Board of Public Utilities
Workshop #4 – July 13, 2015
Roadmaps (Electric Infrastructure; Water Infrastructure; Workforce Development)

Electric Infrastructure

Member (color code)	What did you like?	What's missing?
Cash (pink)	• Very clear! • Good analogies: Lightbulb/hospital	• What is underlying reason that RPU has good reliability? 1) workforce; 2) technology; 3) equipment? How does the weighting of those areas change over 10 years? • Because of the good record – how will RPU convince that there is a need? • What role does 2 way energy storage etc. play in this plan & does the need to move technology supersede some basic equipment needs? • How does weighting of emphasis change as technology speeds up? • What is role of solar in plan for electric car needs? If solar is on your roof how does that factor? • Significant emphasis on poles and cables, but will definitely change in 10-20 years?
Austin (yellow)	• Retirement - Need to start knowledge transfer	• Infrastructure is too old; 50 years is not good. • Recommendations vs options 1-4
Ferguson (blue)	• Good overview	• Need specification on needed improvements & time to implement them (ramping up as well as implementation). • What is impact on rate payer?
O'Farrell (green)	• Clear • Directive • Honest • Future Minded	• How do we transition population that want "high tech" (phone apps) to call center? • PD has explorers what about young journeymen? • Breakdown does it include staff training? 311 affects? • Battery disposal: how are we and PW for sale disposal? • Where do we publicize internships? • Pipeline programs Academy w/n HS
Scott-Coe (grey)	• Excellent framing of options	• Need to better understand option 2 vs option 3. • How did we increase infrastructure investments w/o rate increases? • Is the public aware of RPU's critical power infrastructure? • How have we maintained 1st class reliability with our aging infrastructure? • How is reliability valued?

Electric Infrastructure

Member (color code)	What should we accelerate?	What should we slow down?
Cash (pink)	• How will RPU not only prepare for workforce needs, but also prepare for new skill sets? • Technology 2-way Advanced Metering, energy storage	No comment
Austin (yellow)	• LED streetlights – Less maintenance. • Need to look at option 3 and how we can do it! • Option 2 is min. • Need cable replacement program. • Need second connection to Grid!!! **RTRP** • Need transformer replacement program. • Need pole replacement program.	No comment
Ferguson (blue)	No comment	No comment
O'Farrell (green)	• Proactive please	No comment
Scott-Coe (grey)	• Do we need to update our inspection processes? • What is our optimal replacement rate? • I want a proactive utility. • Which option will create a sustainable utility? A resilient utility?	• Can we afford our underground program? • Are cost equally distributed?

Electric Infrastructure

Member *(color code)*	Other Comment?
Cash *(pink)*	• How does RPU communicate need in climate of complacency? " It takes a disaster to get attention."
Austin *(yellow)*	No comment
Ferguson *(blue)*	• Put RPU presentation on a video to save time CA picture is worth 1000 words. • Need cost of infrastructure, technology & workforce issue.
O'Farrell *(green)*	• With utility 2.0 does this reduce the call center staff or other departments? • What do our high tech industry need (i.e. Fiber) Are they willing for rate increases? • Marketing "I'm 67 years old" signs on poles. • Does the city of arts and innovation understand the investment to be innovative & support innovative businesses & rate payer services? • Budget • Is tech training to current staff incorporated in budget? • Does technology line item include customer connection to utility? • Can we see the enhancement options from Pat in scale to our operating budget?
Scott-Coe *(grey)*	• Do we have a 50's mentality that goes with our 50's infrastructure? • Is our projected load different from other utilities? • How does population industrial/ commercial growth interrelate?

Water Infrastructure

Member *(color code)*	What did you like?	What's missing?
Cash *(pink)*	No comment	• What is the role of technology? Seems like mom & pop operation. • Need data back before safe water plan to show cost & actions? • What about natural disasters? What is planning? Can other connections fulfill city needs? • Recycled water: where is it? • What is plan for the multiple water companies that function at less than desirable capacity where RPU major shareholder?
Austin *(yellow)*	No comment	• Need to improve communication system. • Identify and improve size pipelines when possible. • Need standards to develop main replacement – Type, size, age, failure rate. • Correlate what was not done in safe water to today's needs.
Ferguson *(blue)*	• Good overview.	• Need timelines for ramping up of implementation. • Impact on taxpayers? • How do we respond in disaster i.e. field switching?
O'Farrell *(green)*	• AMI please.	• When will I know my usage affects the tier that I am in? • Who pays or should pay for energy costs to boost locations? • When will text/ apps be available for seeing my water usage? • Does O-Power or another company provide usage comparisons for customers?
Scott-Coe *(grey)*	• Excellent presentation realizable options.	• Where does hybrid AMF/ AMI fit in? • Has the drought increased customer interest in AMI capabilities? • Where would we be without investment?

Water Infrastructure

Member *(color code)*	What should we accelerate?	What should we slow down?

Cash *(pink)*	• (AMI) Advanced meters!
	  ○ Needed for:
	   ▪ Communication
	   ▪ Conservation
	   ▪ Billing
	   ▪ Emergency
		• Don't slow down

Austin *(yellow)*	• Smart meter program. • Need to focus on mains & pipelines. • Need to focus on option 3!! • Need to start information transfer to younger employees.	No Comment
Ferguson *(blue)*	• Go to $ I5M/ yr. for 20 years on distribution mains. • Use high reserves level to implement option 3 or 4.	No Comment
O'Farrell *(green)*	• Without all the $ #'s it seems to make sense to replace piping and increase size.	No Comment
Scott-Coe *(grey)*	• What is sustainable rate of pipeline replacement? What is industry standard?	No Comment

Member *(color code)*	Other Comment?
Cash *(pink)*	• Why present Option 1 – less of an investment than now? -- remove from presentation. • Too much good news why would city want to invest? • What are urgent needs?
Austin *(yellow)*	• North Waterman plume???
Ferguson *(blue)*	• Use video presentation for city council.
O'Farrell *(green)*	• Are new residential developments working w/ land use on having a "heavily encouraged" water wise yard?
Scott-Coe *(grey)*	• Who pays or should pay for boosting costs & pipe replacement? • How do these projections compare with those which supported the S.A.F.E. water plan?

Workforce Development

Member *(color code)*	What did you like?	What's missing?
Cash *(pink)*	• Excellent presenter.	• Define a timeline of how RPU will be affected if process not changed. • Knowledge transfer: will the skills and knowledge of retiring employees really be relevant to RPU 2.0?
Austin *(yellow)*	No comment	• Need formal training programs. • Need to perform better in the job market. Timing…
Ferguson *(blue)*	• Great to see HR supporting workforce development. • Good overview. • Like: individual talent plan.	No comment
O'Farrell *(green)*	No comment	• What is the financial increase to salaries needed for "x" experience needed? • What perks are given to retain talent if we cannot compensate in salary? • Millennials stay on avg. 3 years at a work place what is the plan for retention? • Would a discount off tuition to CBU or UCR be attractive for staff to further education? • What is the process to expedite recruitment, hire & training process to retain future employees?
Scott-Coe *(grey)*	No comment	• How do we connect the public to our workforce needs? • Paint a picture of what happens if we don't make needed workforce investments. • What is the rate of internal upper mobility? • What are the new management skills needed for utility 2.0? • Do we currently have the executive management infrastructure for our workforce needs? • Do we need to update our departmental policies & procedures? • How will succession plans change Utility 2.0? Different career paths?

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Workforce Development

Member (color code)	What should we accelerate?	What should we slow down?
Cash (pink)	No comment	No comment
Austin (yellow)	• Update education reimbursement. • Work with HR on improvement process. • Need roadmap to promotions. • Need information transfer.	No comment
Ament (orange)		
Ferguson (blue)	• Option 2 must be started (innovate).	No comment
O'Farrell (green)	No comment	No comment
Scott-Coe (grey)	• We need a recruitment Tsunami! • Utility 2.0 competencies so needed! • Knowledge transfer – must move quickly. • We should be hiring at a premium to ensure optimal workforce (e.g market + x%).	No comment

Member (color code)	Other Comment?
Cash (pink)	• Process map hiring procedures & streamline unnecessary approvals as it affects RPU. • Once position approved could RPU handle hiring process to expedite?
Austin (yellow)	• Need our own workforce
Ferguson (blue)	• Use video for city council. • Will city IT department "decentralize" to be part of other divisions like RPU • Has our training program kept staff ready with new equipment, programs, technology, etc?
O'Farrell (green)	• In succession planning is there current talent inside. Do they want it? • What internal culture is being created to retain work/life balance for millennials? • Good articles: "Maximizing millennials in the workplace"
Scott-Coe (grey)	• Is the 7th floor resistant to RPU's workforce needs?

What went well with the meeting (plus)?   What can we improve (delta)?

Plus	Delta
Comments from Board members & feedback/ responsiveness	More time to consider detail in the options…. This must just be a limitation of time.
Good presentations	Simplify some of the detailed examples by identifying a simple example & walking through the story.
Process calendar	Identify impacts on each division.
Continue to provide detailed info to board	Provide hard copy of presentation so notes can be taken.
Good overviews. Pleased with linkage with HR department.	"Options" need more clarity. The outcomes of providing this information should be: • competency • urgency
Feedback format	Technology report assessment
Good summary of complex landscape	Link service outages to business impacts
Good background material/reading material.	Link each option to the service metric we hope to achieve
	Continue to provide detailed information to the Board.
	How do you point out the positives of our past investment without being self-serving?
	Answer the question: "If we are behind in infrastructure and technology, how are we doing so well?"