



To: Honorable President and
Members of the Public Utilities Board

From: Nicolas Procos, General Manager

Re: General Manager's Report – April, 2018

AMP'S STRATEGIC PLAN SCOREBOARD										
KEY										
		GREEN		Ahead of schedule or exceeding expectations						
		YELLOW		On schedule or meeting expectations						
		RED		Behind schedule or below expectations						
KRA	GOALS	MEASURES	FY	Responsible	REPORTING PERIODS					
					FY17Q2	FY17Q3	FY17Q4	FY18Q1	FY18Q2	FY18Q3
1	CUSTOMER PROGRAMS & EXPERIENCE									
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						
2	WORKFORCE									
2.1	Achieve low OSHA incident rate	≤ 1	Q2 Annual	Procos						
2.2	Maintain zero preventable vehicle accidents	0	Q2 Annual	Procos						
2.3	Maintain low position vacancy rate	≤ 5%	2016-	Procos						
2.4	Develop workforce skills for AMP opportunities	< 1% turnover rate	Q2 2016	Procos						
2.5	Achieve high employee satisfaction	> 90% employee	Q4 Annual	Procos						
3	SYSTEM RESILIENCY									
3.1	Maintain low customer outage frequency and duration	Top quartile SAIDI/SAIFI	Q4 Annual	Basler						
3.2	Replace AMP infrastructure	15% of total value of the system	Q2 2020	Basler						
3.3	Improve infrastructure project management workflow	100% of projects within budget and on schedule	Q4 2020	Basler						
3.4	Complete infrastructure for Alameda Point	100% capacity and reliability	2030	Basler						
4	TECHNOLOGY									
4.1	Achieve total AMI deployment	100 % deployment	Q1 2018	Procos						
4.2	Implement automated distribution system	All circuits automated	2025	Basler						
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						
5	ENERGY RESOURCES									
5.1	Develop alternative energy opportunities	5% local sources	Q4 2017	Chawla						
5.2	Define power procurement plan for 2025	Fully sourced to meet load rqmts	Q4 2018	Chawla						
5.3	Achieve maximum utilization of REC funds	100%	Q4 2020	Chawla						
5.4	Achieve sustainable level of carbon neutral	85%	Q4 2020	Chawla						
6	FINANCIAL & ORGANIZATIONAL STABILITY									
6.1	Meet all bond covenants	Cash on hand = 145 days 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						

**KRA 1:
 CUSTOMER PROGRAMS & EXPERIENCE**

G 1.1 Ensure that customers have a positive experience	
I 1.1.2 Website Redesign	<ul style="list-style-type: none"> Staff finished the RFP to solicit a firm to redesign AMP's main website that houses rate information, programs, Board agendas, etc. Staff anticipates the vendor selection to wrap up in late summer and estimates approximately six to eight months for the redesign of the site and its launch.
I 1.1.4 Online Payment System Upgrade	<ul style="list-style-type: none"> Staff is preparing for a late July launch of the Energy inView portal where customers will log in to view energy usage and pay their bills. A communication plan is being developed to target customers who currently use AMP's eCare site to pay their bills. Upon the launch of the new portal, the eCare site will be shut down and customers will have to create a new login to the portal.
I 1.1.5 Mobile Website Implementation	<ul style="list-style-type: none"> The Energy inView portal will be mobile as will the main AMP website when it launches in early 2019.
G 1.2 Increase customer energy efficiency	
I 1.2.2 Implementation of REC Expenditures for Energy Efficiency	<ul style="list-style-type: none"> <i>Residential Energy Audits</i> – Five home energy audits were completed in April. <i>Energy Plus</i> – In April, AMP's non-residential direct-install program completed the tasks necessary to relaunch the program and to begin selling projects in earnest. Staff hosted a contractor training session to train additional companies to do the retrofits. One project was completed and several others are moving into the installation phase, so significant energy savings will be reported in the coming months. <i>Non-Residential Self Install Program</i> – For companies that choose to install their own measures, AMP also offers rebates. Two companies have large projects in the works that should be completed in May.

- *Summary of Energy Efficiency Programs as of April 30, 2018* – Staff has reached 95% of their energy efficiency goal.

Sector / End Use	Annual Savings Target kWh/yr	Apr-18	1st Q	2nd Q	3rd Q	Cumulative Energy Savings kWh/yr	Percent of Annual Target
Residential Refrigeration	61,000	1,944	5,374	7,976	4,830	20,124	33%
Residential Lighting	244,000	992	705	5,472	7,297	14,466	6%
Residential Other		83	948	2,464	1,529	5,024	n/a
Non-Residential Refrigeration, Direct Install	43,000	0	166,748	257,572	0	424,320	987%
Non-Residential Lighting, Direct Install	896,000	38,262	164,093	538,488	0	740,843	90%
Non-Residential Lighting, Self-Install		0	69,057	0	0	69,057	
Non-Residential Customized	10,000	0	0	0	0	0	0%
Non-Residential HVAC	24,000	0	0	0	119,405	119,405	498%
Non-Residential Comprehensive	181,000	0	0	0	0	0	0%
TOTAL	1,459,000	41,281	406,925	811,972	133,061	1,393,239	95%

G 1.3 Provide programs that support green Alameda

I 1.3.1 NREL Top 10 Award for Alameda Green

- The Alameda Green outreach campaign has now added more than 1,200 new Alamedans to the program, with 90 new customers added in April. The outreach team spent 116 hours out in the community, including a presentation at Islandia Homeowner's Association and Alameda's Earth Day Festival.
- Overall, there are 3,513 customers enrolled in Alameda Green. Of those, 76 are commercial customers and the remainder are residential customers.

I 1.3.2 EV Promotion Program Defined

- *EV Charger Rebate* -- More than 50 residential customers and one non-residential customers have applied for the EV charger rebates.
- *EV Discounts* – Staff processed 23 new discount applications in April, bringing the total number of EV discounts to 633.
- *Earth Day* – Staff hosted a booth at the city's Earth Day Festival that focused

solely on EVs. eMotorworks loaned a residential charger for display and Kevin Good loaned his brand new Tesla to help complete AMP's booth. Needless to say, the Tesla attracted many residents to AMP's booth!

- *EV Forum* -- In partnership with CASA (Community Action for a Sustainable Alameda), AMP will host its first public EV forum. The event is scheduled for Thursday, May 17 at the Elks Lodge. Drive Clean Marin will be on site to showcase electric vehicles at 5:30 p.m. At 6 p.m. Drive Clean Marin and AMP staff will educate participants on everything EV and charger-related.

Misc. – Economic Development

- The City of Alameda's Economic Development arm sponsored a "Broker and Owner's Forum" on May 10. The featured presenter, Jon Haveman, is widely considered to be one of California's leading experts on the economics of seaports, goods movement, and international trade policy. Dr. Haveman shared important insights into the direction of the US, Bay Area, and Alameda County economies. These insights were accompanied by a conversation of other topics relevant to the local economy, including the blue tech/maritime and green tech sectors. City of Alameda officials, including Acting City Manager, Liz Warmerdam, also highlighted Alameda's economic development boom and opportunities as part of the program.
- Alameda residents and workers without cars will soon be able access one at a moment's notice, thanks to a new service called Gig, which is finalizing an agreement with the city on a 14-month point-to-point car share pilot program. Gig lets members pick up a car in one location and drop it off in another (there is no need to return it to the same spot).
- In September, city staff is scheduled to make a recommendation to the City Council regarding increasing the minimum wage in Alameda beyond the current rate and targeted state mandates. Cities along the I-880 corridor are actively taking such actions, with Oakland, Berkeley, Emeryville and San Leandro all increasing timetables to achieve a minimum wage of \$15 per hour in advance of the state guideline of \$15 per hour in 2022 for larger businesses and 2025 for smaller businesses. It is likely that Alameda non-profit agencies will be excluded from any recommended increase.

**KRA 2:
 WORKFORCE**

G 2.1 Achieve low OSHA incident rate	
<ul style="list-style-type: none"> • OSHA incident rate for 2018 calendar year to date 0.0 (no injuries). 	
I 2.1.1	Awareness Training On Use Injuries (2/year)
	<ul style="list-style-type: none"> • Ongoing.
I 2.1.2	Safety Incentive Program

	<ul style="list-style-type: none"> • One safety incentive award given out in April.
G 2.2	Maintain zero preventable vehicle accidents <ul style="list-style-type: none"> • Zero avoidable autos for 2018 calendar year to date.
G 2.3	Maintain low position vacancy rate
I 2.3.2	Proactive Recruitment Program
	<ul style="list-style-type: none"> • One Apprentice Lineworker was promoted to Journey Lineworker.
G 2.4	Develop workforce skills for AMP opportunities
I 2.4.3	Formal Professional Training Curriculum
	<ul style="list-style-type: none"> • One Apprentice Lineworker completed AMP's apprenticeship program including classroom instruction, home study courses, and on the job training. • Two Electrical Maintenance Technicians completed one week training on setting, testing, and diagnosing micro-processor relays.

KRA 3:
SYSTEM RESILIENCY

G 3.1	Maintain low customer outage frequency and duration <ul style="list-style-type: none"> • There were two reportable outages during the month of April. <ul style="list-style-type: none"> ○ An outage affecting 47 customers occurred on 4/16/18 and was caused by weather (lightning strike). The location was 1108 Park St. and the duration was 41 minutes. ○ An outage affecting 25 customers occurred on 4/17/18 and was caused by a transformer failure. The location was 1717 San Jose and the duration was 241 minutes.
G 3.2	Replace AMP infrastructure <ul style="list-style-type: none"> • Substation Section completed 12kV breaker testing and maintenance on three (3) breakers at Jenney Substation, three (3) breakers at Cartwright Substation, and two (2) breaker and relays at Sub 12. • Line and Engineering Sections completed work to energize the transformer at the Water Emergency Transportation Authority (WETA).
I 3.2.4	20 Annual Poles Replacement
	<ul style="list-style-type: none"> • Line Section replaced three (3) distribution poles.

KRA 4:
TECHNOLOGY

G 4.1	Achieve total AMI deployment
I 4.1.3	Deployment Implementation
	<ul style="list-style-type: none"> • Meter installation cleanup phase completed; 34,652 total meters were installed and ~450 remaining meters that the meter installation contractor was unable to complete. AMP will complete the remaining meters. • Meters Installed: 98% • Customer Opt-Outs: 0.22%

	<ul style="list-style-type: none"> • AMI Reading Service Levels: 99.22%
G 4.2 Implement automated distribution system	
I 4.2.1 GIS Implementation	
	<ul style="list-style-type: none"> • Data migration engagement completed. AMP is continuing data quality assurance and network connectivity. Efforts to import the fiber network to GIS continuing.
I 4.2.2 Upgrade System Ops	
	<ul style="list-style-type: none"> • Remote alarm annunciation installation completed.
G 4.3 Establish systems inter-operability	
I 4.3.1 IVR to Cloud	
	<ul style="list-style-type: none"> • Completed.
I 4.3.5 VOIP Phones	
	<ul style="list-style-type: none"> • Completed.
I 4.3.6 Northstar Upgrade	
	<ul style="list-style-type: none"> • Completed.
I 4.3.7 Core Switch	
	<ul style="list-style-type: none"> • Completed.
I 4.3.9 Single sign on for SCADA	
	<ul style="list-style-type: none"> • Completed.
G 4.4 Maintain sufficient level of cybersecurity	
I 4.4.1 Cloud Disaster Recovery	
	<ul style="list-style-type: none"> • Trail / Proof of concept in progress.
I 4.4.2 Core switch for MAN (Municipal Area Network)	
	<ul style="list-style-type: none"> • Completed.
I 4.4.3 Security Assessment	
	<ul style="list-style-type: none"> • Completed.
I 4.4.4 Security Plan Implementation	
	<ul style="list-style-type: none"> • Security plan has been developed. Implementation is on-going.

**KRA 5:
 ENERGY RESOURCES**

G 5.1 Develop alternative energy opportunities	
I 5.1.1 Energy Storage Analysis	
	<ul style="list-style-type: none"> • Staff met with a local storage vendor for a high-level introduction on their storage capabilities. This effort aids in understanding the future integration of storage on the grid for behind-the-meter and front-of-the-meter applications.
I 5.1.3 Local Generation Analysis	
	<ul style="list-style-type: none"> • <i>Eligible Renewable Generation (ERG) Applications</i> – AMP received three residential solar applications under the ERG program in April. There are currently 14 customers interconnected under ERG and 48 pending interconnections.

	<ul style="list-style-type: none"> • <i>Is Solar Right for You?</i> – In partnership with CASA (Community Action for a Sustainable Alameda), AMP will host its first public forum on solar. The event is scheduled for Wednesday, June 14 at the Elks Lodge. Participants will learn how solar works, interconnecting to the grid, financing options, incentives, and environmental benefits. • AMP has signed an agreement to partner with NCPA to have a feasibility study conducted for a potential solar installation at the Doolittle landfill site in Alameda. AMP will partner with other NCPA members to examine local solar generation at each participant's selected site within their service territories.
G 5.2 Define power procurement plan for 2025	
	I 5.2.3 Acquisition of Resources
	<ul style="list-style-type: none"> • The Western hydroelectric agreement will end in 2024, with an in or out option due by April 2019. At a member's request NCPA will prepare a cost-benefit analysis of renewing the agreement for a 30-year term. NCPA sought member feedback on a very high level list of considerations. • An update to the Green Book, which includes expectations of Western's base resource (BR) performance was completed and submitted for committee review. The results are based on two underlying versions. The first is based on 13 recent years of actual daily data, whereas the second version is calibrated over 82 years of run.
G 5.4 Achieve sustainable level of carbon neutral	
	I 5.4.1 Carbon Neutral Cost Model
	<ul style="list-style-type: none"> • Staff consigned freely allocated Cap-and-Trade program allowances to the state's August 2018 auction account. The August auction is the third of four auctions in calendar year 2018.

KRA 6:
FINANCIAL & ORGANIZATIONAL STABILITY

G 6.1 Meet all bond covenants	
	I 6.1.1 Long-Range Financial Forecast
	<ul style="list-style-type: none"> • Proforma completed April 2018.
	I 6.1.2 AMP Financial Policy Review
	<ul style="list-style-type: none"> • In Process.
	I 6.1.3 5 Year Capital Requirements Analysis
	<ul style="list-style-type: none"> • Completed with Budget for FY2019.
G 6.2 Ensure AMP's average rates are competitive	
	I 6.2.1 Comprehensive Rate Design Plan
	<ul style="list-style-type: none"> • Completed for FY2019.
G 6.3 Ensure mutually-agreeable transfer to City	
	I 6.3.1 Long-Range Financial Forecast

	<ul style="list-style-type: none">• In Process.
G 6.4 Ensure balanced budget	
	I 6.4.1 Long-Range Financial Forecast
	<ul style="list-style-type: none">• In Process.
	I 6.4.2 5 Year Capital Requirements Analysis
	<ul style="list-style-type: none">• Completed.
G 6.5 Ensure Effective Organizational Management	
	I 6.5.1 Create & Implement PUB Governance Workshops
	<ul style="list-style-type: none">• Completed.
	I 6.5.2 Develop Business Model Reflecting 2020 Needs
	<ul style="list-style-type: none">• Completed.
	I 6.5.3 Create Partnerships with City Depts
	<ul style="list-style-type: none">• Constant partnerships being developed.

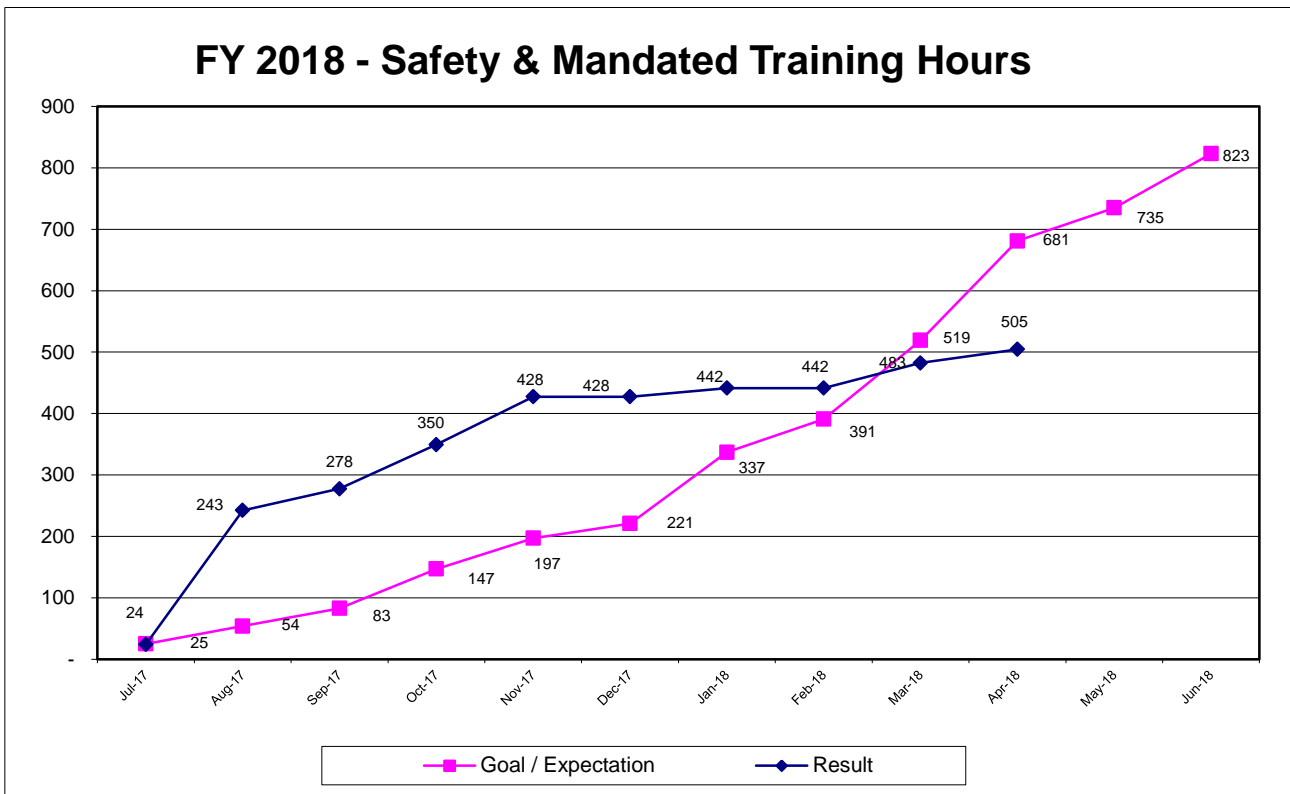
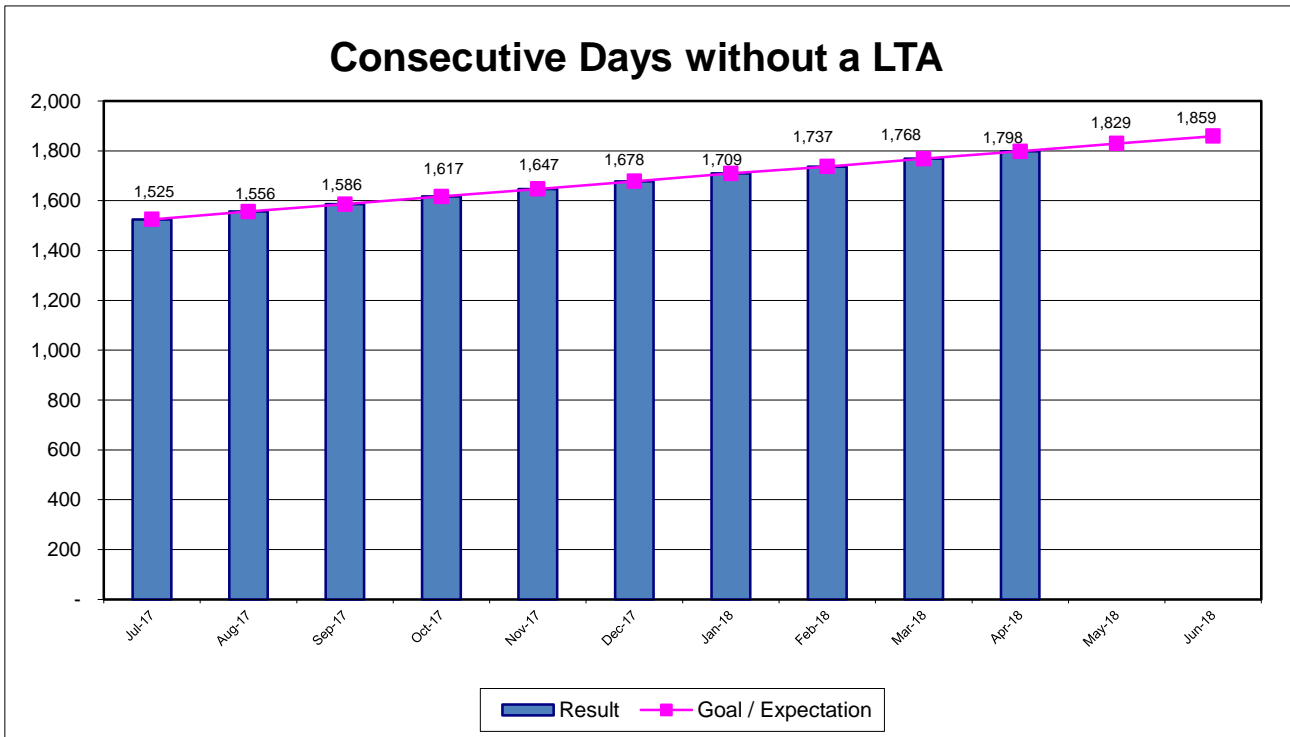
KEY PERFORMANCE MEASURES

AGENDA ITEM NO.: 6.A.09
MEETING DATE: 05/21/2018

<i>Report Status as of:</i>				
April 30, 2018	Monthly		Annual (FY) To Date	
	Goal	Result	Goal	Result
Consecutive Working Days Without a Lost Time Accident (LTA)	30	30	1,798	1,798
Safety and Mandated Training Hours	162	22	681	505
Average Speed of Answer (seconds)	40	27	40	32
Call Volume (# of calls)	5,500	4,507	55,000	51,181
Inspection Miles - Detailed & Visual	19	19	156	156
Outage Minutes/Customers SAIDI	2.00	0.35	32.00	40.16
Total Operating Revenue - Electric (March 2018)	4,773,802	5,275,450	46,972,068	48,630,498
Total Operating Expense - Electric (March 2018)	4,495,182	4,972,485	41,289,905	35,810,319
Note: Shaded areas indicate the data is displayed on the accompanying graphs				

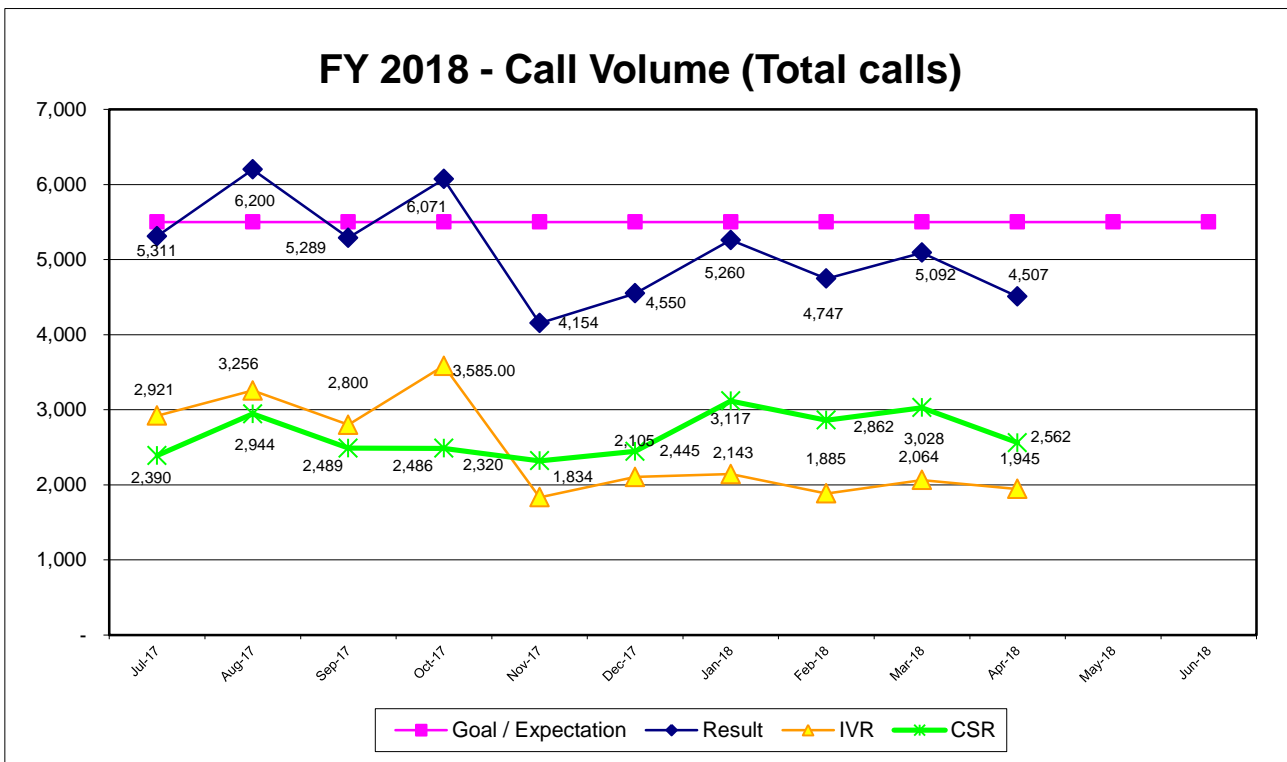
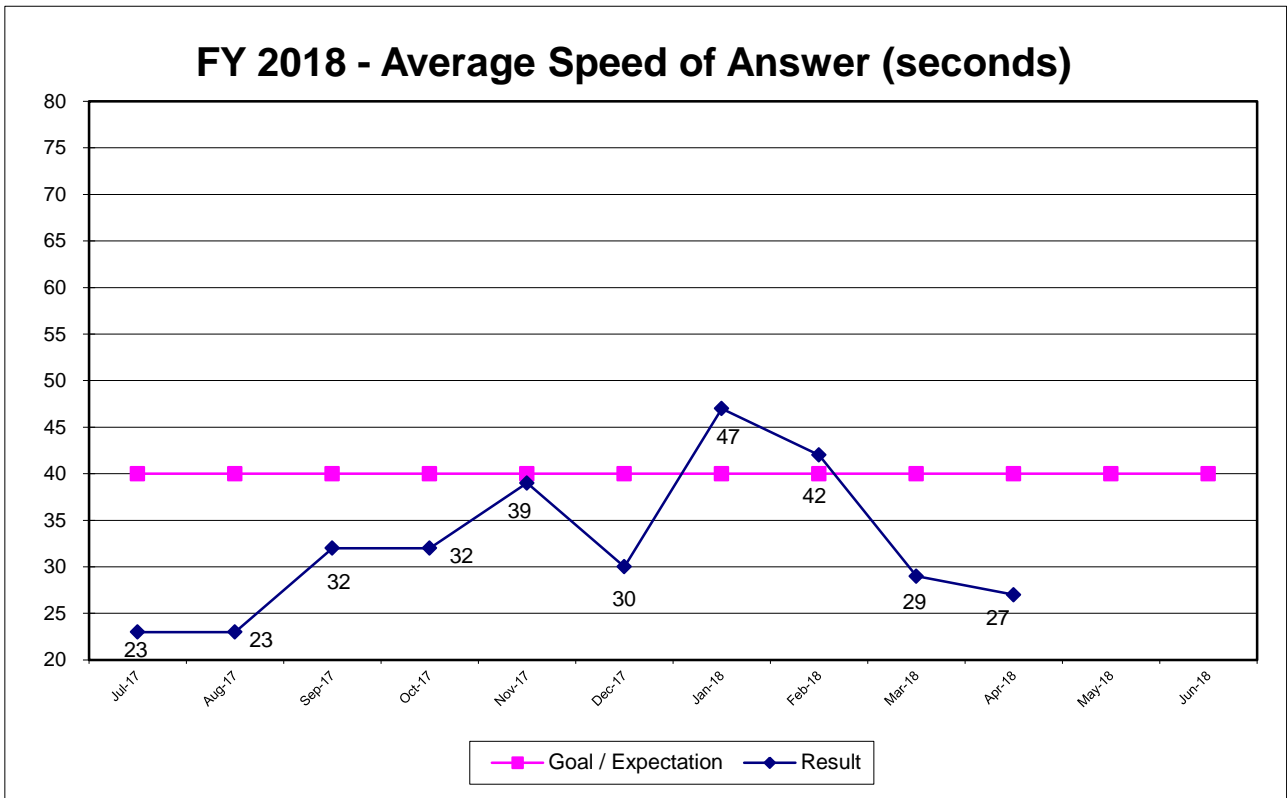
KEY PERFORMANCE MEASURES

AGENDA ITEM NO.: 6.A.10
MEETING DATE: 05/21/2018

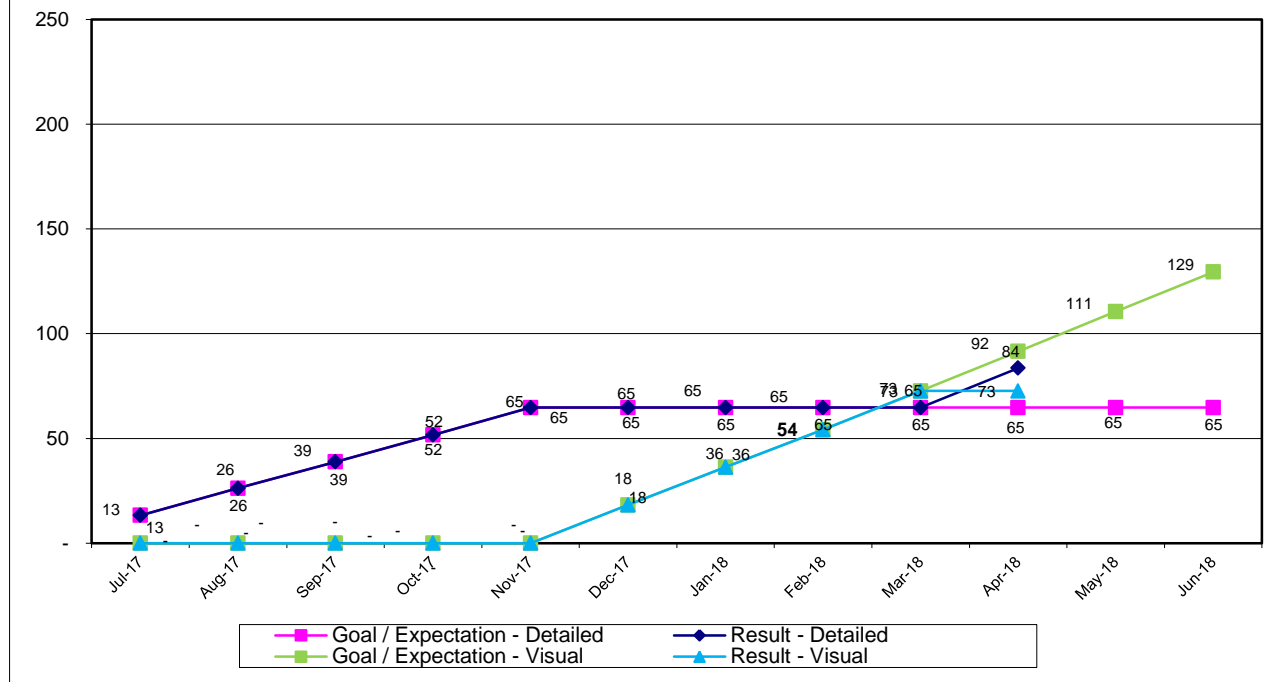


KEY PERFORMANCE MEASURES

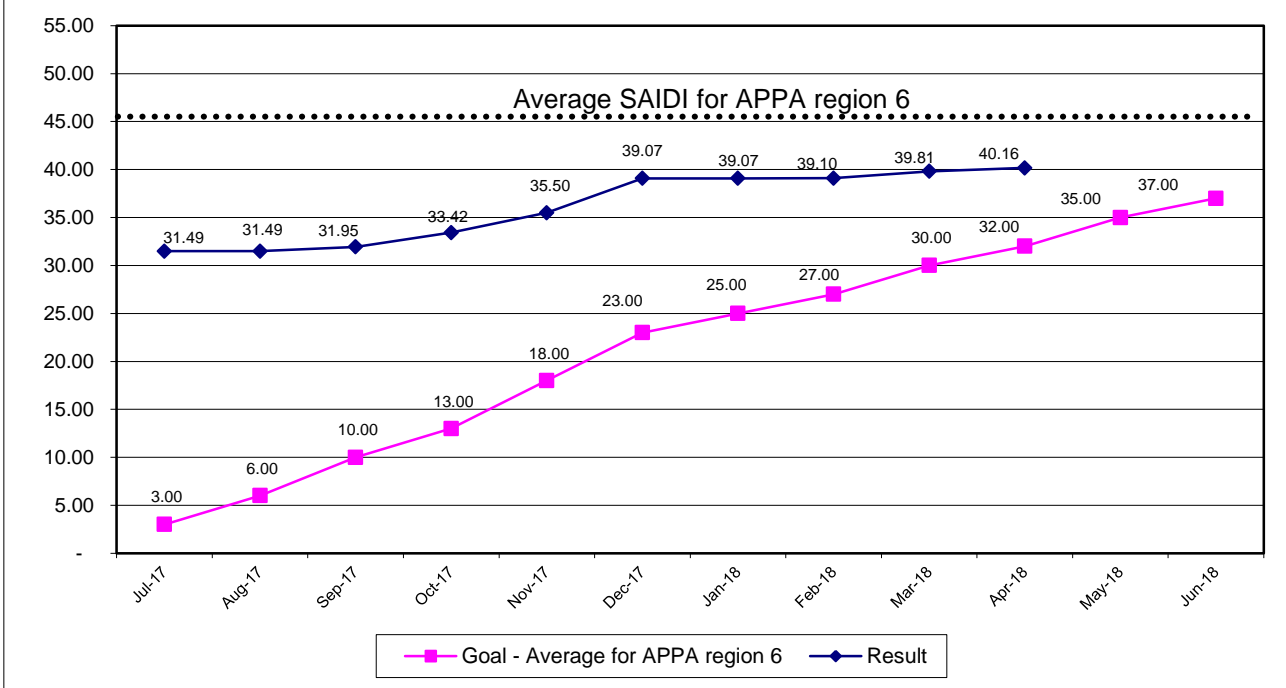
AGENDA ITEM NO.: 6.A.11
MEETING DATE: 05/21/2018



FY 2018 - Distribution Inspection Miles

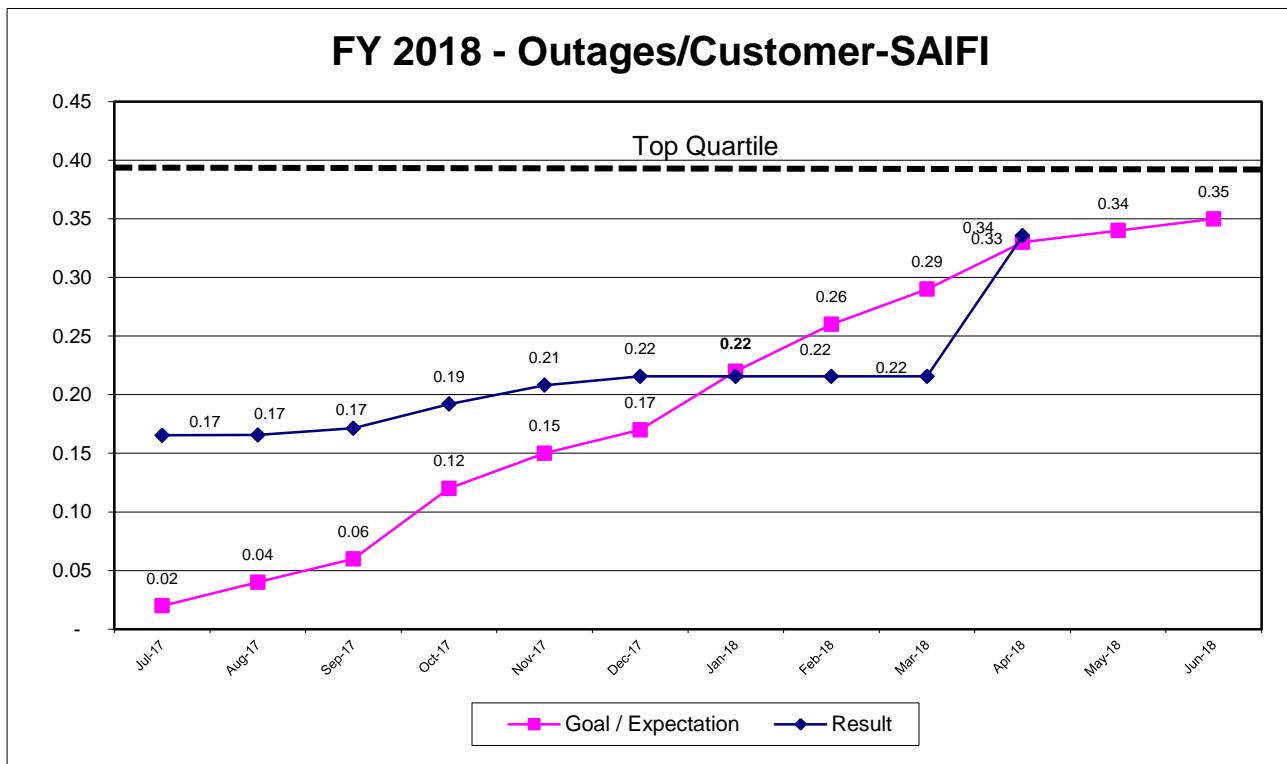
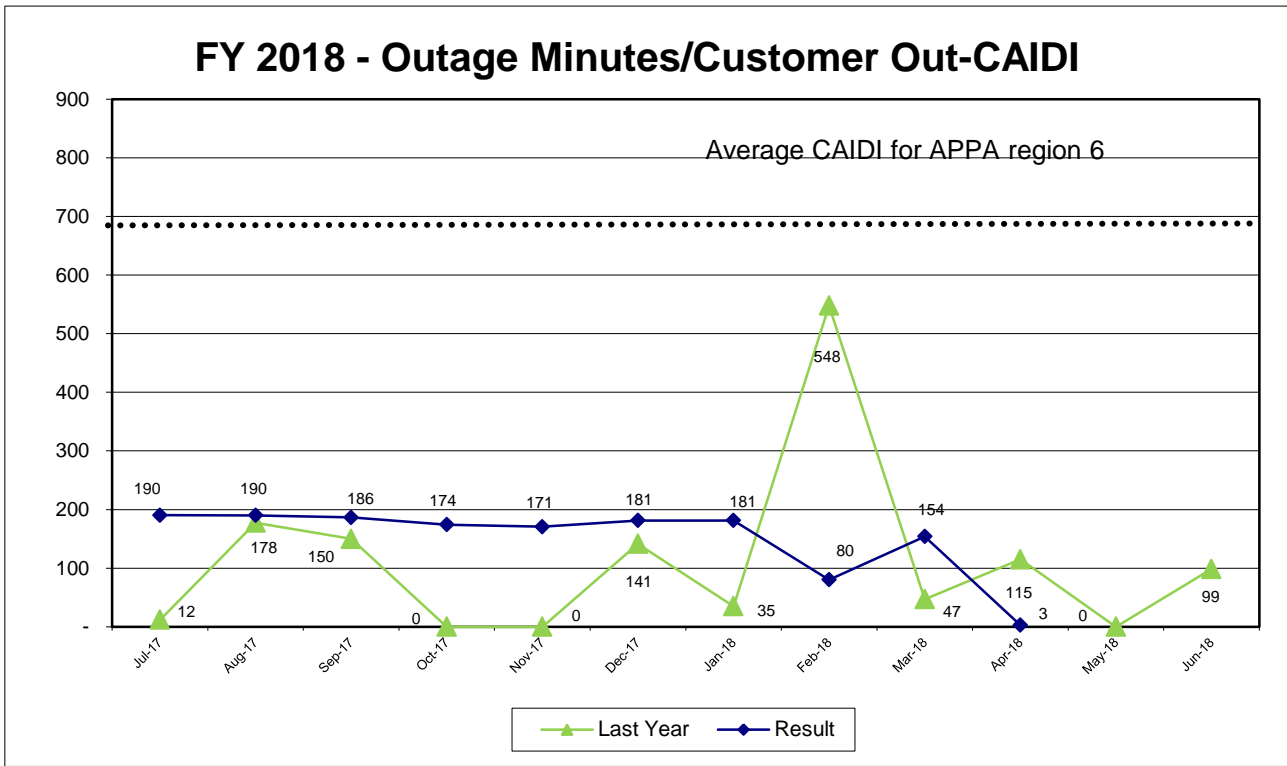


FY 2018 - Outage Minutes/Total Customers-SAIDI



KEY PERFORMANCE MEASURES

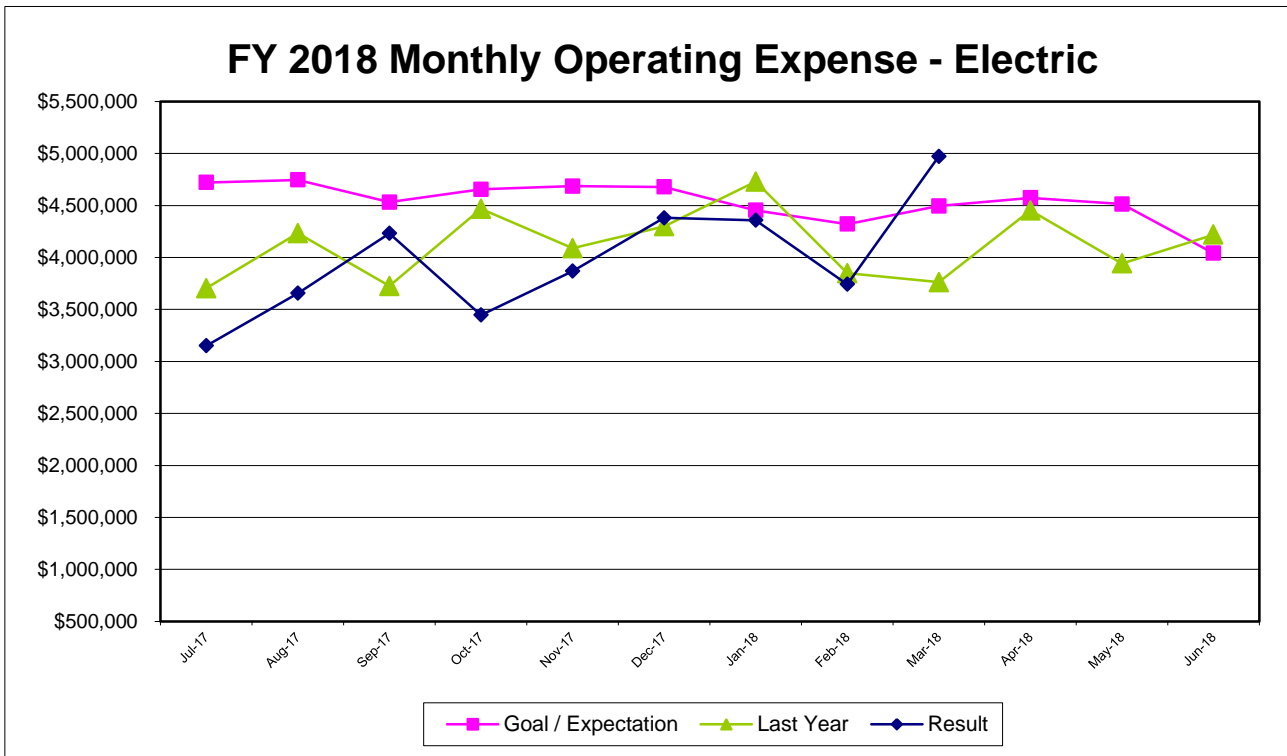
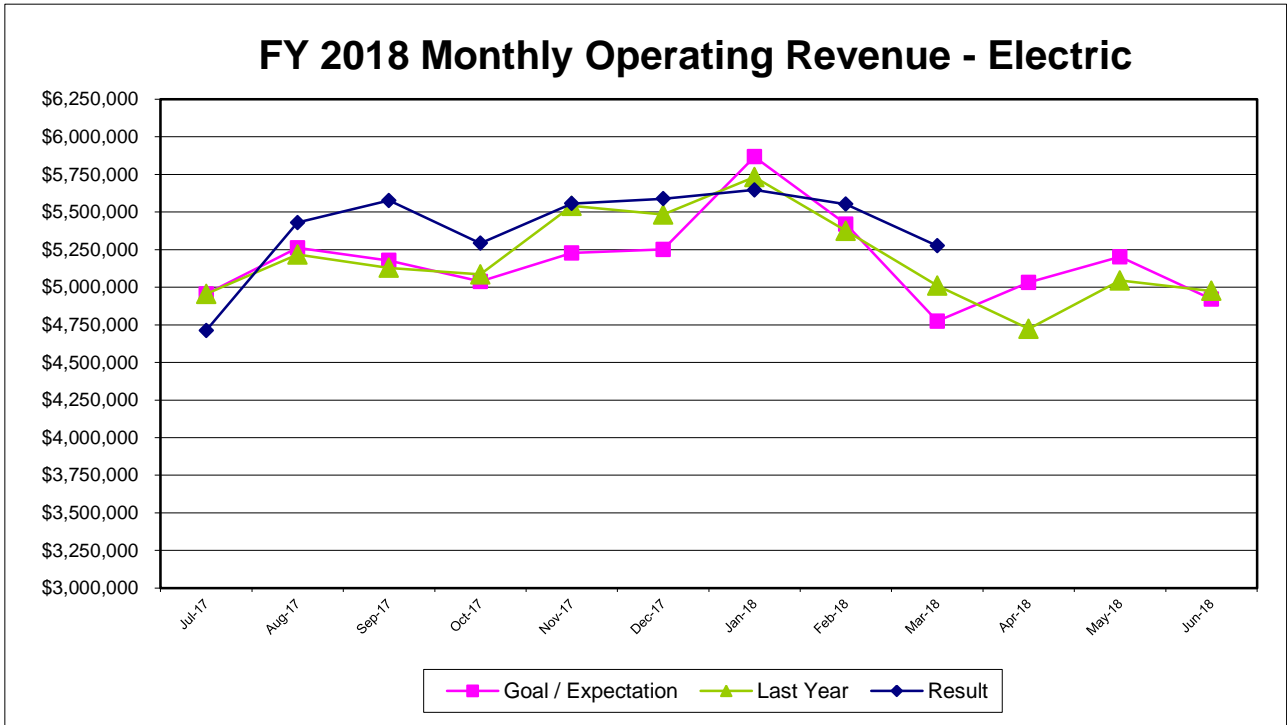
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MEETING DATE: 05/21/2018



KEY PERFORMANCE MEASURES

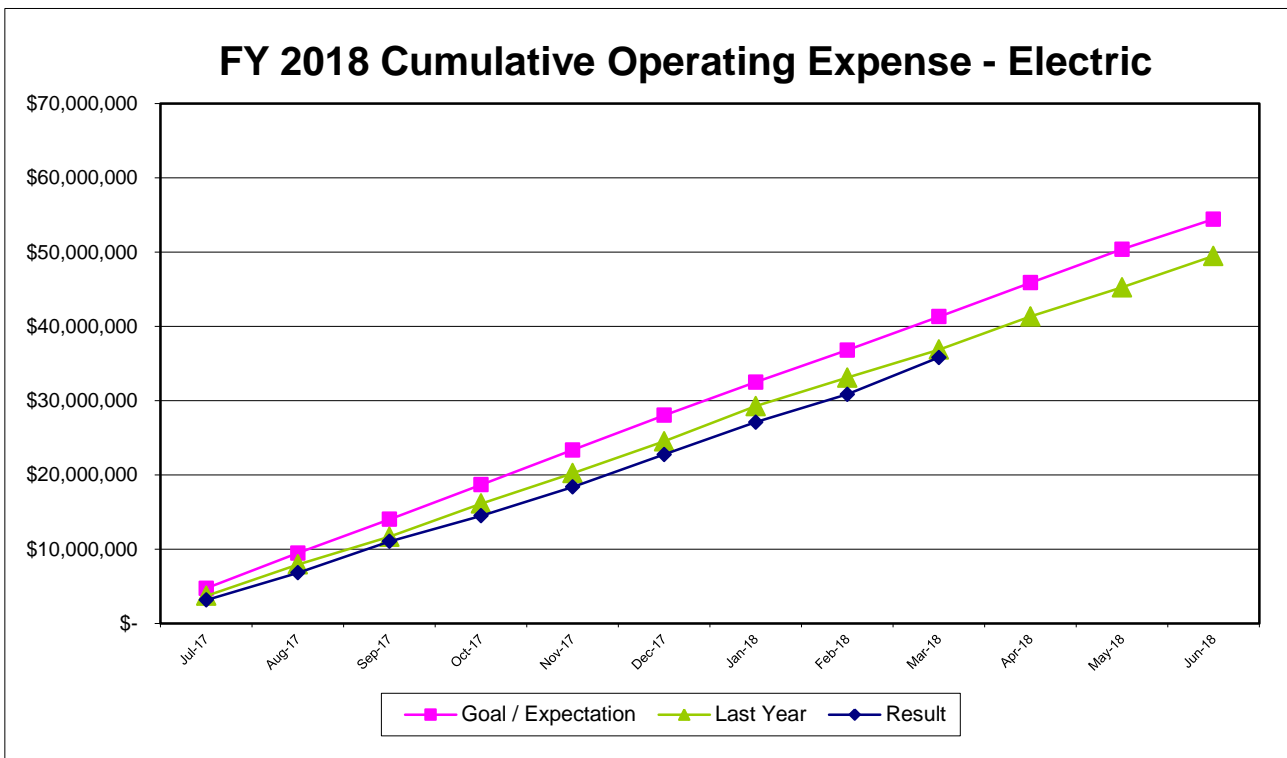
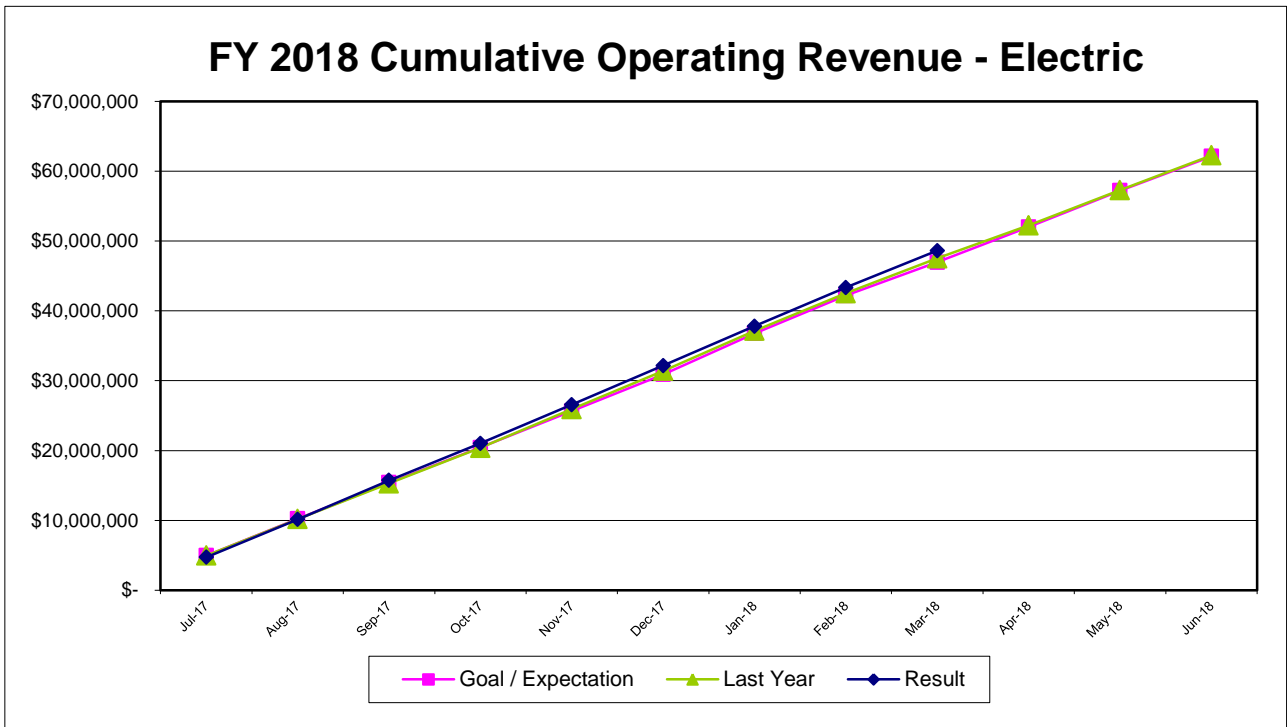
AGENDA ITEM NO.: 6.A.14

MEETING DATE: 05/21/2018



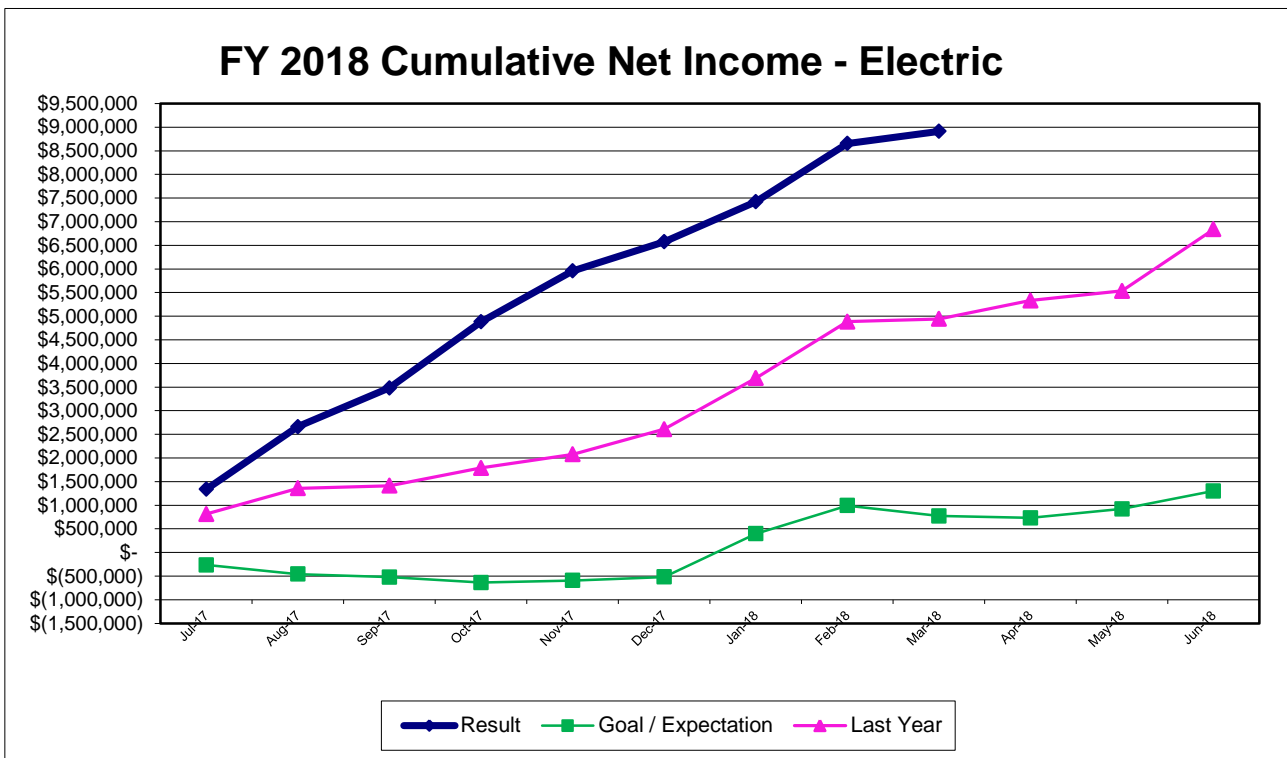
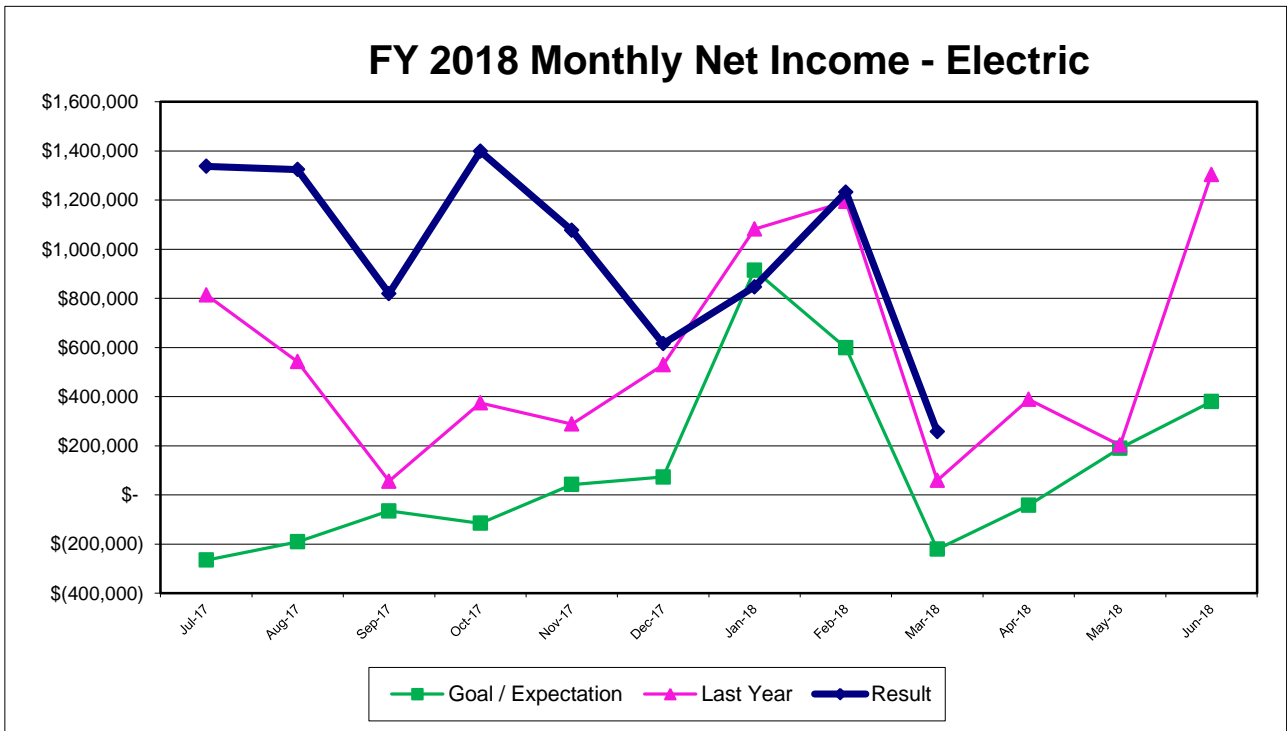
KEY PERFORMANCE MEASURES

AGENDA ITEM NO.: 6.A.15
MEETING DATE: 05/21/2018



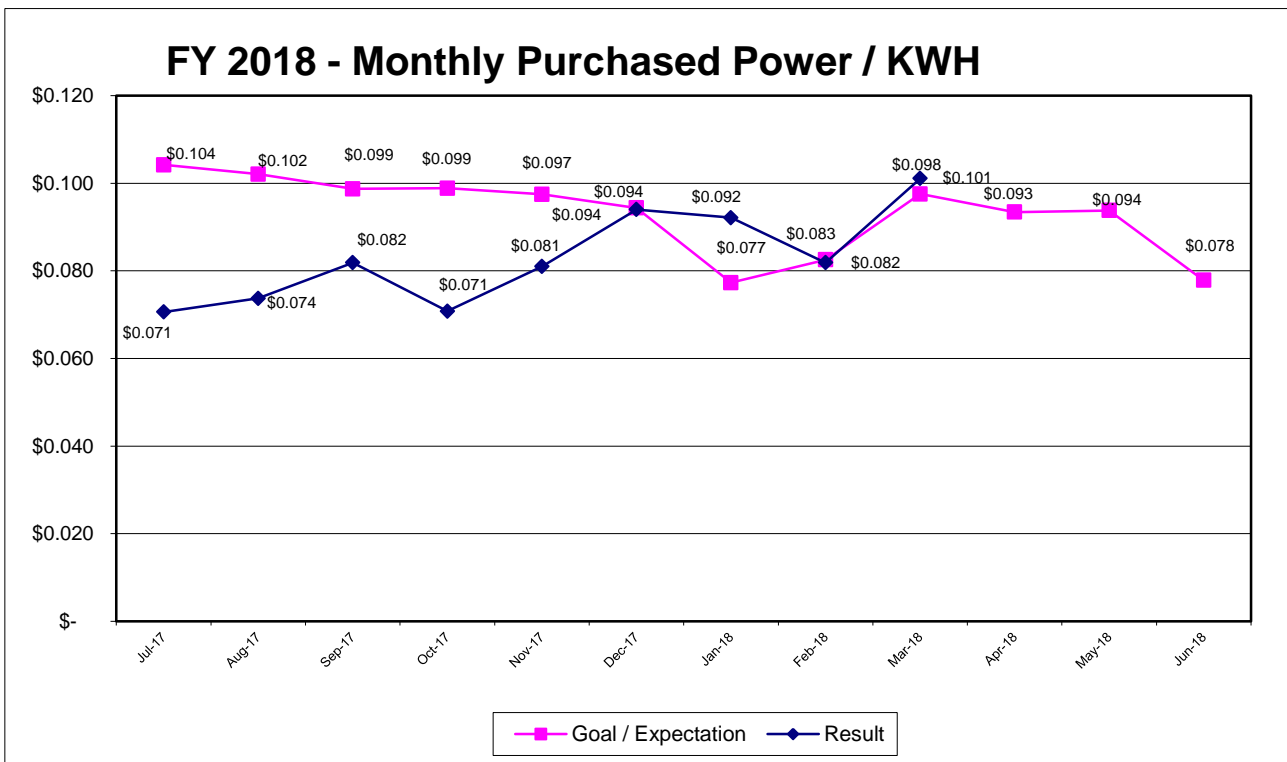
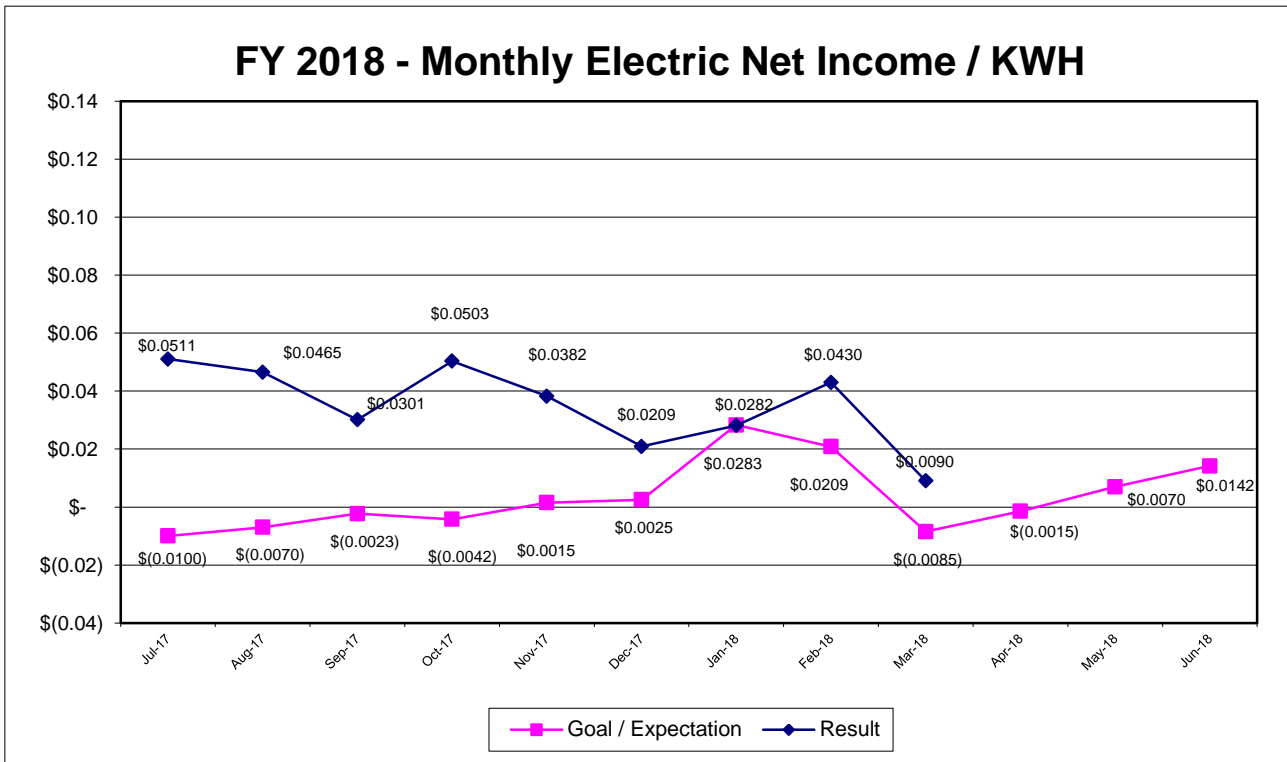
KEY PERFORMANCE MEASURES

AGENDA ITEM NO.: 6.A.16
MEETING DATE: 05/21/2018



KEY PERFORMANCE MEASURES

AGENDA ITEM NO.: 6.A.17
MEETING DATE: 05/21/2018



KEY PERFORMANCE MEASURES

AGENDA ITEM NO.: 6.A.18
MEETING DATE: 05/21/2018

