforce is the key to our success** and our most important asset. We work in a safe environment; we make AMP a desirable place to work; we have opportunities for continual professional growth.

**We get things done** to ensure resiliency in our electric system. We complete all of our initiatives on time and within budget. We continually enhance our aging infrastructure.

# Vision Statement cont.

**We are transparent.** Our customers have easier access to real-time data in a user-friendly, online format. Through technology, we engage customers to manage their energy use. We work closely with local decisions makers.

**Our energy resources are green and cost competitive.** Our customers call on us as their technical resource of choice and we help them establish comprehensive plans for effective energy usage.

**Our finances are in order and stable.** Our rates are competitive and below PG&E's. We operate with a balanced budget. We support Alameda through our annual transfer of funds.

# AMP's Continuing Values

**ACCOUNTABILITY**

**COLLABORATION**

**EXCELLENCE**

**INTEGRITY**

**TRUST**



# The Plan – AMP's Road Map

- **Key Result Areas (KRA)**
  - Must Achieve Excellence
  - Based on Forward-Looking Priorities, and existing Strategies and Initiatives
- **Goals**
  - Measured
  - Owned
  - Scheduled
- **Initiatives**
  - Defined Tactics Over Time
  - Managed Through Specific Work Plans
- **Work Plans**

# KRA's

- Customer Programs & Experience
- Workforce
- System Resiliency
- Technology
- Energy Resources
- Financial and Organizational Stability

# The Plan – AMP's Roadmap

- Replaces and Integrates existing Strategies and Initiatives
- Creates Dimension, Accountability and Specific Work Plans
- Defines “How” Strategies will be accomplished
- Will commence with fourth quarter FY2015 initiatives

# KRA 1. Customer Programs & Experience

| KRA        | 1. CUSTOMER PROG & EXP | MEASURE  | R                           | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2020 + | STATUS |
|------------|------------------------|--|-----------------------------|---------|---------|---------|---------|---------|---------|-----------|--------|
| GOAL       | 1.1                    | Ensure that customers have a positive experience         | ≥ 90% customer survey       | RI      |         |         | Q4      |         |         |           |        |
| INITIATIVE | 1.1.1                  | Preferred Payment Option Program                         | NI                          |         |         | Q4      |         |         |         |           |        |
|            | 1.1.2                  | Website Redesign   | ES                          |         |         | Q4      |         |         |         |           |        |
|            | 1.1.3                  | Automated Solar Billing Implementation                   | JY                          |         | Q2      |         |         |         |         |           |        |
|            | 1.1.4                  | Online Payment System Upgrade                            | RI                          |         |         | Q2      |         |         |         |           |        |
|            | 1.1.5                  | Mobile Website Implementation                            | ES                          |         |         | Q2      |         |         |         |           |        |
|            | 1.1.6                  | Lobby Renovation Completed                               | RI                          |         |         | Q4      |         |         |         |           |        |
|            | 1.1.7                  | Commercial Customer Outreach Program                     | BG                          | Q4      |         |         |         |         |         |           |        |
|            | 1.1.8                  | Redesign Customer Bills                                  | RI                          |         |         |         | Q3      |         |         |           |        |
|            | 1.1.9                  | AMI Deployment Communications Plan                       | LCS                         |         | Q3      |         |         |         |         |           |        |
| GOAL       | 1.2                    | Increase customer energy efficiency                      | ≥ 5%                        | RI      |         |         |         |         | Q4      |           |        |
| INITIATIVE | 1.2.1                  | Plan for REC Expenditures for Energy Efficiency          | RI                          | Q3      |         |         |         |         |         |           |        |
|            | 1.2.2                  | Implementation of REC Expenditures for Energy Efficiency | RI                          | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |           |        |
|            | 1.2.3                  | AMP Service Center Energy Efficiency Plan                | KB                          |         |         | Q1      |         |         |         |           |        |
|            | 1.2.4                  | Energy Efficiency Measurement & Verification Study       | BL                          | Q2      |         |         |         |         |         |           |        |
|            | 1.2.5                  | Home Energy Management System Plan                       | RI                          |         | Q3      |         |         |         |         |           |        |
| GOAL       | 1.3                    | Provide programs that support green Alameda              | Programs in place           | RI      |         |         |         |         | Q4      |           |        |
| INITIATIVE | 1.3.1                  | NREL Top 10 Award for Alameda Green                      | KB                          |         |         |         | Q4      |         |         |           |        |
|            | 1.3.2                  | EV Promotion Program Defined                             | RI                          |         |         |         | Q4      |         |         |           |        |
|            | 1.3.3                  | Community Solar Program Defined                          | KB                          |         | Q4      |         |         |         |         |           |        |
| GOAL       | 1.4                    | Provide programs that increase revenues                  | Revenue increase 1% by 2020 | RI      |         |         |         |         | Q4      |           |        |
| INITIATIVE | 1.4.1                  | Advanced Auditing Program Defined                        | MO                          |         | Q3      | Q3      | Q3      | Q3      | Q3      |           |        |
|            | 1.4.2                  | Residential Direct Install Program Defined               | KD                          |         | Q4      | Q4      | Q4      | Q4      | Q4      |           |        |
|            | 1.4.3                  | AMP Branding and Marketing Plan                          | LCS                         |         | Q4      | Q4      | Q4      | Q4      | Q4      |           |        |
| GOAL       | 1.5                    | Increase community engagement and good will              | >90% Customer Survey        | RI      |         |         | Q4      |         |         |           |        |
| INITIATIVE | 1.5.1                  | Community Contest  | LCS                         |         |         | Q2      |         |         |         |           |        |
|            | 1.5.2                  | Community Sponsor Policy and Goals                       | RI                          |         | Q1      |         |         |         |         |           |        |
|            | 1.5.3                  | Business Advisory Panel Established                      | BG                          |         | Q2      |         |         |         |         |           |        |
|            | 1.5.4                  | Student Internship Program                               | RI                          | Q4      |         |         |         |         |         |           |        |
|            | 1.5.5                  | Customer Advisory Panel Established                      | LCS                         |         |         | Q3      |         |         |         |           |        |
|            | 1.5.6                  | Safety Outreach Program                                  | BG                          | Q4      |         |         |         |         |         |           |        |

# KRA 2. Workforce

| KRA 2. WORKFORCE |       |  |  | MEASURE            | R   | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2020 + | STATUS |
|------------------|-------|--|--|--------------------|-----|---------|---------|---------|---------|---------|---------|-----------|--------|
| GOAL 2.1         |       | Achieve low OSHA incident rate                 |  | ≤ 1                | GS  | Q2      | Q2      | Q2      | Q2      | Q2      | Q2      |           |        |
| INITIATIVE       | 2.1.1 | Awareness Training On Use Injuries (2/year)    |  |                    | CW  | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |           |        |
|                  | 2.1.2 | Safety Incentive Program                       |  |                    | CW  |         | Q3      |         |         |         |         |           |        |
| GOAL 2.2         |       | Maintain zero preventable vehicle accidents    |  | 0%                 | GS  | Q2      | Q2      | Q2      | Q2      | Q2      | Q2      |           |        |
| INITIATIVE       | 2.2.1 | Vehicle Specific Training                      |  |                    | CW  | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |           |        |
| GOAL 2.3         |       | Maintain low position vacancy rate             |  | ≤ 5%               | GS  |         | Q1      | Q1      | Q1      | Q1      | Q1      |           |        |
| INITIATIVE       | 2.3.1 | Organization-wide Succession Plan              |  |                    | CL  |         | Q3      | Q3      | Q3      | Q3      | Q3      |           |        |
|                  | 2.3.2 | Proactive Recruitment Program                  |  |                    | CL  |         | Q3      |         |         |         |         |           |        |
| GOAL 2.4         |       | Develop workforce skills for AMP opportunities |  | Turnover rate < 1% | GS  |         | Q2      |         |         |         |         |           |        |
| INITIATIVE       | 2.4.1 | Formal Cross-Training Program                  |  |                    | CL  |         | Q1      |         |         |         |         |           |        |
|                  | 2.4.2 | Formal Job Shadow Program                      |  |                    | CL  |         | Q1      |         |         |         |         |           |        |
|                  | 2.4.3 | Formal Professional Training Curriculum        |  |                    | CL  |         | Q2      |         |         |         |         |           |        |
| GOAL 2.5         |       | Achieve high employee satisfaction             |  | 90% on survey      | GS  | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |           |        |
| INITIATIVE       | 2.5.1 | Comprehensive Compensation Program             |  |                    | CL  |         | Q1      |         |         |         |         |           |        |
|                  | 2.5.2 | Space Planning                                 |  |                    | RO  |         | Q4      |         |         |         |         |           |        |
|                  | 2.5.3 | Annual Volunteer Event                         |  |                    | DM  |         | Q2      |         |         |         |         |           |        |
|                  | 2.5.4 | Non-Profit Volunteer Program                   |  |                    | RI  |         |         | Q2      |         |         |         |           |        |
|                  | 2.5.5 | Internal Communication Plan                    |  |                    | LCS |         | Q2      |         |         |         |         |           |        |

# KRA 3. System Resiliency

| KRA 3. SYSTEM RESILIENCY |   | MEASURE  | R       | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2020+ | STATUS |
|--------------------------|---|--|---------|---------|---------|---------|---------|---------|---------|----------|--------|
| GOAL 3.1                 | Maintain low customer outage frequency and duration | Top quartile SAIDI/SAIFI                       | DD      | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |          |        |
| INITIATIVE               | 3.1.1 Tree Trimming                                 |  | JD      | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |          |        |
|                          | 3.1.2 Distribution Re-Framing                       |  | JD      | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |          |        |
|                          | 3.1.3 OMS   |  | SO Supv |         |         |         | Q3      |         |         |          |        |
|                          | 3.1.4 Fuse Coordination Study                       |  | JU      |         |         | Q2      |         |         |         |          |        |
|                          | 3.1.5 Maintain Compliance with NERC Standards       |  | CW      |         | Q3      | Q3      | Q3      | Q3      | Q3      |          |        |
| GOAL 3.2                 | Replace AMP infrastructure                          | 15% of total value of the system               | DD      |         |         |         |         |         | Q2      |          |        |
| INITIATIVE               | 3.2.1 UUD Shovel Ready                              |  | Eng PM  |         |         | Q2      |         |         |         |          |        |
|                          | 3.2.2 Resized Transformers: Reduce system losses 2% |  | JU      |         |         |         |         |         | Q4      |          |        |
|                          | 3.2.3 Distribution Loss Study                       |  | JU      |         | Q4      |         |         |         |         |          |        |
|                          | 3.2.4 20 Annual Poles Replacement                   |  | JD      | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |          |        |
|                          | 3.2.5 Pole Testing                                  |  | JU      |         | Q4      |         |         |         |         |          |        |
|                          | 3.2.6 East Transition Tx Pole Replacement           |  | JD      |         | Q4      |         |         |         |         |          |        |
|                          | 3.2.7 Tx Pole Replacement Contractor Hired          |  | JD      |         | Q3      |         |         |         |         |          |        |
| GOAL 3.3                 | Improve infrastructure project management workflow  | 100% of projects within budget and on schedule | DD      |         |         |         |         |         | Q4      |          |        |
| INITIATIVE               | 3.3.1 Project Manager Hired                         |  | DD      |         | Q2      |         |         |         |         |          |        |
|                          | 3.3.2 Workflow Process Developed                    |  | JU      |         |         | Q2      |         |         |         |          |        |
|                          | 3.3.3 Workflow Consultant Retained                  |  | DD      |         | Q4      |         |         |         |         |          |        |
| GOAL 3.4                 | Complete infrastructure for Alameda Point           | 100% capacity and reliability                  | DD      |         |         |         |         |         |         | 2030     |        |
| INITIATIVE               | 3.4.1 Engineering Consultant Hired                  |  | JU      |         | Q4      |         |         |         |         |          |        |
|                          | 3.4.2 North Distribution Extension Installation     |  | JU      |         |         | Q4      |         |         |         |          |        |
|                          | 3.4.3 N/S Distribution Ties Installed               |  | JU      |         |         |         | Q4      |         |         |          |        |
|                          | 3.4.4 Reconductor West Tower                        |  | JU      |         |         | Q4      |         |         |         |          |        |
|                          | 3.4.5 Trench & SS Contractor Hired                  |  | JU      |         | Q4      |         |         |         |         |          |        |
|                          | 3.4.6 Relocate Building 162                         |  | SS Supv |         |         | Q2      |         |         |         |          |        |

# KRA 4. Technology

| KRA        | 4. TECHNOLOGY | MEASURE                                      | R                                  | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2020+ | STATUS |
|------------|---------------|--|------------------------------------|---------|---------|---------|---------|---------|---------|----------|--------|
| GOAL       | 4.1           | Achieve total AMI deployment                 | 100%                               | GS      |         |         | Q1      |         |         |          |        |
| INITIATIVE | 4.1.1         | Pilot Analysis Report                        | RO                                 |         | Q1      |         |         |         |         |          |        |
|            | 4.1.2         | Business Case                                | RO                                 |         | Q2      |         |         |         |         |          |        |
|            | 4.1.3         | Deployment Implementation                    | Eng PM                             |         | Q3      |         |         |         |         |          |        |
| GOAL       | 4.2           | Implement automated distribution system      | All circuits automated             | DD      |         |         |         |         |         | 2025     |        |
| INITIATIVE | 4.2.1         | GIS Implementation                           | JU                                 |         | Q3      |         |         |         |         |          |        |
|            | 4.2.2         | Upgrade System Ops                           | SO Supv                            |         | Q4      |         |         |         |         |          |        |
|            | 4.2.3         | Smart Air & PM Switches Installation         | JU                                 |         |         |         |         |         | Q4      |          |        |
|            | 4.2.4         | System Capacity Balanced                     | SO Supv                            |         |         |         |         |         | Q4      |          |        |
| GOAL       | 4.3           | Establish systems inter-operability          | Defined data is 100 % accessible   | RO      |         |         |         |         | Q2      |          |        |
| INITIATIVE | 4.3.1         | IVR to Cloud                                 | LE                                 |         | Q1      |         |         |         |         |          |        |
|            | 4.3.2         | Virtual Desktop                              | SC                                 |         |         | Q4      |         |         |         |          |        |
|            | 4.3.3         | Online Form Submission and Data Base         | ES                                 |         |         | Q4      |         |         |         |          |        |
|            | 4.3.4         | Single Sign-On Between AMI Portal & Bill Pay | RI                                 |         |         |         | Q1      |         |         |          |        |
|            | 4.3.5         | VOIP Phones                                  | LE                                 |         |         | Q2      |         |         |         |          |        |
|            | 4.3.6         | Northstar Upgrade                            | SS                                 |         | Q1      |         |         |         |         |          |        |
|            | 4.3.7         | Core Switch                                  | SC                                 |         | Q2      |         |         |         |         |          |        |
|            | 4.3.8         | City WIFI                                    | SC                                 |         | Q1      |         |         |         |         |          |        |
|            | 4.3.9         | Single sign on for SCADA                     | SC                                 |         | Q4      |         |         |         |         |          |        |
| GOAL       | 4.4           | Maintain sufficient level of cybersecurity   | Zero penetration to our IT systems | RO      |         |         |         |         | Q2      |          |        |
| INITIATIVE | 4.4.1         | Cloud Disaster Recovery                      | SC                                 |         |         |         | Q4      |         |         |          |        |
|            | 4.4.2         | Core switch for MAN (Municipal Area Network) | SC                                 |         | Q1      |         |         |         |         |          |        |
|            | 4.4.3         | Security Assessment                          | SC                                 | Q4      |         |         |         |         |         |          |        |
|            | 4.4.4         | Security Plan Implementation                 | SC                                 | Q4      |         |         |         |         |         |          |        |
|            | 4.4.5         | City Wi-Fi                                   | SC                                 |         |         |         | Q1      |         |         |          |        |

# KRA 5. Energy Resources

| KRA 5. ENERGY RESOURCES |       |   |  | MEASURE                                 | R  | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2020 + | STATUS |
|-------------------------|-------|---|--|---|----|---------|---------|---------|---------|---------|---------|-----------|--------|
| GOAL 5.1                |       | Develop alternative energy opportunities    |  | 5% local sources                        | BL |         |         | Q4      |         |         |         |           |        |
| INITIATIVE              | 5.1.1 | Energy Storage Analysis                     |  |   | AH |         | Q4      |         |         |         |         |           |        |
|                         | 5.1.2 | DG / EV Rate Structures                     |  |   | AH |         |         | Q1      |         |         |         |           |        |
|                         | 5.1.3 | Local Generation Analysis                   |  |   | AH |         |         | Q4      |         |         |         |           |        |
| GOAL 5.2                |       | Define power procurement plan for 2025      |  | Fully sourced to meet load requirements | BL |         |         |         | Q4      |         |         |           |        |
| INITIATIVE              | 5.2.1 | Integrated Resource Plan                    |  |   | CN | Q4      |         |         |         |         |         |           |        |
|                         | 5.2.2 | Financial Stability Cost Model              |  |   | CN |         |         | Q2      |         |         |         |           |        |
|                         | 5.2.3 | Acquisition of Resources                    |  |   | AH |         |         |         | Q4      |         |         |           |        |
| GOAL 5.3                |       | Achieve maximum utilization of REC funds    |  | 100%                                    | BL |         |         |         |         |         | Q4      |           |        |
| INITIATIVE              | 5.3.1 | Maximum REC Utilization Defined             |  |   | BL | Q4      |         |         |         |         |         |           |        |
|                         | 5.3.2 | Allocation of Major Funds Accounts          |  |   | BL |         |         | Q2      |         |         |         |           |        |
|                         | 5.3.3 | REC Funds Spent                             |  |   | BL |         | Q4      | Q4      | Q4      | Q4      | Q4      |           |        |
| GOAL 5.4                |       | Achieve sustainable level of carbon neutral |  | 85%                                     | BL |         |         |         |         |         | Q4      |           |        |
| INITIATIVE              | 5.4.1 | Carbon Neutral Cost Model                   |  |   | CN |         |         | Q2      |         |         |         |           |        |



# KRA 6. Financial & Organizational Stability

| KRA 6.           | FINANCIAL AND ORGANIZATIONAL STABILITY       | MEASURE                                    | R  | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2020 + | STATUS |
|------------------|--|--|----|---------|---------|---------|---------|---------|---------|-----------|--------|
| GOAL 6.1         | Meet all bond covenants                      | Cash on hand = 145 days. Bond ratio = 1.75 | RO | Q2      | Q2      | Q2      | Q2      | Q2      | Q2      |           |        |
| INITIATIVE 6.1.1 | Long-Range Financial Forecast                |  | SS |         | Q3      | Q3      | Q3      | Q3      | Q3      |           |        |
| 6.1.2            | AMP Financial Policy Review                  |  | SS |         | Q4      |         |         |         |         |           |        |
| 6.1.3            | 5 Year Capital Requirements Analysis         |  | SS |         | Q3      |         |         |         |         |           |        |
| GOAL 6.2         | Ensure AMP's average rates are competitive   | ≥ 15% below PG&E                           | RO | Q4      | Q4      | Q4      | Q4      | Q4      | Q4      |           |        |
| INITIATIVE 6.2.1 | Comprehensive Rate Design Plan               |  | BL |         | Q4      |         |         |         |         |           |        |
| GOAL 6.3         | Ensure mutually-agreeable transfer to City   | Adequate funding                           | RO | Q3      | Q3      | Q3      | Q3      | Q3      | Q3      |           |        |
| INITIATIVE 6.3.1 | Long-Range Financial Forecast                |  | SS |         | Q3      | Q3      | Q3      | Q3      | Q3      |           |        |
| 6.3.2            | Alameda Point Financial Plan                 |  | GS |         | Q3      |         |         |         |         |           |        |
| GOAL 6.4         | Ensure balanced budget                       | Cash neutral                               | RO |         | Q4      | Q4      | Q4      | Q4      | Q4      |           |        |
| INITIATIVE 6.4.1 | Long-Range Financial Forecast                |  | SS |         | Q3      | Q3      | Q3      | Q3      | Q3      |           |        |
| 6.4.2            | 5 Year Capital Requirements Analysis         |  | SS |         | Q3      |         |         |         |         |           |        |
| GOAL 6.5         | Ensure Effective Organizational Management   | AA - Bond rating                           | GS |         |         | Q4      |         |         |         |           |        |
| INITIATIVE 6.5.1 | Create & Implement PUB Governance Workshops  |  | GS |         | Q1      |         |         |         |         |           |        |
| 6.5.2            | Develop Business Model Reflecting 2020 Needs |  | GS |         |         | Q4      |         |         |         |           |        |
| 6.5.3            | Create Partnerships with City Depts          |  | GS |         | Q1      |         |         |         |         |           |        |

# Scoreboard

- Specific Reporting Tool
- Assures Progress
- Alerts to Problem Areas
- Determines Need for Change
- Reports to PUB and Stakeholders on a quarterly basis

# AMP Strategy Scoreboard

| AMP STRATEGY SCOREBOARD   |  |           |    |  |  |  |  |  |  |
|---|--|-----------|----|--|--|--|--|--|--|
| KEY   |  |           |    |  |  |  |  |  |  |
| <div> <div></div> GOLD = Ahead of schedule or exceeding expectations                 <div></div> GREEN = On schedule or meeting expectations                 <div></div> RED = Behind schedule or below expectations             </div> |  |           |    |  |  |  |  |  |  |
| REPORTING PERIODS   |  |           |    |  |  |  |  |  |  |
| KRAS & GOALS  | MEASURES                                       | FY        | R  |  |  |  |  |  |  |
| 1. CUSTOMER PROGRAMS & EXPERIENCE   |  |           |    |  |  |  |  |  |  |
| 1.1 Ensure that customers have a positive experience  | ≥ 90% on customer survey                       | Q2 2016   | RI |  |  |  |  |  |  |
| 1.2 Increase customer energy efficiency   | ≥ 5%   | Q4 2020   | RI |  |  |  |  |  |  |
| 1.3 Provide customers with green program choices  | Programs in place                              | Q4 2020   | RI |  |  |  |  |  |  |
| 1.4 Provide programs that increase revenues   | Revenue increase 2% by 2020                    | Q3 2017   | RI |  |  |  |  |  |  |
| 1.5 Increase community engagement and good will   | >90% of customers - surveyed                   | Q4 2019   | RI |  |  |  |  |  |  |
| 2. WORKFORCE  |  |           |    |  |  |  |  |  |  |
| 2.1 Achieve low OSHA incident rate  | ≤ 1  | Q2 Annual | GS |  |  |  |  |  |  |
| 2.2 Maintain zero preventable vehicle accidents   | 0%   | Q2 Annual | GS |  |  |  |  |  |  |
| 2.3 Maintain low position vacancy rate  | ≤ 5%   | Q1 2016   | GS |  |  |  |  |  |  |
| 2.4 Develop workforce skills for AMP opportunities  | Turnover rate < - 1%                           | Q2 2016   | GS |  |  |  |  |  |  |
| 2.5 Achieve high employee satisfaction  | 90% on survey                                  | Q4 2020   | GS |  |  |  |  |  |  |
| 3. SYSTEM RESILIENCY  |  |           |    |  |  |  |  |  |  |
| 3.1 Maintain low customer outage frequency and duration   | Top quartile SAIDI/SAIFI                       | Q4 Annual | DD |  |  |  |  |  |  |
| 3.2 Replace AMP infrastructure  | 15% of total value of the system               | Q2 2020   | DD |  |  |  |  |  |  |
| 3.3 Improve infrastructure project management workflow  | 100% of projects within budget and on schedule | Q4 2020   | DD |  |  |  |  |  |  |
| 3.4 Complete infrastructure for Alameda Po  | 100% capacity and reliability                  | Q4 2030   | DD |  |  |  |  |  |  |
| 4. TECHNOLOGY   |  |           |    |  |  |  |  |  |  |
| 4.1 Achieve total AMI deployment  | 100%   | Q1 2018   | GS |  |  |  |  |  |  |
| 4.2 Implement automated distribution system   | All circuits automated                         | Q4 2025   | DD |  |  |  |  |  |  |
| 4.3 Establish systems inter-operability   | Defined data is 100 % accessible               | Q2 2020   | RO |  |  |  |  |  |  |
| 4.4 Maintain sufficient level of cybersecurity  | Zero penetration to IT systems                 | Q2 2020   | RO |  |  |  |  |  |  |
| 5. ENERGY RESOURCES   |  |           |    |  |  |  |  |  |  |
| 5.1 Develop alternative energy opportunities  | 5% local sources                               | Q4 2017   | BL |  |  |  |  |  |  |
| 5.2 Define power procurement plan for 2025  | Fully sourced to meet load requirements        | Q4 2018   | BL |  |  |  |  |  |  |
| 5.3 Achieve maximum utilization of REC funds  | 100%   | Q4 2020   | BL |  |  |  |  |  |  |
| 5.4 Achieve sustainable level of carbon neutral   | 85%  | Q4 2020   | BL |  |  |  |  |  |  |
| 6. FINANCIAL & ORGANIZATIONAL STABILITY   |  |           |    |  |  |  |  |  |  |
| 6.1 Meet all bond covenants   | Cash on hand = 145 days - Bond ratio = 1.75    | Q2 Annual | RO |  |  |  |  |  |  |
| 6.2 Ensure AMP's average rates are competitive  | ≥ 15% below PG&E                               | Q2 Annual | RO |  |  |  |  |  |  |
| 6.3 Ensure mutually-agreeable transfer to City  | Adequate funding                               | Q2 Annual | RO |  |  |  |  |  |  |
| 6.4 Ensure balanced budget  | Cash neutral                                   | Q2 2015   | RO |  |  |  |  |  |  |
| 6.5 Ensure effective organizational management  | AA - Bond rating                               | Q4 2017   | GS |  |  |  |  |  |  |