



City of Palo Alto

City Council Staff Report

(ID # 9022)

Report Type: Action Items

Meeting Date: 3/19/2018

Summary Title: 2018 Utilities Strategic Plan

**Title: Approval of the City of Palo Alto Utilities 2018 Strategic Plan
(Continued from February 26, 2018)**

From: City Manager

Lead Department: Utilities

Recommendation

Staff and the Utilities Advisory Commission (UAC) recommend Council approve the 2018 Utilities Strategic Plan (Attachment A).

Executive Summary

Over the past year, staff has been actively engaged with internal and external stakeholders in updating its strategic planning document with a renewed focus on its strategic direction and specific actions and/or initiatives to be carried out by staff over the next three to five years. The proposed 2018 Utilities Strategic Plan (“Strategic Plan”) is intended to achieve the City of Palo Alto Utilities’ (CPAU) mission to provide safe, reliable, environmentally sustainable and cost effective services.

Four high priority focus areas were identified related to workforce, internal and external stakeholder collaboration, technology, and management of finances and resources. These four priorities reflect the needs of the organization and customers and transformation of the utilities industry. Multiple strategies and tactical actions were developed to effectively meet each priority. Collectively, these priority focus areas along with the Utilities’ mission statement, strategic direction, strategies, actions and key performance indicators (KPIs) make up the 2018 Utilities Strategic Plan.

The goal of the Strategic Plan is to ensure maximum alignment between CPAU’s resources and activities with the City Council’s policy direction and to guide CPAU in successfully advancing the City’s vision and priorities over the next three to five years. The Strategic Plan is not intended to be an exhaustive list of the activities undertaken by staff on a day-to-day basis to provide electric, natural gas, water and fiber services to its customers, but rather a plan to focus on key challenges and priorities. Approval of the Strategic Plan is necessary to provide CPAU with a cohesive roadmap to better meet the needs of its community, customers and

employees now and in the future. Staff will provide the UAC and Council annual updates of the strategic plan including status of actions and/or initiatives, KPI metrics, and recommended changes. Attachment B provides an overview presentation on the 2018 Utilities Strategic Plan.

Background

On July 18, 2011, Council approved the 2011 Utilities Strategic Plan (Staff Report #1880). Council updated the Strategic Plan through approval in August 2013 (Staff Report #3950) and May 2015 (Staff Report #5709). The latest performance report to the UAC on the 2011 Utilities Strategic Plan is provided in Attachment C, Reference #1.

Recognizing that several internal and external factors have significantly changed since staff last went through an extensive strategic planning process in 2011 and that the utility industry continues to increase in complexity, staff felt the necessity to develop a new Strategic Plan rather than an update of the existing plan. As such, in early 2017, staff began the process to develop the 2018 Utilities Strategic Plan (“Strategic Plan”).

Staff retained the consulting services of NewGen Strategies and Solutions to facilitate the development of the Strategic Plan including internal and external stakeholder engagement; identification of strengths, weaknesses, opportunities and threats; and the development of strategies, actions and key performance indicators. BluePoint Planning was also retained to coordinate employee engagement which included an in-depth assessment of employee needs and concerns. BluePoint also assisted in identifying values to better reflect the CPAU’s organizational cultural and to align with the City’s stated values and will assist in the implementation of certain elements of the Strategic Plan.

A core planning team comprised of over 25 CPAU employees representing various functions and levels throughout the organization was formed to develop the Strategic Plan to address various dimensions of utilities and to confer with the larger staff throughout the process. Multiple meetings were held with employees, UAC, key customers and community advocates to both inform of the process and solicit input.

Throughout the development process the UAC provided input through regular UAC meetings and at a special UAC meeting held in October 2017, used to get broad community feedback. Workshop participants were given an opportunity to speak directly with staff and UAC members regarding the department’s mission, strategic direction and on the four priority areas. The UAC and City Council discussed related issues in joint session on November 27, 2017.

Staff presented a draft of the Strategic Plan to the UAC in December 2017 and returned on January 18, 2018 for approval. The UAC had a number of comments and revisions and as such asked staff to return in February 2018 with a revised version of the Strategic Plan (see Attachment C, Reference #2). Staff returned to the UAC at its meeting on February 7, 2018, with specific follow-up to the prior UAC discussion (Attachment C, Reference #3). After a motion made by Commissioner Trumbull and seconded by Commissioner Johnston, the UAC

unanimously voted 5-0 to recommend the City Council approve the Strategic Plan (with Commissioners Ballantine and Danaher absent).

Discussion

The proposed Strategic Plan is significantly different from the 2011 strategic plan that focused more on maintaining and/or improving near-term operational and customer performance measures, and less on future conditions such as infrastructure replacement, workforce development and emerging technologies.

The new plan focuses on specific priority areas that CPAU must address to remain successful and meet customer evolving customer needs in the rapidly evolving market and future. Key elements of the Strategic Plan include:

1. Mission Statement;
2. Strategic Direction;
3. Organizational Culture and Values; and
4. Priority Focus Areas – Strategies, Actions and KPIs

The attached Strategic Plan provides a high level summary of the stakeholder process undertaken to develop the plan, identification of key drivers, strengths weaknesses, opportunities, threats and priorities along with detailed strategies and actions. The following is a discussion of the key components of the Strategic Plan.

1. Mission Statement

The mission statement should be enduring and reflective of the manner in which core utilities services are delivered to its customers. The current mission statement reads as follows:

The City of Palo Alto Utilities' mission is to provide safe, reliable, environmentally sustainable and cost effective services.

Staff proposes no modifications to the current mission statement thus reaffirming the significance of the statement in achieving CPAUs' goals.

2. Strategic Direction

The strategic direction is an aspirational statement describing how our staff works to meet current and future community and stakeholder needs. The proposed statement is as follows:

At CPAU, our people empower tomorrow's ambitions while caring for today's needs! We make this possible with our outstanding professional workforce, leading through collaboration and optimizing resources to ensure a sustainable and resilient Palo Alto.

The statement was developed after various iterations taking into consideration input from employees and community stakeholders. The statement is intended to reflect the balance of

limited resources, environmental sustainability and the need to achieve core services with the community's desire for innovation and increasing levels of services.

3. Organizational Culture and Values

CPAU has an adopted a set of values which are intended to reflect key characteristics important to individual employees, and if met, define the department's culture. Additionally, the City as our overall environment has its own set of defining values, which it promotes as part of an overall organizational culture. Through surveys and small group meetings, employees were asked to identify specific work characteristics and values that resonate most with them and should be included as part of CPAU's organizational values. CPAU's new set of values, represent employee feedback to supplement and align with the City's values, as follows:

City's Values	CPAU-Specific Values
Quality	Respect
Courtesy	Teamwork
Efficiency	Accountability
Integrity	Reliability
Innovation	Safety

These values define CPAU's culture, and will be promoted throughout the organization through its actions, and expected from each individual employee. Elements of meeting the values are included throughout the Strategic Plan.

4. Focus Priority Areas

The four priorities – 1) Workforce; 2) Collaboration; 3) Technology; and 4) Resources and Finances are the areas necessitating increased staff focus to achieve CPAU's current and future goals and objectives. Strategies and tactical actions have been identified for each priority and those to be implemented in the next 12 to 18 months are highlighted. The Strategic Plan also includes KPIs which are intended to track performance towards each priority and such performance will be periodically reported to the UAC and Council. Attachment A contains the detailed strategies, actions and KPIs per priority focus area. The following is a summary of the need for the four priority focus areas and CPAU's needs.

Priority #1- Workforce

We must create a vibrant and competitive environment that attracts, retains, and invests in a skilled and engaged workforce.

CPAU along with other utilities providers throughout the state and country struggle with attracting and retaining a skilled workforce. For Palo Alto, this is even more complicated as the cost of living and/or relocating to the Bay Area is among the highest in the nation. The Workforce focus area reflects the need to improve retention and recruitment efforts to ensure long-term CPAU has the staff and/or workforce solutions to meet its core service obligations and customers' expectations. The strategies and actions identified are intended to focus in the areas of retention, recruitment, training and work-life balance needs.

Priority #2: Collaboration

We must collaborate with internal teams and external stakeholders to achieve our shared objectives of enhanced communication, coordination, education and delivery of services.

Delivering high quality services to customers is a shared objective across all CPAU services. To do so in an efficient and consistent manner requires an understanding of customer and stakeholder needs along with the ability to effectively communicate and coordinate efforts with customers and throughout the City. The strategies and actions identified highlight certain projects and/or initiatives requiring a high level of collaboration, such as deployment of distributed energy resources and electrification, to effectively implement. Additional Collaboration strategies focus on promoting a culture of collaboration and a systematic process to ensure two-way communication with customers, within CPAU and throughout the City.

Priority #3: Technology

We must invest in and utilize technology to enhance the customer experience and maximize operational efficiency.

The increasing convergence of technology, utility services, and customer expectations is driving significant change in the utility markets. CPAU must embrace technology to further enhance internal operations and improve efficiency in this changing market. Customer adoption of new technology applications is also dramatically changing utility - customer interactions and demand for services. The Technology priority includes implementing a technology roadmap to effectively guide CPAU's customer and operational technology investments and programs. Additional Technology strategies include AMI deployment, enhancing customer interaction, improving field operations, and training employees to ensure effective use of existing and new tools.

Priority #4: - Financial Efficiency and Resource Optimization

We must manage our finances optimally and use resources efficiently to meet our customers' service priorities.

Facing an evolving utility business environment, aging infrastructure needs, and sustainability objectives CPAU must maintain a competitive position in the market. Remaining financially sustainable and competitive in the market while optimizing resources is key to maintaining and enhancing value to customers. Strategies in this Priority focus on proactively renewing and managing CPAU's infrastructure, continuously improving financial processes, enhancing infrastructure maintenance programs, defining CPAU's role in community resiliency, and achieving sustainable energy resource and water supply plans.

Next Steps

Once the Strategic Plan is approved, staff will develop a detailed implementation plan, and prioritize actions and tasks to carry out the specific initiatives. Annual progress reports will be provided on the KPIs and status of implementing the Strategic Plan.

Resource Impacts

Approval of the Strategic Plan does not result in a direct resource impact for fiscal year (FY) 2018. Implementation of specific initiatives identified as part of the Strategic Plan may have a resource impact for FY 2019 and beyond. As additional resource needs are identified, staff will seek UAC and Council approval as necessary.

Policy Implications

The proposed Strategic Plan works in support of CPAU's current mission and is consistent with Council approved policies related to the management and operation of CPAU. Approval of the Strategic Plan will effectively replace the existing strategic plan. Staff will continue to track existing KPIs through the end of FY 2018. The new KPIs will be included for consideration in the FY 19 operating budget.

Environmental Review

The UAC's support of the proposed Strategic Plan does not meet the definition of a project under Public Resources Code 21065 and therefore California Environmental Quality Act (CEQA) review is not required.

Attachments:

- Attachment A: 2018 Utilities Strategic Plan
- Attachment B: PowerPoint Presentation
- Attachment C: Online References

2018 UTILITIES STRATEGIC PLAN

The City of Palo Alto Utilities (CPAU or the Utilities) provides services across the electric, natural gas, water, sewer, and fiber industries – many of which are in the midst of substantial changes. Many of these changes are based on shifts in business models, price trends in renewable resources, technology adoptions, an uncertain regulatory future, evolving workforce dynamics, and increasing customer expectations. As these trends converge, they drive significant change for utilities in the services offered to customers and operations. This convergence also amplifies the impacts and creates the potential for a fundamental shift in the market and eventually, customer needs.

Industry trends and changing utility business models provide both challenges and opportunities that require periodic updates in strategic planning. To maintain operational excellence and relevancy, CPAU periodically reviews and revises its Strategic Plan and associated strategic initiatives. Awareness of these market drivers and trends, as well as a need to understand the potential impacts to CPAU and its customers, was the starting point and driver for the Strategic Plan development process. While CPAU's Strategic Plan is routinely updated, the Utility's Mission remains unchanged.

City of Palo Alto Utilities' Mission Statement:

To provide safe, reliable, environmentally sustainable and cost effective services

CPAU Strategic Planning History and Progression

CPAU's current Strategic Plan was originally developed and approved in 2011 with City Council refinements and updates to Performance Measures and Strategic Initiatives in 2013 and 2015. The current plan includes four Perspectives: Internal Business Process, People and Technology, Financial, and Customer and Community. Across the four Perspectives, there are more than 25 performance measures or goals that are tracked and reported for Plan progress. Recognizing that several internal and external factors have significantly changed since the last update in 2011 and that the utility industry continues to increase in complexity, CPAU staff felt the necessity to develop a new Strategic Plan rather than an update of the existing plan.

The proposed Strategic Plan is significantly different from the current Strategic Plan, which focuses more on maintaining and/or improving current operational and customer performance measures. Rather than rewriting the existing plan, the proposed Strategic Plan starts from a blank page with a focus on defining a Strategic Destination, or 'stake in the ground' defining where CPAU will be in 5-10 years. The Strategic Plan also focuses efforts on reporting and tracking progress to a more representative and strategic set of 12 Key Performance Indicators (KPIs), rather than more than 25 performance measures. This will include defining new or refining existing initiatives and actions to achieve the CPAU's future goals and objectives. Key elements of the Strategic Plan include:

- **Mission Statement:** A formal, enduring summary to focus and direct the organization; communicate a shared understanding of the organization's intended purpose.
- **Strategic Direction:** Statement that provides a snapshot of where the organization should be five to 10 years into the future.

- **Priority Areas:** A problem, concern, challenge, or issue that the organization must address in order to achieve its Strategic Direction.
- **Strategies and Actions:** Strategies are the means by which the Priority is resolved, while Actions are specific activities or tactics (achievable in approximately 12- to 18-months)
- **Key Performance Indicator (KPI):** The means by which to measure, track, and report on performance

Figure 1 illustrates the overall structure of the Plan and summarizes the relationship of the key elements identified to realize the Strategic Direction and implement the Plan. While the Mission and Strategic Direction are longer term, more enduring elements of the Plan, the Plan gets more detailed and tactical with the Strategies and Actions. These detailed elements are focused on the near-term (e.g., one to three years). As there are elements of the Plan that focus on the near-term, it is best practice to periodically (e.g., every three years) refresh or update any strategic plan based on progress of the Plan to date or significant changes in the organization or market.

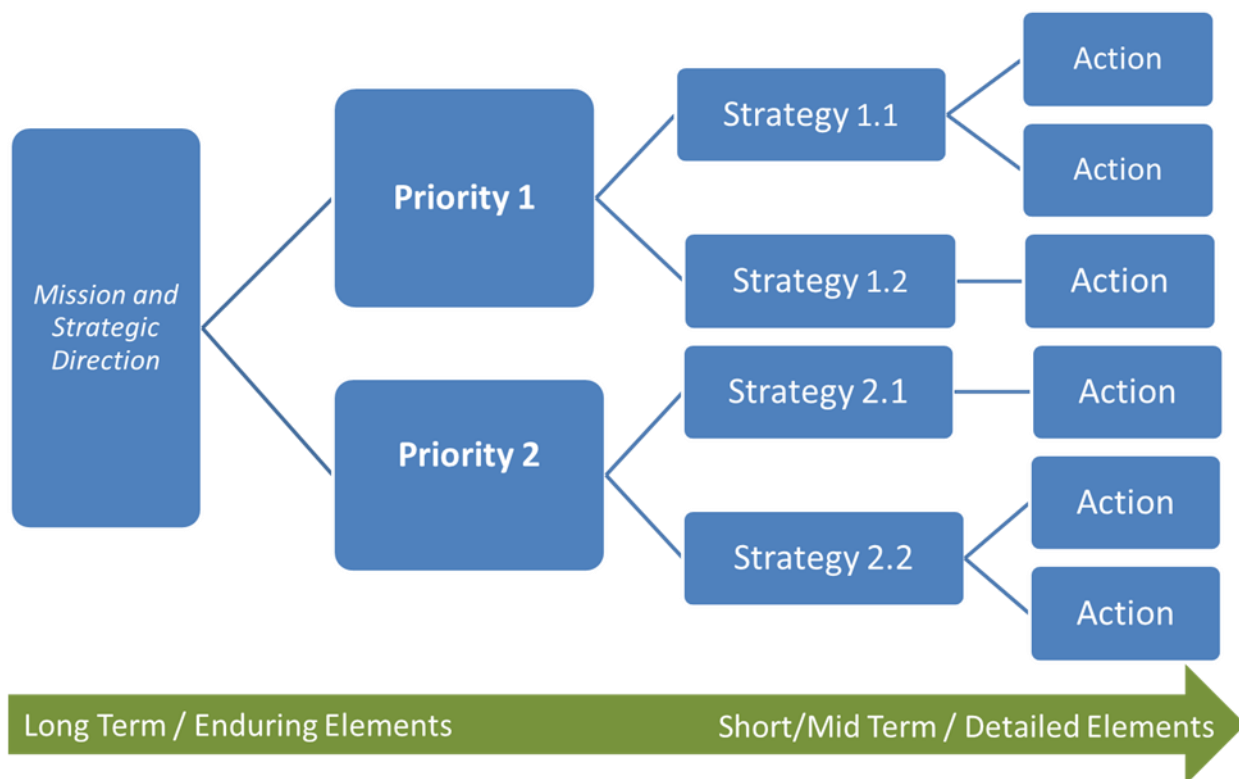


Figure 1: Strategic Plan Structure and Elements

Strategic Planning Process

The planning process and development of the 2018 Strategic Plan were designed to engage staff and stakeholders to ensure alignment with the Community and within the organization. Engaging internal and external stakeholders throughout the development of the Plan also supports a successful implementation.

Stakeholder Engagement

Extensive internal and external stakeholder engagement was included in the Plan development to ensure community and stakeholder insights were properly integrated. CPAU’s executive leadership team invited a cross-section of employees to participate as members of the Core Planning Team (CPT) to support the development of this Plan. The CPT was critical to the development of the Plan and will be a key driver to the short- and long-term implementation. The CPT’s role included:

- Driving the development of the updated Plan (e.g., Priorities, Strategies, Actions) through participation in five facilitated planning meetings, completing ‘homework’ assignments, and continued involvement to support Plan implementation.
- Providing periodic communication within their broader work groups to explain the planning process, communicate/discuss the draft elements of the Plan, and solicit feedback throughout the process.

In addition to the internal CPAU CPT being responsible for driving the development of the Plan, the stakeholder engagement process included additional employee feedback, a community workshop, and three external stakeholder groups: the Utilities Advisory Commission (UAC), a Utility Stakeholder Panel, and City Management stakeholders. CPAU’s executive leadership included extensive organizational and employee engagement as an early requirement of the Plan development. In addition to the CPT, the internal or employee engagement included:

- 10 group meetings to ensure employee feedback from all levels and divisions within CPAU.
- Two “all-hands” meetings for the entire organization communicating Plan progress and soliciting feedback / introducing the Strategic Direction and more tactical Plan elements.
- Two large employee workshops to solicit feedback on the Priorities, Strategies, and Actions included in the Plan.

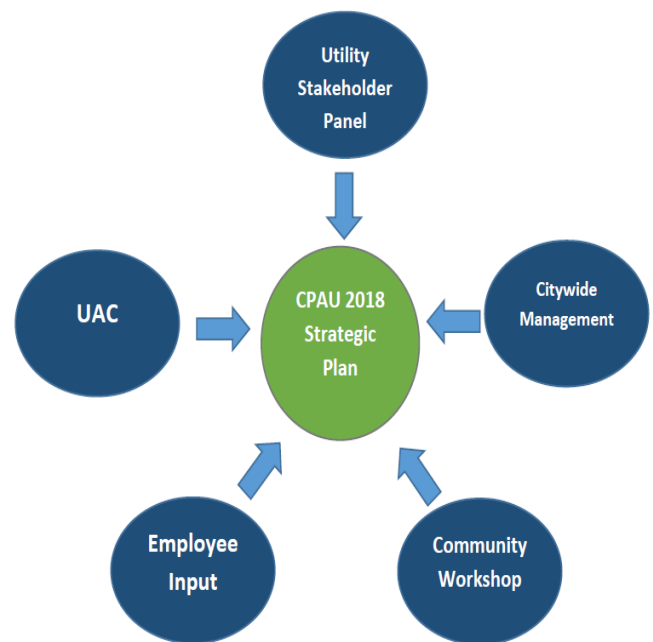


Figure 2: Stakeholder Engagement

Including external stakeholders in the development of the Plan provided an opportunity to gain important community feedback on CPAU’s overarching strategic direction while supporting targeted insights in developing the Plan elements. Providing a mechanism for community engagement and feedback throughout the planning process also helps to ensure future endorsement of the Plan.

Market Trends

As mentioned previously, one of the key drivers to developing the new Strategic Plan was recognizing that several organizational and market trends have continued their rapid pace of change and in many cases significantly accelerated or changed since the last update. The energy industry currently faces many challenges and opportunities, as well as increasing uncertainty related to regulatory, resource

availability, security, technology, sustainability, and clean energy issues. As these trends converge, they drive significant change in the services offered to customers and operations. This convergence also amplifies the impacts and creates the potential for a fundamental shift in the market and eventually, customer needs. To support the development of the Strategic Direction, Priorities, and eventual Strategies and Actions, the planning process included discussion with stakeholders of the key trends or issues influencing CPAU's operations, market, and customers. Highlights of the stakeholder feedback on trends and issues included:

- Aging infrastructure / renewal and replacements
- Climate change, adaptation, sustainability, and resiliency
- Workforce (large portion of CPAU workforce retiring in next 10 years, how to attract new staff)
- Customer demands (retail customer pressure, connectivity, flexibility, unlimited options, overall load is declining)
- Community or customer collaboration opportunities (attracting new staff, technology evaluation/adoption, energy resources)
- Balancing goals, sustainability aspirations with competitive rates and affordability
- Technology (CPAU operations, cyber security, big data management, Advanced Metering Infrastructure (AMI), mobile apps/access)
- California regulatory trends (CARB/Cap and Trade markets, new renewable energy requirements, hydropower availability, efficient building codes)
- Reducing regulatory barriers, more efficient regulatory process
- Increased opportunities to collaborate with other City departments and external stakeholders
- Distributed energy resources (DERs) (e.g. customer or commercial energy resources)
- Electric vehicle opportunities or incentives
- Natural gas utility and potential for electrification; stranded assets for CPAU
- Water resource availability, recycling, drought, and conservation
- Communicate CPAU's value and areas of leadership to stakeholders

The market trends and issues insights from stakeholders were directly integrated into the CPT workshops and the subsequent Priorities, Strategies, and Actions. CPAU's Strategic Direction and Plan will help the Utility navigate these trends while remaining effective, valuable, and cost-effective to customers.

CPAU's 2018 Strategic Plan

Throughout these changing times and evolving markets, CPAU's Mission remains the same, forming the foundation for the utility's enduring direction. The purpose of a mission statement is to focus and direct the organization as well as to communicate a shared understanding of the organization's intended purpose. The 2018 Strategic Plan aligns with and further advances CPAU's Mission.

The 2018 Strategic Plan provides an update to the efforts and initiatives outlined in the 2011 plan, taking into consideration recent market trends, emerging priorities, and additional input from our stakeholders. The Plan should act as the guide and context for utility resource, workforce, technology, customer expectation, and market related decision making. The 2018 Strategic Plan provides a "line of

sight” from the organization’s broader strategy to more day-to-day activities by staff, thus aligning the Utilities organization with the Plan. The Strategic Direction, defining a “stake in the ground” for the next 5-10 years is the first step in providing this “line of sight” from the Mission to day-to-day activities. As the planning process was designed to engage staff and stakeholders in its development, the following Strategic Direction was vetted with multiple internal and external stakeholder groups.

STRATEGIC DIRECTION

At CPAU, our people empower tomorrow's ambitions while caring for today's needs! We make this possible with our outstanding professional workforce, leading through collaboration and optimizing resources to ensure a sustainable and resilient Palo Alto.

Through the planning process CPAU also embraced its position as a department of the City of Palo Alto by integrating the City’s values, while incorporating several attributes tailored to some of the unique aspects of the Utilities operations and market. These values and CPAU attributes were also tested throughout the organization and at an all-hands employee workshop. There was support for adopting the City values and CPAU attributes along with a desire to promote a culture at the Utility that reinforces them. Due to the level of interest and importance of the values, the Plan includes a near term Action item to begin developing tools promoting these values by mid-2018.

City Values Adopted for 2018 Plan:

Quality | Courtesy | Efficiency | Integrity | Innovation

Tailored CPAU attributes support culture of:

Respect | Teamwork | Accountability | Reliability | Safety

The next step in the process identified the critical or core challenges that CPAU must address to realize the Strategic Direction. These critical issues are defined as Priorities in the Plan and include:

- **Workforce:** We must create a vibrant and competitive environment that attracts, retains, and invests in a skilled and engaged workforce.

CPAU along with other utilities providers throughout the state and country struggle with attracting and retaining a skilled workforce. For Palo Alto, this issue is amplified as the cost of living and/or relocating to the Bay Area is among the highest in the nation. The Workforce focus area reflects the need to do improve retention and recruitment efforts to ensure long-term CPAU has the staff and/or workforce solutions to meet its core service obligations and customers’ expectations. The strategies and actions identified are intended to focus in the areas of retention, recruitment, training and work-life balance needs.

- **Collaboration:** We must collaborate with internal teams and external stakeholders to achieve our shared objectives of enhanced communication, coordination, education, and delivery of services.

Delivering high quality services to customers is a shared objective across all CPAU services. To do so in an efficient and consistent manner requires an understanding of customer and stakeholder issues along with the ability to effectively communicate and coordinate efforts with customers and throughout the City. The strategies and actions identify projects and/or initiatives requiring a high level of collaboration to effectively implement as well as promoting a systematic framework in which to ensure collaboration within CPAU and throughout the City.

- **Technology:** We must invest in and utilize technology to enhance the customer experience and maximize operational efficiency.

The increasing convergence of technology, utility services, and customer expectations is driving significant change in the utility markets. CPAU must embrace technology to further enhance internal operations and improve efficiency in this changing market. Customer adoption of new technology applications is also dramatically changing utility – customer interactions and demand for services. The Technology Priority includes implementing the Technology Roadmap to effectively guide CPAU’s customer and operational technology investments and programs. Additional Technology strategies include AMI deployment, enhancing customer interaction, improving field operations, and training employees to ensure effective use of existing and new tools.

- **Financial Efficiency and Resource Optimization:** We must manage our finances optimally and use resources efficiently to meet our customers’ service priorities.

Facing an evolving utility business environment, aging infrastructure needs, and sustainability objectives CPAU must maintain a competitive position in the market. Remaining financially sustainable and competitive in the market while optimizing our resources is key to maintaining and enhancing our value to customers. Strategies in this Priority focus on proactively replacing and managing CPAU’s infrastructure, continuously improving financial processes, enhancing infrastructure maintenance programs, defining CPAU’s role in community resiliency, and achieving sustainable energy resource and water supply plans.

To complete the Strategic Plan, more tactical Strategies and Actions were identified and developed to complete the Tactical Action Plan. Strategies were developed within each Priority to resolve the issue or challenge identified, while Actions include specific activities and tactics to implement the Strategy.

Reporting and Tracking Plan Progress

Successful strategic plans include the ability to track the Plan’s progress and report on performance within the organization and to stakeholders. As an organization tracks performance, it can adjust resources or the Plan, to better respond or act on Priority areas that may lag desired performance levels, or learn from others that are exceeding expectations. KPIs are the primary tool in concisely communicating and reporting on performance to stakeholders.

KPIs are a metric or measurable value that demonstrates how effectively the organization is achieving its Priorities and Strategic Direction. The 2018 Strategic Plan includes 12 KPIs for periodic (e.g., quarterly) reporting to governing bodies and stakeholders on the Plan performance. These KPIs may also be applied and tailored throughout the organization to align CPAU divisions, work groups, and individual contributors with the Strategic Plan. As some of the KPIs identified are dependent on new strategic initiatives by Utilities, or include a near term completion date, they may require refinement or updating as completed or the strategic initiatives are scheduled/completed (e.g. technology or system implementations). The KPIs are included with each of the priorities below.

Tactical Action Plan

The comprehensive Tactical Action Plan including all Strategies and Actions by Priority is included below. Please note, those Actions that are expected or scheduled for completion in 2018 are noted with ***bold, italicized text***.

Priority 1: Workforce

We must create a vibrant and competitive environment that attracts, retains, and invests in a skilled and engaged workforce.

Strategy 1. Establish CPAU as an organization where employees are proud to work and recruit other strong performers.

Action 1. Support pilot rollout of annual professional/journeyman individual development plans (IDP) and rollup to department training priorities, to develop internal talent. Complete by December 2018.

Action 2. Review and expand training/education and certificate programs that emphasize mastery of trade, profession, or management position and promote development and longevity in areas of expected need. Complete by June 2018.

Action 3. Update Divisional Succession Plans to prepare staff for promotional opportunities and to retain institutional knowledge within the organization (update existing 5-year succession plan). Complete by December 2019.

Action 4. Promote a culture that reinforces City and Department values. Complete by June 2018.

Strategy 2. Create a workplace that attracts and retains skilled employees.

Action 1. Prioritize resolution of collective bargaining issues and finalize an agreement that ensures CPAU will attract and retain high caliber skilled employees that will advance the Department's Mission. Complete by December 2018.

Action 2. Reduce processing time to hire new staff to ensure potential candidates are offered positions in a reasonable time frame. Complete by December 2018.

Action 3. Support CPAU staff communication outreach in recruitment strategy for hiring utilities employees. Complete by December 2018.

Strategy 3. Evaluate and consider alternative workforce solutions to achieve organizational business objectives.

Action 1. Create opportunities to empower and support individual employees and work groups to offer a work-life balance through alternative work schedules or other options. Complete by December 2018.

Action 2. Determine the potential for projects and/or functions to be effectively outsourced while continuing to meet organizational needs and objectives. Complete by December 2019.

Action 3. Consider developing a hybrid workforce of full time employees and non-benefitted staff. Complete by December 2020.

Action 4. Create an internal labor pool from within the City to fill temporary business needs. Complete by June 2019.

Workforce KPIs:

- Reduce employee turnover rates to less than 10% by 2020 (calculated as a three-year rolling average).
- 90% of all CPAU positions filled/staffed on annual basis; while 100% of critically identified positions are filled within 90 days.
- 100% of employees have implemented an individual development plan with updates every two years.

Priority 2: Collaboration

We must collaborate with internal teams and external stakeholders to achieve our shared objectives of enhanced communication, coordination, education and delivery of services.

Strategy 1. Increasing communication through active listening and engagement with the community enhances customer satisfaction and community trust and will help us deliver programs and content based on community desires.

Action 1. Establish a routine practice of involving stakeholders on strategic projects and initiatives to support customer satisfaction, customer choice, and program outcomes. Ongoing.

Action 2. Proactively communicate about capital improvement projects to mitigate the impacts of construction, while maximizing public support and the allocated financial resources. Ongoing.

Action 3. Identify and develop proactive strategies and customer education that allows CPAU to support customer needs for Distributed Energy Resources (DER), including storage, solar, EVs, energy efficiency. Ongoing with DER plan timeline; phase 1 to be complete by December 2018.

Action 4. Partner with community stakeholders to facilitate large scale residential building electrification (beyond rebate scale). No timeline; beginning conversations and research now.

Action 5. Enhance customer service through deployment of technology such as upgraded online bill payment, account access system and advanced metering infrastructure (AMI). Ongoing with Utilities technology roadmap.

Action 6. Build customer support for programs and understanding of how we provide cost-effective services. Ongoing.

Action 7. Create interdepartmental work groups to identify and resolve ongoing workflow and priorities involving permitting, procurement and legal. Ongoing.

Strategy 2. Strengthening coordination and integration across City departments aligns Utilities and City goals while improving performance and efficiency

Action 1. Enhance current coordination of scheduling, synchronization and communication of capital improvement, maintenance, operations projects and other Utilities programs and services with other departments to improve implementation and efficiency. Ongoing.

Action 2. Explore opportunities to improve City processes, policies and information sharing that allows the community to easily understand and implement DER opportunities such as EVs, solar, storage, energy efficiency, and building electrification. Ongoing with DER timeline; phase 1 to be complete by December 2018.

Action 3. Share information and opportunities across departments to expand outreach about CPAU employment. Ongoing.

Action 4. Promote regular interdepartmental information sharing throughout the City to assist employees understand City (and common) goals. Ongoing.

Priority 2: Collaboration

We must collaborate with internal teams and external stakeholders to achieve our shared objectives of enhanced communication, coordination, education and delivery of services.

Strategy 3. Fostering a culture of cooperative work within Utilities improves productivity and awareness, and understanding of our common goals.

Action 1. Support the implementation of the Utilities' technology roadmap with comprehensive communication of: technological advancements and the department's short-term and long-term goals; how these advancements reflect customer and operational needs; how projects are prioritized; and how decisions are made. Ongoing with timeline of Utilities technology roadmap; full implementation scheduled for completion by December 2022.

Action 2. Strengthen existing tools for intradepartmental communication to ensure transparency and informed staff that understand the Strategic Plan and other key CPAU issues and how they directly relate to the work of our employees. Ongoing; some tasks by April 2018 with completion of the Strategic Plan.

Action 3. Collaborate with staff involved in deployment of AMI and develop a comprehensive outreach plan to communicate AMI and supporting technologies, impact to staffing resources, staff responsibilities, and how the customer engagement platform operates. Ongoing with timeline of Utilities technology roadmap; AMI full deployment scheduled to be complete by October 2018.

Action 4. Support upgrade of MUA by communicating the customer and utility operational benefits and functionalities. Ongoing with timeline of MUA; phase 1 complete by July 2018.

Action 5. Establish intradepartmental team to evaluate and determine best practices for an outage management system (OMS), including communication across divisions to reduce restoration time and provide customers with more real-time outage information. Integrate with Technology S3, A4. Complete by June 2019.

Action 6. Support the workforce priorities by aligning organizational values and reiterating employee roles within the framework of the Utilities Strategic Plan. Ongoing.

Strategy 4. Collaborating with government, trade, and regional agencies enhances our sphere of influence, allows us to identify common ground, and leverage economies of scale.

Action 1. Continue to work with Industry/trade/regional groups (NCPA, League of Cities, CMUA, BAWSCA, E Source etc.) to collaborate on shared objectives. Ongoing.

Action 2. Coordinate on regional utility programs to streamline processes, achieve mutual objectives, and realize greater impacts. Ongoing; some tasks can be completed by December 2019.

Action 3. Communicate our public awareness efforts and resources with government agencies (DOE, EPA, CEC, etc.) to improve public and stakeholder awareness of utility issues, programs, and shared goals. Ongoing.

Action 4. Collaborate with educational institutions and companies to attract local candidates for CPAU positions. Ongoing; some tasks can be completed by December 2019.

Collaboration KPIs:

- Maintain 85% or higher "excellent" or "good" performance ratings in annual customer satisfaction survey.
- Maintain 50% or higher level of customer awareness for customers affected by CPAU's key programs, incentives, and /or initiatives.
- Maintain 60% or higher level of agreement regarding employees who feel they contributed and/or were involved with CPAU projects or decisions that directly affect their roles or work.

Priority 3: Technology

We must invest in and utilize technology to enhance the customer experience and maximize operational efficiency.

Strategy 1. Finalize and implement technology road map to clearly identify CPAU's short-term and long-term goals, reflect customer and operational needs, prioritize projects and guide decisions.

Action 1. Identify, align and prioritize customer-focused and operational technologies to improve customer satisfaction and operational efficiency. Ongoing.

Action 2. Implement Technology Road Map including project prioritization, 10-year timeline, and co-dependencies. 2018 through 2022.

Strategy 2. Deploy AMI to increase reliability, enhance customer service, and improve response time.

Action 1. Finalize Business Case including cost and benefit analysis, scenarios, and staffing impacts. Complete by June 2018.

Action 2. Develop AMI/MDM System Requirements to identify functional and system requirements. Complete by June 2019.

Action 3. Evaluate Multi-Agency AMI/MDM with NCPA to pool resources, share ideas and increase purchasing power. Complete by June 2019.

Action 4. Proof of Concept Phase to deploy 2,000-5,000 meters, install all network infrastructure, establish system integrations, , develop future state business processes, provide testing and training, and pilot customer engagement. Complete by September 2021.

Action 5. Citywide AMI/MDM Deployment of 73,000 electric, gas and water meters. Complete by September 2022.

Strategy 3. Invest in technology infrastructure to enhance customer engagement and satisfaction.

Action 1. Upgrade Utilities customer portal: My Utilities Account (MUA 2.0) to provide customers additional 24/7 self-services and customer information to better manage their consumption and choices. Complete by September 2018.

Action 2. Leverage City's mobile app (Palo Alto 311) to provide residents, businesses and visitors more access to City services and information. Complete by December 2019.

Action 3. Implement a Street Work Notification customer portal for long-term construction projects that may result in traffic, parking or other impacts to neighborhoods. Complete by December 2019.

Action 4. Evaluate and upgrade Outage Management System (OMS) to reduce restoration time and provide customers near real-time outage information. Complete by June 2019.

Strategy 4. Implement technologies to improve response time, security and operational efficiency.

Action 1. Deploy Mobile/Field Technologies (devices and software) to reduce operational costs and improve service delivery. Complete by December 2018.

Action 2. Upgrade Customer Information/Billing System (CIS) to improve responsiveness and ensure customer data is accurate and secure. Complete by September 2020.

Action 3. Maintain Supervisory Control and Data Acquisition (SCADA) system to ensure a safe, reliable, and efficient distribution system. Ongoing.

Action 4. Integrate with new GIS (ESRI) to ensure accurate infrastructure information for customer service and infrastructure improvements. Complete by June 2019.

Action 5. Ensure that CPAU systems keep pace with customer adoption of new technologies to enhance the customer experience and choice. Ongoing.

Priority 3: Technology

We must invest in and utilize technology to enhance the customer experience and maximize operational efficiency.

Strategy 5. Ensure and empower employees with current Technologies to perform work efficiently.

Action 1. Streamline business processes to facilitate adoption of new technological solutions that improve performance in targeted priority functions. Complete by December 2018.

Action 2. Implement continuous education and evaluation of new technology applications and related utility trends to ensure CPAU maintains an effective, competitive, and optimal use of technology applications. Ongoing.

Action 3. Train employees to adopt and maximize utilization of new technologies. Ongoing.

Technology KPIs:

- Increase the number of MUA registered users by 10% per year and utilization by 5% per year (e.g., paying bill, reviewing consumption, etc.).
- Provide 50% of field support staff with paperless workorder and maintenance documentation tools by December 2018 and 90% by December 2019.

100% of staff affected by new or upgraded technology receive / attend applicable training.

Priority 4: Financial Efficiency and Resource Optimization

We must manage our finances optimally and use resources efficiently to meet our customers' service priorities.

Strategy 1. Establish a proactive infrastructure replacement program, based on planned replacement before failure to support reliability and resiliency.

Action 1. Initiate a program to update data in the utility asset management system to establish infrastructure replacement programs and support maintenance plans. Complete by December 2018.

Action 2. Develop, prioritize, and propose planned infrastructure replacement programs based on currently available key asset information for implementation in Fiscal Year (FY) 2020 and begin reporting of planned infrastructure replacement status. Complete by September 2018.

Action 3. Establish a system of regular reporting on planned replacement progress, including management reports appropriate to every level of the organization. First report by September 2018.

Action 4. Develop a plan to fill data gaps and ensure data accuracy identified in A1 and implement collection process. Complete by September 2019.

Action 5. Use updated data in comprehensive asset management system and database to improve planned replacement programs and status reporting. Start implementation in July 2020.

Strategy 2. Develop financial planning processes that provide stability and clear communication of service priorities and the cost of achieving those priorities.

Action 1. For FY 2019 budget process, collaborate between Rates, Admin, and Water-Gas-Wastewater Engineering to pilot an infrastructure budget development process for one utility (Water, Gas, or Wastewater Collection) that coordinates Capital Improvement Project (CIP) budget development with planning for funding sources and reserves management. Complete by March 2018.

Action 2. Starting with the FY 2020 budget process, implement an integrated and replicable CIP budgeting process with Admin, Rates, and Water-Gas-Wastewater Engineering to develop a CIP reserve and an annual CIP contribution amount for one utility. Complete by September 2018.

Action 3. For FY 2021 budget process, expand and apply the integrated CIP budgeting process to at least one other utility (Electric, Water, Gas, or Wastewater Collection) with remaining funds in FY 2022. Complete by September 2019.

Action 4. In 2019, update benchmark study for one utility. Begin a process of regular benchmarking of one utility per year going forward. Complete by December 2019.

Strategy 3. Enhance planned maintenance programs for all utilities through clearly defined maintenance plans, improved management reporting, and developing innovative ways to ensure efficient completion of all maintenance.

Action 1. Develop an inventory of existing maintenance programs and a reporting framework to monitor progress. Identify areas where planned maintenance is not being completed and areas where more data is needed to design maintenance plans. Complete by December 2018.

Action 2. Identify and evaluate asset data requirements and accuracy to develop and monitor proactive maintenance programs and identify any data gaps. Complete by December 2018.

Action 3. Identify staffing, software, and other resources required to implement and monitor maintenance programs, identify gaps in existing resources, identify alternative ways to implement the programs and the costs and benefits of different approaches. Complete by September 2018.

Action 4. Establish a system of regular reporting on maintenance progress, including management reports appropriate to every level of the organization. Provide first report by September 2018.

Action 5. As additional asset data becomes available from data collection efforts identified in S1 A1 and S1 A4, update and improve applicable maintenance plans. Implementation to be determined.

Priority 4: Financial Efficiency and Resource Optimization

We must manage our finances optimally and use resources efficiently to meet our customers' service priorities.

Strategy 4. Achieve a sustainable and resilient energy and water supply to meet community needs.

Action 1. Work with other City Departments to establish an implementation plan through FY 2020 to achieve the City's carbon reduction and water management goals while assessing utility operational risks and mitigations associated with electrification. Complete by June 2018.

Action 2. Establish and implement a Distributed Energy Resources plan to ensure local generation (e.g. solar), storage, electric vehicles (EVs), and controllable loads (like heat pump water heaters) are integrated into the distribution system in a way that benefits both the customer and the broader community. Complete by December 2018.

Action 3. Evaluate recycled water, groundwater, and other non-potable water sources and integrate the results and outcomes with water supply plans. Complete by December 2018.

Action 4. Incorporate a review of the changing competitive landscape (such as low-cost local solar and storage, the rise of Community Choice Aggregators, and the potential for competition and Direct Access) into routine electric supply planning processes. Complete by December 2020.

Action 5. Adopt and implement for the Electric utility an integrated resource plan for 2018 through 2030. Complete by December 2018.

Strategy 5. Engage stakeholders and define CPAU's role in supporting and facilitating community resiliency.

Action 1. Engage in community outreach to identify what aspects of resiliency are important to the community for each utility to support development of a resiliency work plan. Complete by December 2018.

Action 2. Define minimum emergency service commitments and targeted full system recovery times in case of a major disaster(s) and communicate general guidance on recovery times to the public. Implementation to be determined and dependent on A1.

Action 3. Develop an outreach and education program to facilitate individual customer resiliency efforts. Implementation dependent on A1.

Action 4. Identify high priority issues that could interfere with emergency service commitments and recovery times and develop a plan to improve resiliency in these areas. Implementation dependent on A1.

Action 5. Complete evaluation of redundant/backup transmission service to CPAU and communicate to stakeholders. Complete by December 2018.

Financial Efficiency and Resource Optimization KPIs:

- Identify/catalog 90% of critical assets or components in asset management system by 2022
- Complete 80% of critical component planned replacement annually; and 90% critical component planned maintenance annually
- Maintain average (e.g. median) or below residential and commercial utility bills as compared to surrounding utilities and communities.

List of Acronyms

AMI	Advanced Metering Infrastructure
BAWSCA	Bay Area Water Supply & Conservation Agency
CARB	California Air Resources Board
CEC	California Energy Commission
CIS	Customer Information System
CMUA	California Municipal Utilities Association
CPAU	City of Palo Alto Utilities
CPT	Core Planning Team
DER	Distributed Energy Resource
DOE	Department of Energy
EV	Electric Vehicle
EPA	Environmental Protection Agency
FY	Fiscal Year
GIS	Geographical Information System
IDP	Individual Development Plan
MDM	Meter Data Management
MUA	My Utility Account
OMS	Outage Management System
NCPA	Northern California Power Agency
SCADA	Supervisory Control & Data Acquisition
UAC	Utilities Advisory Commission

**Appendix A
Stakeholder Groups**

Core Planning Team

Leadership Team	Tom Auzenne, Customer Service	Richard Simms, Operations
Monica Padilla – Resource Management/ Strategic Plan Project Manager	Debbie Lloyd, Engineering	Rick Baptist, Operations
Ed Shikada, General Manager	Jimmy Pachikara, Engineering	Rui Silva, Operations
Dean Batchelor, Chief Operating Officer	Lynn Krug, Engineering	Ryan Johnson, Operations
Catherine Elvert, Communications	Silvia Santos, Engineering	Scott Williams, Operations
Dave Yuan, Administration	Heather Dauler, Legislative Regulatory	Bruce Lesch, Resource Management
Sushma Tappetla, Administration	Althea Carter, Operations	Jonathan Abendschein, Resource Management

Joshua Wallace, Resource Management

Mike Haynes, Operations

Lisa Benatar, Resource Management

Crystal Jensen, Customer Service

Anna Vuong, Administration

Sonika Choudhary, Resource Mgmt

Utility Advisory Commission

Michael Danaher, Chair

Judith Schwartz

Arne Ballantine, Vice Chair

Lauren Segal

Lisa Forsell

Terry Trumbull

A.C. Johnston

Utility Stakeholder Contributors

Name	Affiliation
Chris Boreta	Palo Alto Office Center
Brendan Curran	Stanford Health Center
Greg Mills	Palo Alto Medical Foundation
Moniques Henry	Genencor
Ron Gawer	Stanford University
Sandra Slater	Cool Block & Palo Alto Forward
Steven Elliot	Veterans Hospital
David Coale	Carbon Free Palo Alto, Acterra, Sun Works, SV Bike Coalition
Tess Byler	San Francisquito Creek
Nicholas White	Merck
Ronald Sichau	Stanford
Bret Anderson	citizen
Sven Thesen	Climate One & EV advocate
Jon Foster	former UAC member
John Melton	former UAC member

Citywide Management Contributors

James Keene – City Manager	Lalo Perez – Administrative Services
Kenneth Deuker– Emergency Services	Rumi Portillo – Human Resources
Jonathan Reichental– Information Technology	Peter Pirnejad– Development Services
Gil Friend - Sustainability	Mike Sartor – Public Works

2018 UTILITIES STRATEGIC PLAN

Palo Alto City Council Approval
March 19, 2018



UTILITY STRATEGIC PLAN 2018

Mission: To provide safe, reliable, environmentally sustainable and cost effective services

Strategic Direction:

At CPAU, our people empower tomorrow's ambitions while caring for today's needs!

We make this possible with our outstanding professional workforce, leading through collaboration and optimizing resources to ensure a sustainable and resilient Palo Alto.



- S1.1. Establish CPAU as an employee-oriented organization.
- S1.2. Attract and retain skilled employees.
- S1.3. Evaluate and develop alternative workforce solutions.



- S2.1. Enhance communication with the community.
- S2.2 Strengthen coordination and integration across City departments.
- S2.3. Foster a culture of cooperative work.
- S2.4. Increase partner collaboration.



- S3.1. Execute technology roadmap.
- S3.2. Deploy Advanced Metering Infrastructure.
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- S3.4. Implement utility operations technologies.
- S3.5. Empower employees with current technologies.



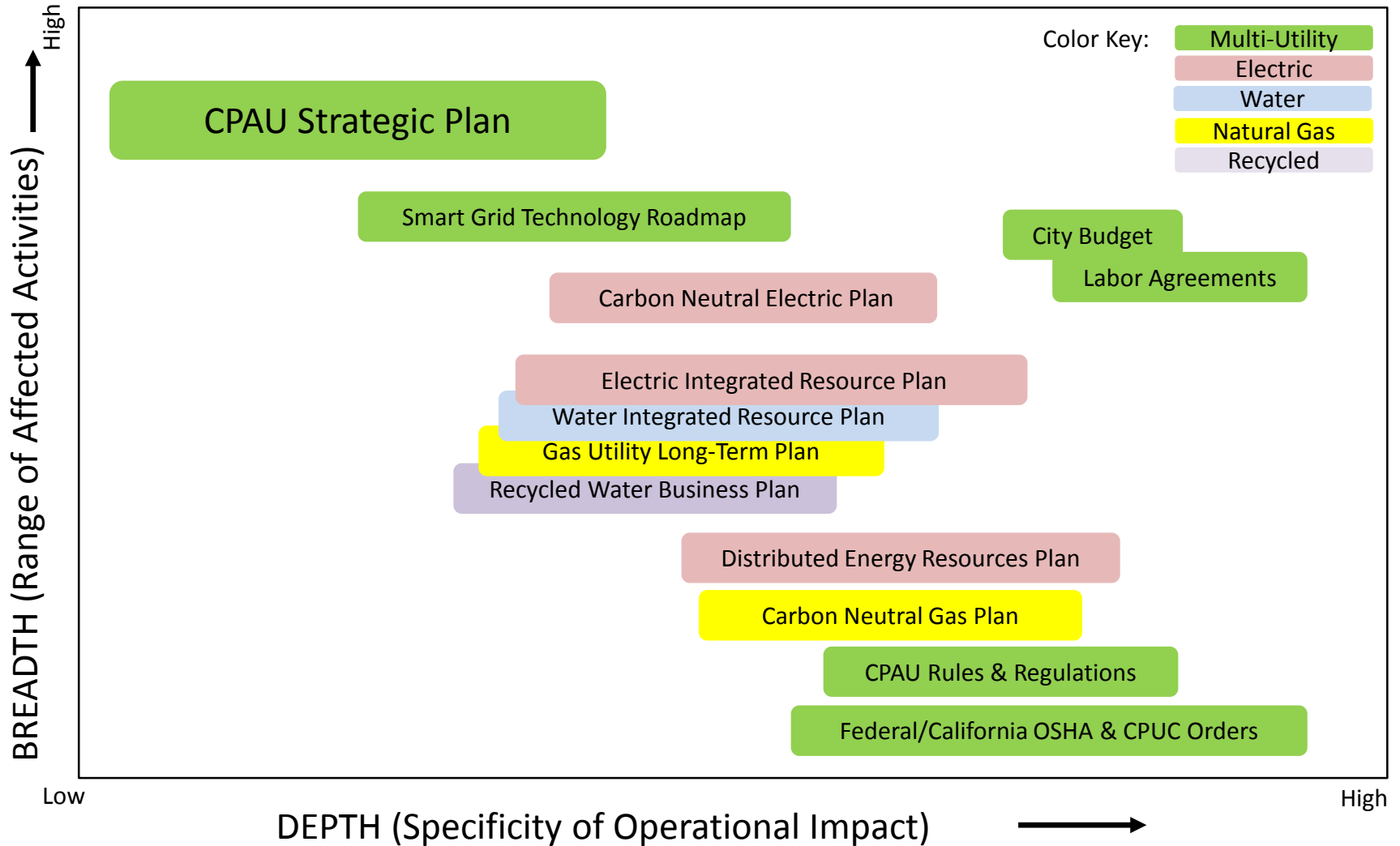
- S4.1. Promote a replacement before failure policy.
- S4.2. Balance customer rates and service with infrastructure improvements and maintenance.
- S4.3. Enhance utility-wide planned maintenance.
- S4.4. Create a sustainable and resilient energy and water supply.
- S4.5. Support community's resiliency goals.

Overview

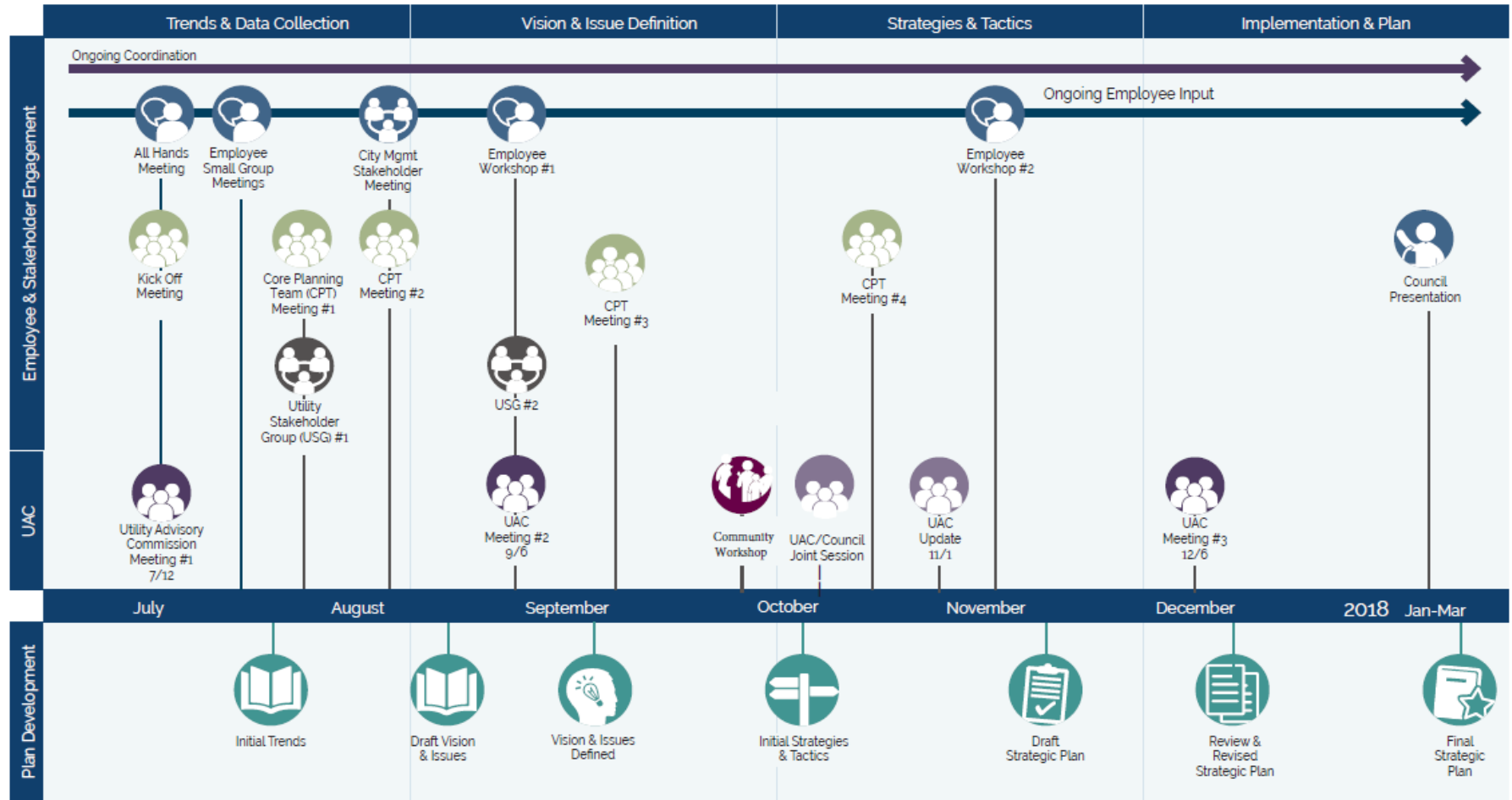
- Planning Effort and Engagement
 - Employees
 - Customers & key stakeholders
 - Utilities Advisory Commission
- Key Drivers and Trends
 - Challenges and opportunities
- Strategic Plan Elements
 - Mission Statement and Strategic Direction
 - Priority Focus Areas
 - Strategies and Actions
- Key Performance Indicators



Strategic Planning Context: Relationship to Other Key Drivers



Strategic Planning Effort & Stakeholder Engagement

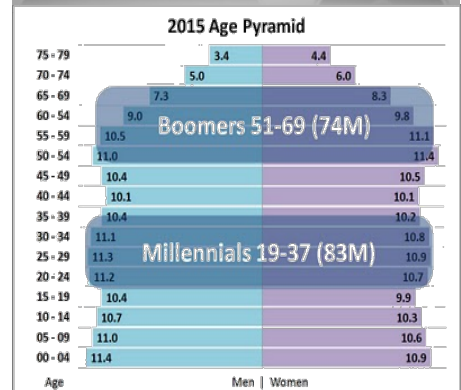


BluePoint Planning

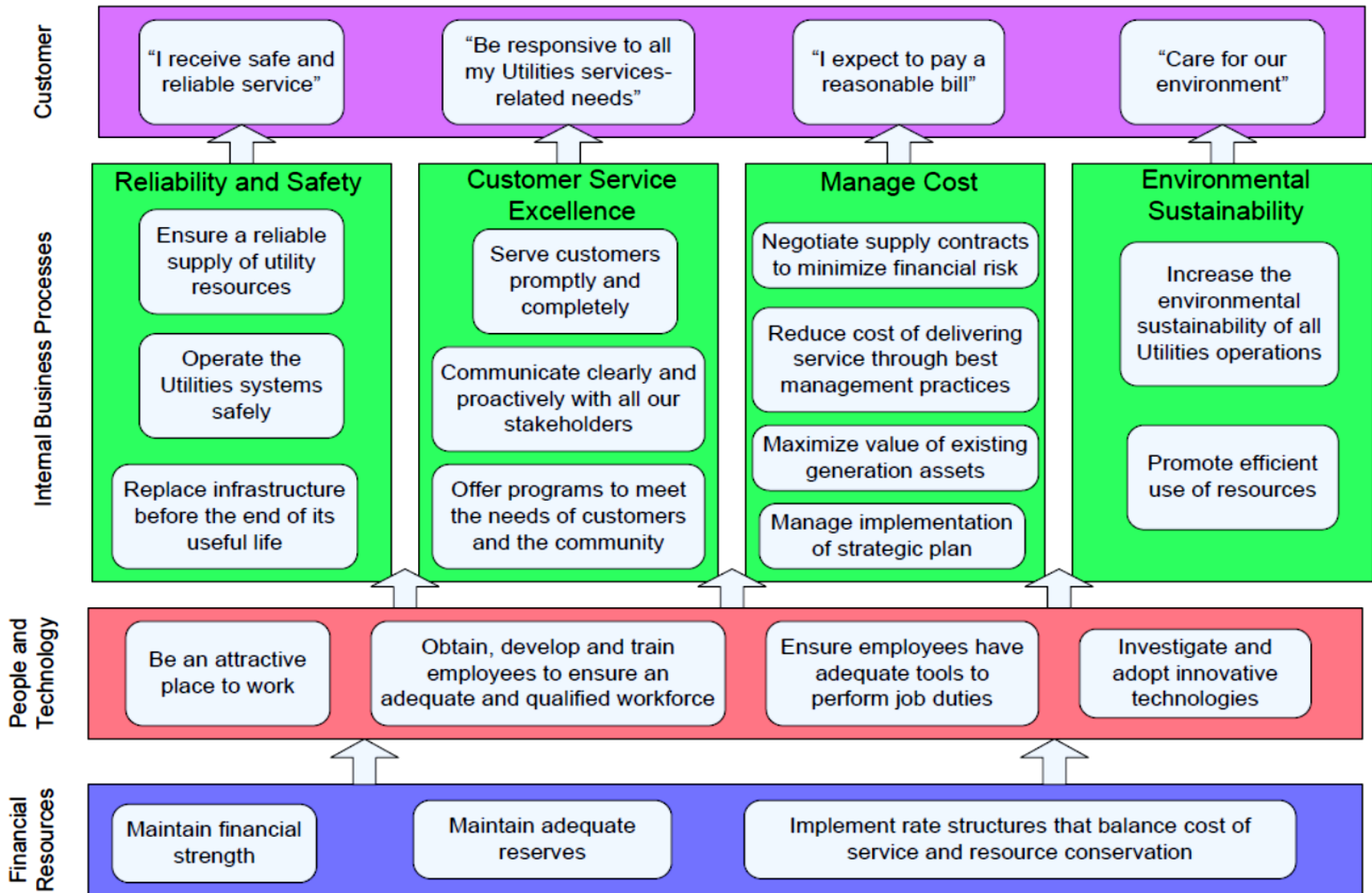
July 20, 2017

Key Drivers and Trends

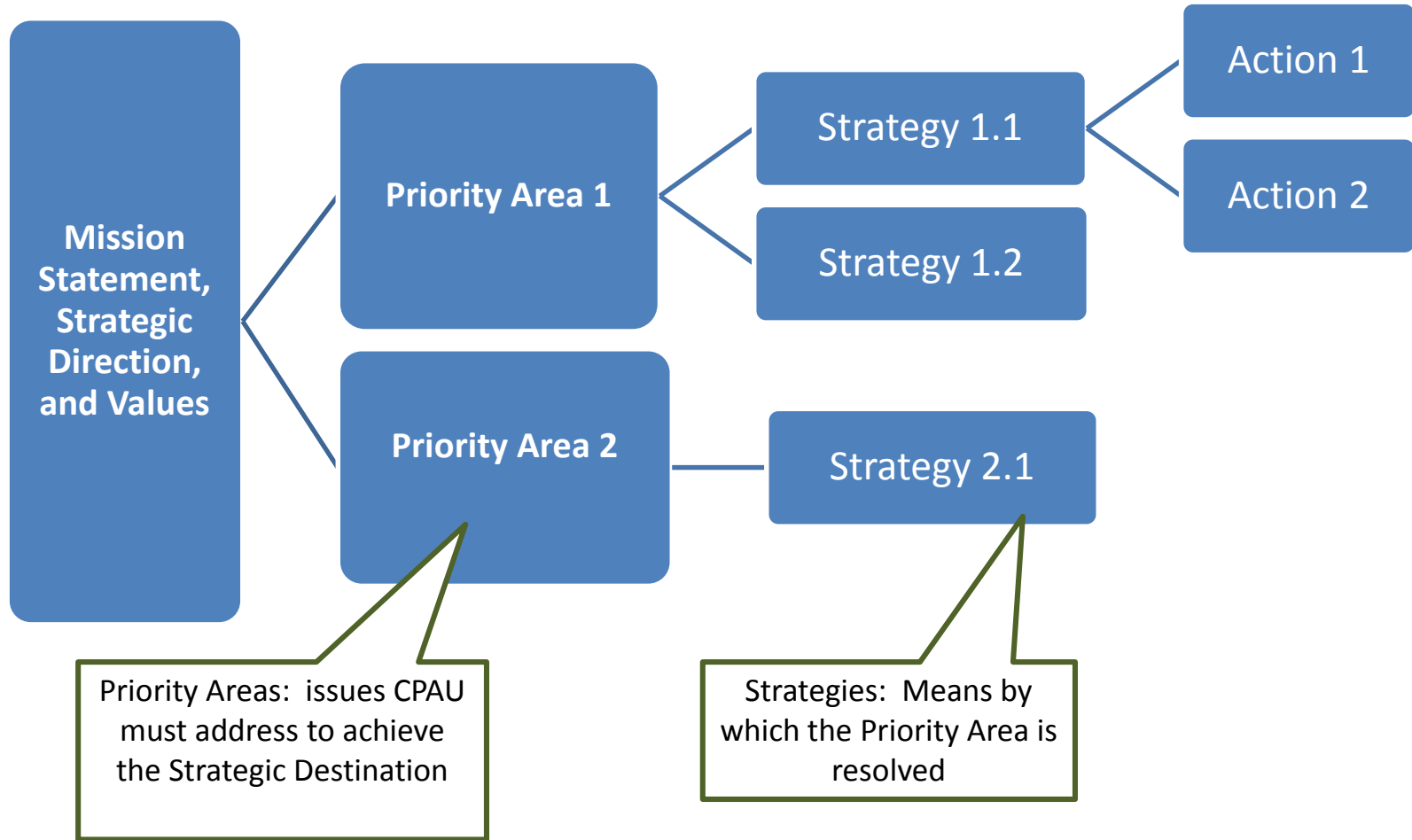
- Changes in workforce
 - Retirements, succession planning and change in skill sets
 - Work-life balance
- Challenges in retaining and recruiting - regional issue
 - Affordable housing, commutes and interest
- Technology advancements
 - Advanced metering infrastructure – “smart grid”
 - Consumerization – data-driven innovation & smart homes
- Changes in how customers use/view energy
 - Distributed Energy Resources – EE, DR, DG, EVs, ES
 - Rate Offerings – net energy metering & time-of-use
- Resiliency – understanding and meeting expectations
- Regulatory and legislative changes
- Rising cost to deliver services
 - Supply cost, transmission and transportation, reliability and capital improvement projects
- Variable water, gas and electric sales
- Climate and sustainability goals - electrification



2011 Strategic Plan



2018 Strategic Plan – Framework for Focusing



Long Term / Enduring Elements

Short/Mid Term / Detailed Elements

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- S4.5. Support community's resiliency goals.

Priority 1: Workforce

We must create a vibrant and competitive environment that attracts, retains, and invests in a skilled and engaged workforce.

Strategies and First Year Actions:

S1: Establish CPAU as an organization where employees are proud to work and recruit other strong performers.

A1: Develop individual development plans (IDP)

A2: Review and expand training/education and certificate programs

S2: Improve retention and recruitment efforts

A1: Finalize bargaining agreements

A2: Reduce hiring/processing time

S3: Pursue alternative work and workforce solutions

A1: Promote work-life balance solutions

Key Performance Indicators:

- Employee turnover rate < 10% by 2020 (3-yr average)
- 90% of all positions filled annually; 100% of critical positions filled within 90 days
- 100% of employees implementing individual development plans

Strategic Planning Example: Staff Development



Priority 2: Collaboration

We must collaborate with internal teams and external stakeholders to achieve our shared objectives of enhanced communication, coordination, education and delivery of services.

Strategies and First Year Actions:

S1: Enhance community communication

A3: Targeted engagement/communication for distributed energy resources

S2: Strengthen coordination and interaction within City

A2: Improve City processing time to facilitate DER implementation

S3: Foster cooperative culture within the department

A2: Communicate Strategic Plan and key initiatives to all employees

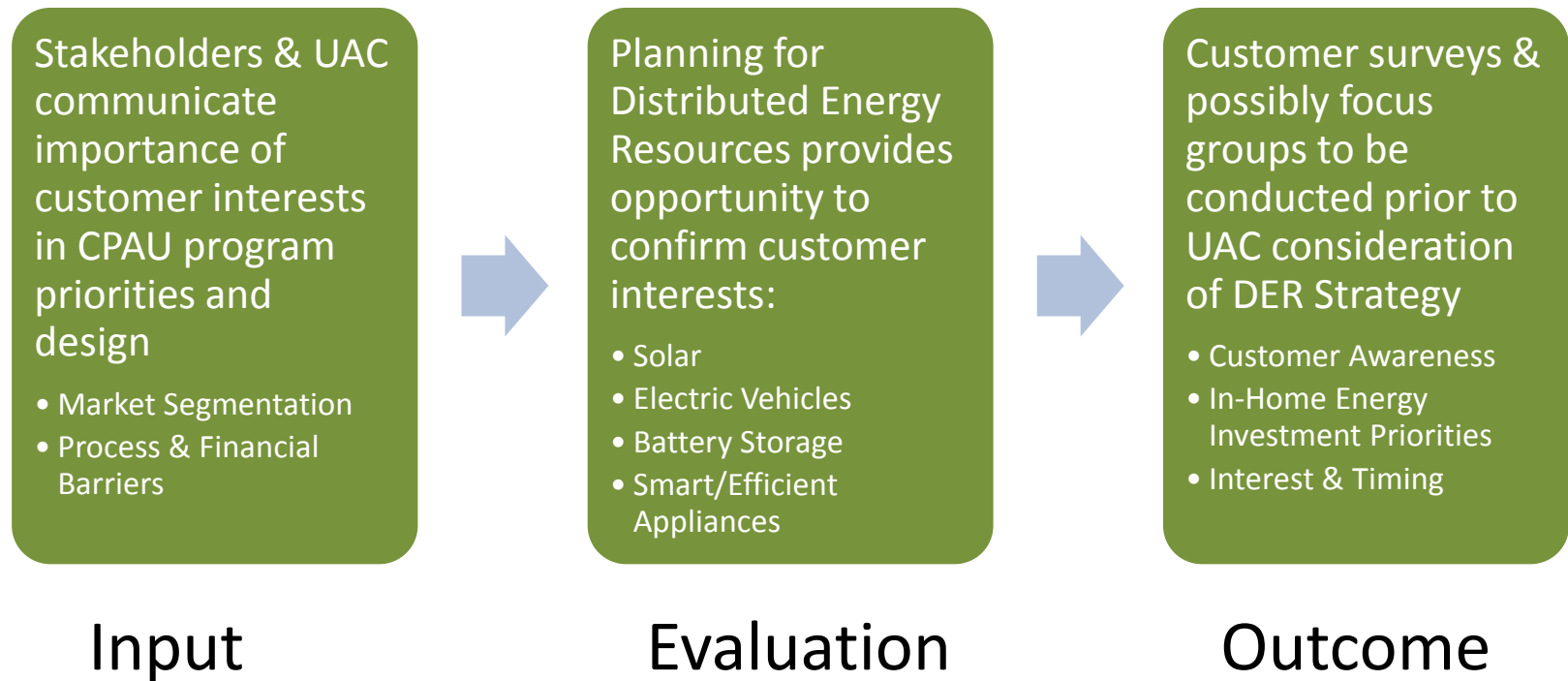
A3: Coordinate AMI outreach plan

S4: Collaborate with outside agencies

Key Performance Indicators:

- 85% or higher “excellent/good” rating in annual customer satisfaction survey
- 50% or higher customer awareness for customers affected by CPAU’s key programs/initiatives
- 60% or higher employees agree they contributed/involved with decisions directly affecting their work

Strategic Planning Example: Distributed Resources



Priority 3: Technology

We must invest in and utilize technology to enhance the customer experience and maximize operational efficiency.

Strategies and First Year Actions:

S1: Complete technology roadmap

A1: Engage customers and establish priorities

A2: Begin implementation of technology roadmap

S2: Deploy advanced metering infrastructure (AMI)

A1: Finalize business case

S3: Enhance customer engagement tools

A1: Upgrade My Utilities Account (MUA 2.0)

S4: Improve system operational efficiency

A1: Deploy mobile/field technologies

A3: Supervisory Control and Data Acquisition (SCADA) system

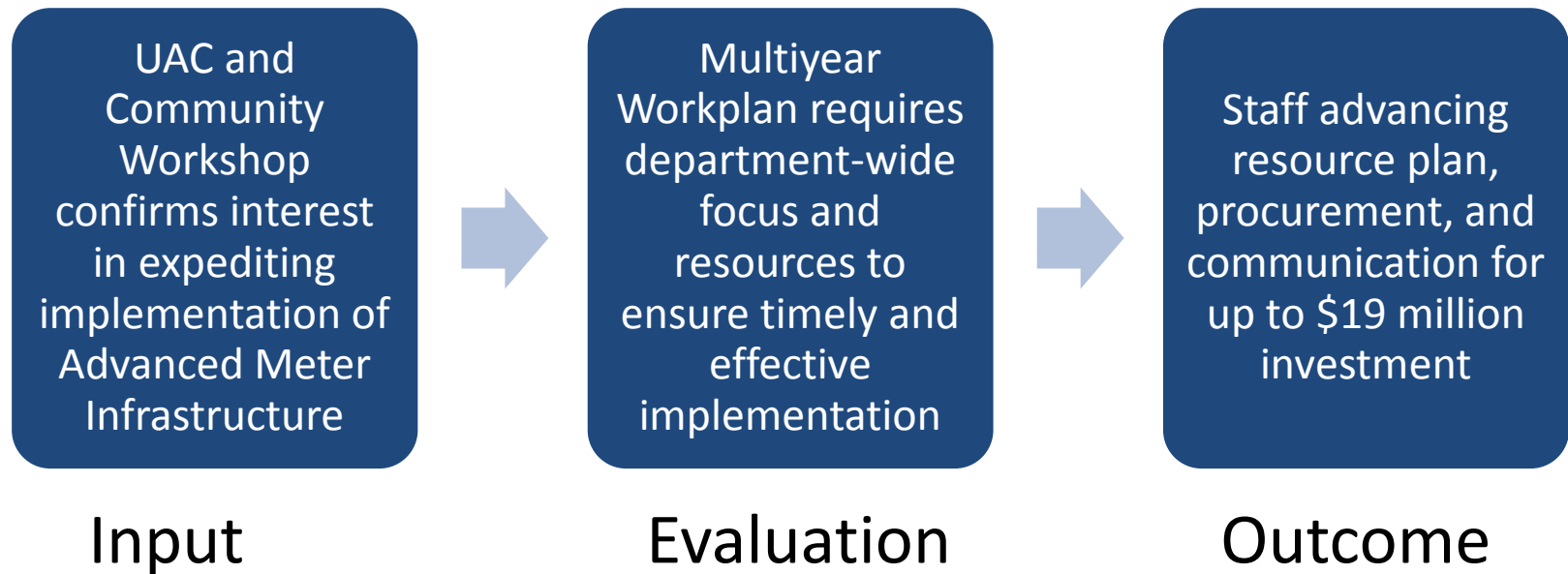
S5: Empower employees with technology

A1: Streamline priority business processes

Key Performance Indicators:

- Increase My Utilities Account (MUA) user registration by 10% and utilization by 5% each year
- Paperless tools for field support staff: 50% by December 2018 / 90% by December 2019
- 100% of staff trained on applicable new or upgraded technology

Strategic Planning Example: Advanced Metering



Priority 4: Finances and Resources

We must manage our finances optimally and use resources efficiently to meet our customers' service priorities.

Strategies and First Year Actions:

S1: Deploy planned infrastructure replacement

- A1: Update data in the utility asset management system
- A2: Prioritize planned infrastructure replacement programs
- A3: Report on planned replacement progress

S2: Stabilize CIP funding

- A1: Pilot an infrastructure budget development process for one utility for FY 19.

S3: Implement planned maintenance

- A1: Conduct a planned maintenance needs analysis
- A2: Develop and monitor proactive maintenance programs and identify any data gaps.
- A3: Develop a planned maintenance implementation plan
- A4: Establish and report on planned maintenance progress

Priority 4: Finances and Resources - continued

We must manage our finances optimally and use resources efficiently to meet our customers' service priorities.

Strategies and First Year Actions:

S4: Achieve sustainable and resilient energy and water supplies

A1: Assist with achieving the City's carbon reduction and water management goals

A2: Establish and implement a Distributed Energy Resources plan

A3: Evaluate recycled water, groundwater, and other non-potable water sources

A4: Adopt Electric utility integrated resource plan

S5: Build community resiliency

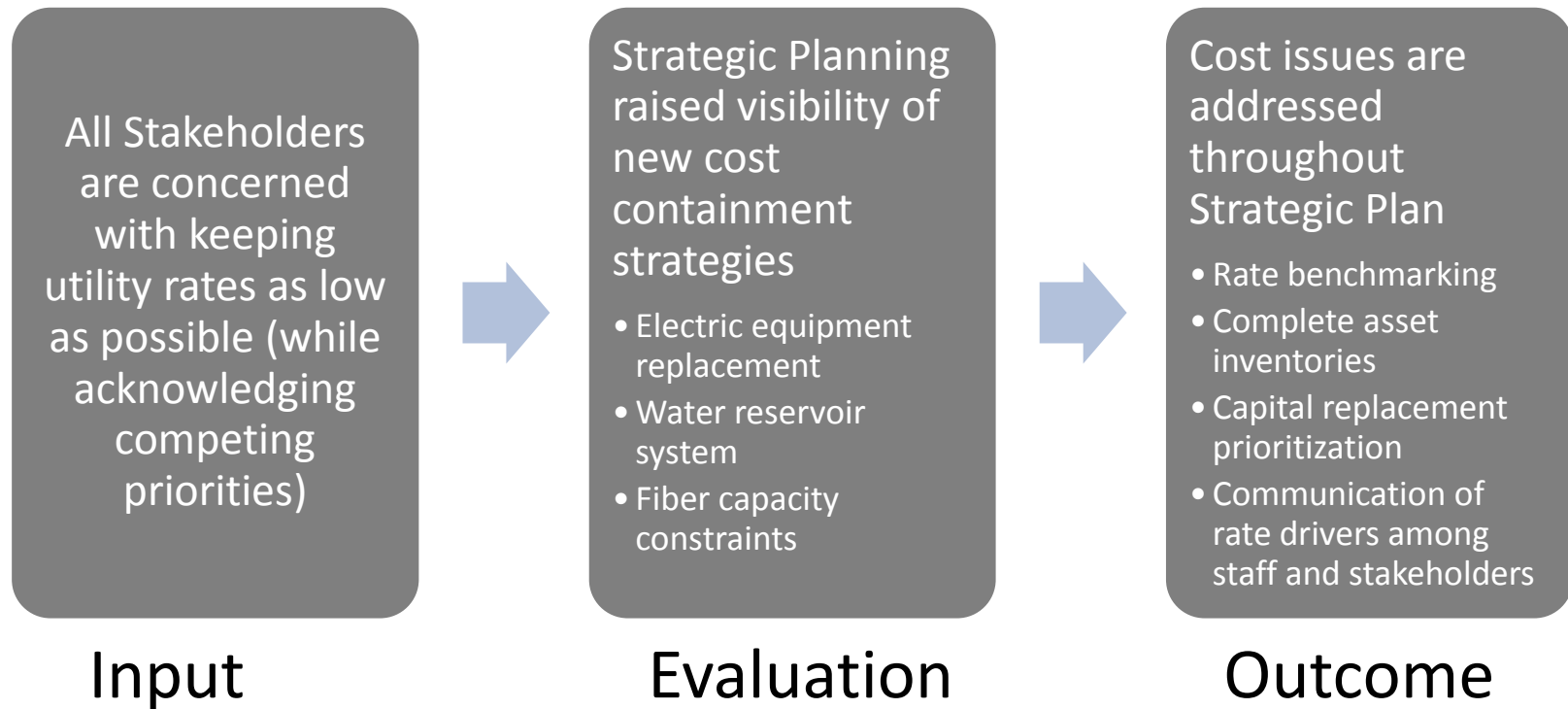
A1: Assess community's resiliency needs and develop resiliency work plan

A5: Complete evaluation of redundant/backup transmission line to Palo Alto

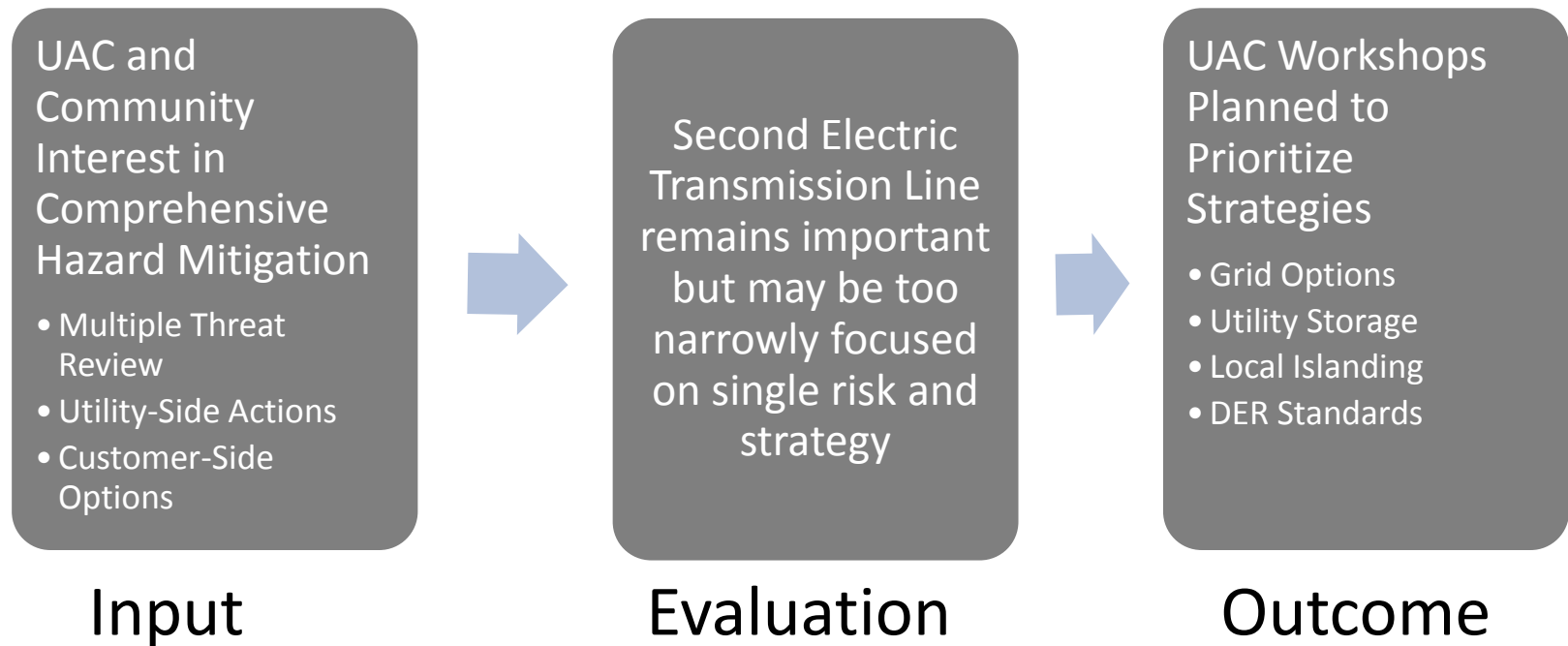
Key Performance Indicators:

- 90% of critical assets in asset management system by 2022
- 80% of critical component replacement; 90% maintenance annually
- Median or below residential/commercial bills vs. surrounding communities

Strategic Planning Example: Cost Containment



Strategic Planning Example: Resiliency



Next Steps

- Proceed with organizational alignment steps
- Develop internal communication tools – “dashboards”
- Implement tactical action plans
- Report on progress and KPIs
- Enhance communication – both internally and externally



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Attachment C

Online References

1. "Utilities Strategic Plan Performance Update", Report to City of Palo Alto Utilities Advisory Commission, March 1, 2017.
<https://www.cityofpaloalto.org/civicax/filebank/documents/56116>.
2. City of Palo Alto Utilities Advisory Commission Minutes of January 18, 2018, pp 5-8.
www.cityofpaloalto.org/civicax/filebank/documents/63778.
3. "Staff Recommendation that the Utilities Advisory Commission Recommend Council Approve the 2018 Strategic Plan", Report to City of Palo Alto Utilities Advisory Commission, February 7, 2018, see Attachment B.
<https://www.cityofpaloalto.org/civicax/filebank/documents/63210>.