



INFORMATIONAL BOARD LETTER


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General Manager

DATE: August 13, 2018

SUBJECT: LADWP Rates and Equity Metrics Semi-Annual Report

SUMMARY

Attached is the semi-annual report on Rates Metrics and Equity Metrics.

Pursuant to Section 4 of the Water and Electric Rates Ordinances, LADWP shall provide a written report to the Board of Water and Power Commissioners (Board) on a semi-annual basis, commencing 2017. This report shall include:

- The Rates Metrics being monitored.
- The results for each metric.
- The target.
- The variance of actual performance from the target.
- Any proposed mitigation plans to address a variance.

The detail information is provided in this Informational Board Letter under section Rates Metrics.

On December 6, 2016, the Board approved Resolution No. 017107 finalizing the list of Equity Metrics for LADWP's Equity Metrics Data Initiative (EMDI). LADWP will report Equity Metrics to the Board on a semi-annual basis coinciding with Rates Metrics reporting to the Board. The detailed information is provided in this Informational Board Letter under section Equity Metrics.

RATES METRICS

Rates Metrics July 2017 to April 2018

The Rates Metrics currently include 20 for Water System, 28 for Power System, 9 for Joint System. A summary of the fiscal-year-to-date April 2018 performance status of all

these metrics is listed in the Rates Metrics Summary (Attachment I). Attachment I also includes a section with more detailed information at the senior management level for the LADWP Employee Costs Budget vs. Actual Metric.

For the period ending April 2018, 63 percent of the metrics are either within the acceptable variance or exceed the target. Sixteen of the fifty-seven Rates Metrics are outside the acceptable variance or need attention. The Corporate Performance Group is working with the respective operating units to closely monitor the progress as they take steps to bring the metrics to within the acceptable variance range.

| LADWP Rates Metrics Status (Fiscal Year To Date April 2018) | | |
|--|--------|------------------|
| Performance Status | | # Metrics |
| Exceeds Target | Blue | 5 |
| Within Acceptable Variance | Green | 31 |
| Outside Acceptable Variance | Red | 12 |
| Needs Attention | Yellow | 4 |
| Information Only | White | 5 |
| Total | | 57 |

To the extent that more information is required beyond the high level summary dashboards, the LADWP can provide more detailed information as requested by the Office of Public Accountability/Ratepayer Advocate (OPA).

Rates Metrics Reporting Dashboards

A one page dashboard for each of the metrics is created to provide concise and pertinent information on the status of the LADWP's work as represented by the Rates Metrics to the Mayor, City Council, Board, OPA, customers, and other stakeholders. For each metric, the corresponding dashboard provides the metric definition; the target for the fiscal year (FY); performance/variance analysis and forecast; achievements/milestones met; and mitigation plans and/or recommendations to improve performance as necessary. The performance status of each Rate Metrics is reflected through the following colors:

- Blue: Exceeds Target
- Green: Within Acceptable Variance
- Yellow: Needs Attention
- Red: Outside Acceptable Variance

Each rate metric manager is responsible for providing the status update information and its accuracy in a timely manner to the Corporate Performance Group. The default status on Rates Metrics will either be green or red. The Corporate Performance Group, with the assistance from the Systems, will ascertain whether a different status, such as blue or yellow is warranted given additional information and/or detailed mitigation plans.

EQUITY METRICS

Background and Purpose

The Board approved Resolution No. 017107 on December 6, 2016, finalizing the list of Equity Metrics for LADWP's EMDI. The EMDI establishes the framework to compare demographics with ratepayer and service locations to determine whether geographic or other categorical disparities exist. LADWP staff recommended and the Board, City Council, and Mayor approved creation of Equity Metrics as part of the Rate Action.

Results of the EMDI

The Board approved Resolution No. 018219 in April 2018 outlining the EMDI reporting requirements for the August 2018 Board meeting. The findings and steps being taken to address these reporting requirements are summarized in this section.

To date, data has been gathered for all Equity Metrics established in Board Resolution No. 017107. While the EMDI findings reveal that most of the programs and services are provided equitably, the Electric Vehicle (EV) Program charger infrastructure and Human Resources (HR) recruiting in eight critical skilled craft classifications were identified as providing opportunities to achieve greater equity.

- The EMDI analysis identified geographic areas lacking public chargers suggesting inequity in the distribution of the EV Charging infrastructure in the city of Los Angeles. This has led management to increase the budget for the EV Program from \$1.7 million for FY 2016-2017 to \$14.1 million for FY 2018-2019 to achieve the goal of installing 10,000 chargers equitably throughout the city within the next five years. This strategy aligns with the recent opportunity for more LADWP customer segments to purchase EVs due to the significant increase in availability of these vehicles in the used-car market from expiring leases. Management is also exploring rebate options to encourage purchase of used EVs.
- EMDI analysis of the LADWP's workforce highlighted opportunities to increase the diversity of employees in eight critical skilled craft classifications as well as in the various engineering classifications. To address this, the following actions have been taken:
 - The HR Division budget was increased by approximately \$1 million for FY 2018-2019. Additionally, a manager was assigned specifically to recruitment; two analysts and an administrative employee have been added to plan, coordinate, and implement LADWP recruitment strategies.
 - The HR Division has developed several diversity-targeted recruitment strategies aimed at increasing female and minority candidates for Engineering Associates. LADWP attended several national and regional conferences between October 2017 and March 2018 where 109 engineering students and professionals were interviewed. Further,

LADWP plans to attend engineering recruitment events which will include diversity-targeted recruitment efforts in Fall 2018. LADWP will attend college job fairs, information sessions and conduct on-campus interviews both regionally and nationally.

- The HR Division has implemented new recruitment strategies for gender and diversity recruitment for eight critical skilled craft job classifications. These include working with the Los Angeles Unified School District and Los Angeles Trade Technical College, Women Build Nations, and Women in Non-Traditional Employment Roles and Tradeswomen, Inc. starting in Fall 2018.

Community Organizations have taken the publicly available EMDI data and incorporated it into their independent analysis and provided recommended improvements to the Department's Energy Efficiency Programs. Their recommendation also help LADWP align with the California Existing Buildings Energy Efficiency Action Plan (AB 758).

- Energy Efficiency and Conservation has increased their program budget by \$20 million per year for the next five years. New programming will initially target low income renters in multifamily housing and hard to reach customer segments in order to improve equity. Management will be using the geographic distribution of program participation to target mailings and work with non-profit organizations to disseminate information and engage customers.

The LADWP has taken significant steps to ensure that EMDI results are publicly available and are user friendly for interested stakeholders. The LADWP is actively keeping the community informed of its efforts via the use of social media, participation in over 400 community events in the past year, and reaching out to 130,000 students and 2,300 teachers at 542 schools in the city. The EMDI reports and data are published on the website and the LADWP continuously strives to improve efforts based on ratepayers' concerns. For example, we are looking to publish per capita expenditure of Energy Efficiency rebate maps by Council Districts and we are also investigating the distribution of low income housing by council districts. The underlying data for the maps may not be published due to privacy concerns. Additionally, the LADWP continues to work with a third party vendor to develop a messaging and media plan.

Based on the feedback received at various community meetings recommending the LADWP work with academic institutions, Corporate Performance will continue to work with Loyola Marymount University to participate in and receive data from the upcoming annual Los Angeles Public Opinion Survey conducted by their Thomas and Dorothy Leavey Center for the Study of Los Angeles (StudyLA). StudyLA develops and conducts innovative research in leadership studies, quality-of-life, and contemporary urban issues in the Los Angeles region. Each year StudyLA conducts the region's largest general social survey (Los Angeles Public Opinion Survey) on the residents of Los Angeles County to gauge their outlook for the year.

Corporate Performance will continue to gather and monitor data for the Equity Metrics established in Board Resolution No. 017107. We will continue to work with respective managers and report to the Board on potential inequities and steps taken to address these inequities.

Equity Metrics Reporting Dashboards

The Equity Metrics dashboards provide a high level citywide view of LADWP service, infrastructure improvement, and program participation.

The first iteration of the Equity Metrics was presented to the Board on March 7, 2017. The semi-annual update to these is now available on the DWPSTAT. The update for most of the metrics is based on July 2017 to April 2018 data.

A summary dashboard has been created for each Equity Metric providing the following information as applicable:

- The Equity Metric core category
- The responsible manager
- Criteria
- Achievements/Milestones
- Issues
- Outreach Strategy/Plan

Each equity metric manager is responsible for providing updated information and data in a timely manner to the Corporate Performance Group. The dashboards are in Attachment II.

We have made available on the LADWP website a pdf of each metric's heat map/chart/table www.ladwp.com/equitymetrics. For those metrics that are rebate related, there is a downloadable Excel spreadsheet containing data aggregated by zip code.

ATTACHMENTS

- Rates Metrics FY 2017-2018 July to April (Attachment I)
- Equity Metrics Dashboards (Attachment II)

ATTACHMENT I
LADWP Rates Metrics Summary
2017-2018 Fiscal Year To Date
(April 2018)

LADWP RATES METRICS SUMMARY

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 17/18 Target | Acceptable Variance | Responsible Manager | April 2018 Performance |
|------------------------------------|--------------------------------------|----|--|--|---|---|---------------------|------------------------|
| Power (None) | Repowering/Once Through Cooling | 1 | Repowering/Once Through Cooling budget vs. actual (\$M) | Board Approved Estimated Project Cost vs. Actual project costs | FY17/18 Board Approved Budget - May 2017 | +/- 15% | Marcelo Di Paolo | 2.2% |
| | Repowering/Once Through Cooling | 2 | Once Through Cooling project milestones against compliance deadlines | Plant actual compliance dates against plan | OTC Compliance Date: Scattergood Unit 1&2: 2024 Haynes Unit 1&2: 2029 Harbor Unit 1&2: 2029 Haynes Unit 8: 2029 | +/- 45 days | Marcelo Di Paolo | -42 Days |
| Reliability Cost Adjustment Factor | Power System Training Plan | 3 | Average cost of Power System Training Plan per trainee | Average cost of training for Electric Distribution Mechanic Technician (EDMT) classification per trainee that graduates from respective training program | EDMT: \$353.12K | +/- 15% | Brian Wilbur | 48.8% |
| | Power System Training Plan | 4 | Average cost of Power System Training Plan per trainee | Average cost of training for Electrical Mechanic Technician (EMT) classification per trainee that graduates from respective training program | EMT: \$556.15 | +/- 15% | Brian Wilbur | 13.0% |
| | Power System Training Plan | 5 | Number of trainee graduates against Power System Training Plan | Number of Electric Distribution Mechanic Technician (EDMT) trainees that graduate from each respective training program against the annual training plan | EDMT: 27 | +/- 15% | Brian Wilbur | 51.9% |
| | Power System Training Plan | 6 | Number of trainee graduates against Power System Training Plan | Number of Electrical Mechanic Technician (EMT) trainees that graduate from each respective training program against the annual training plan | EMT: 40 | +/- 15% | Brian Wilbur | 15.0% |
| Energy Cost Adjustment Factor | Renewable Portfolio Standard (Owned) | 7 | Total Renewable Portfolio Standard (RPS) Ratio (%) | GWh from RPS plants/GWh for all customers (State requirement) | 27% RPS for Calendar Year 2017 | +/- 3% of each calendar year's goal toward state law mandates | John Giese | 1.3% |
| | Renewable Portfolio Standard (Owned) | 8 | Total RPS cost (\$/MWh) vs. plan, by technology (Wind) | Total RPS purchased power cost (\$/MWh) as compared to plan, by technology (Wind) | Wind: \$88.50/MWh | +/- 15% | Jan Lukjaniec | -12.7% |
| | Renewable Portfolio Standard (Owned) | 9 | Total RPS cost (\$/MWh) vs. plan, by technology (Solar) | Total RPS purchased power cost (\$/MWh) as compared to plan, by technology (Solar) | Solar: \$74.44/MWh | +/- 15% | Jan Lukjaniec | -2.2% |
| | Renewable Portfolio Standard (Owned) | 10 | Total RPS cost (\$/MWh) vs. plan, by technology (Geothermal) | Total RPS purchased power cost (\$/MWh) as compared to plan, by technology (Geothermal) | Geothermal: \$80.67/MWh | +/- 15% | Jan Lukjaniec | -0.8% |

Within Acceptable Variance
 Outside Acceptable Variance
 Exceeds Target
 Needs Attention

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 17/18 Target | Acceptable Variance | Responsible Manager | April 2018 Performance |
|------------------------------------|---|----|--|---|--|---------------------|---------------------|------------------------|
| | Renewable Portfolio Standard (Owned) | 11 | Total RPS cost (\$/MWh) vs. plan, by technology (Biogas) | Total RPS purchased power cost (\$/MWh) as compared to plan, by technology (Biogas) | Biogas: \$80.57/MWh | +/- 15% | Jan Lukjaniec | 0.0% |
| Energy Cost Adjustment Factor | Renewable Portfolio Standard (Purchased) | 12 | Average levelized cost of energy of purchased power agreements (PPAs) signed during the previous fiscal year | Cost per MWh for all PPAs | \$76.36/MWh | +/- 15% | Jan Lukjaniec | 0.0% |
| Reliability Cost Adjustment Factor | Power System Reliability Program (Generation) | 13 | Budget vs. actual (\$M) for capital in the Generation budget | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 15% | Robert Fick | 9.8% |
| | Power System Reliability Program (Transmission) | 14 | Budget vs. actual (\$M) for capital included in the Transmission budget | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 15% | John Hormozi | -20.8% |
| | | 15 | Budget vs. actual (\$M) for O&M expenses included in the Transmission budget | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 15% | Terry Jackson | -2.4% |
| | Power System Reliability Program (Transmission) | 16 | Cost per mile of underground circuits | Cost per mile of underground circuits | \$2.5 million | +/- 15% | Silvia Lozano | 0.0% |
| | Power System Reliability Program (Substation) | 17 | Budget vs. actual (\$M) for capital in the Substation budget | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 15% | Jeffrey Thornburg | 29.9% |
| | | 18 | Budget vs. actual (\$M) for O&M expenses in the Substation budget | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 15% | David Haerle | -7.7% |
| | Power System Reliability Program (Distribution) | 19 | Budget vs. actual (\$M) for capital in the Distribution budget | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 15% | Sager Farraj | 1.2% |
| | | 20 | Budget vs. actual (\$M) for O&M expenses in the Distribution budget | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 15% | Mike Barkhuff | -1.7% |
| | Power System Reliability Program (Distribution) | 21 | Number of fixed assets replaced against plan for critical Distribution assets (Transformers) | Numbers of transformers replaced against plan | Transformer: 800 | +/- 15% | Mike Barkhuff | 11.0% |
| | | 22 | Number of fixed assets replaced against plan for critical Distribution assets (Poles) | Numbers of poles replaced against plan | Pole: 3,000 | +/- 15% | Mike Barkhuff | 4.4% |
| | | 23 | Number of fixed assets replaced against plan for critical Distribution assets (Crossarms) | Numbers of crossarms replaced against plan | Cross-arm: 10,000 | +/- 15% | Mike Barkhuff | 14.3% |
| | | 24 | Number of fixed assets replaced against plan for critical Distribution assets (Cable) | Numbers of miles of cable replaced against plan | Cable: 48 miles | +/- 15% | Sager Farraj | 2.8% |

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 17/18 Target | Acceptable Variance | Responsible Manager | April 2018 Performance |
|-------------------------------------|---|----|---|--|--|---------------------|------------------------------|------------------------|
| | Power System Reliability Program (Distribution) | 25 | Average unit price for critical Distribution assets (Transformers) | Average unit price per transformer | Transformer: \$15.2k | +/- 15% | William Herriott | -33.6% |
| | | 26 | Average unit price for critical Distribution assets (Poles) | Average unit price per pole | Pole: \$27.7k | +/- 15% | William Herriott | -2.9% |
| | | 27 | Average unit price for critical Distribution assets (Cross-arms) | Average unit price per cross-arm | Cross-arm: \$2.5k | +/- 15% | William Herriott | -20.0% |
| | | 28 | Average unit price for critical Distribution assets (Cable) | Average unit price per mile of cable | Cable: \$849.4k | +/- 15% | William Herriott | -1.7% |
| Water (None) | Water System Staffing Program | 29 | Number of new distribution infrastructure crews as compared to plan | Number of new crews dedicated to distribution infrastructure as compared to plan | 4 crews (32 employees) | N/A | Breonia Lindsey/Sandy Foster | 104.2% |
| Water Supply Cost Adjustment Factor | Water Supply | 30 | Water supply costs budget vs. actual (\$M) for capital | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 10% | Dora Maese | -47.2% |
| | Water Supply | 31 | Water supply costs budget vs. actual (\$M) for O&M | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 10% | Dora Maese | 23.7% |
| | Water Supply | 32 | Annual quantity of purchased water in acre-feet (AF) against plan | AF of water purchased against plan | No Target | Info only | Dora Maese | NA |
| | Water Supply | 33 | Annual quantity of recycled water delivered against plan (AF) | AF of recycled water delivered against plan | 12,000 AF | +/- 10% | W. Van Wagoner | -24.1% |
| | Water Supply | 34 | Stormwater system capacity milestones (AF) against plan | AF of stormwater system capacity as of a milestone date against plan | 67,000 AF | +/- 10% | David Pettijohn | -2.2% |
| | Water Supply | 35 | Annual groundwater production in Central Basin (AF) against plan | AF of Groundwater in Central Basin against plan | No Target | Info only | Steven Cole | NA |
| | Water Supply | 36 | Annual groundwater production in San Fernando Basin (AF) against plan | AF of Groundwater in San Fernando Basin against plan | No Target | Info only | Steven Cole | NA |
| | Capital Improvement Program | 37 | Budget vs. actual (\$M) for Aqueduct refurbishment capital | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 10% | Daniel Raftevold | -11.7% |
| | Capital Improvement Program | 38 | Budget vs. actual (\$M) for Aqueduct refurbishment O&M | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 10% | Daniel Raftevold | 42.3% |
| | Water Supply | 39 | Level of water conservation against target (GPCD) | Gallons per capita per day (GPCD) of water conserved against target | 104 Gallons | +/- 3% | Penny Falcon | 7.7% |

Within Acceptable Variance
 Outside Acceptable Variance
 Exceeds Target
 Needs Attention

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 17/18 Target | Acceptable Variance | Responsible Manager | April 2018 Performance |
|---|---|----|---|--|--|---------------------|---|------------------------|
| Water Infrastructure Adjustment Factor | Capital Improvement Program | 40 | Budget vs. actual (\$M) for fixed assets replacement | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 10% | Dora Maese | -5.5% |
| | Capital Improvement Program | 41 | Budget vs. actual (\$M) for Pump Stations | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 10% | Susan Rowghani | -37.7% |
| | Capital Improvement Program | 42 | Budget vs. actual (\$M) for Regulator/Relief Station Retrofits | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 10% | Susan Rowghani | -2.3% |
| | Capital Improvement Program | 43 | Assets replaced against plan | Feet of mainline replaced against plan | Mainline: 215,000 Feet | +/- 10% | Mainline & Meters: Breonia Lindsey/Sandy Foster | -2.9% |
| | Capital Improvement Program | 44 | Assets replaced against plan | Feet of trunkline replaced against plan | Trunkline: 7,900 Feet | +/- 10% | Trunkline: Susan Rowghani | -24.1% |
| | Capital Improvement Program | 45 | Assets replaced against plan | Number of meters replaced against plan | Meters: 29,500 | +/- 10% | Mainline & Meters: Breonia Lindsey/Sandy Foster | -10.2% |
| Water Quality Improvement Adjustment Factor | Water Quality Projects | 46 | Total Water Quality Budget vs. actual (\$M) for capital | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 10% | Susan Rowghani | -22.8% |
| Water Quality Improvement Adjustment Factor | Water Quality Projects | 47 | Total Water Quality Budget vs. actual (\$M) for O&M | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 10% | Steven Cole | 10.0% |
| Owens Valley Regulatory Adjustment Factor | Owens Valley | 48 | Budget vs. actual for Owens Lake O&M (\$M) | Board Approved Annual Budget vs. Actual expenditures | Target Suspended | Info only | Michael Grahek | NA |
| | Human Resources | 49 | Human Resources Total FTEs against plan | Total number of full time equivalent positions occupied vs. annual Authorized Personnel Resolution | FY17/18 Board Approved Annual Authorized Personnel Resolution - May 2017 | +/- 15% | Shannon Pascual | -5.8% |
| | Financial and Human Resources Replacement Project | 50 | Financial and Human Resources Replacement Project total spending against plan | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 20% | Stephan Tucker | -76.2% |

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 17/18 Target | Acceptable Variance | Responsible Manager | April 2018 Performance |
|--------------------------------|---|----|---|---|--|---|-------------------------|------------------------|
| Joint (None) | Financial and Human Resources Replacement Project | 51 | Financial and Human Resources Replacement Project progress against schedule | Project milestones met against project schedule | 1. Budget System Replacement Project (BSR) - Complete BSR Requirements & Differentiation Demos - 7/31/17 2. BSR - Award BSR Implementation Contract - 10/15/17 3. Enterprise Resource Plan (ERP) - Complete Revisions to KPMG Agreement - 12/1/17 4. ERP - Complete SWOT, ERP Requirements, and Statement of Work - 12/31/17 5. ERP - Advertise RFP for Software Vendor and System Integrator - 1/20/18 6. ERP - Advertise QA Services RFP - 3/31/18 7. ERP - Begin Proof of Concept Evaluations of ERP Solution(s) - 4/20/18 8. Project Management Office (PMO) - Complete & Approve Program Charter - 7/20/17 9. PMO - Complete & Approve Program Management Plans - 12/15/17 10. BSR - Complete BSR Implementation Phase 1 - 6/30/18 | +/- 60 Days based on DWP Project Plan TBD | Stephan Tucker | |
| | LADWP Employee Cost | 52 | LADWP Employee Cost Budget vs. Actual (\$M) | LADWP total employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainees) Budget vs. Actual | FY17/18 Board Approved Budget - May 2017 | +/- 15% | LADWP Senior Management | 0.0% |
| | LADWP Employees per Customer Meter | 53 | Total Number of Water and Power Employees per Customer Meter | Total number of water and power employees (excluding daily exempt and Utility Pre-Craft Trainees) per water and power meters | No Target | Info only | Corporate Performance | NA |
| Energy Cost Adjustment Factor | Renewable Portfolio Standard (Owned) | 54 | Green House Gas (GHG) emissions reduction ratio | GHG emission for current year/GHG emission in 1990 (in millions of metric tons) | 64% | +/- 5% | Mark Sedlacek | 53.0% |
| Energy Cost Adjustment Factor | Energy Efficiency | 55 | Energy Efficiency (EE) ratio (%) | GWh installed compared to the 2010 baseline/GWh for all customers | 1.75% | +/- 15% | David Jacot | 5.1% |
| | Energy Efficiency | 56 | Budget vs. actual (\$M) for the overall EE portfolio | Board Approved Annual Budget vs. Actual expenditures | FY17/18 Board Approved Budget - May 2017 | +/- 15% | David Jacot | -5.3% |
| | Energy Efficiency | 57 | Levelized EE program costs (\$/kWh) | Cost per kWh over lifetime of installed energy efficiency solutions | Annual metric: Levelized Cost \$0.0649 | +/- 15% | David Jacot | |

Power System

LADWP RATES METRIC – *Once Through Cooling, Capital (Power)*

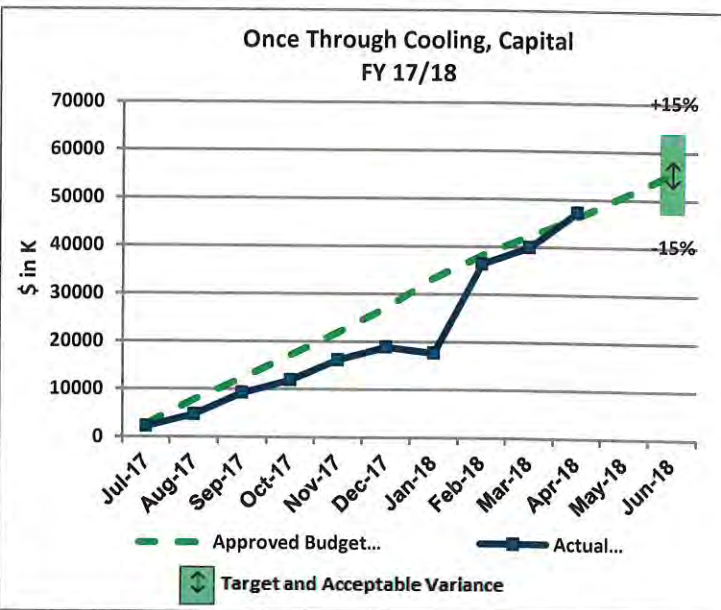
RESPONSIBLE MANAGER: Marcelo Di Paolo, Power Engineering Division *MDP* **REPORTING PERIOD:** April 2018

DEFINITION OF RATES METRIC: Board Approved FY 17/18 Budget vs. Actual Expenditures For Once Through Cooling/ Repowering, Capital

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$55,549K; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

| FYTD as of: | Approved Budget (\$ in K) | Actual (\$ in K) | Variance | | Re-Estimate |
|--|---------------------------|------------------|------------|--------|-------------|
| | | | \$ in K | % | |
| Jul-17 | 2,680.6 | 2,211 | -469.7 | -17.5% | |
| Aug-17 | 7,913.6 | 4,704 | (3,209.6) | -40.6% | |
| Sep-17 | 12,366.3 | 9,241 | (3,125.3) | -25.3% | |
| Oct-17 | 17,173.8 | 11,965 | (5,208.8) | -30.3% | |
| Nov-17 | 21,981.3 | 16,184 | (5,797.3) | -26.4% | |
| Dec-17 | 27,143.4 | 18,904 | (8,239.4) | -30.4% | |
| Jan-18 | 33,369.6 | 17,699 | (15,670.6) | -47.0% | |
| Feb-18 | 38,177.1 | 36,347 | (1,830.1) | -4.8% | |
| Mar-18 | 42,275.2 | 39,895 | (2,380.2) | -5.6% | |
| Apr-18 | 46,226.9 | 47,265 | 1,038.1 | 2.2% | |
| May-18 | 50,888.0 | | | | 51,164 |
| Jun-18 | 55,548.8 | | | | 55,815 |
| Acceptable Variance | | | ± 15% | | 0.5% |
| SGS Repowering Phase I Project Total* | | | \$1,067M | | 12/31/2016 |
| SGS Repowering Phase II Project Total* | | | \$660M | | 12/31/2021 |
| Haynes Repowering Project Total | | | \$701M | | 6/30/2025 |
| OTC Projects Total | | | \$2,428M | | 6/30/2025 |



*Note: SGS Repowering Phase I consists of Job O1195; SGS Phase II consists of Jobs O9790, O9778, and O9782

SOURCE OF DATA: FI 21165 and FI 21150 (KPI # 01.03.01.05)

1. BACKGROUND / PURPOSE

- This is a summary of expenditures for capital projects per the State Water Resources Control Board's 2010 Statewide Once-Through Cooling (OTC) Policy to eliminate ocean water cooling.

2. ACHIEVEMENTS / MILESTONES MET

- Scattergood (SGS) Unit 3 Demolition completed wrapping of Tank A as part of community partnering.
- Haynes (HnGS) Units 3-6 Demolition completed cable pull for bus protection re-route to switchyard.
- Haynes (HnGS) Units 3 - 6 Demolition Project completed conduit installation for demineralized pump skid.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR PROJECTION

- Variance in April 2018 actual expenditure is due to:
 - SGS U1&2 Repowering (Job O9778) under expenditure is due to project delays associated with the Power System transmission system planning studies.
 - The under expenditure for Job O9778 (SGS U 1&2 Repower) was offset by the over expenditure of Job O9793 (HnGS U3-6 Demo) to support decoupling activities for the demolition project.
 - Current actuals April spike is from purchase of GE heating blankets for Job O1195 (SGS U3 Repower).

| | |
|--|-------------|
| Total Project Approved From Inception to FY25/26 | \$1,876.9 M |
| Projects Approved to Date | \$1,146.3 M |
| Project Actuals to Date | \$996.8 M |
| Total OTC Program Variance | -13.0% |

- Re-estimates of Fiscal Year End budget to \$55.8M reflect recent OTC budget markups on parts purchase for SGS U3 Repower and for intended allocation use of unexercised options funds on additional scope for SGS U3 Demo.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- There is no mitigation plan at this time.
- The OTC Capital Construction Projects are currently on hold pending detailed transmission system studies on alternatives to repowering.
- The OTC projects are required to be completed by the December 2024 (SGS Repowering) and December 2029 (HnGS Repowering) deadlines to replace power generation capabilities at critical locations within the LADWP Power System which will be shutdown to comply with the California mandate to eliminate ocean cooling at industrial facilities. Not meeting the OTC deadlines will compromise the LADWP power grid due to the loss of 297 megawatts of power from the SGS facility and 1,050 megawatts of power from the HnGS facility.

Within Acceptable Variance
Outside Acceptable Variance
Exceeds Target
Needs Attention

LADWP RATES METRIC – *Once Through Cooling, Project Milestones (Power)*

RESPONSIBLE MANAGER: Marcelo Di Paolo, Power Engineering Division

REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Repowering Project/ Once Through Cooling Project Milestones vs. Compliance Deadlines

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = Compliance deadlines and plants in-service dates against plans; Acceptable Variance ± 45 days

STATUS

Within Acceptable Variance

HNGS DEMOLITION –
ED4 SUBMITTAL &
CAO REPORT

7/25/2017



HNGS DEMOLITION –
ORDINANCE
APPROVAL

9/25/2017



HNGS DEMOLITION –
NEGATIVE DECLARATION
APPROVAL

10/17/2017



SGS DEMOLITION –
SUBSTANTIAL
COMPLETION

2/2/2018



HNGS DEMOLITION –
ADVERTISE RFP

3/6/2018



Legend:



Scattergood



Haynes

Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun
2017 2018

| Task | Planned | Actual | Acceptable Variance (+/-45 Days from Planned) | |
|--|----------|----------|---|----------|
| HAYNES (HnGS) DEMOLITION - ED4 SUBMITTAL AND ISSUE OF CAO REPORT | 7/25/17 | 7/12/17 | N/A | N/A |
| HNGS DEMOLITION – ORDINANCE APPROVAL | 9/25/17 | 9/27/17 | 10/09/17 | 8/11/17 |
| HNGS DEMOLITION – NEGATIVE DECLARATION APPROVAL | 10/17/17 | 10/17/17 | 12/01/17 | 9/01/17 |
| SCATTERGOOD (SGS) DEMOLITION – SUBSTANTIAL COMPLETION | 2/2/18 | 11/30/17 | N/A | N/A |
| HNGS DEMOLITION – ADVERTISE RFP | 3/6/18 | X | N/A | N/A |
| SGS REGULATORY COMPLIANCE | 12/31/24 | X | 02/14/25 | 11/16/24 |
| HNGS REGULATORY COMPLIANCE | 12/31/29 | X | 02/14/30 | 11/16/29 |

SOURCE OF DATA: Integrated Resources Plan/Graph (KPI # 04.02.05.03)

1. BACKGROUND / PURPOSE

- Compliance with State Water Resources Board deadlines for Once-Through Cooling (OTC) units, December 2024 for Scattergood (SGS) and December 2029 for Haynes (HnGS).

2. ACHIEVEMENTS / MILESTONES MET

- Scattergood (SGS) Unit 3 Demolition completed wrapping of Tank A as part of community partnering.
- Haynes (HnGS) Units 3 - 6 Demolition completed cable pull for bus protection re-route to switchyard.
- Haynes (HnGS) Units 3 - 6 Demolition Project completed conduit installation for demineralized pump skid.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The OTC Capital Construction Projects are currently on hold pending detailed transmission system studies on alternatives to repowering.
- Supply Chain Services reprioritized HnGS RFP advertisement date to June.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Monitoring schedule critical paths closely to ensure compliance with milestone targets.

Within Acceptable Variance



Outside Acceptable Variance



Exceeds Target



Needs Attention



LADWP RATES METRIC – Average Cost per Electric Distribution Mechanic Trainee (Power)

RESPONSIBLE MANAGER: Brian Wilbur, Power System Safety and Training

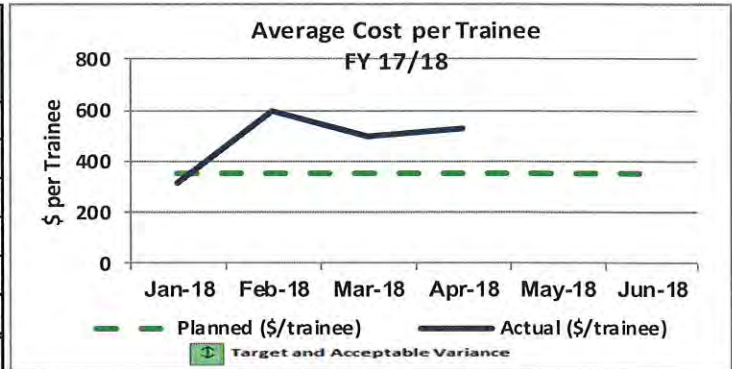
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Average cost of training for Electric Distribution Mechanic Trainee (EDMT) classification per trainee that graduates from the training program

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$353.1K per EDTM; Acceptable Variance = $\pm 15\%$

STATUS: **Outside Acceptable Variance**

| FYTD as of: | Planned (\$/trainee) | Actual (\$/trainee) | Variance | | Re-Estimate |
|---------------------|----------------------|---------------------|------------|-------|-------------|
| | | | \$ | % | |
| Jan-18 | 353.1 | 319.2 | (34.0) | -9.6% | |
| Feb-18 | 353.1 | 598.1 | 245.0 | 69.4% | |
| Mar-18 | 353.1 | 500.9 | 147.8 | 41.8% | |
| Apr-18 | 353.1 | 525.6 | 172.5 | 48.8% | |
| May-18 | 353.1 | | | | 353.1 |
| Jun-18 | 353.1 | | | | 353.1 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Jobs X7922/X7999/X7955 (KPI # 04.01.02.10)

1. BACKGROUND / PURPOSE

- To effectively calculate a monthly cost per trainee for an Electric Distribution Mechanic (EDM) completing a 42 month On-the-job and classroom training program.

the tools and materials purchased for subsequent new classes.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- We are modifying the screening process to increase the quality of candidates and to reduce the dropout rate. Overhead and Underground disciplines will no longer be separated in all future classes and will combine the skills of both ALM and ACS.

2. ACHIEVEMENTS / MILESTONES MET

- The March 2018 (ALM 14) class produced 17 graduates in February with two additional graduates in March. There is one pending completion in the coming weeks bringing the projected total to 20.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The monthly cost per trainee calculation will vary from month to month. It's based on a number of factors which include the adjusted class size, dropouts, terminations and the final number of graduates.
- The cost per trainee is trending higher because of the increased overall actuals in the classroom Job X7922 as compared to the month of March.
- Annualized Job totals for (X7922/X7999/X7955) vary depending on

LADWP RATES METRIC – *Average Cost per Electrical Mechanic Trainee (Power)*

RESPONSIBLE MANAGER: Brian Wilbur, Power System Safety and Training

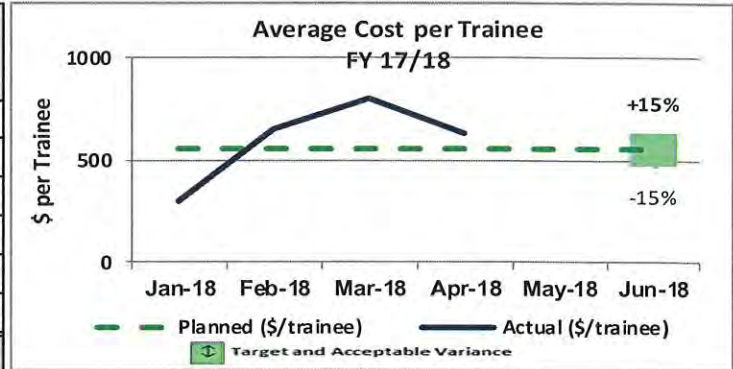
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Average cost of training for Electrical Mechanic Trainee (EMT) classification per trainee that graduates from the training program

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$556.2K per EMT graduate; Acceptable Variance = $\pm 15\%$

STATUS: Within Acceptable Variance

| FYTD as of: | Planned (\$/trainee) | Actual (\$/trainee) | Variance | | Re-Estimate |
|---------------------|----------------------|---------------------|------------|--------|-------------|
| | | | \$ | % | |
| Jan-18 | 556.2 | 298.6 | (257.6) | -46.3% | |
| Feb-18 | 556.2 | 652.2 | 96.1 | 17.3% | |
| Mar-18 | 556.2 | 798.6 | 242.5 | 43.6% | |
| Apr-18 | 556.2 | 628.3 | 72.2 | 13.0% | |
| May-18 | 556.2 | | | | 556.2 |
| Jun-18 | 556.2 | | | | 556.2 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Jobs X7923/X7926/X7955 (KPI # 04.01.02.11)

1. BACKGROUND / PURPOSE

- To effectively calculate a monthly cost per trainee for an Electrical Mechanic (EM) completing a 40 month On-the-job and classroom training program.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- We are modifying the screening process to increase the quality of candidates and to reduce the dropout rate.

2. ACHIEVEMENTS / MILESTONES MET

- The January 2018 (18A) class initially produced 19 graduates with two additional in March bringing the total to 21.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The monthly cost per trainee calculation will vary from month to month. It's based on a number of factors which include the adjusted class size, dropouts, terminations and the final number of graduates.
- The cost per trainee is trending lower because of the lower overall costs for the trainees and trainers in the Jobs X7923 and X7926.
- Annualized Job totals for (X7923/X7926/X7955) vary depending on the tools and materials purchased for subsequent new classes.

LADWP RATES METRIC – EDMT Graduates (Power)

RESPONSIBLE MANAGER: Brian Wilbur, Power System Safety & Training

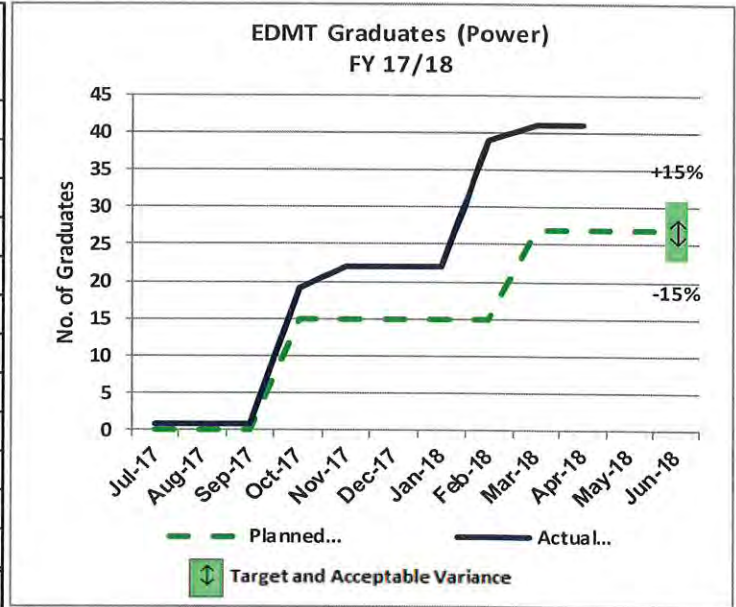
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Electrical Distribution Mechanic Trainee (EDMT) Graduates Against Training Plan

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = 27 graduates; Acceptable Variance = $\pm 15\%$

STATUS: Exceeds Target

| FYTD as of: | Planned (No. of Grads.) | Actual (No. of Grads.) | Variance | | Re-Estimate |
|---------------------|-------------------------|------------------------|------------|--------|-------------|
| | | | No. | % | |
| Jul-17 | 0 | 1 | 1 | N/A | |
| Aug-17 | 0 | 1 | 1 | N/A | |
| Sep-17 | 0 | 1 | 1 | N/A | |
| Oct-17 | 15 | 19 | 4 | 26.7% | |
| Nov-17 | 15 | 22 | 7 | 46.7% | |
| Dec-17 | 15 | 22 | 7 | 46.7% | |
| Jan-18 | 15 | 22 | 7 | 46.7% | |
| Feb-18 | 15 | 39 | 24 | 160.0% | |
| Mar-18 | 27 | 41 | 14 | 51.9% | |
| Apr-18 | 27 | 41 | 14 | 51.9% | |
| May-18 | 27 | | | | 41 |
| Jun-18 | 27 | | | | 41 |
| Acceptable Variance | | | $\pm 15\%$ | | 51.9% |



SOURCE OF DATA: Monthly updates provided by the training superintendents. (KPI # 04.01.02.08)

1. BACKGROUND / PURPOSE

- Power System Safety and Training provides the Department with an in-house training operation designed to produce highly qualified Electric Distribution Mechanic (EDM's) to fill the needs of the Power Transmission and Distribution Division. Retirements, promotions, and expected growth in this classification are the basis for our hiring practices and training plans.

2. ACHIEVEMENTS / MILESTONES MET

- The March 2018 (ALM 14) class produced 17 graduates in February with two additional graduates in March. One pending in the coming weeks.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Due to the modified screening process, there has been an increase in the quality of candidates who have entered the training program, yielding a higher graduation rate.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- We are continuing to modify the screening process to increase the quality of candidates and to reduce the dropout rate. Overhead and Underground disciplines will no longer be separated in all future classes and will combine the skills of both ALM and ACS.

LADWP RATES METRIC – EMT Graduates (Power)

RESPONSIBLE MANAGER: Brian Wilbur, Power System Safety & Training

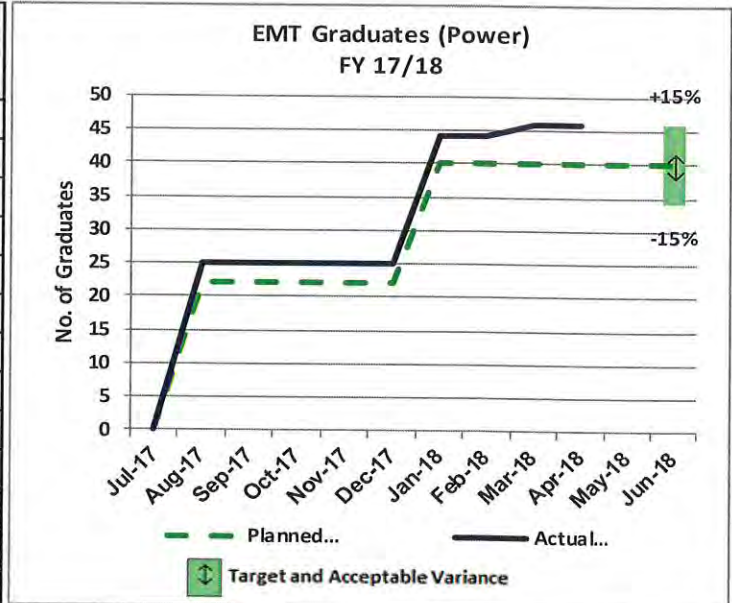
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Electrical Mechanic Trainee (EMT) Graduates Against Training Plan

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = 40 graduates; Acceptable Variance = $\pm 15\%$

STATUS: **Within Acceptable Variance**

| FYTD as of: | Planned (No. of Grads.) | Actual (No. of Grads.) | Variance | | Re-Estimate |
|---------------------|-------------------------|------------------------|------------|-------|-------------|
| | | | No. | % | |
| Jul-17 | 0 | 0 | 0 | 0.0% | |
| Aug-17 | 22 | 25 | 3 | 13.6% | |
| Sep-17 | 22 | 25 | 3 | 13.6% | |
| Oct-17 | 22 | 25 | 3 | 13.6% | |
| Nov-17 | 22 | 25 | 3 | 13.6% | |
| Dec-17 | 22 | 25 | 3 | 13.6% | |
| Jan-18 | 40 | 44 | 4 | 10.0% | |
| Feb-18 | 40 | 44 | 4 | 10.0% | |
| Mar-18 | 40 | 46 | 6 | 15.0% | |
| Apr-18 | 40 | 46 | 6 | 15.0% | |
| May-18 | 40 | | | | 46 |
| Jun-18 | 40 | | | | 46 |
| Acceptable Variance | | | $\pm 15\%$ | | 15.0% |



SOURCE OF DATA: Monthly updates provided by the training superintendents. (KPI # 04.01.02.09)

1. BACKGROUND / PURPOSE

- Power System Safety & Training provides the Department with an in-house training operation designed to produce highly qualified Electrical Mechanics (EMs) to fill the needs of the Power Construction & Maintenance Division. Retirements, promotions, and expected growth in this classification are the basis for our hiring practices and training plans. To offset the hiring deficiencies of previous years, an increase of trainees is being hired over the next five years and the training program is being streamlined to meet the goals of the Division.

- Due to the modified screening process, there has been an increase in the quality of candidates who have entered the training program, yielding a higher graduation rate.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- We are on an aggressive hiring plan to add approximately 60 EMTs per year over the next five years to meet the Division's IHRP staffing goals. Restructuring of the Training Program and an increased training staff has enabled the Training Center to move forward with this hiring plan while still maintaining the quality and integrity of the program.

2. ACHIEVEMENTS / MILESTONES MET

- The January 2018 (18A) class initially produced 19 graduates and two additional in March bringing the total to 21.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Hiring deficiencies from 2010 through 2013 have resulted in minimal numbers of graduates in recent years.

LADWP RATES METRIC – Total Renewable Portfolio Standard (Power)

RESPONSIBLE MANAGER: John Giese, Power and Fuel Purchase

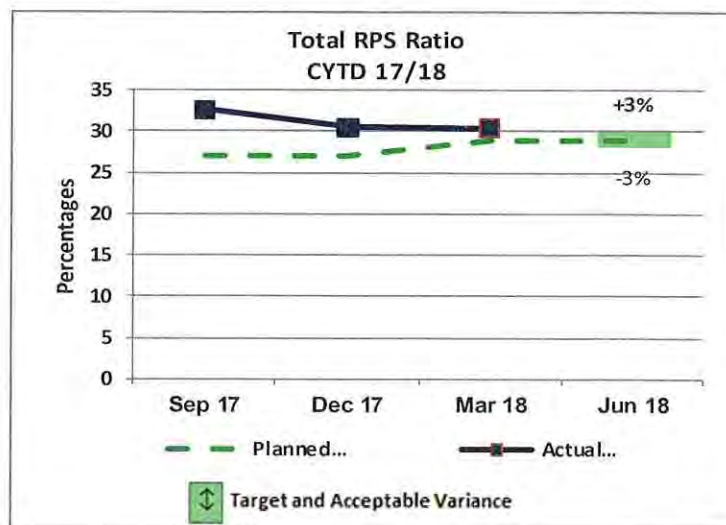
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: GWH from RPS Resource/GWH of Retail Sales (State Requirement), In Percentages (%)

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = 27% for calendar year 2017 and 29% for calendar year 2018; Acceptable Variance = $\pm 3\%$

STATUS: **Within Acceptable Variance**

| CYTD as of: | Planned (%) | Actual (%) | Variance | Re-Estimate (If Applicable) |
|---------------------|-------------|------------|-----------|-----------------------------|
| | | | % | |
| Sep 17 | 27.0 | 32.6 | 5.6% | |
| Dec 17 | 27.0 | 30.5 | 3.5% | |
| Mar 18 | 29.0 | 30.3 | 1.3% | |
| Jun 18 | 29.0 | | | 29.0 |
| Acceptable Variance | | | $\pm 3\%$ | 0.0% |



SOURCE OF DATA: Wholesale Energy Resource Management Group (KPI # 05.01.01.01)

1. BACKGROUND / PURPOSE

- Los Angeles Department of Water and Power (LADWP) is on target to meet the 33% Renewable Portfolio Standard (RPS) ratio requirement in 2020 and 50% in 2030, as required by the California Energy Commission (CEC).
- RPS portfolio includes Wind, Solar, Biogas, Geothermal, and Small Hydro.
- Actuals for the fourth quarter of Fiscal Year 17/18 will be available in August 2018.
- To comply with the CEC, RPS percentages are calculated over four years (Compliance Period), not fiscal year or fiscal year-to-date basis.
- There are other RPS-related Rates Metric Reports for Wind, Solar, Biogas, and Geothermal.

2. ACHIEVEMENTS / MILESTONES MET

- In the third quarter of FY 17/18, Steamboat Hills (12 MW) came online.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Actuals for the fourth quarter of FY 17/18 will be available in August 2018.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Uncertainty in performance of renewable resources, evolving accounting methods, changing regulations, and transmission disruptions are risk factors that can impact the performance of this metric.
- To meet the RPS goals and avoid the risk of non-compliance with the CEC's RPS requirement, LADWP uses targets (forecasts) above the CEC's RPS ratio requirement. This will provide a hedge against the above-mentioned risk factors.
- Excess Renewable Energy Credits (RECs) from one compliance period can be rolled over into the next compliance period.
- Current Year 2018 soft target per the CEC is 29%. LADWP's RPS compliance percentage is calculated over four years (2017-2020).

LADWP RATES METRIC – Total RPS Cost vs. Plan, By Wind (Power)

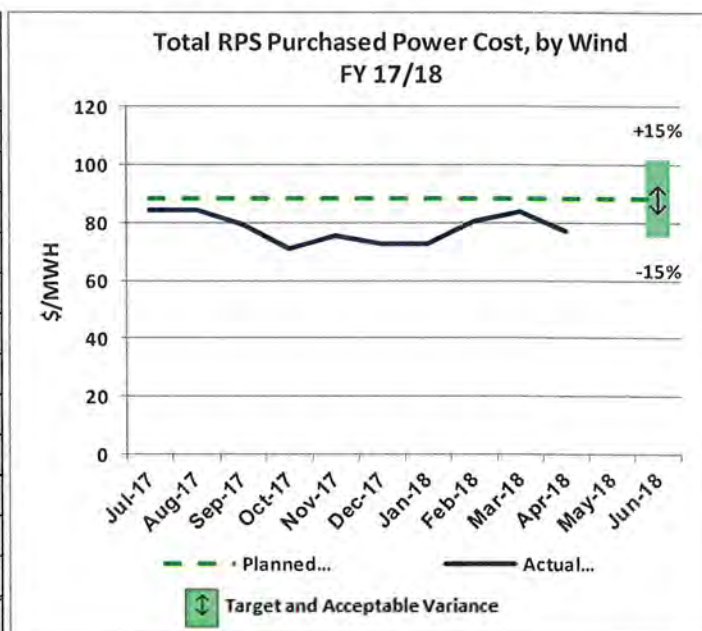
RESPONSIBLE MANAGER: Jan Lukjaniec, Power and Fuel Purchase *Jan Lukjaniec* REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Total RPS Purchased Power Cost (\$/MWH), Per Power Purchase Agreements (PPA), As Compared To Plan, By Wind

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$88.50/MWH; Acceptable Variance = $\pm 15\%$

STATUS: **Within Acceptable Variance**

| FYTD as of: | Planned (\$/MWH) | Actual (\$/MWH) | Variance | | Re-Estimate |
|---------------------|------------------|-----------------|------------|--------|-------------|
| | | | \$ | % | |
| Jul-17 | 88.50 | 84.18 | -4.32 | -4.9% | |
| Aug-17 | 88.50 | 84.20 | -4.30 | -4.9% | |
| Sep-17 | 88.50 | 79.11 | -9.39 | -10.6% | |
| Oct-17 | 88.50 | 70.74 | -17.76 | -20.1% | |
| Nov-17 | 88.50 | 75.43 | -13.07 | -14.8% | |
| Dec-17 | 88.50 | 72.67 | -15.83 | -17.9% | |
| Jan-18 | 88.50 | 72.43 | -16.07 | -18.2% | |
| Feb-18 | 88.50 | 80.45 | -8.05 | -9.1% | |
| Mar-18 | 88.50 | 84.08 | -4.42 | -5.0% | |
| Apr-18 | 88.50 | 77.23 | -11.27 | -12.7% | |
| May-18 | 88.50 | | | | 88.50 |
| Jun-18 | 88.50 | | | | 88.50 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Monthly energy invoice per PPA (KPI # 01.03.01.06)

1. BACKGROUND / PURPOSE

- PPA = Power Purchase Agreement. The energy cost is calculated at plant's "bus-bar", in dollars per mega-watt-hour (\$/MWH), per executed PPA.
- The aggregated energy costs are the weighted average of seven wind PPAs for which the \$/MWH cost is determined by the seven individual PPAs, but the energy outputs are a function of the individual project's capacity and wind resource availability, which is variable.
- Wind energy supports meeting Renewable Portfolio Standard (RPS) goals. Wind energy currently represents 29.3% of the Calendar Year 2017 RPS portfolio.
- Contributing Projects and Contracted Price:
 - Pleasant Valley \$63.00 /MWh
 - Willow Creek \$100.07/MWh
 - Pebble Springs \$68.98 /MWh
 - Milford Phase I \$85.97/MWh*
 - Milford Phase II \$92.56/MWh*
 - Windy Flats \$85.54/MWh*
 - Manzana \$82.50/MWh

*Value includes prepay and excess energy cost

2. ACHIEVEMENTS / MILESTONES MET

- PPA projects are performing as expected.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Performance of the PPA projects is regularly monitored.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- There is no mitigation plan needed at this time.

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

LADWP RATES METRIC – Total RPS Cost vs. Plan, By Solar (Power)

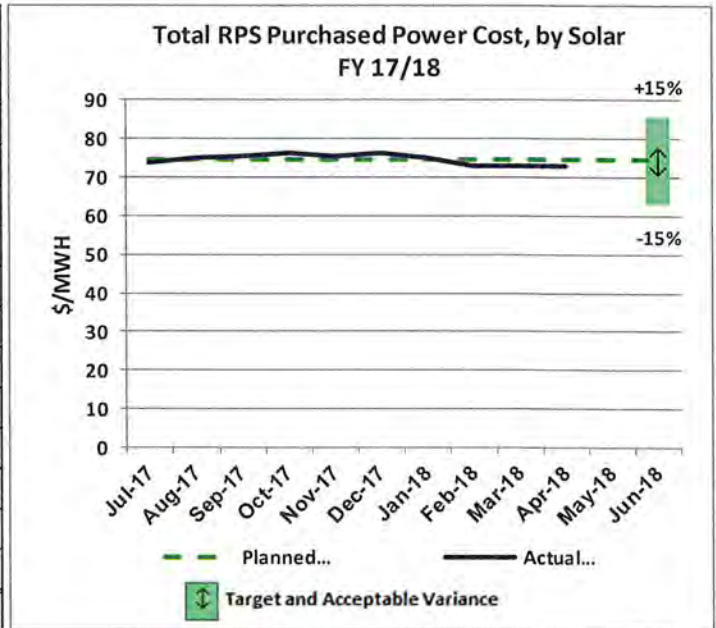
RESPONSIBLE MANAGER: Jan Lukjaniec, Power and Fuel Purchase *Jan Lukjaniec* REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Total RPS Purchased Power Cost (\$/MWH), Per Power Purchase Agreements (PPA), As Compared To Plan, By Solar

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$74.44/MWH; Acceptable Variance = $\pm 15\%$

STATUS: **Within Acceptable Variance**

| FYTD as of: | Planned (\$/MWH) | Actual (\$/MWH) | Variance | | Re-Estimate |
|---------------------|------------------|-----------------|------------|-------|-------------|
| | | | \$ | % | |
| Jul-17 | 74.44 | 73.97 | -0.47 | -0.6% | |
| Aug-17 | 74.44 | 74.87 | 0.43 | 0.6% | |
| Sep-17 | 74.44 | 75.25 | 0.81 | 1.1% | |
| Oct-17 | 74.44 | 76.40 | 1.96 | 2.6% | |
| Nov-17 | 74.44 | 75.64 | 1.2 | 1.6% | |
| Dec-17 | 74.44 | 76.18 | 1.74 | 2.3% | |
| Jan-18 | 74.44 | 75.15 | 0.71 | 1.0% | |
| Feb-18 | 74.44 | 73.05 | -1.39 | -1.9% | |
| Mar-18 | 74.44 | 73.09 | -1.35 | -1.8% | |
| Apr-18 | 74.44 | 72.83 | -1.61 | -2.2% | |
| May-18 | 74.44 | | | | 74.44 |
| Jun-18 | 74.44 | | | | 74.44 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Monthly energy invoice per PPA (KPI # 01.03.01.17)

1. BACKGROUND / PURPOSE

- PPA = Power Purchase Agreement. The energy cost is calculated at plant's "bus-bar", in dollars per mega-watt-hour (\$/MWH), per executed PPA.
- The aggregated energy costs are the weighted average of the solar PPAs for which the \$/MWH cost is fixed by individual PPAs, but the energy outputs are a function of the individual project's capacity and solar resource availability, which is variable.
- Solar energy supports meeting Renewable Portfolio Standard (RPS) goals. Solar energy currently represents 35.2% of the Calendar Year 2017 RPS portfolio.
- Contributing Projects and Contracted Price:
 - Copper Mountain Solar 3 \$95.75 /MWh
 - Springbok 1 Solar \$68.60/MWh
 - Springbok 2 Solar \$58.65 /MWh
 - RE Barren Ridge \$65.83/MWh
 - Moapa Southern Paiute \$87.69/MWh
 - Beacon Solar 1 \$50.61/MWh
 - Beacon Solar 2 \$56.06/MWh

- Beacon Solar 3 \$49.47/MWh
- Beacon Solar 4 \$50.61/MWh
- Beacon Solar 5 \$57.35/MWh

2. ACHIEVEMENTS / MILESTONES MET

- The following solar projects reached full commercial operation during the current fiscal year: Beacon Solar 2 and 5 on 09/29/17.
- PPA expenditures on the solar projects are lower than anticipated.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Performance of the PPA projects is regularly monitored.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- There is no mitigation plan at this point.

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

LADWP RATES METRIC – Total RPS Cost vs. Plan, By Geothermal (Power)

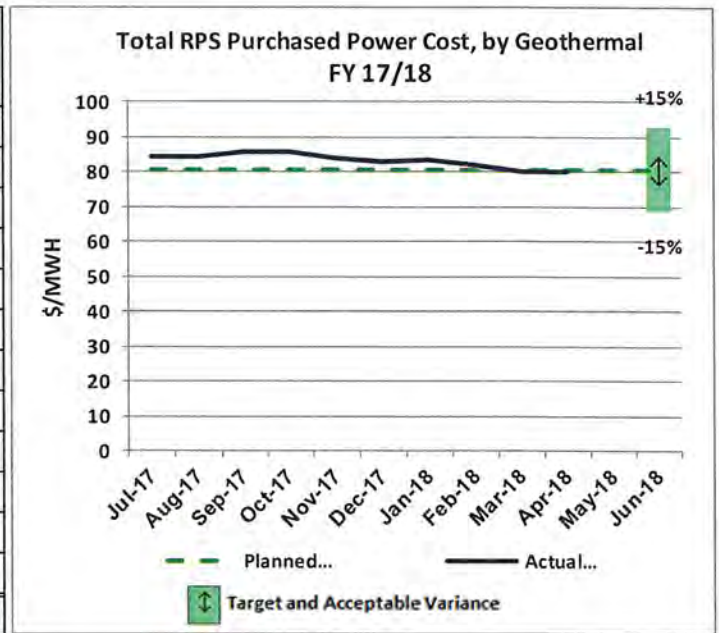
RESPONSIBLE MANAGER: Jan Lukjaniec, Power and Fuel Purchase *Jan Lukjaniec* REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Total RPS Purchased Power Cost (\$/MWH) Per Power Purchase Agreements (PPA), As Compared To Plan, By Geothermal

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$80.67/MWH; Acceptable Variance = $\pm 15\%$

STATUS: **Within Acceptable Variance**

| FYTD as of: | Planned (\$/MWH) | Actual (\$/MWH) | Variance | | Re-Estimate |
|---------------------|------------------|-----------------|------------|-------|-------------|
| | | | \$ | % | |
| Jul-17 | 80.67 | 84.18 | 3.51 | 4.4% | |
| Aug-17 | 80.67 | 84.18 | 3.51 | 4.4% | |
| Sep-17 | 80.67 | 85.52 | 4.85 | 6.0% | |
| Oct-17 | 80.67 | 85.75 | 5.08 | 6.3% | |
| Nov-17 | 80.67 | 84.05 | 3.38 | 4.2% | |
| Dec-17 | 80.67 | 82.83 | 2.16 | 2.7% | |
| Jan-18 | 80.67 | 83.37 | 2.70 | 3.3% | |
| Feb-18 | 80.67 | 81.93 | 1.26 | 1.6% | |
| Mar-18 | 80.67 | 80.24 | -0.43 | -0.5% | |
| Apr-18 | 80.67 | 80.05 | -0.62 | -0.8% | |
| May-18 | 80.67 | | | | 80.67 |
| Jun-18 | 80.67 | | | | 80.67 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Monthly energy invoice per PPA (KPI # 01.03.01.18)

1. BACKGROUND / PURPOSE

- PPA = Power Purchase Agreement. The energy cost is calculated at plant's "bus-bar", in dollars per mega-watt-hour (\$/MWH), per executed PPA.
- The aggregated energy costs are the weighted average of four geothermal PPAs for which the \$/MWH cost is fixed for firm and imbalance energy. However, the energy outputs are a function of the individual project's capacity and geothermal resource availability, which is variable.
- Geothermal energy supports meeting Renewable Portfolio Standard (RPS) goals. Geothermal energy currently represents 14.5% of the Calendar Year 2017 RPS portfolio.
- Contributing Projects and Contracted Price:
 - Don A Campbell Phase 1 \$99.00/MWh
 - Don A Campbell Phase 2 \$81.25/MWh
 - Hudson Ranch \$85.29/MWh
 - Heber 1 \$81.20/MWh
 - Ormesa Geo Complex \$77.25/MWh

- ONNGP \$75.50/MWh

2. ACHIEVEMENTS / MILESTONES MET

- The second project, Steamboat Hills, of the Ormant Northern Nevada Geothermal Portfolio (ONNGP) met commercial operation in March 16, 2018.


3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Performance of the PPA projects is regularly monitored.
- The current variance is within tolerance and of no immediate concern.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- There is no mitigation plan at this time.

LADWP RATES METRIC – Total RPS Cost vs. Plan, By Biogas (Power)

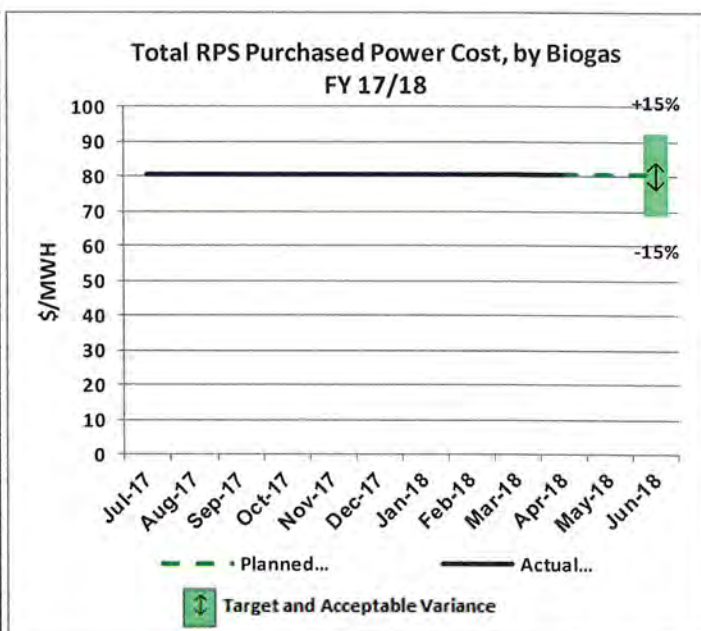
RESPONSIBLE MANAGER: Jan Lukjaniec, Power and Fuel Purchase  REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Total RPS Purchased Power Cost (\$/MWH), Per Power Purchase Agreements (PPA), As Compared To Plan, By Biogas

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$80.57/MWH; Acceptable Variance = $\pm 15\%$

STATUS: **Within Acceptable Variance**

| FYTD as of: | Planned (\$/MWH) | Actual (\$/MWH) | Variance | | Re-Estimate |
|---------------------|------------------|-----------------|------------|------|-------------|
| | | | \$ | % | |
| Jul-17 | 80.57 | 80.57 | 0 | 0.0% | |
| Aug-17 | 80.57 | 80.57 | 0 | 0.0% | |
| Sep-17 | 80.57 | 80.57 | 0 | 0.0% | |
| Oct-17 | 80.57 | 80.57 | 0 | 0.0% | |
| Nov-17 | 80.57 | 80.57 | 0 | 0.0% | |
| Dec-17 | 80.57 | 80.57 | 0 | 0.0% | |
| Jan-18 | 80.57 | 80.57 | 0 | 0.0% | |
| Feb-18 | 80.57 | 80.57 | 0 | 0.0% | |
| Mar-18 | 80.57 | 80.57 | 0 | 0.0% | |
| Apr-18 | 80.57 | 80.57 | 0 | 0.0% | |
| May-18 | 80.57 | | | | 80.57 |
| Jun-18 | 80.57 | | | | 80.57 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Monthly energy invoice per PPA (KPI # 01.03.01.19)

1. BACKGROUND / PURPOSE

- Biogas fuel supports meeting Renewable Portfolio Standards (RPS) goals.
- Biogas fuel currently represents 5% of the Calendar Year 2017 RPS portfolio.

2. ACHIEVEMENTS / MILESTONES MET

- Expected volumes of biogas fuel were delivered/purchased.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Biogas fuel contract price was billed as per the contract. Therefore, no variance is expected.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- There is no mitigation plan needed at this time.

LADWP RATES METRIC – Total RPS Cost vs. Plan, By Biogas (Power)

RESPONSIBLE MANAGER: Jan Lukjaniec, Power and Fuel Purchase

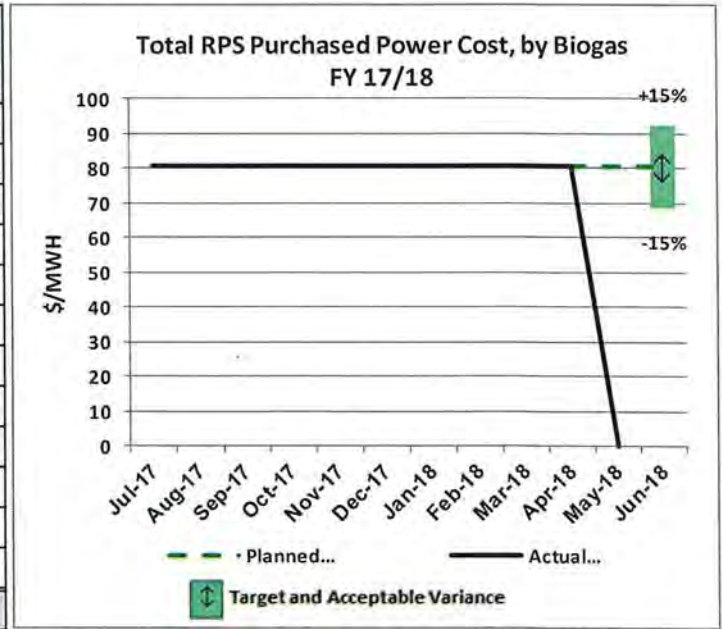
REPORTING PERIOD: May 2018

DEFINITION OF RATES METRIC: Total RPS Purchased Power Cost (\$/MWH), Per Power Purchase Agreements (PPA), As Compared To Plan, By Biogas

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$80.57/MWH; Acceptable Variance = $\pm 15\%$

STATUS: Exceeds Target

| FYTD as of: | Planned (\$/MWH) | Actual (\$/MWH) | Variance | | Re-Estimate |
|---------------------|------------------|-----------------|------------|---------|-------------|
| | | | \$ | % | |
| Jul-17 | 80.57 | 80.57 | 0 | 0.0% | |
| Aug-17 | 80.57 | 80.57 | 0 | 0.0% | |
| Sep-17 | 80.57 | 80.57 | 0 | 0.0% | |
| Oct-17 | 80.57 | 80.57 | 0 | 0.0% | |
| Nov-17 | 80.57 | 80.57 | 0 | 0.0% | |
| Dec-17 | 80.57 | 80.57 | 0 | 0.0% | |
| Jan-18 | 80.57 | 80.57 | 0 | 0.0% | |
| Feb-18 | 80.57 | 80.57 | 0 | 0.0% | |
| Mar-18 | 80.57 | 80.57 | 0 | 0.0% | |
| Apr-18 | 80.57 | 80.57 | 0 | 0.0% | |
| May-18 | 80.57 | 0 | -80.57 | -100.0% | |
| Jun-18 | 80.57 | | | | 80.57 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Monthly energy invoice per PPA (KPI # 01.03.01.19)

1. BACKGROUND / PURPOSE

- Biogas fuel supports meeting Renewable Portfolio Standards (RPS) goals.
- Biogas fuel currently represents 5% of the Calendar Year 2017 RPS portfolio.

2. ACHIEVEMENTS / MILESTONES MET

- Expected volumes of biogas fuel were delivered/purchased.
- No fuel was purchased or delivered in the month of May.


3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Biogas fuel contract price was billed as per the contract. No variance prior to May.
- The contract for Biogas was cancelled effective May 1, 2018. All actuals after May 1, 2018, will be zero.
- The decision to end this contract results in a gross savings of \$90 million to ratepayers.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- There is no mitigation plan needed at this time.

LADWP RATES METRIC – Average Levelized Cost of Energy For Purchased Power Agreements (Power)

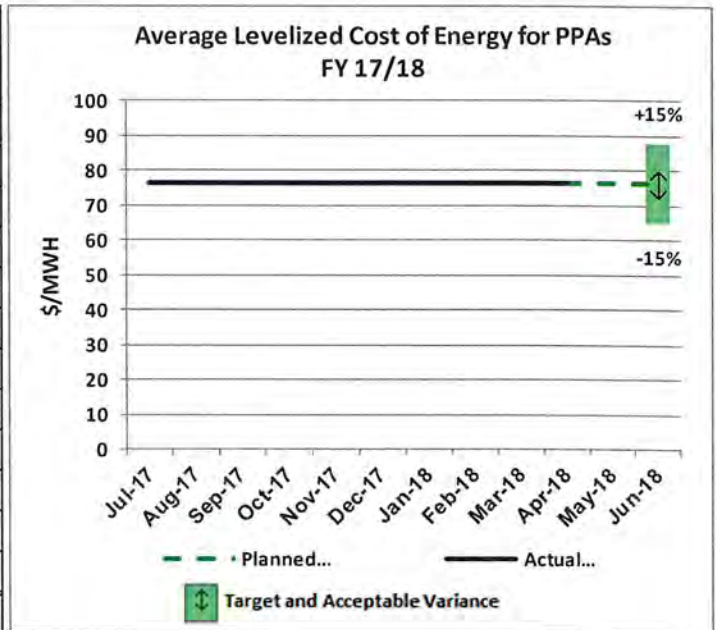
RESPONSIBLE MANAGER: Jan Lukjaniec, Power and Fuel Purchase  REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Cost Per MWH For All Power Purchase Agreements (PPA) Signed During The Previous Fiscal Year

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$76.36/MWH; Acceptable Variance = $\pm 15\%$

STATUS: **Within Acceptable Variance**

| FYTD as of: | Planned (\$/MWH) | Actual (\$/MWH) | Variance | | Re-Estimate |
|---------------------|------------------|-----------------|------------|------|-------------|
| | | | \$ | % | |
| Jul-17 | 76.36 | 76.38 | 0.02 | 0.0% | |
| Aug-17 | 76.36 | 76.38 | 0.02 | 0.0% | |
| Sep-17 | 76.36 | 76.38 | 0.02 | 0.0% | |
| Oct-17 | 76.36 | 76.38 | 0.02 | 0.0% | |
| Nov-17 | 76.36 | 76.38 | 0.02 | 0.0% | |
| Dec-17 | 76.36 | 76.38 | 0.02 | 0.0% | |
| Jan-18 | 76.36 | 76.38 | 0.02 | 0.0% | |
| Feb-18 | 76.36 | 76.38 | 0.02 | 0.0% | |
| Mar-18 | 76.36 | 76.38 | 0.02 | 0.0% | |
| Apr-18 | 76.36 | 76.38 | 0.02 | 0.0% | |
| May-18 | 76.36 | | | | 76.38 |
| Jun-18 | 76.36 | | | | 76.38 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Monthly RPS Report from "RPS Development Group" (KPI # 01.03.01.07)

1. BACKGROUND / PURPOSE

- PPA = Power Purchase Agreement. The energy cost is calculated at plant's "bus-bar", in dollars per mega-watt-hour (\$/MWH), per executed PPA.
- The PPAs support meeting RPS goals.

2. ACHIEVEMENTS / MILESTONES MET

- During Fiscal Year 16/17, two geothermal PPAs were executed – Ormesa Geothermal (December 20, 2016) and Ormat Geothermal (May 19, 2017).

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- As stated under the next section, Mitigation Plan and/or Recommendations, this metric will not change on a monthly basis as it is a comparison of the weighted average of prices of PPAs signed in FY 16/17, which were Ormesa Geothermal and Ormat

Geothermal. The actual varies slightly from the Planned due to rounding error.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The metric will not change on a monthly basis as it is a comparison of the weighted average of prices of PPAs signed in individual fiscal years, and therefore, a monthly mitigation plan is not necessary.
- Once future fiscal years occur, a comparison of the weighted average of prices of PPAs signed in individual fiscal years can be performed and potential recommendations will be made.

LADWP RATES METRIC – PSRP Generation, Capital (Power)

RESPONSIBLE MANAGER: Robert Fick, Power Supply Operations

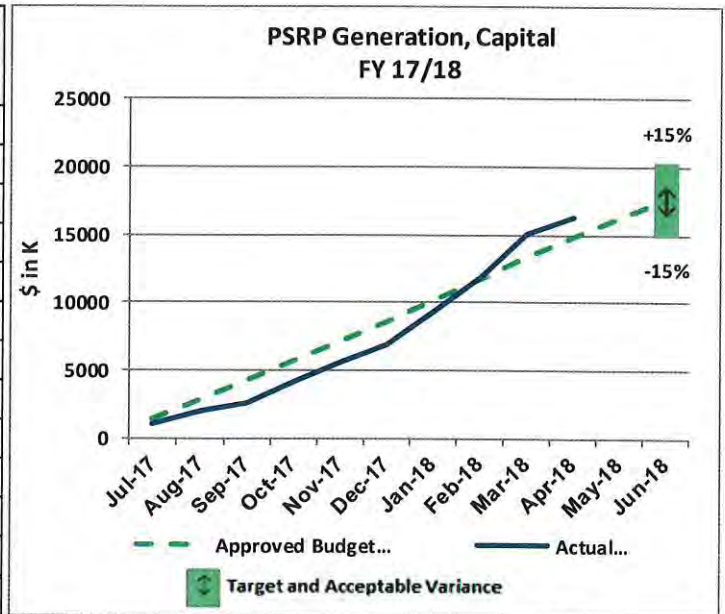
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Budget Approved Annual Budget vs. Actual Expenditures For PSRP Generation, Capital

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$17,658.7K; Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

| FYTD as of: | Approved Budget (\$ in K) | Actual (\$ in K) | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|------------------|----------|--------|-----------------------------|
| | | | \$ in K | % | |
| Jul-17 | 1,424.7 | 1,005.4 | -419.3 | -29.4% | |
| Aug-17 | 2,849.4 | 1,947.1 | -902.3 | -31.7% | |
| Sep-17 | 4,274.0 | 2,621.7 | -1,652.3 | -38.7% | |
| Oct-17 | 5,698.7 | 4,174.7 | -1,524.0 | -26.7% | |
| Nov-17 | 7,123.4 | 5,532.3 | -1,591.1 | -22.3% | |
| Dec-17 | 8,548.1 | 6,936.0 | -1,612.1 | -18.9% | |
| Jan-18 | 10,139.5 | 9,344.0 | -795.5 | -7.8% | |
| Feb-18 | 11,730.9 | 11,825.0 | 94.1 | 0.8% | |
| Mar-18 | 13,377.8 | 15,056.0 | 1,678.2 | 12.5% | |
| Apr-18 | 14,802.5 | 16,256.0 | 1,453.5 | 9.8% | |
| May-18 | 16,227.2 | | | | 22,693.0 |
| Jun-18 | 17,658.7 | | | | 15,157.0* |
| Acceptable Variance | | | ± 15% | | 14.2% |



SOURCE OF DATA: FI 21186 (KPI # 01.03.01.08)

*Fiscal Year End reforecast is \$24.8M (Budget is closed for re-estimate entries.)

1. BACKGROUND / PURPOSE

- This metric measures the planned vs. actual expenditures for Generation capital activities, including major unit overhauls, transformer replacements, and replacement of a 6MW hydro power plant. These activities will ensure safety and maximize reliability, availability, efficiency, and extend the life of generating assets.

2. ACHIEVEMENTS / MILESTONES MET

- Castaic Power Plant (CPP) Unit 4 Overhaul work continues. Major repairs to the turbine shut-off valve, head cover area, and weld repairs as necessary to damaged upper and lower brackets. New seals installed on the wicket gate of the turbine generator. Mechanical Repair Services fabricated turbine coupling short studs of the turbine shaft. Quality assurance of the main unit and turbine components is ongoing.
- CPP Unit 2 Main Bank Transformers – On April 9, 2018, the main bank transformer was set on the spare pad for storage. Installation is October 5, 2018.
- Harbor GS U2 & 5 Dissolve Gas Analyzers (DGAs) – Communication equipment was tested with the Communications Group on April 10, 2018.
- Haynes GS U2&8 main bank DGAs – Engineering procured termination enclosures and the delivery is expected May 2018. Engineering is marking up prints for the construction work package.

and repairs to be scheduled for the last quarter of this fiscal year. An IBIS re-estimate was not able to be entered at this time. The year-end forecast is anticipated to be \$15.6M, which is \$10M over the approved budget.

- The overrun from the CPP Major Overhaul project is partially offset by underruns in the transformer replacement and San Fernando Power Plant projects. The transformer replacement project is currently under spent by \$2.1M primarily due to delays in the fabrication, delivery and installation of the transformers. The first set was installed and now in service. The second set of transformers is not anticipated until next fiscal year due to manufacturing schedule delays. However, PSO has since discovered spare transformers in LADWP stock that may be useable, pending assessment by Engineering. If they can be used, these transformers will be used for replacement.
- San Fernando Power Plant project has been delayed pending an assessment of the existing building, including powerhouse and generators. PSO and Engineering personnel will continue work to restore Unit 1 to service.

| | |
|--|----------|
| Total Project Approved From Inception to FY25/26 | \$276.4M |
| Total Project Estimates | \$249.7M |
| Projects Approved to Date | \$68.4M |
| Project Actuals to Date | \$54.9M |

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The FI is currently within the acceptable variance range.
- CPP Major Overhaul is currently overrun by \$7.5M, primarily due to underestimation of CPP's Unit 2 & 5 overhaul projects. An assessment of U4 turbine generator revealed the need for more extensive upgrades and/or repairs prior to return to service. The additional upgrades

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Develop a contingency plan to outsource the installation of the equipment in the event internal resources are not available.

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

LADWP RATES METRIC – PSRP Transmission, Capital (Power)

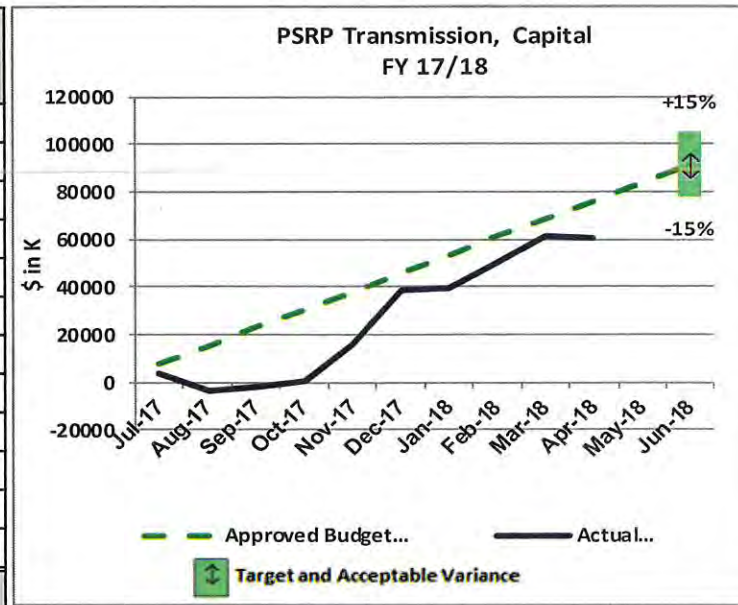
RESPONSIBLE MANAGER: John Hormozi, Power Transmission & Distribution Division **REPORTING PERIOD:** April 2018

DEFINITION OF RATES METRIC: Board Approved Annual Budget vs. Actual Expenditures For PSRP Transmission, Capital

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$91,614.6K; Acceptable Variance = ± 15%

STATUS: Outside Acceptable Variance

| FYTD as of: | Approved Budget (\$ in K) | Actual (\$ in K) | Variance | | Re-Estimate |
|----------------------------|---------------------------|------------------|--------------|---------|---------------|
| | | | \$ in K | % | |
| Jul-17 | 7,634.5 | 3,934.0 | (3,700.5) | -48.5% | |
| Aug-17 | 15,269.0 | (3,758.0) | (19,027.0) | -124.6% | |
| Sep-17 | 22,903.6 | (1,843.0) | (24,746.6) | -108.0% | |
| Oct-17 | 30,538.2 | 365.0 | (30,173.2) | -98.8% | |
| Nov-17 | 38,172.8 | 16,208.0 | (21,964.8) | -57.5% | |
| Dec-17 | 45,807.4 | 38,882.0 | (6,925.4) | -15.1% | |
| Jan-18 | 53,442.0 | 39,146.0 | (14,296.0) | -26.8% | |
| Feb-18 | 61,076.6 | 50,320.0 | (10,756.6) | -17.6% | |
| Mar-18 | 68,711.1 | 61,224.0 | (7,487.1) | -10.9% | |
| Apr-18 | 76,345.6 | 60,449.0 | (15,896.6) | -20.8% | |
| May-18 | 83,980.1 | | | | 72,000.0 |
| Jun-18 | 91,614.6 | | | | 80,894.0 |
| Acceptable Variance | | | ± 15% | | -11.7% |



SOURCE OF DATA: FI 21212 (KPI # 01.03.01.10).

1. BACKGROUND / PURPOSE

- Expenditures for various Power System Reliability Program transmission capital projects. Includes overhead and underground transmission projects and annual improvements.

2. ACHIEVEMENTS / MILESTONES

- 138-kV Fairfax-Gramercy Line 1 replacement placed in-service during 8/2017; Line 2 replacement completed in 3/2018.
- 138-kV Fairfax-Olympic Cable B replacement commenced in 3/2018.
- In 11/2017, awarded Engineer/Procure/Construct contract for Sylmar Ground Return Project Ocean Electrode.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Includes charges for work on Jobs O1373 (Sylmar Filter Replacement Project) & B1220 (Sylmar Ground Return System Replacement Project), which are 60% reimbursable by others. Incoming reimbursements have caused anomalies in reported net expenditures (including some months with negative expenditures, which also occurred in early FY 16/17).
- On O1373 (\$25.3M underspent year-to-date (YTD)), reimbursements exceeded spending in April. Invoices for design lag the schedule by about 3 months; major construction began about 2 months later than planned but is accelerating to meet Sylmar outage deadline.
- On B1220 (\$17.6M underspent YTD), reimbursements exceeded spending in April. Construction on Cable B began October 2017, and Ocean Electrode contract

invoices should now be paid beginning in May 2018 -- about 5 months later than expected. Overall job still has about 1 month of schedule float.

- On O1346 (Scattergood-Olympic Cable A), permit and construction delays moved much of the expenditures into FY 17/18, causing an overrun that partially counteracted the underruns on other jobs in this FI.
- Latest FI-level re-estimate is about \$80.9M, which is 11.7% under the FY 17/18 budget.
- FI 21212 includes Annual (perpetual) jobs, so a single FI Estimated Lifetime Expenditure does not apply.

| | |
|--|------------|
| Total Project Approved From Inception to FY25/26 | \$1,465.0M |
| Projects Approved to Date | \$848.2M |
| Project Actuals to Date | \$512.2M |

Amounts include AFUDC but exclude REIMB.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Limited mitigation measures are available in FY17/18, due to construction resource limitations and construction outage restrictions.
- Since significant YTD reimbursements for Sylmar jobs were actually for FY 16/17 expenditures, anticipate a similar pattern when estimating FY 18/19 cash flow.
- Push for expeditious resolution of issues holding up invoice submittal and payment.
- Continue with underground portion of Sylmar Ground Electrode Project (Cable B) in parallel with ocean portion to maintain schedule.

Within Acceptable Variance
Outside Acceptable Variance
Exceeds Target
Needs Attention

LADWP RATES METRIC – PSRP Transmission, O&M (Power)

RESPONSIBLE MANAGER: Terry Jackson, Power Transmission and Distribution

REPORTING PERIOD: April 2018

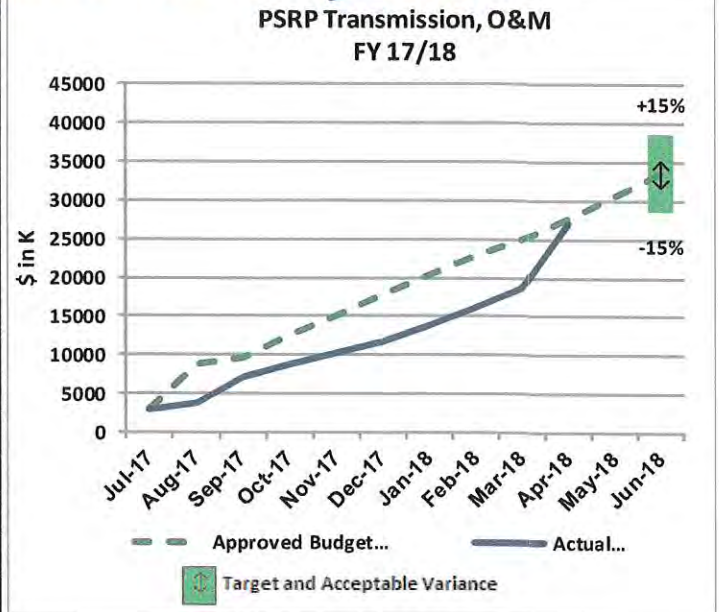
DEFINITION OF RATES METRIC: Board Approved Annual Budget vs. Actual Expenditures For PSRP Transmission, O&M

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$33,586K; Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

Terry Jackson June 4, 2018

| FYTD as of: | Approved Budget (\$ in K) | Actual (\$ in K) | Variance | | Re-Estimate |
|---------------------|---------------------------|------------------|----------|--------|-------------|
| | | | \$ in K | % | |
| Jul-17 | 2,886 | 2,973 | 87.6 | 3.0% | |
| Aug-17 | 8,726 | 3,886 | -4,840.2 | -55.5% | |
| Sep-17 | 9,545 | 7,054 | -2,490.8 | -26.1% | |
| Oct-17 | 12,630 | 8,885 | -3,744.8 | -29.7% | |
| Nov-17 | 15,148 | 10,191 | -4,956.6 | -32.7% | |
| Dec-17 | 17,786 | 11,786 | -5,999.8 | -33.7% | |
| Jan-18 | 20,258 | 13,863 | -6,394.8 | -31.6% | |
| Feb-18 | 22,787 | 16,136 | -6,651.5 | -29.2% | |
| Mar-18 | 25,017 | 18,561 | -6,455.5 | -25.8% | |
| Apr-18 | 27,747 | 27,077 | -670.4 | -2.4% | |
| May-18 | 30,684 | | | | 28,991 |
| Jun-18 | 33,586 | | | | 30,905 |
| Acceptable Variance | | | ± 15% | | -8.0% |



SOURCE OF DATA: FI 301-3132 (KPI # 01.03.01.11)

1. BACKGROUND / PURPOSE

- To maintain facilities generally consisting of overhead and underground high voltage electric circuitry used to transport electricity in bulk quantities from generation facilities to distribution facilities over long distances for system reliability. Power Transmission & Distribution (PTD) operates and maintains overhead transmission lines extending over 6,400 circuit miles throughout the Western United States and another 120 miles of underground transmission in the Los Angeles area.

2. ACHIEVEMENTS / MILESTONES MET

- Power System Reliability Program (PSRP) aides in the hardening and replacement of critical infrastructure.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- This KPI was within its 15% threshold set for its goal. Currently, the FI is projected to be within the acceptable variance threshold of the approved budget, \$33,586, by FYE.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Despite remaining within the acceptable budget variance for this FI, Power Transmission and Distribution will continue to pursue our plan of action to remain on track and stay within budget by:
 - Working with job managers to identify under/over variances in their jobs.
 - Discussing and reviewing jobs with job managers regarding re-estimates and forecasts throughout the fiscal year.
 - Job managers will shift available crew resources to meet projected targets.

LADWP RATES METRIC – PSRP Transmission, O&M (Power)

RESPONSIBLE MANAGER: Terry Jackson, Power Transmission and Distribution

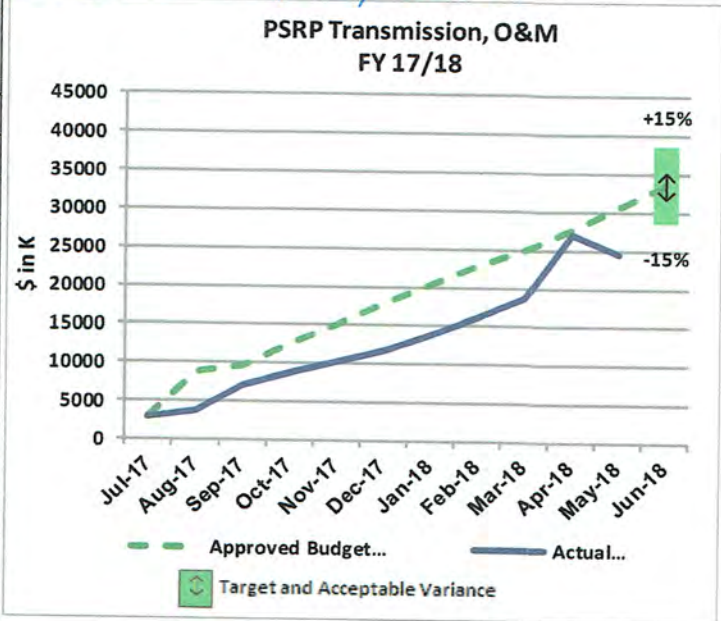
REPORTING PERIOD: May 2018

DEFINITION OF RATES METRIC: Board Approved Annual Budget vs. Actual Expenditures For PSRP Transmission, O&M

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$33,586K; Acceptable Variance = ± 15%

STATUS: **Outside Acceptable Variance**

| FYTD as of: | Approved Budget (\$ in K) | Actual (\$ in K) | Variance | | Re-Estimate |
|---------------------|---------------------------|------------------|----------|--------|-------------|
| | | | \$ in K | % | |
| Jul-17 | 2,886 | 2,973 | 87.6 | 3.0% | |
| Aug-17 | 8,726 | 3,886 | -4,840.2 | -55.5% | |
| Sep-17 | 9,545 | 7,054 | -2,490.8 | -26.1% | |
| Oct-17 | 12,630 | 8,885 | -3,744.8 | -29.7% | |
| Nov-17 | 15,148 | 10,191 | -4,956.6 | -32.7% | |
| Dec-17 | 17,786 | 11,786 | -5,999.8 | -33.7% | |
| Jan-18 | 20,258 | 13,863 | -6,394.8 | -31.6% | |
| Feb-18 | 22,787 | 16,136 | -6,651.5 | -29.2% | |
| Mar-18 | 25,017 | 18,561 | -6,455.5 | -25.8% | |
| Apr-18 | 27,747 | 27,077 | -670.4 | -2.4% | |
| May-18 | 30,684 | 24,449 | -6,234.8 | -20.3% | |
| Jun-18 | 33,586 | | | | 30,905 |
| Acceptable Variance | | | ± 15% | | -8.0% |



SOURCE OF DATA: FI 301-3132 (KPI # 01.03.01.11)

1. BACKGROUND / PURPOSE

- To maintain facilities generally consisting of overhead and underground high voltage electric circuitry used to transport electricity in bulk quantities from generation facilities to distribution facilities over long distances for system reliability. Power Transmission & Distribution (PTD) operates and maintains overhead transmission lines extending over 6,400 circuit miles throughout the Western United States and another 120 miles of underground transmission in the Los Angeles area.

2. ACHIEVEMENTS / MILESTONES MET

- Power System Reliability Program (PSRP) aides in the hardening and replacement of critical infrastructure.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The variance in this FI can be largely attributed to receiving Year-To-Date (YTD) reimbursements in Job B1280 (Maintenance of Sylmar Converter Station East), totaling approximately (\$6.1M) over the current YTD approved reimbursement budget of \$(1.3M), which causes a (\$4.7M) net underrun in this job.

- The YTD underrun, \$4.2M, can be largely attributed to Job B1232 (Overhead Transmission Line O&M) caused by crew being reassigned from O&M work to capital work. Budget for this Job was re-estimated to align with actual expenditures.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Power Transmission and Distribution (PTD) will continue to pursue our plan of action to remain on track and to stay within budget by:
 - Working with job managers to identify under/over variances in their jobs.
 - Discussing and reviewing jobs with job managers regarding re-estimates and forecasts throughout the fiscal year.
 - Job managers will shift available crew resources to meet projected targets.
 - Going forward, budget will be re-estimated to reflect anticipated annual expenditures.
- Currently, annual spending on this FI is forecasted to be within the +/- 15% allowable range of its approved budget, \$33.5M.

LADWP RATES METRIC – *Cost Per Circuit Mile For Underground Circuits (Power)*

RESPONSIBLE MANAGER: Silvia Lozano, Power Engineering Division

REPORTING PERIOD: April 2018



DEFINITION OF RATES METRIC: Cost Per Circuit Mile For Underground Circuits

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$2.5M per mile; Acceptable Variance = $\pm 15\%$

STATUS

Within Acceptable Variance

Within Acceptable Variance

| | Start | Finish | 1Q FY17/18 | 2Q FY17/18 | 3Q FY17/18 | 4Q FY17/18 |
|-------------------------|------------|-----------|---------------|---|---|---------------|
| Fairfax-Gramercy Line 2 | 10/23/2017 | 3/9/2018 | |  | | |
| Fairfax-Olympic Cable B | 3/12/2018 | 6/29/2018 | | |  | |

SOURCE OF DATA: Job B1062 (KPI # 01.03.01.12)

1. BACKGROUND / PURPOSE

- This is a 5-year project to replace ten (10) aging 138-kV underground transmission circuits for power system reliability. The cost of the project includes the contract price to replace the ten (10) circuits by contractors and the cost of two stations per circuit installed by in-house crew. The contract price for the circuit replacement varies from \$2.2 to \$4.5 million (M)/mile excluding contingencies, and the length of each circuit ranges from 2.5 to 5.9 miles. The ten (10) circuits included in this project are:
 - Fairfax-Airport Line 1, 2.56 miles
 - Fairfax-Airport Line 2, 2.52 miles
 - Fairfax-Gramercy Line 1, 5.59 miles (Completed in FY16/17)
 - Fairfax-Gramercy Line 2, 5.6 miles (Completed in FY17/18)
 - Fairfax-Olympic Cable A, 5.89 miles
 - Fairfax-Olympic Cable B, 5.87 miles (On-going)
 - Scattergood-Airport Line 1, 5.05 miles
 - Scattergood-Airport Line 2, 5.04 miles
 - Tarzana-Olympic Line 1A, 3.21 miles
 - Tarzana-Olympic Line 1B, 3.21 miles

2. ACHIEVEMENTS / MILESTONES MET

- Fairfax-Gramercy Line 1 was completed in FY16/17 on June 1, 2017. Fairfax-Gramercy Line 2 and Fairfax-Olympic Cable B are scheduled to be completed this fiscal year (FY). (Note: Fairfax-Olympic Cable A was originally scheduled for replacement this FY but the failure of Cable B warranted the switch in replacement schedule).
- Fairfax-Gramercy Line 2 was placed in service on March 9, 2018.
- Replacement for Fairfax-Olympic Cable B started on March 12, 2018 with an estimated in-service date of June 29, 2018.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual cost per circuit mile will only be available upon completion of the circuit replacement, which may vary significantly each year depending on the circuits to be replaced and the need to use the contingency provisions of the contract.
- When the first target was established in FY16/17, it was based primarily on the contract prices of the ten (10) circuits. The target was first set at \$2.7M/mile and re-forecasted to \$2.9M due to the use of larger cable, which would increase the line operating capacity of the existing design by 16%. This target did not account for scope change and cost of the station work needed for the ten (10) circuits.
- The actual cost per mile for FY16/17 was \$2.6M/mile as recorded in the June 2017 report, which excluded the station cost, and 3.2M/mile including the station cost, which is within the acceptable variance of $\pm 15\%$ of the re-forecasted target of \$2.9M/mile.
- The target for FY17/18 was set for \$2.5M/mile (including the station cost). The actual cost per mile for the FY will not be available until the completion of the two circuits.
- Currently, the cost for FY17/18 is trending at approximately \$3.2M/mile based on the cost incurred for Fairfax-Gramercy Line 2.
- Although the current cost/mile is trending higher than the target, it is anticipated that the actual cost per mile will be within the acceptable variance of the re-forecasted target of \$2.9M/mile upon completion of all ten (10) circuits in 2021.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- There is no mitigation plan at this time.

Within Acceptable Variance



Outside Acceptable Variance



Exceeds Target



Needs Attention



LADWP RATES METRIC – PSRP Substation, Capital (Power)

RESPONSIBLE MANAGER: Jeffrey Thornburg, Power Engineering Division

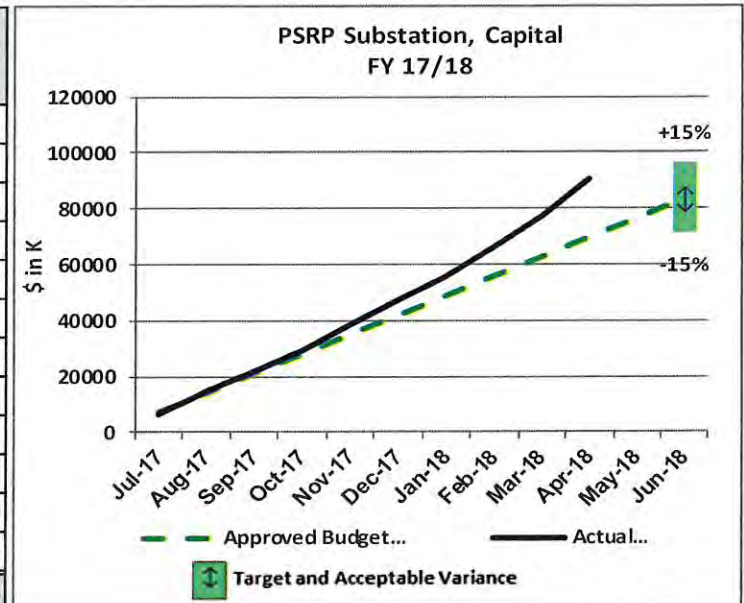
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Board Approved Annual Budget vs. Actual Expenditures For PSRP Substation, Capital

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$83,798K; Acceptable Variance = ± 15%

STATUS: Outside Acceptable Variance

| FYTD as of: | Approved Budget (\$ in K) | Actual (\$ in K) | Variance | | Re-Estimate (\$ in K) |
|---------------------|---------------------------|------------------|----------|-------|-----------------------|
| | | | \$ in K | % | |
| Jul-17 | 6,983.1 | 6,369.0 | -614.1 | -8.8% | |
| Aug-17 | 13,966.2 | 14,631.0 | 664.8 | 4.8% | |
| Sep-17 | 20,949.3 | 21,968.8 | 1,019.5 | 4.9% | |
| Oct-17 | 27,932.4 | 29,403.0 | 1,470.6 | 5.3% | |
| Nov-17 | 34,915.6 | 38,137.0 | 3,221.4 | 9.2% | |
| Dec-17 | 41,898.8 | 47,360.0 | 5,461.2 | 13.0% | |
| Jan-18 | 48,882.0 | 55,636.0 | 6,754.0 | 13.8% | |
| Feb-18 | 55,865.2 | 66,344.0 | 10,478.8 | 18.8% | |
| Mar-18 | 62,848.4 | 77,362.0 | 14,513.6 | 23.1% | |
| Apr-18 | 69,831.6 | 90,709.0 | 20,877.4 | 29.9% | |
| May-18 | 76,814.8 | | | | 96,855.0 |
| Jun-18 | 83,797.9 | | | | *92,024.0 |
| Acceptable Variance | | | ± 15% | | 9.8% |



* Fiscal year end reforecast is \$103M. (Budget is closed for re-estimate entries.)

SOURCE OF DATA: FI 21195 (KPI # 01.03.01.13).

1. BACKGROUND / PURPOSE

- Substation life extension, expansions, upgrades and equipment replacements (transformers, circuit breakers, batteries, etc.) to improve substation reliability, availability and capacity.

2. ACHIEVEMENTS / MILESTONES

- Work is progressing at RS-B Bank C, RS-H Bank D to complete prior to summer 2018.
- Completed life extension work on six (6) circuit breakers (CB's) RS-C CB B72; RS-E A71, A81 & A82; RS-K D31 & D33. Issued CWP for DS-56 CB replacements.
- Substation Automation System (SAS) bench and meter board upgrade completed at RS-U. SAS upgrades nearing completion at RS-G and RS-U. Issued CWP for SAS upgrade at DS-107.
- DS-50 Bank 1 and DS-23 Bank 1 replacements completed and in-service. Construction is in progress on DS-24 Bank 2 upgrades, DS-80 new Bank 4, and DS-140 new Bank 2, DS-8 Bank 1, DS- 41 Bank 1 and DS-101 replacements. Issued CWP for DS-14 Bank 1 upgrade. Completed life extension work on DS-2 Bank 1, DS-6 Bank 2 and DS-39 Bank 1. These bank upgrades relieve overloaded circuits and help prevent equipment failures to improve the reliability.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Power System elevated the priority of substation PRP jobs in an effort to prepare for summer 2018 maximum electric demand (peak load). This has resulted in significant cost overruns. Result is 30% variance YTD and estimated year-end cost of \$103M. This exceeds the year-end budget re-estimate (\$92M).
- General Manager will meet with Council District 11 to discuss two possible sites for new DS-104 (date still TBD).

- FI 211-95 includes Annual (perpetual) jobs, so single estimated lifetime expenditure does not apply.

| | |
|--|------------|
| Total Project Approved From Inception to FY25/26 | \$2,029.3M |
| Project Approved to Date | \$1,151.8M |
| Project Actuals to Date | \$1006.3M |

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Deferring work on RS-M Bank C until fiscal year 18/19. Deferring work on DS-104 until program year.
- Convened bi-monthly substation PRP coordination meetings with Planning, Engineering, Operations, and Construction/Maintenance Divisions. Focus is to prioritize and complete all jobs necessary to avoid unplanned outages during summer 2018.
- Continue to progress most other Substation PRP jobs as resources allow. As of April, overall Power System Reliability Program variance was still +/- 5.0% mainly due to overspending on FI 21195.

LADWP RATES METRIC – PSRP Substation, O&M (Power)

RESPONSIBLE MANAGER: David Haerle, Power Construction & Maintenance

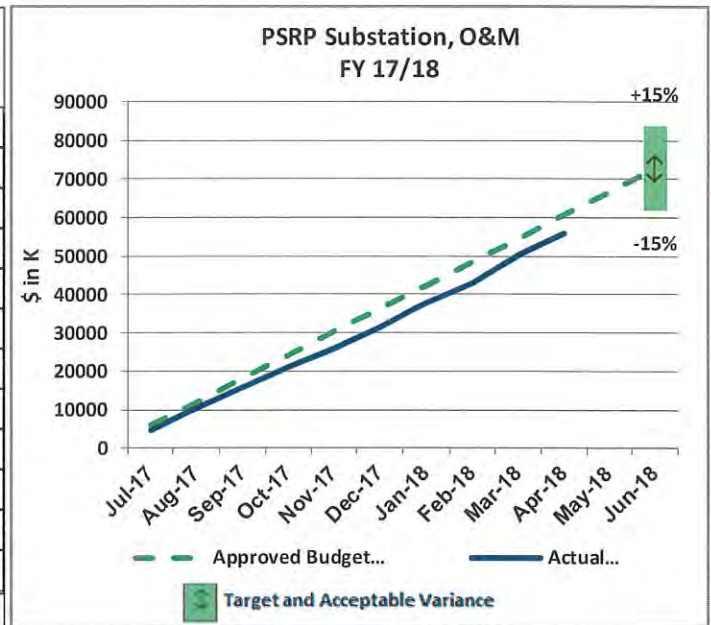
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Budget Approved Annual Budget vs. Actual Expenditures For PSRP Substation, O&M

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$72,985K; Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

| FYTD as of: | Approved Budget (\$ in K) | Actual (\$ in K) | Variance | | Re-Estimate |
|---------------------|---------------------------|------------------|----------|--------|-------------|
| | | | \$ in K | % | |
| Jul-17 | 6,082.10 | 4,646.0 | -1,436.1 | -23.6% | |
| Aug-17 | 12,164.20 | 10,828.0 | -1,336.2 | -11.0% | |
| Sep-17 | 18,246.30 | 15,845.0 | -2,401.3 | -13.2% | |
| Oct-17 | 24,328.40 | 21,327.0 | -3,001.4 | -12.3% | |
| Nov-17 | 30,410.50 | 26,153.0 | -4,257.5 | -14.0% | |
| Dec-17 | 36,492.60 | 31,572.0 | -4,920.6 | -13.5% | |
| Jan-18 | 42,574.70 | 37,986.0 | -4,588.7 | -10.8% | |
| Feb-18 | 48,656.80 | 43,299.0 | -5,357.8 | -11.0% | |
| Mar-18 | 54,738.90 | 50,348.0 | -4,390.9 | -8.0% | |
| Apr-18 | 60,821.00 | 56,129.0 | -4,692.0 | -7.7% | |
| May-18 | 66,903.10 | | | | 59,305.58 |
| Jun-18 | 72,985.20 | | | | 64,697.00 |
| Acceptable Variance | | | ± 15% | | -11.4% |



SOURCE OF DATA: FI 301-3201 (KPI # 01.03.01.14)

1. BACKGROUND / PURPOSE

- Substation operations and maintenance (O&M) activities are a critical component in the Department's ability to provide continued safe and reliable power. This metric measures the planned vs. actual expenditures for O&M activities for Substation Operations in the Metro, West Los Angeles/South Los Angeles, and Valley areas, including the switching and maintenance of communication equipment.

2. ACHIEVEMENTS / MILESTONES MET

- See attached Supplemental Summary for the monthly breakdown of restorations and work completed.
- Rinaldi Receiving Station; failed station control battery. Electrical Station Maintenance (ESM) discovered the 125 volt Control Battery was below 46 volts. This condition resulted in the station being locked in solid with no protection. ESM installed a temporary charger and batteries to remedy the emergency. Permanent battery replacement in underway.
- Industrial Station-779 Transformer replacement. Thieves broke into the station and began stealing copper conductors. The thieves attempted to operate the "no load tap-changer" on the transformer. When the tap-changer was operated the transformer failed catastrophically. The

transformer was a complete loss. ESM replaced the transformer, 100% complete.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Though the FI is performing within the +/-15% tolerance band, it is anticipated that the underspending will continue for the remainder of the year. This is largely due to labor and its associated allocation costs in Electric Station Maintenance, Station Test, and System Protection (both groups provide labor mostly with Electrical Testers (ET), which the two sections have a combined 27 vacancies in the classification).
- ESM currently has 52 vacancies (combined Electrical Craft Helpers (ECH) and Electrical Mechanics (EM) vacancies).
- In January, ESM hired 5 of the 9 approved ECH positions. ESM intends to hire another 9 positions in the next few months.
- ESM will benefit with additional support by utilizing Utility Pre-Craft Trainees (UPCT) alongside of the new ECH positions.
- In addition, budget impact in the labor variance is contributed by ESM, System Protection, and Station Test Lab all being diverted to support capital projects and other higher priority O&M work activities. The capital projects include Circuit Breaker Life Extension, Transformers Life


Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention


Extension, Vista Switch Replacement, and Station summer preparation work.

4. **MITIGATION PLAN AND / OR RECOMMENDATIONS**

- Re-estimates were made in September and March, and the FI is approximately \$8.2M under the approved budget, with the majority being a reduction of labor and related Allocations.
- O&M work is being delayed due to lack of resources; once the labor resources are trained and hired the variance levels will diminish. As the EM and ET that support this FI can only be hired after completing the associated Department run training programs, it means the ability to fill these vacancies is a slow on-going process. While Power System Safety and Training has increased the class size of the EM Training Program, it still takes four years to complete, and ESM is not the only section in the Department that hires EMs. We filled 11 EMs in January 2018, but this just allowed us to keep up with attrition due to EMs promoting, transferring, and retiring. We expect to pick up 11 more trainees in July, but this and the January hires along with ongoing filling of these positions as classes graduate will not affect this FI in a substantial manner for several years.
- As EMs are more challenging to fill, Power Construction & Maintenance (PCM) plans to revitalize the Battery Technician classification to perform the work. Once completed, PCM plans to hire Battery Technicians and additional ECHs in lieu of EMs, as well as additional administrative personnel. This program however is in the early planning stages, and likely will not affect this FI for several years.

Within Acceptable Variance 

Outside Acceptable Variance 

Exceeds Target 

Needs Attention 

ACHIEVEMENTS / MILESTONES MET

The following table details the monthly breakdown of Substation O&M activity, since JULY 2017.

| | JULY 2017 | AUG 2017 | SEPT 2017 | OCT 2017 | NOV 2017 | Dec-17 | JAN 2018 | FEB 2018 | MAR 2018 | APR 2018 | TOTAL |
|--|--------------|-------------|--------------|-------------|-------------|--------|-------------|-------------|-------------|-------------|-------|
| NO. OF RESTORATIONS OF CUSTOMER CIRCUITS: | | | | | | | | | | | |
| Receiving Stations (RS) Circuit Outages | 45 | 55 | 44 | 31 | 25 | 45 | 51 | 34 | 45 | 46 | 421 |
| Distributing Station (DS) Circuit Outages | 97 | 90 | 78 | 67 | 53 | 89 | 93 | 54 | 83 | 142 | 846 |
| 5-kV Circuit Grounds | 42 | 47 | 59 | 51 | 32 | 52 | 49 | 23 | 57 | 41 | 453 |
| NO. OF INSULATOR WASHINGS: | | | | | | | | | | | |
| Generating Stations | 1* | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Receiving Stations | 4 | 5 | 4 | 4 | 3 | 4 | 3 | 3 | 5 | 5 | 37 |
| Distributing Stations | 9 | 7 | 7 | 6 | 6 | 6 | 6 | 6 | 7 | 8 | 62 |

*Scattergood GS 230-kV equipment was washed in July 2017.

LADWP RATES METRIC – PSRP Distribution, Capital (Power)

RESPONSIBLE MANAGER: Sager Farraj, Power Engineering Division

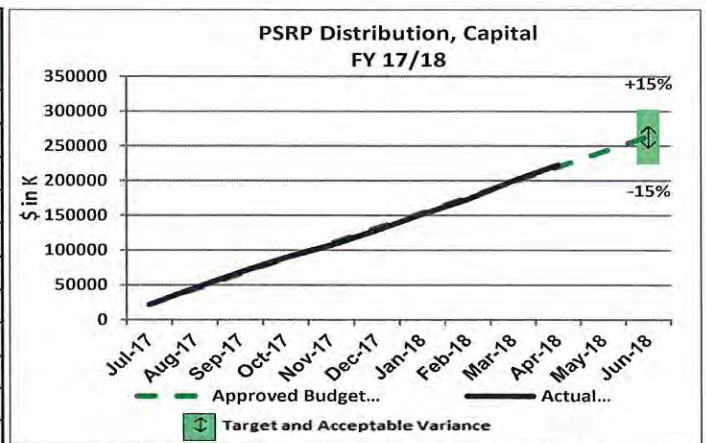
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Board Approved Annual Budget vs. Actual Expenditures For PSRP Distribution, Capital

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$263,615.1 K; Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

| FYTD as of: | Approved Budget (\$ in K) | Actual (\$ in K) | Variance | | Re-Estimate |
|---------------------|---------------------------|------------------|----------|-------|-------------|
| | | | \$ in K | % | |
| Jul-17 | 21,967.9 | 21,489.0 | -478.9 | -2.2% | |
| Aug-17 | 43,935.8 | 46,056.0 | 2,120.0 | 4.8% | |
| Sep-17 | 65,903.8 | 68,280.0 | 2,377.0 | 3.6% | |
| Oct-17 | 87,871.7 | 89,578.0 | 1,707.0 | 1.9% | |
| Nov-17 | 109,839.6 | 107,345.0 | -2,495.0 | -2.3% | |
| Dec-17 | 131,807.5 | 128,772.0 | -3,035.5 | -2.3% | |
| Jan-18 | 153,775.4 | 151,773.0 | -2,002.0 | -1.3% | |
| Feb-18 | 175,743.3 | 173,308.0 | -2,435.3 | -1.4% | |
| Mar-18 | 197,711.3 | 199,906.0 | 2,195.3 | 1.1% | |
| Apr-18 | 219,679.1 | 222,336.0 | 2,657.0 | 1.2% | |
| May-18 | 241,647.1 | | | | 244,330.0 |
| Jun-18 | 263,615.1 | | | | 236,088.0* |
| Acceptable Variance | | | ± 15% | | -10.4% |



*Fiscal Year End reforecast is \$266,542. (Budget is closed for re-estimate entries.)

SOURCE OF DATA: FI 21190 (KPI # 01.03.01.15)

1. BACKGROUND / PURPOSE

- Table above is a summary of expenditures for all Power System Reliability Program distribution capital projects.
- Below is the approved budget % of four major functions:
 - Poles: 30.1% (Job P6322)
 - Crossarms: 9.5% (Job P6318)
 - Transformers: 9.4% (Jobs P6309 & P6394)
 - Cables: 16.3% (Job P6306)

2. ACHIEVEMENTS / MILESTONES MET

- The Distribution Reliability spent 101.2% of the budget through the month of April to complete the following:
 - New rack & bank installation Receiving Station-Rinaldi & Receiving Station-B
 - 41.1 circuit-miles of cable replacement
 - 777 transformer installations
 - 9,475 deteriorated crossarms replaced
 - 2,611 poles replacement
 - 9,431 FIX-IT tickets (Jobs P6318, P6322, P6394, P6306, P6309 & O1357)
 - Work continued on Owens Valley-Overhead/Underground installations & removals, asbestos removals, trouble ticket repairs & service restorations due to outages

& YEAR END PROJECTION

- Variance through the month of April is \$2,657K, 1.2% over budget. Variance is due to Districts crews focusing on cable replacement backlog from the Power System Reliability Program distribution capital projects.
- Dedicated crew for vault replacements is in place to focus on vault replacement backlog.

| | |
|--|----------|
| Total Project Approved From Inception to FY25/26 | 5,435.9M |
| Projects Approved to Date | 2,260.2M |
| Project Actuals to Date | 2,085.2M |

Note: The total project estimates cannot be calculated as this is an ongoing project.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Working with Power System Specifications and Contract Administration to get the additional cable replacement labor contract crews to help with cable replacement and system growth jobs.
- Additional engineering help via the enabling agreement (approved by the Board and the City Council in November 2017) is no longer needed because two permanent positions were filled in January 2018 to assist with the cable replacement work.

3. PERFORMANCE / VARIANCE ANALYSIS

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

LADWP RATES METRIC – PSRP Distribution, O&M (Power)

RESPONSIBLE MANAGER: Mike Barknuff, Power Transmission and Distribution

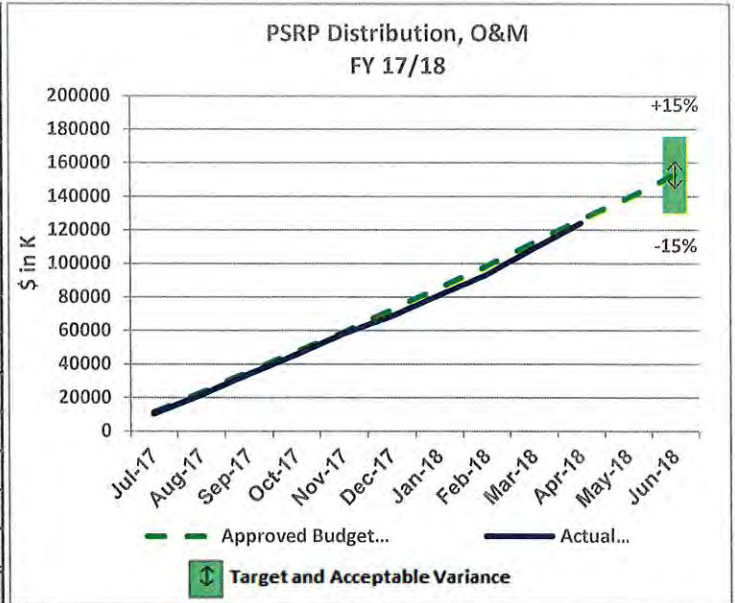
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Board Approved Annual Budget vs. Actual Expenditures For PSRP Distribution, O&M

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$152,986K; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

| FYTD as of: | Approved Budget (\$ in K) | Actual (\$ in K) | Variance | | Re-Estimate |
|---------------------|---------------------------|------------------|----------|-------|-------------|
| | | | \$ in K | % | |
| Jul-17 | 11,285 | 10,207 | -1,078.0 | -9.6% | |
| Aug-17 | 23,141 | 21,581 | -1,560.1 | -6.7% | |
| Sep-17 | 35,610 | 33,946 | -1,664.2 | -4.7% | |
| Oct-17 | 47,604 | 45,698 | -1,906.4 | -4.0% | |
| Nov-17 | 59,194 | 58,075 | -1,119.0 | -1.9% | |
| Dec-17 | 72,574 | 68,518 | -4,055.8 | -5.6% | |
| Jan-18 | 85,542 | 81,229 | -4,312.6 | -5.0% | |
| Feb-18 | 98,387 | 93,201 | -5,185.5 | -5.3% | |
| Mar-18 | 112,598 | 108,854 | -3,743.7 | -3.3% | |
| Apr-18 | 126,300 | 124,108 | -2,192.0 | -1.7% | |
| May-18 | 139,121 | | | | 126,685 |
| Jun-18 | 152,986 | | | | 143,588 |
| Acceptable Variance | | | ± 15% | | -6.1% |



SOURCE OF DATA: FI 301-3104 (KPI # 01.03.01.16)

1. BACKGROUND / PURPOSE

- To maintain Distribution-voltages of 34.5 kV and below on overhead and underground facilities which carries electricity from Receiving Stations (RS) and Distributing Stations (DS) to the customers for system reliability. There are over 6,800 miles of overhead and 3,597 miles of underground distribution facilities.

2. ACHIEVEMENTS / MILESTONES MET

- Power System Reliability Program (PSRP) aides in the hardening and replacement of critical infrastructure.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- This KPI was within its 15% threshold set for its goal. Currently, the FI is projected to be within the acceptable variance threshold of the approved budget, \$152,986, by FYE.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Despite remaining within the acceptable budget variance for this FI, Power Transmission and Distribution will continue to pursue our plan of action to remain on track and stay within budget by:
 - Working with job managers to identify under/over variances in their jobs.
 - Discussing and reviewing jobs with job managers regarding re-estimates and forecasts throughout the fiscal year.
 - Job managers will shift available crew resources to meet projected targets.

LADWP RATES/EQUITY METRIC – Transformer Replacement (Power)

RESPONSIBLE MANAGER: Mike Barkoff, Power Transmission and Distribution
EQUITY CORE CATEGORY: Water and Power Infrastructure Investment

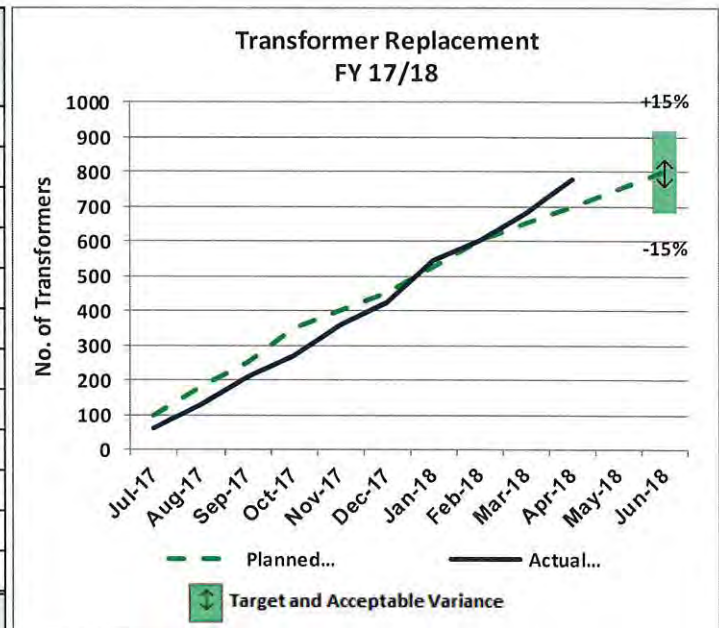
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Number of Transformers Replaced Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = 800; Acceptable Variance = $\pm 15\%$

STATUS: Within Acceptable Variance

| FYTD as of: | Planned (No.) | Actual (No.) | Variance | | Re-Estimate |
|---------------------|---------------|--------------|------------|--------|-------------|
| | | | No. | % | |
| Jul-17 | 100 | 63 | -37 | -37.0% | |
| Aug-17 | 180 | 130 | -50 | -27.8% | |
| Sep-17 | 250 | 211 | -39 | -15.6% | |
| Oct-17 | 350 | 272 | -78 | -22.3% | |
| Nov-17 | 400 | 360 | -40 | -10.0% | |
| Dec-17 | 450 | 425 | -25 | -5.6% | |
| Jan-18 | 525 | 546 | 21 | 4.0% | |
| Feb-18 | 600 | 603 | 3 | 0.5% | |
| Mar-18 | 650 | 679 | 29 | 4.5% | |
| Apr-18 | 700 | 777 | 77 | 11.0% | |
| May-18 | 750 | | | | 785 |
| Jun-18 | 800 | | | | 800 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Jobs P6394/P6309 (KPI # 04.01.01.02)

1. BACKGROUND / PURPOSE

- Replace 800 distribution transformers to increase reliability and maintain compliance with California Public Utilities Commission (CPUC) General Order 165- Inspection Cycles for Electric Distribution Facilities. Power Transmission and Distribution (PTD) maintains more than 126,000 distribution transformers. This work is required to provide customers with reliable power and a better customer experience. Work is completed by Distribution Construction & Maintenance (DC&M) district or contract crews and is related to Power System Reliability Program (PSRP).

2. CRITERIA

- Transformer replacements are identified through DC&M inspection programs or due to transformer failures or are at risk of failing.

3. ACHIEVEMENTS / MILESTONES MET

- To date, the target was to replace 700 transformers and the current actual number of transformers replaced is 777.

4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual number of transformers replaced was within the 15% threshold set for the monthly target.

5. MITIGATION PLAN AND / OR RECOMMENDATIONS

- District Overhead crews have been redirected to taper off work on transformer replacements to slow the increase of completed jobs. District Overhead crews have been redirected to focus on other Multi-year Expenditure Programs (MEPs) within the PSRP.

6. OUTREACH STRATEGY / PLAN

- PTD utilizes poster boards at job locations indicating why work is being performed.
- PTD conducts presentations at Community Council meetings describing PSRP work.
- PTD crew leaders notify customers in person when planning to access facilities for transformer replacements.

LADWP RATES/EQUITY METRIC – Pole Replacement (Power)

RESPONSIBLE MANAGER: Mike Barkhoff, Power Transmission and Distribution

REPORTING PERIOD: April 2018

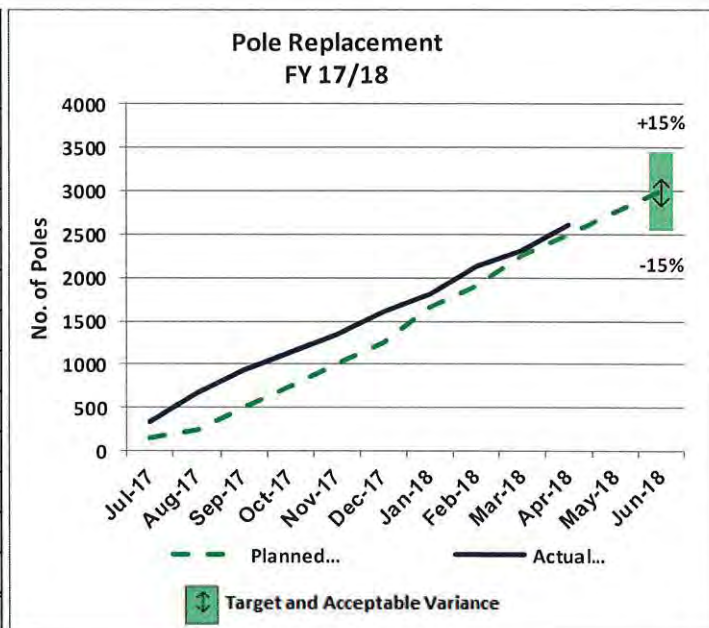
EQUITY CORE CATEGORY: Water and Power Infrastructure Investment

DEFINITION OF RATES METRIC: Number of Poles Replaced Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = 3,000; Acceptable Variance = $\pm 15\%$

STATUS: **Within Acceptable Variance**

| FYTD as of: | Planned (No.) | Actual (No.) | Variance | | Re-Estimate |
|---------------------|---------------|--------------|------------|--------|-------------|
| | | | No. | % | |
| Jul-17 | 150 | 337 | 187 | 124.7% | |
| Aug-17 | 250 | 667 | 417 | 166.8% | |
| Sep-17 | 500 | 936 | 436 | 87.2% | |
| Oct-17 | 750 | 1,141 | 391 | 52.1% | |
| Nov-17 | 1,000 | 1,339 | 339 | 33.9% | |
| Dec-17 | 1,250 | 1,608 | 358 | 28.6% | |
| Jan-18 | 1,650 | 1,803 | 153 | 9.3% | |
| Feb-18 | 1,900 | 2,121 | 221 | 11.6% | |
| Mar-18 | 2,250 | 2,303 | 53 | 2.4% | |
| Apr-18 | 2,500 | 2,611 | 111 | 4.4% | |
| May-18 | 2,750 | | | | 2,750 |
| Jun-18 | 3,000 | | | | 3,000 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Jobs P6322 (KPI # 04.01.01.03)

1. BACKGROUND / PURPOSE

- Replace 3,000 deteriorated poles due to age or other damage. Power Transmission and Distribution (PTD) maintains approximately 321,000 poles in its system. These poles have an average life span of fifty years. These poles support switches, light fixtures, transformers, and underground cables transitioning to an overhead termination, communication cables, crossarms and conductors at different voltage levels. Work is completed by Distribution Construction & Maintenance (DC&M) district and contract crews. This work is required to maintain compliance with California Public Utilities Commission (CPUC) General Order 165- Inspection Cycles for Electric Distribution Facilities, and our Power System Reliability Program (PSRP).

2. CRITERIA

- Poles for replacement were identified through the DC&M Inspection Program.

3. ACHIEVEMENTS / MILESTONES MET

- To date, the target was to replace 2,500 poles and the current actual number of poles replaced was 2,611.

4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual number of poles replaced was within the 15% threshold target.

5. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Pole replacements have been increasing in recent months because district crews have been redirected to focus on poles. Management will continue to monitor the increase to ensure we stay within the acceptable range.

6. OUTREACH STRATEGY / PLAN

- PTD utilizes poster boards at job locations indicating why work was being performed.
- PTD conducts presentations at Community Council meetings describing PSRP work.
- PTD crew leaders notify customers in person when planning access to facilities for pole replacements.

LADWP RATES METRIC – Cross arm Replacement (Power)

RESPONSIBLE MANAGER: Mike Barkhuff, Power Transmission and Distribution

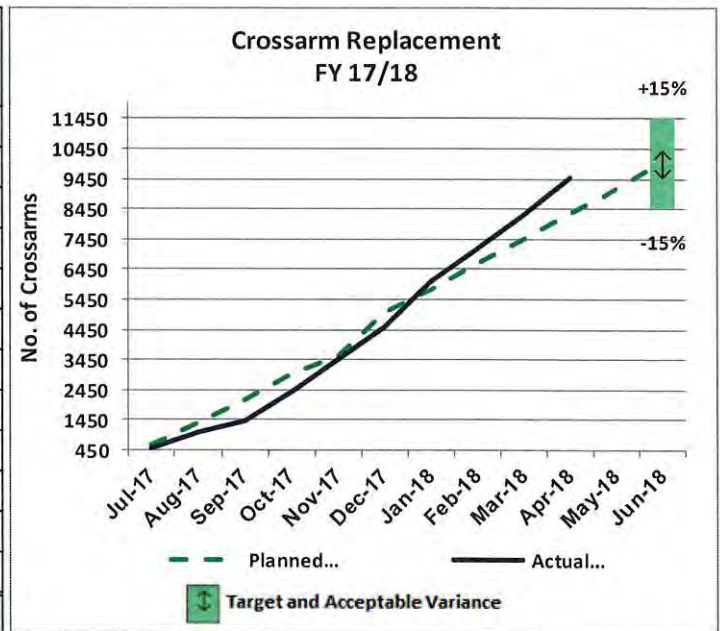
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Number Of Cross arms Replaced Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = 10,000; Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

| FYTD as of: | Planned (No.) | Actual (No.) | Variance | | Re-Estimate |
|---------------------|---------------|--------------|----------|--------|-------------|
| | | | No. | % | |
| Jul-17 | 600 | 486 | -114 | -19.0% | |
| Aug-17 | 1,350 | 1,019 | -331 | -24.5% | |
| Sep-17 | 2,100 | 1,400 | -700 | -33.3% | |
| Oct-17 | 3,000 | 2,368 | -632 | -21.1% | |
| Nov-17 | 3,550 | 3,457 | -93 | -2.6% | |
| Dec-17 | 5,000 | 4,562 | -438 | -8.8% | |
| Jan-18 | 5,800 | 6,059 | 259 | 4.5% | |
| Feb-18 | 6,630 | 7,119 | 489 | 7.4% | |
| Mar-18 | 7,460 | 8,254 | 794 | 10.6% | |
| Apr-18 | 8,290 | 9,475 | 1,185 | 14.3% | |
| May-18 | 9,120 | | | | 9,520 |
| Jun-18 | 10,000 | | | | 10,000 |
| Acceptable Variance | | | ± 15% | | 0.0% |



SOURCE OF DATA: Jobs P6318 (KPI #04.01.01.21)

1. BACKGROUND / PURPOSE

- Replace 10,000 deteriorated cross arms due to age or other damage. Power Transmission and Distribution (PTD) maintains approximately 321,000 poles that usually support one or more cross arms. These cross arms support conductors at different voltage levels, transformers, switches, light fixtures, communication cables, etc. Work is done by Distribution Construction & Maintenance (DCM) district and contract crews. This work is required to maintain compliance with California Public Utilities Commission (CPUC) General Order 165- Inspection Cycles for Electric Distribution Facilities, and our Power System Reliability Program (PSRP).

2. ACHIEVEMENTS / MILESTONES MET

- To date, the target was to replace 8,290 cross arms and the current actual number of cross arms replaced is 9,475.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual number of cross arms replaced was within the 15% threshold target.
- 100% of the replacements were due to cross arm age or other damage.
- PTD management is working with district personnel to ensure crews are focusing on replacement of cross arms as well as reviewing capital PSRP jobs to ensure that the work is accurately credited. We expect the actual numbers to increase towards meeting the targeted goal.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- District Overhead crews have been redirected to taper off work on cross arm replacements to slow the increase of completed jobs. District Overhead crews have redirected to focus on other Multi-year Expenditure Programs (MEPs) within the PSRP.

LADWP RATES/EQUITY METRIC – Cable Replacement (Power)

RESPONSIBLE MANAGER: Sager Farraj, Power Engineering Division
EQUITY CORE CATEGORY: Water & Power Infrastructure Investment

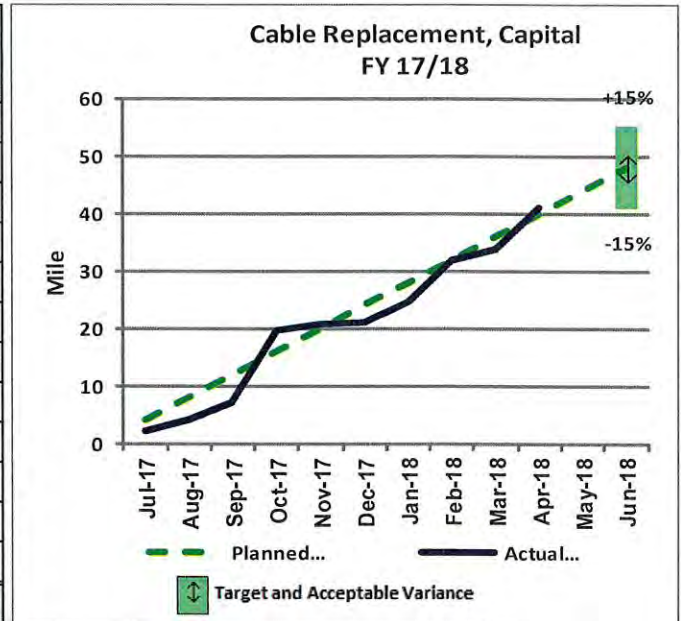
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: No. of Miles of Cable Replaced Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = 48 miles; Acceptable Variance = $\pm 15\%$

STATUS: **Within Acceptable Variance**

| FYTD as of: | Planned (Mile) | Actual (Mile) | Variance | | Re-Estimate |
|---------------------|----------------|---------------|------------|--------|-------------|
| | | | Mile | % | |
| Jul-17 | 4.0 | 2.2 | -1.8 | -45.0% | |
| Aug-17 | 8.0 | 4.1 | -3.9 | -48.8% | |
| Sep-17 | 12.0 | 7.2 | -4.8 | -40.0% | |
| Oct-17 | 16.0 | 19.6 | 3.6 | 22.5% | |
| Nov-17 | 20.0 | 20.7 | 0.7 | 3.5% | |
| Dec-17 | 24.0 | 21.1 | -2.9 | -12.1% | |
| Jan-18 | 28.0 | 24.6 | -3.4 | -12.1% | |
| Feb-18 | 32.0 | 31.9 | -0.1 | -0.3% | |
| Mar-18 | 36.0 | 33.7 | -2.3 | -6.4% | |
| Apr-18 | 40.0 | 41.1 | 1.1 | 2.8% | |
| May-18 | 44.0 | | | | 44.0 |
| Jun-18 | 48.0 | | | | 48.0 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: FI 21190, Job P6306 (KPI # 04.01.01.70)

1. NARRATIVE / BACKGROUND

- Cable replacement of 4.8-kV and 34.5-kV cables for additional system reliability due to deterioration, overload, obsolescence and damage.

from Wilshire to Pacific Palisades & Brentwood Area. Pending State to evict the current tenant from the Sunset BI property.

- Additional engineering help via the enabling agreement (approved by the Board and the City Council in November 2017) is no longer needed because two permanent positions were filled in January 2018 to assist with the cable replacement work.

2. CRITERIA

- Frequency of failures
- Cable age
- Physical deteriorations: cracks, bulging

3. ACHIEVEMENTS

- Through the month of April, Distribution Construction & Maintenance completed 41.1 circuit miles. The key performance goal is 48 circuit miles annually.

4. PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION

- Variance through the month of April is 1.1 circuit miles, 2.8% above target. Districts crews have been focusing on cable replacement backlog.

5. MITIGATION/RECOMMENDATION

- In the process of getting one property lease to aid contract crews with expediting cable replacements

6. OUTREACH STRATEGY / PLAN

- Neighborhood Council request for meeting on outages
- Available information on web site: <http://prp.ladwp.com>

Within Acceptable Variance

Outside Acceptable Variance

Exceeds Target

Needs Attention

LADWP RATES METRIC – Average Unit Cost per Transformer (Power)

RESPONSIBLE MANAGER: William Herriott, Power Transmission and Distribution

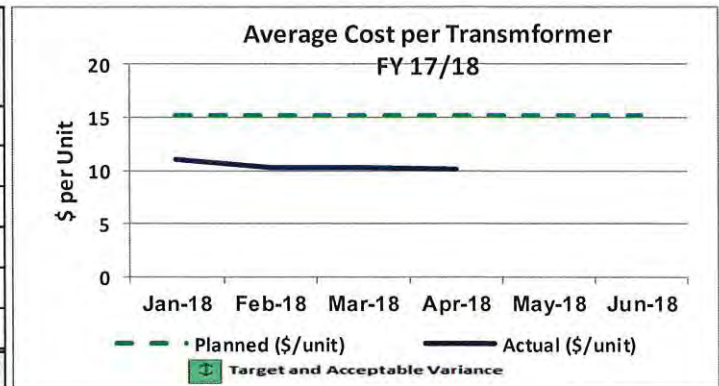
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Average unit cost per transformer

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$15.2K per transformer; Acceptable Variance = ± 15%

STATUS: Exceeds Target

| FYTD as of: | Planned (\$/unit) | Actual (\$/unit) | Variance | | Re-Estimate |
|---------------------|-------------------|------------------|----------|--------|-------------|
| | | | \$ | % | |
| Jan-18 | 15.2 | 11.0 | (4.2) | -27.6% | |
| Feb-18 | 15.2 | 10.3 | (4.9) | -32.2% | |
| Mar-18 | 15.2 | 10.3 | (4.9) | -32.2% | |
| Apr-18 | 15.2 | 10.1 | (5.1) | -33.6% | |
| May-18 | 15.2 | | | | 15.2 |
| Jun-18 | 15.2 | | | | 15.2 |
| Acceptable Variance | | | ± 15% | | 0.0% |



SOURCE OF DATA: Jobs P6394/P6309 (KPI # 04.01.01.71)

1. BACKGROUND / PURPOSE

- Replace 800 distribution transformers to increase reliability and maintain compliance with California Public Utilities Commission (CPUC) General Order 165- Inspection Cycles for Electric Distribution Facilities. Power Transmission and Distribution set target is \$15.2K per unit cost of average replacement.

2. ACHIEVEMENTS / MILESTONES MET

- To date, the target was to replace 700 transformers and the current actual replacement is 777 transformers.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The performance has exceeded target unit costs expectations at -33.6%, well below the ±15% variance threshold.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- None

LADWP RATES METRIC – Average Unit Cost per Pole (Power)

RESPONSIBLE MANAGER: William Herriott, Power Transmission and Distribution

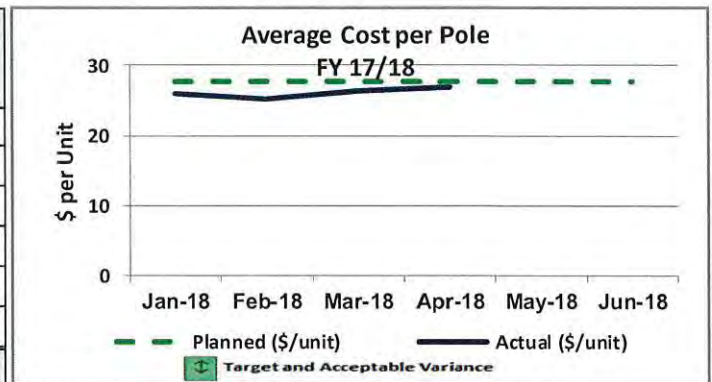
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Average unit cost per pole

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$27.7K per pole; Acceptable Variance = $\pm 15\%$

STATUS: **Within Acceptable Variance**

| FYTD as of: | Planned (\$/unit) | Actual (\$/unit) | Variance | | Re-Estimate |
|---------------------|-------------------|------------------|------------|-------|-------------|
| | | | \$ | % | |
| Jan-18 | 27.7 | 26.0 | (1.7) | -6.1% | |
| Feb-18 | 27.7 | 25.1 | (2.6) | -9.4% | |
| Mar-18 | 27.7 | 26.4 | (1.3) | -4.7% | |
| Apr-18 | 27.7 | 26.9 | (0.8) | -2.9% | |
| May-18 | 27.7 | | | | 27.7 |
| Jun-18 | 27.7 | | | | 27.7 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Jobs P6322 (KPI # 04.01.01.72)

1. BACKGROUND / PURPOSE

- Replace 3,000 deteriorated poles due to age or other damage. Power Transmission and Distribution (PTD) maintains approximately 321,000 poles in its system. These poles have an average life span of fifty years. These poles support switches, light fixtures, transformers, and underground cables transitioning to an overhead termination, communication cables, crossarms and conductors at different voltage levels. PTD has a target replacement cost of \$27.7K per unit.

2. ACHIEVEMENTS / MILESTONES MET

- Current to date target was a replacement of 2,500 power poles and PTD has completed the replacement of 2,611 power poles.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- PTD is currently within target expectations at \$26.9K per unit. This remains within the acceptable variance = $\pm 15\%$.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- None at this time.

LADWP RATES METRIC – Average Unit Cost per Crossarm (Power)

RESPONSIBLE MANAGER: William Herriott, Power Transmission and Distribution

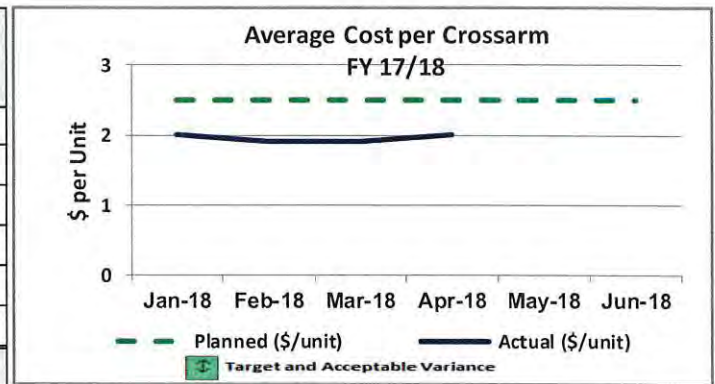
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Average unit cost per crossarm

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$2.5K per crossarm; Acceptable Variance = $\pm 15\%$

STATUS: **Exceeds Target**

| FYTD as of: | Planned (\$/unit) | Actual (\$/unit) | Variance | | Re-Estimate |
|---------------------|-------------------|------------------|------------|--------|-------------|
| | | | \$ | % | |
| Jan-18 | 2.5 | 2.0 | (0.5) | -20.0% | |
| Feb-18 | 2.5 | 1.9 | (0.6) | -24.0% | |
| Mar-18 | 2.5 | 1.9 | (0.6) | -24.0% | |
| Apr-18 | 2.5 | 2.0 | (0.5) | -20.0% | |
| May-18 | 2.5 | | | | 2.5 |
| Jun-18 | 2.5 | | | | 2.5 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Jobs P6318 (KPI # 04.01.01.73)

1. BACKGROUND / PURPOSE

- Replace 10,000 deteriorated crossarms due to age or other damage. PTD maintains approximately 321,000 poles that usually support one or more crossarms. These crossarms support conductors at different voltage levels, transformers, switches, light fixtures, communication cables, etc. PTD has a target replacement cost of \$2.5K per unit.

2. ACHIEVEMENTS / MILESTONES MET

- The current months target year to date was replacement of 8,290 crossarms and the actual replacements total 9,475 per crossarm metric.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- PTD is currently exceeding target expectations at \$2.0K per unit which is -20.0% below target. Some of these were multiple arms replaced on the same facility which lowered the cost per unit and exceeds the target of the acceptable variance of $\pm 15\%$. As more jobs are completed with single arm replacements at each facility or hard to access facilities the cost will increase.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- None at this time.

LADWP RATES METRIC – *Average Unit Cost per Mile of Cable (Power)*

RESPONSIBLE MANAGER: William Herriott, Power Transmission and Distribution

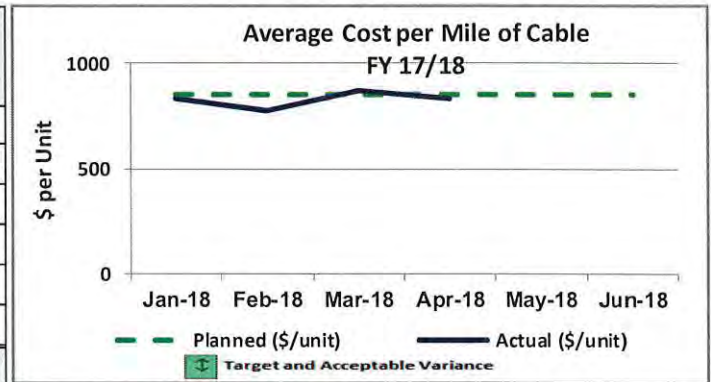
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Average unit cost per mile of cable replaced

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = \$849.4K per mile of cable replaced; Acceptable Variance = $\pm 15\%$

STATUS: **Within Acceptable Variance**

| FYTD as of: | Planned (\$/unit) | Actual (\$/unit) | Variance | | Re-Estimate |
|---------------------|-------------------|------------------|------------|-------|-------------|
| | | | \$ | % | |
| Jan-18 | 849.4 | 830.0 | (19.4) | -2.3% | |
| Feb-18 | 849.4 | 777.6 | (71.8) | -8.5% | |
| Mar-18 | 849.4 | 870.9 | 21.5 | 2.5% | |
| Apr-18 | 849.4 | 834.8 | (14.6) | -1.7% | |
| May-18 | 849.4 | | | | 849.4 |
| Jun-18 | 849.4 | | | | 849.4 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Jobs P6306 (KPI # 04.01.01.74)

1. BACKGROUND / PURPOSE

- Replace 48 miles of 4.8KV and 34.5KV underground (4.8-kV and 34.5-kV) distribution cables that require periodic upgrading because of load growth, failures due to storm damage, accidents, inherent defects, deterioration, age or advancements in materials and in power distribution techniques. PTD has a target replacement cost of \$849.4K per mile.

2. ACHIEVEMENTS / MILESTONES MET

- The current months target was a year to date replacement of 40 miles of cable. The actual cable replacement totals 41.1 miles.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- PTD is currently within target expectations at \$834.8K per mile which is within the acceptable variance of $\pm 15\%$.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- None at this time.

Within Acceptable Variance

Outside Acceptable Variance

Exceeds Target

Needs Attention

Water System

LADWP RATES METRIC – NEW DISTRIBUTION INFRASTRUCTURE CREWS (WATER)

RESPONSIBLE MANAGER: Breonia Lindsey/Sandra Foster

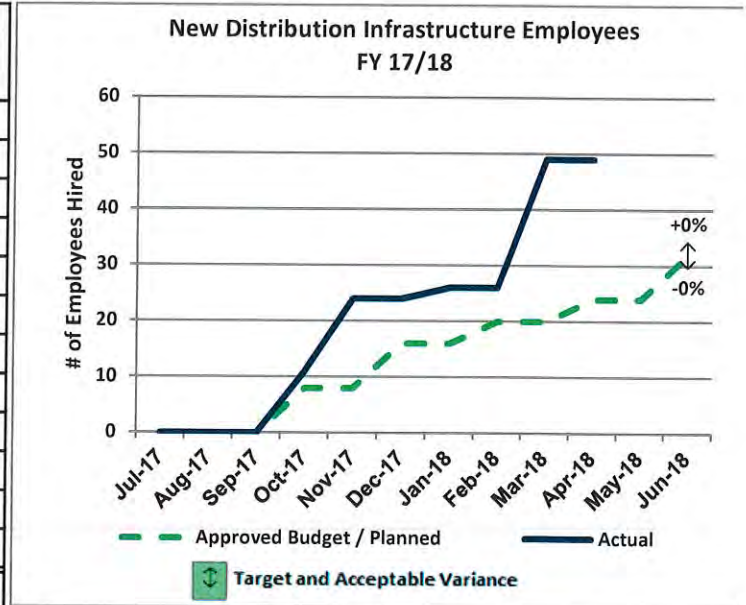
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Number of employees for new crews dedicated to distribution infrastructure as compared to plan.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): 32 employees

STATUS: **Exceeds Target**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|----------|--------|-----------------------------|
| | | | # Emp | % | |
| Jul-17 | 0 | 0 | 0 | | |
| Aug-17 | 0 | 0 | 0 | | |
| Sep-17 | 0 | 0 | 0 | | |
| Oct-17 | 8 | 11 | 3 | 37.5% | |
| Nov-17 | 8 | 24 | 16 | 200.0% | |
| Dec-17 | 16 | 24 | 8 | 50.0% | |
| Jan-18 | 16 | 26 | 10 | 62.5% | |
| Feb-18 | 20 | 26 | 6 | 30.0% | |
| Mar-18 | 20 | 49 | 29 | 145.0% | |
| Apr-18 | 24 | 49 | 25 | 104.2% | |
| May-18 | 24 | | | | |
| Jun-18 | 32 | | | | |
| Acceptable Variance | | | ± | | |



SOURCE OF DATA: Hiring Plan/Annual Personnel Resolution

1. BACKGROUND / PURPOSE

- Distribution infrastructure crews are necessary to meet mainline replacement and other infrastructure goals.

*The target is four crews totaling 32 employees.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The division has exceeded the goal of hiring 32 new employees for distribution infrastructure crews.

2. ACHIEVEMENTS/MILESTONES MET

- No new hires in April 2018. However, the division is in the process of hiring up to eight new Maintenance Construction Helpers and up to four new Equipment Operator for the Mainline Replacement Program.

4. MITIGATION PLAN AND/OR RECOMMENDATIONS

- The division is continuing with the hiring plan from the previous and current fiscal years in order to meet increasing mainline replacement goals.

LADWP RATES METRIC – WATER SUPPLY COST BUDGET VS ACTUAL- CAPITAL (Water)

RESPONSIBLE MANAGER: Dora Maese

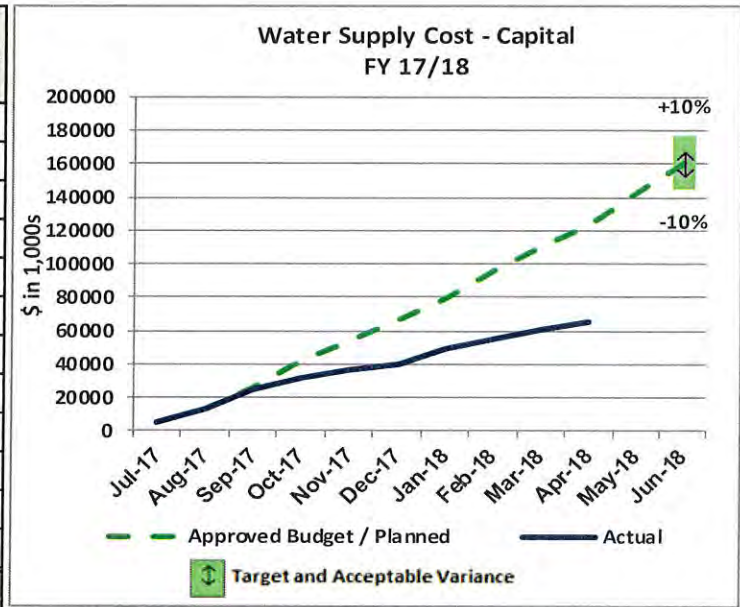
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Board approved annual budget vs actual expenditures.

TARGET & ACCEPTABLE VARIANCE (FY 16/17): \$179,593K , 10 percent

STATUS: **Outside Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|------------|--------|-----------------------------|
| | | | Unit or \$ | % | |
| Jul-17 | 5,485 | 5,504 | 19 | 0.3% | |
| Aug-17 | 13,133 | 13,133 | 0 | 0.0% | |
| Sep-17 | 25,669 | 24,529 | -1,140 | -4.4% | |
| Oct-17 | 41,654 | 31,362 | -10,292 | -24.7% | |
| Nov-17 | 53,622 | 36,321 | -17,301 | -32.3% | |
| Dec-17 | 66,836 | 40,220 | -26,616 | -39.8% | |
| Jan-18 | 79,190 | 49,179 | -30,011 | -37.9% | |
| Feb-18 | 95,846 | 55,124 | -40,722 | -42.5% | |
| Mar-18 | 110,151 | 60,583 | -49,568 | -45.0% | |
| Apr-18 | 123,427 | 65,160 | -58,267 | -47.2% | |
| May-18 | 143,185 | | | | 84,909 |
| Jun-18 | 160,725 | | | | 104,657 |
| Acceptable Variance | | | ± 10% | | -34.9% |



SOURCE OF DATA: FIs 22130, 22140, 22150, 23150, 24315, 24318, and 28204.

1. BACKGROUND / PURPOSE

- Water supply costs include both current supply of water to our customers and development of future supplies necessary to make more resilient and reliable source of water.

going to the Board for consideration on June 12, 2018.

2. ACHIEVEMENTS / MILESTONES MET

- The City met the Mayor's Executive Directive No. 5 (ED5) conservation goals of reducing dependency on imported water supply in the spring of 2016 and achieved the 104 GPCD target by January 2017.
- Secured up to \$9 million of Proposition 1 funding for the Griffith Park South Water Recycling Project.
- Executed an MOA with LASAN and LAWA for the design of an Advanced Water Purification Facility at Hyperion.
- An MOA with LASAN for the Initial Phase of the Groundwater Replenishment Project is

- North Hollywood Water Recycling Project is scheduled to be completed in April 2018.
- Machado Lake Phase 1 is scheduled for completion in July 2018. – See variance analysis below
- An MOU with Forest Lawn to partner in the design of a 3 million gallon tank is going to the Board for consideration on July 24, 2018.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Machado Lake Phase 1 is facing a 1 month delay due to LADOT changes to permits.
- An invoice for Machado Lake Phase II project for \$22 million was received mid-April 2018.
- It is expected to be under budget at year end due to a decrease in water conservation rebates, delays in storm water capture projects, and delays in recycled water projects.

4. MITIGATION PLAN AND / OR
RECOMMENDATIONS

- Water System is managing the costs. None needed.

By the end of the fiscal year with final payment to City of the Lake Machado pipeline, Recycled Water (RW) expenditures are within 4% of budget. The overall RW projections are lower than the Rate Case due to re-evaluation of the Groundwater Recharge Project. The Water System is closely monitoring evolving regulations regarding direct and indirect potable re-use. Storm water capture and Conservation investments are significantly below budget; Storm water capture relies significantly on the schedules of Partners and Conservation capital that are rebates to customer. Rebates were lower in the year, in part because of the increased precipitation.

LADWP RATES METRIC – WATER SUPPLY COSTS BUDGET VS ACTUAL-O&M (Water)

RESPONSIBLE MANAGER: Dora Maese

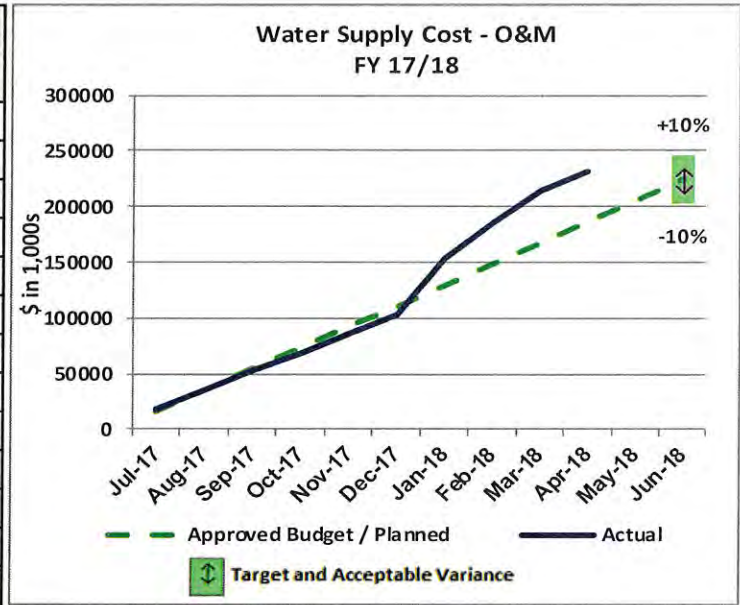
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Board approved annual budget vs actual expenditures.

TARGET & ACCEPTABLE VARIANCE (FY 16/17): \$224,729.5K , 10 percent

STATUS: **Outside Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|---------|------------|-------|-----------------------------|
| | | | Unit or \$ | % | |
| Jul-17 | 17,074 | 17,177 | 103 | 0.6% | |
| Aug-17 | 34,912 | 35,669 | 757 | 2.2% | |
| Sep-17 | 53,894 | 53,101 | -793 | -1.5% | |
| Oct-17 | 72,876 | 69,160 | -3,716 | -5.1% | |
| Nov-17 | 91,857 | 85,372 | -6,485 | -7.1% | |
| Dec-17 | 110,839 | 103,481 | -7,358 | -6.6% | |
| Jan-18 | 129,821 | 154,030 | 24,209 | 18.6% | |
| Feb-18 | 148,803 | 185,201 | 36,398 | 24.5% | |
| Mar-18 | 167,784 | 213,698 | 45,914 | 27.4% | |
| Apr-18 | 186,765 | 231,104 | 44,339 | 23.7% | |
| May-18 | 205,746 | | | | 249,266 |
| Jun-18 | 224,730 | | | | 267,427 |
| Acceptable Variance | | | ± 10% | | 19.0% |



SOURCE OF DATA: FIs 3012224, 3022001, 3022005, 3022015, 3022025, 3022035, 3022037, 3051000, 3052000, 3112009, 3112200, 3122240, 3222507, 4013005, 4053010, and 4092023.

1. BACKGROUND / PURPOSE

- Water supply costs include both current supply of water to our customers and development of future supplies necessary to make more resilient and reliable source of water.

2. ACHIEVEMENTS / MILESTONES MET

- The City met the Mayor's Executive Direct No. 5's conservation goals of reducing dependency on imported water supply in the spring of 2016 and achieved the 104 GPCD goal by January 2017.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The variance is due to an increase in payments to the Metropolitan Water District for purchased water. Additional purchased water was needed, due to less water deliveries from the Los Angeles Aqueduct.
- Exceedance is due to inclusion of cost of Purchased Water (PW), which takes up over 60% of Water Supply O&M.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue on going work as planned.

Year-end projection for all other Water Supply O&M (less PW) would be within acceptable variance at about 7.5% below target.

LADWP RATES METRIC – Purchased Water (Water)

RESPONSIBLE MANAGER: Dora Maese

Dora L. Maese

REPORTING PERIOD: April 2018

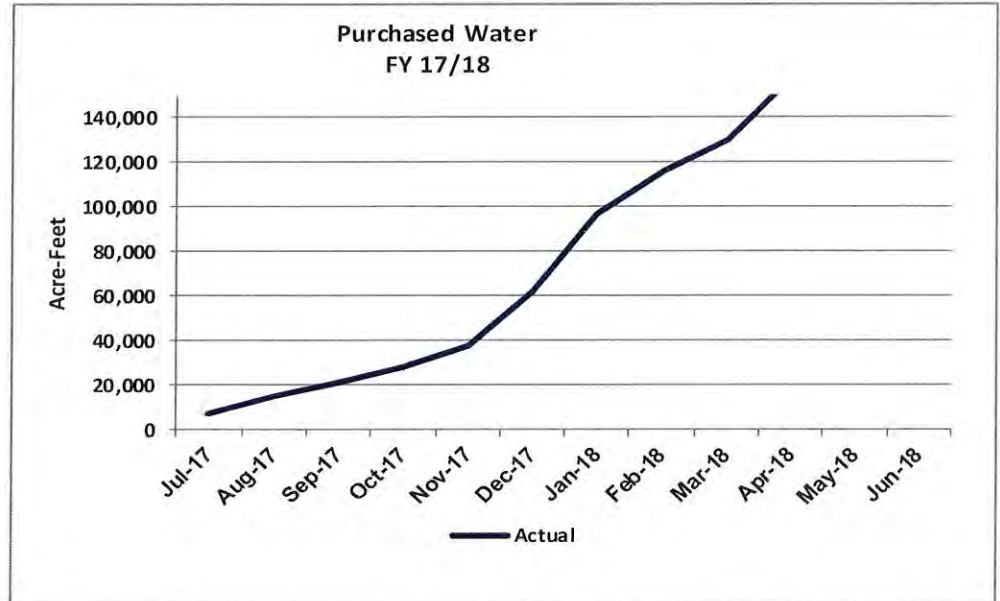
DEFINITION OF RATES METRIC: Annual quantity of purchased water in acre-feet (AF). Information only.

TARGET & ACCEPTABLE VARIANCE (FY 16/17): N/A - for information only

STATUS:

Information Only

| FYTD as of: | Actual |
|-------------|---------|
| Jul-17 | 7,020 |
| Aug-17 | 14,725 |
| Sep-17 | 21,277 |
| Oct-17 | 27,961 |
| Nov-17 | 37,653 |
| Dec-17 | 62,183 |
| Jan-18 | 96,473 |
| Feb-18 | 115,555 |
| Mar-18 | 129,741 |
| Apr-18 | 157,542 |
| May-18 | |
| Jun-18 | |



SOURCE OF DATA: Monthly Metropolitan Water District invoices.

1. BACKGROUND / PURPOSE

- Purchased water from Metropolitan Water District is an important source of water for our overall water supply portfolio and makes it more resilient.
- The Mayor's long term plan is to reduce dependency on imported water supply.

3. MITIGATION PLAN AND / OR RECOMMENDATIONS

- As of April 1st, 2018 the overall weighted average for the Owens River Basin snowpack was at 66% of normal.
- 20% conservation has reduced the overall water use, minimizing purchased water.
- San Fernando Basin groundwater production has been increased to mitigate total purchased water numbers.

2. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- During the summer months, the Water System maximized water deliveries from the Los Angeles Aqueduct in the beginning of the fiscal year. This decreased the amount of purchased water.
- The amount of purchased water increased in December due to less water deliveries from the Los Angeles Aqueduct and in January due to the routine Filtration Plant shut down.

LADWP RATES METRIC – RECYCLED WATER DELIVERED (Water)

RESPONSIBLE MANAGER: William T. Van Wagoner

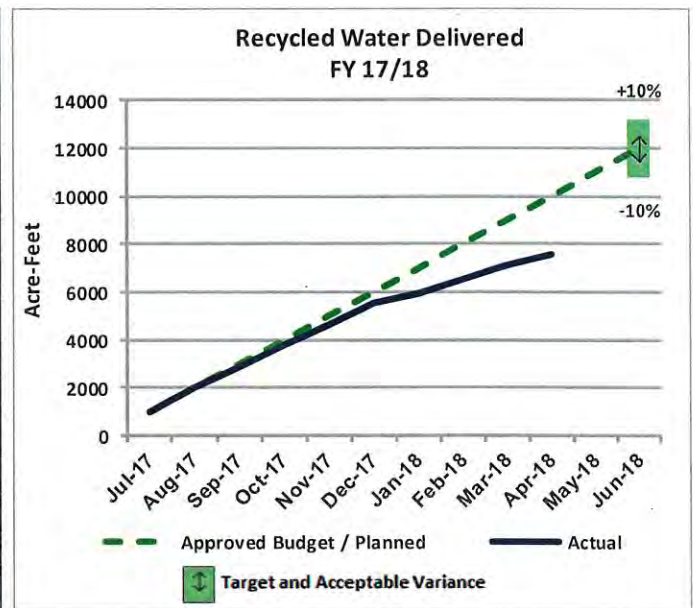
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Annual quantity of recycled water delivered in acre-feet (AF) against plan.

TARGET & ACCEPTABLE VARIANCE (Fiscal Year FY 17/18): 12,000 AF, 10%

STATUS: **Outside Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|----------|--------|-----------------------------|
| | | | AF | % | |
| Jul-17 | 1,000 | 977 | -23 | -2.3% | |
| Aug-17 | 2,000 | 2,013 | 13 | 0.7% | |
| Sep-17 | 3,000 | 2,886 | -114 | -3.8% | |
| Oct-17 | 4,000 | 3,773 | -227 | -5.7% | |
| Nov-17 | 5,000 | 4,605 | -395 | -7.9% | |
| Dec-17 | 6,000 | 5,530 | -470 | -7.8% | |
| Jan-18 | 7,000 | 5,945 | -1055 | -15.1% | |
| Feb-18 | 8,000 | 6,535 | -1465 | -18.3% | |
| Mar-18 | 9,000 | 7,110 | -1890 | -21.0% | |
| Apr-18 | 10,000 | 7,595 | -2405 | -24.1% | |
| May-18 | 11,000 | | | | 8,395 |
| Jun-18 | 12,000 | | | | 9,395 |
| Acceptable Variance | | | ± 10% | | -21.7% |



SOURCE OF DATA: Customer Recycled Water Meter Reads

1. BACKGROUND / PURPOSE

- Recycled water is one of the local supply strategies to meet the Mayor's Sustainable City pLAn to reduce dependency on imported water.

2. ACHIEVEMENTS / MILESTONES MET

- Delivered 7,595 AF of recycled water for FY 17/18 that is approximately 24% below the planned goal.
- In August 2017, the North Hollywood Water Recycling Project welcomed its first customer, the Los Angeles Department of Transportation, and its Chandler Bike Path in North Hollywood, which will use 6 acre-feet of recycled water per year for irrigation.
- In January 2018, the Los Angeles State Historic Park recycled water service was permanently turned on. This site will use 49 acre-feet of recycled water per year for irrigation.

- In February 2018, Warner Brothers Studio Facilities recycled water service was turned on. This site will use 2.5 acre-feet of recycled water per year for irrigation.
- In March 2018, Google Spruce Goose recycled water service was turned on. This site will use 10 acre-feet of recycled water per year for their cooling tower.
- In March 2018, Woodbury University recycled water service was turned on. This site will use 39 acre-feet of recycled water per year for irrigation.
- In April 2018, Playa Vista Cleo and Playa Vista Mason recycled water service was turned on. These sites will use 4 acre-feet of recycled water per year for irrigation.

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

3. **PERFORMANCE / VARIANCE ANALYSIS
& YEAR END PROJECTION**

- Terminal Island Water Reclamation Plant owned by LA Sanitation was out of commission due to software migration and testing in July and August. Partial operation resumed from September through December with deliveries peaking at 6 MGD. The flow has continued to fluctuate in 2018 due to testing, maintenance, and electrical issues.
- Year-end projection is 9,395 AF which would be below the acceptable variance.

4. **MITIGATION PLAN AND / OR
RECOMMENDATIONS**

- Continue to connect new recycled water customers where recycled water is available and can be supplied at a reasonable cost.

Major customer (Dominguez Gap Seawater Intrusion Barrier) was unable to take water much of the year due to infrastructure failures. 8 new recycled water customers were connected in the year.

LADWP RATES METRIC – STORMWATER CAPACITY (Water)

RESPONSIBLE MANAGER: David Pettijohn

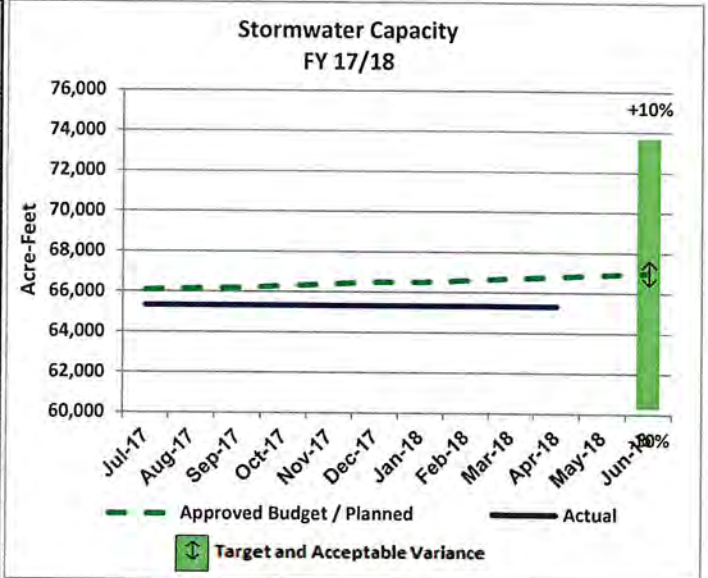
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Stormwater system capacity milestones in acre-feet (AF) against plan.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): 67,000 AFY; 10% variance

STATUS: **Within Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|------------|-------|-----------------------------|
| | | | Unit or \$ | % | |
| Jul-17 | 66,100 | 65,321 | -779 | -1.2% | |
| Aug-17 | 66,150 | 65,321 | -829 | -1.3% | |
| Sep-17 | 66,200 | 65,321 | -879 | -1.3% | |
| Oct-17 | 66,300 | 65,321 | -979 | -1.5% | |
| Nov-17 | 66,400 | 65,321 | -1,079 | -1.6% | |
| Dec-17 | 66,500 | 65,321 | -1,179 | -1.8% | |
| Jan-18 | 66,500 | 65,321 | -1,179 | -1.8% | |
| Feb-18 | 66,600 | 65,321 | -1,279 | -1.9% | |
| Mar-18 | 66,700 | 65,321 | -1,379 | -2.1% | |
| Apr-18 | 66,800 | 65,321 | -1,479 | -2.2% | |
| May-18 | 66,900 | | | | |
| Jun-18 | 67,000 | | | | |
| Acceptable Variance | | | ± 10% | | |



SOURCE OF DATA: Summary of Major Stormwater Capture Projects Report

1. BACKGROUND / PURPOSE

- Projects to meet the Mayor's Sustainability pLAn, 2015 Urban Water Management Plan and LADWP's Stormwater Capture Master Plan.
- Replenishment of the San Fernando Groundwater Basin is vital to sustain the long-term native safe yield of the City's local groundwater supply.

2. ACHIEVEMENTS / MILESTONES MET

- Water system has several projects in design/construction. These projects include:
 - Tujunga Spreading Grounds (8,000 AFY) is 50% complete
 - Van Nuys Blvd Great Street (95 AFY) final design plans under review.
 - Lankershim Blvd Great Street (105 AFY) preliminary design in progress.

- Water system is finalizing several agreements, which will add more projects to the queue. These projects include:
 - San Fernando Regional Park Stormwater Capture Project (200 AFY)
 - Silver Lake Reservoir Stormwater Capture Project (159 AFY)
 - Bradley Green Alley (5.5 AFY)
 - Mid Valley Intergenerational Multi-Purpose Center (33 AFY)

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- On target.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue on going work as planned.

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

LADWP RATES METRIC – ANNUAL GROUNDWATER PRODUCTION CENTRAL BASIN (Water)

RESPONSIBLE MANAGER: Steven R. Cole *SR*

REPORTING PERIOD: March 2018

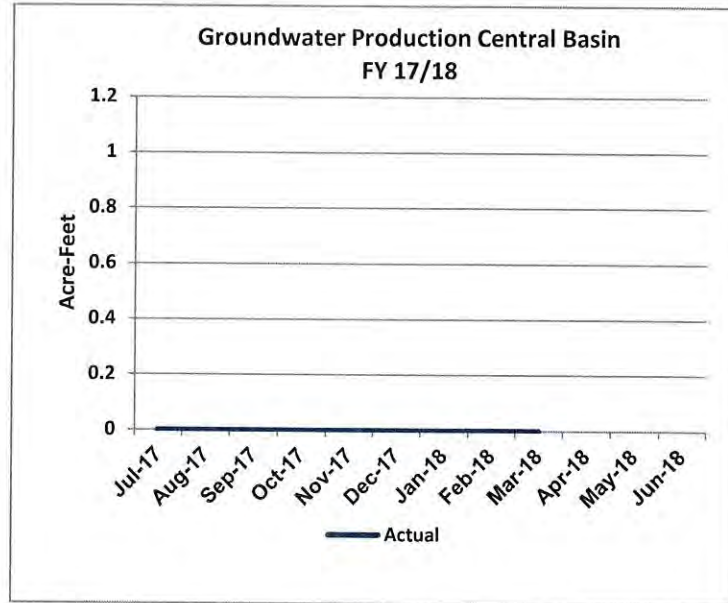
DEFINITION OF RATES METRIC: Annual groundwater production in the Central Basin in acre-feet (AF) against the plan. Information only

TARGET & ACCEPTABLE VARIANCE (FY17/18): N/A for information only.

STATUS:

Information Only

| FYTD as of: | Actual |
|-------------|--------|
| Jul-17 | 0 |
| Aug-17 | 0 |
| Sep-17 | 0 |
| Oct-17 | 0 |
| Nov-17 | 0 |
| Dec-17 | 0 |
| Jan-18 | 0 |
| Feb-18 | 0 |
| Mar-18 | 0 |
| Apr-18 | |
| May-18 | |
| Jun-18 | |



SOURCE OF DATA: Well Metered Reads

1. BACKGROUND / PURPOSE

- City of Los Angeles water rights in Central Basin is 16,546 AF/Y.
- Pumping goal is set at 9,668 AF (58% of water rights), due to limited groundwater pumping and distribution capacity.
- Pumping Central Basin groundwater can reduce purchases of imported water at a cost less than \$400 per AF, saving nearly \$600 per AF as compared with Tier 1 treated water purchased from MWD.

iron/manganese filtration removal systems are constructed.

3. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The project to construct iron/manganese filtration removal systems for the 99th St Well Field is currently in the design phase. The anticipated in-service date is mid-2020.

2. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Manhattan Well Field was turned off on February 27, 2017 to maximize the usage of Aqueduct water. This well field remains off due to construction activities at the well site.
- The 99th St Well Field was turned off on May 16, 2016 due to water quality issues related to elevated levels of naturally occurring iron and manganese in the Watts and Green Meadows areas. The discoloration issue has been closed. However, the wells will remain off line until the new chloramination station and new

LADWP RATES METRIC – ANNUAL GROUNDWATER PRODUCTION

SAN FERNANDO (Water)

RESPONSIBLE MANAGER: Steven R. Cole *src*

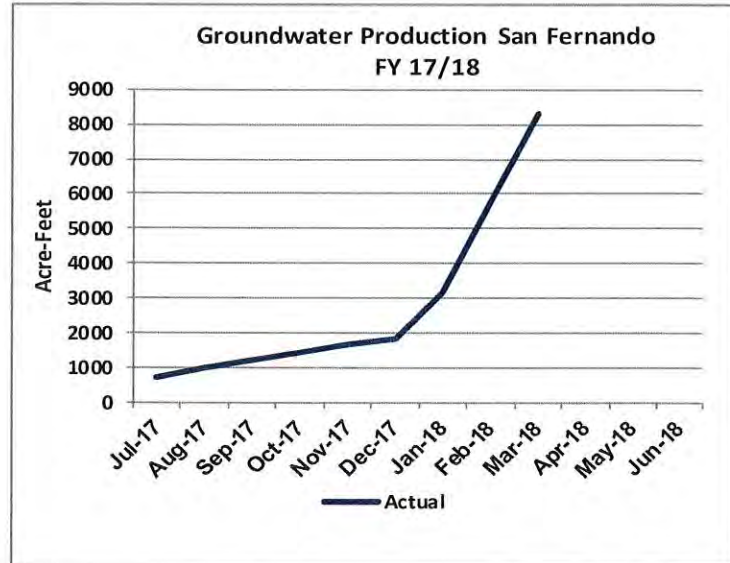
REPORTING PERIOD: March 2018

DEFINITION OF RATES METRIC: Annual groundwater production in the San Fernando in acre-feet (AF) against the plan. Information only.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): N/A for information only.

STATUS: Information Only

| FYTD as of: | Actual |
|-------------|--------|
| Jul-17 | 756 |
| Aug-17 | 997 |
| Sep-17 | 1,223 |
| Oct-17 | 1,475 |
| Nov-17 | 1,665 |
| Dec-17 | 1,862 |
| Jan-18 | 3,160 |
| Feb-18 | 5,727 |
| Mar-18 | 8,307 |
| Apr-18 | |
| May-18 | |
| Jun-18 | |



SOURCE OF DATA: Well Metered Reads

1. BACKGROUND / PURPOSE

- City of Los Angeles water rights in San Fernando Basin is 87,000 AF
- Pumping goal is set at 65,132 AF is based on groundwater quality and its depth.

2. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- As of February 2017, the groundwater well production is based on maximizing the usage of Aqueduct water and operational need.
- Started on January 2018, groundwater production was increased to meet demands and to minimize MWD purchase

3. MITIGATION PLAN AND / OR RECOMMENDATIONS

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

LADWP RATES METRIC – LA AQUEDUCT BUDGET VS ACTUAL - CAPITAL (Water)

RESPONSIBLE MANAGER: Daniel Raftevoid

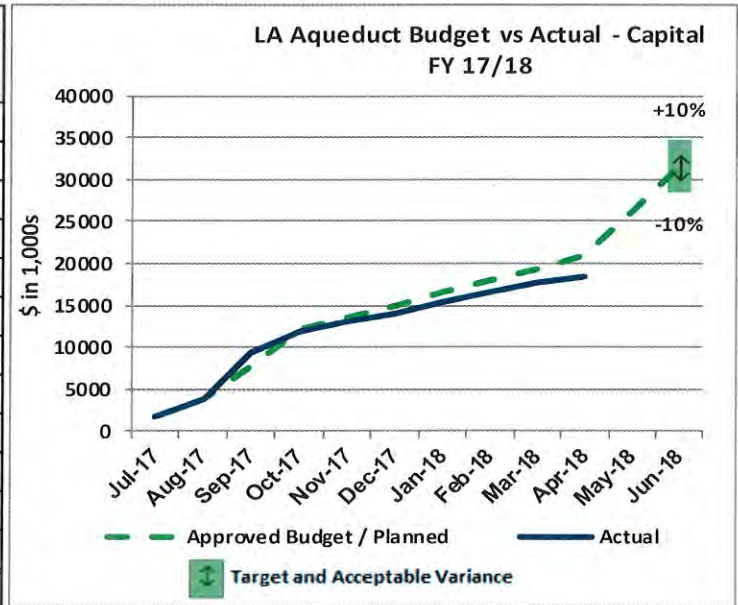
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Board approved annual budget vs actual expenditures.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): \$31,667K, 10 percent

STATUS: **Needs Attention**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|----------|--------|-----------------------------|
| | | | \$ | % | |
| Jul-17 | 1,740 | 1,759 | 19 | 1.1% | |
| Aug-17 | 3,777 | 3,777 | 0 | 0.0% | |
| Sep-17 | 7,727 | 9,438 | 1,711 | 22.1% | |
| Oct-17 | 12,088 | 11,789 | -299 | -2.5% | |
| Nov-17 | 13,553 | 13,146 | -407 | -3.0% | |
| Dec-17 | 15,018 | 14,035 | -983 | -6.5% | |
| Jan-18 | 16,483 | 15,409 | -1074 | -6.5% | |
| Feb-18 | 17,948 | 16,540 | -1408 | -7.8% | |
| Mar-18 | 19,413 | 17,747 | -1666 | -8.6% | |
| Apr-18 | 20,878 | 18,426 | -2452 | -11.7% | 19130 |
| May-18 | 26,269 | | | | 19834 |
| Jun-18 | 31,667 | | | | 19834 |
| Acceptable Variance | | | ± 10% | | |



SOURCE OF DATA: FIs 22130, 22140, and 22150.

1. BACKGROUND / PURPOSE

- The Los Angeles Aqueduct is an important source of non-purchased water. During times of low flow in the Aqueduct, infrastructure projects are completed (this cannot be done during high flow periods).

2. ACHIEVEMENTS / MILESTONES MET

- Southern District crews completed the initial phase of the Maclay Highline Project (re-install, refurbishment, and rehabilitation of the tunnel for water spreading activities). This includes the installation of 1500 feet of piping, and the repair of collapsed sections of the tunnel.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The Maclay Highline Project and capital flood mitigation (ex. replacing infrastructure such as flumes) in the Owens Valley have been the emphasis year-to-date. Delays in the Grant Lake Spillway Project are expected to leave this item below budget at fiscal year-end.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Crews focused on the Maclay Highline, and capital flood mitigation and repairs due to the intense run-off early in the fiscal year.
- The remainder of the year will see planned capital work, including LA Aqueduct 1 sag pipe recoating and pier replacement, as well as Mojave Yard Improvements.

Due to high runoff - LAA Capital was low for the fiscal year as work was shifted to take advantage of the record runoff and mitigate potential damage due to flooding.

LADWP RATES METRIC – LA AQUEDUCT BUDGET VS ACTUAL – O&M (Water)

RESPONSIBLE MANAGER: Daniel Raffevold
REPORTING PERIOD: April 2018

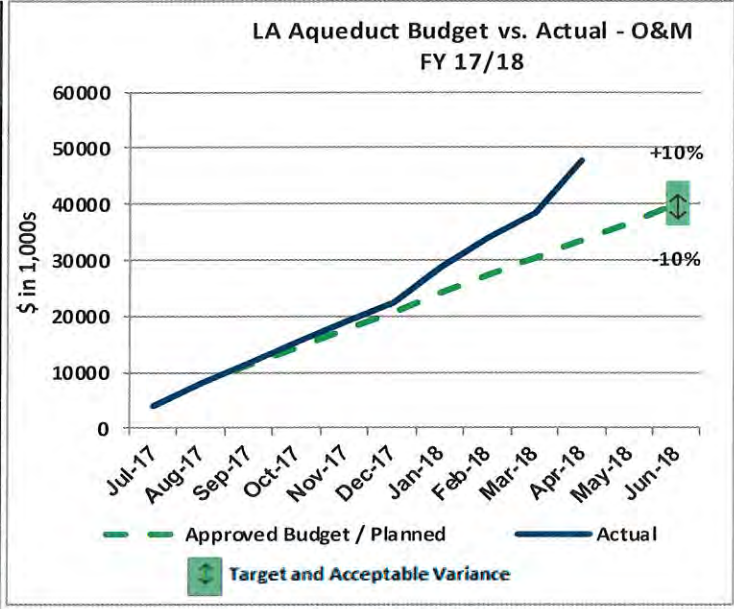
DEFINITION OF RATES METRIC: Board approved annual budget vs actual expenditures.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): \$39,984K , 10 percent

STATUS:

Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|----------|-------|-----------------------------|
| | | | \$ | % | |
| Jul-17 | 4,014 | 4,013 | -1 | 0.0% | |
| Aug-17 | 8,001 | 8,001 | 0 | 0.0% | |
| Sep-17 | 11,199 | 11,733 | 534 | 4.8% | |
| Oct-17 | 14,398 | 15,573 | 1,175 | 8.2% | |
| Nov-17 | 17,596 | 18,855 | 1259 | 7.2% | |
| Dec-17 | 20,795 | 22,389 | 1594 | 7.7% | |
| Jan-18 | 23,993 | 28,450 | 4457 | 18.6% | |
| Feb-18 | 27,191 | 33,817 | 6626 | 24.4% | |
| Mar-18 | 30,389 | 38,510 | 8121 | 26.7% | |
| Apr-18 | 33,586 | 47,792 | 14206 | 42.3% | |
| May-18 | 36,784 | | | | 46101 |
| Jun-18 | 39,984 | | | | 49636 |
| Acceptable Variance | | | ± 10% | | 24.1% |



SOURCE OF DATA: FIs 3022001, 3022005, 3022015, 3022025, 3022035, 3112009, 3222507, 4013005, and 4092023.

1. BACKGROUND / PURPOSE

- The Los Angeles Aqueduct is an important source of non-purchased water. The 1st 6 months of this fiscal year saw O&M expenditures in-line with budgeted levels, including flood avoidance/water spreading activities.

2. ACHIEVEMENTS / MILESTONES MET

- Seasonal work to protect infrastructure/avoid flooding from the immense Sierra snowpack was successful, and an estimated 425,000 acre feet of water will be sent to Los Angeles this runoff year.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Aqueduct operations and maintenance is expected to be above budgeted levels at fiscal year-end due to a site investigation and cleanup of hazardous waste at a site in the Laws area near Bishop. It has high levels of zinc, and may also have asbestos and lead from former tenant Standard Industrial Minerals.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- In spring 2017, crews began to prepare water spreading areas in anticipation of high water run-off conditions during the later summer months. With flood mitigation work completed, standard O&M work should prevail for the remainder of the fiscal year, as well as the aforementioned hazardous waste project.

Los Angeles Aqueduct O&M actual expenditure was higher than budget due to managing record runoff. Combined Capital and O&M cost is expected to be within acceptable variance at about 0.8% above target for this fiscal year.

LADWP RATES METRIC – GALLONS PER CAPITA PER DAY (GPCD)(Water)

RESPONSIBLE MANAGER: Penny Falcon

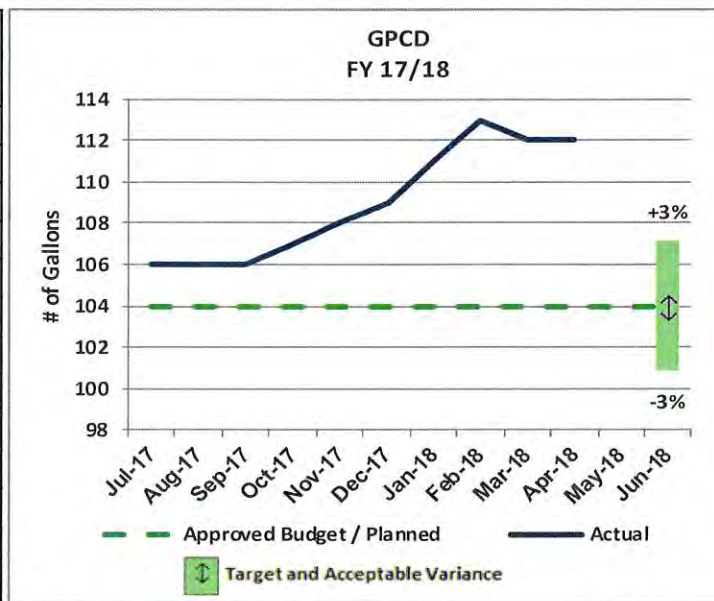
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Level of water conservation against target GPCD.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): 104 GPCD & 3% Acceptable Variance

STATUS: **Outside Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate of Budget/Planned |
|---------------------|---------------------------|--------|----------|------|-------------------------------|
| | | | GPCD | % | |
| Jul-17 | 104 | 106 | 2 | 1.9% | 106 |
| Aug-17 | 104 | 106 | 2 | 1.9% | 106 |
| Sep-17 | 104 | 106 | 2 | 1.9% | 106 |
| Oct-17 | 104 | 107 | 3 | 2.9% | 106 |
| Nov-17 | 104 | 108 | 4 | 3.8% | 106 |
| Dec-17 | 104 | 109 | 5 | 4.8% | 106 |
| Jan-18 | 104 | 111 | 7 | 6.7% | 106 |
| Feb-18 | 104 | 113 | 9 | 8.7% | 106 |
| Mar-18 | 104 | 112 | 8 | 7.7% | 106 |
| Apr-18 | 104 | 112 | 8 | 7.7% | 106 |
| May-18 | 104 | | | | 106 |
| Jun-18 | 104 | | | | 106 |
| Acceptable Variance | | | ± 3% | | 1.9% |



SOURCE OF DATA: Water Operations Monthly Supply Tracking

1. BACKGROUND / PURPOSE

- Gallons per capita per day (GPCD) is a measure of the City's progress in water conservation. The Mayor's Executive Directive No. 5 (ED5) set a goal of 20 percent reduction in GPCD by January 1, 2017.

2. ACHIEVEMENTS / MILESTONES MET

- On July 1, 2015, LADWP met ED5's first benchmark goal of 10 percent reduction in GPCD.
- On January 1, 2016, LADWP met ED5's second benchmark goal of 15 percent reduction in GPCD.
- On January 1, 2017, LADWP met ED5's final goal of 20 percent reduction in GPCD.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- We have met the Mayor's ED5 target of 20 percent reduction by January 1st 2017.
- On January 1, 2018 LADWP changed source meters for its water supply data tracking as a result of findings from the Water Loss Task Force. Baseline, current year, and ED5 target GPCD values were

revised to be consistent with the new supply data sources. While the changes shifted ED5 target and GPCD values slightly higher, the savings reduction compared to the baseline year remained unchanged.

- Customer demands have remained steady through April 2018 as a result of the higher temperatures and below average precipitation.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- LADWP will continue to support customer water use efficiency practices through its rebate programs, conservation messaging, educational programs, and other innovative solutions. These efforts will continue to help the City achieve its long-term water use reduction goals.
- No additional activities warranted because the increase in GPCD is a direct result of hydrologic factors and not performance.

The City met the Mayor's ED5 target of 20% conservation on January 2017 and continues to conserve; albeit at a slightly lower rate. Increased education and rebates were added during the summer months to continue promoting conservation.

LADWP RATES METRIC – FIXED ASSETS REPLACEMENT BUDGET VS ACTUAL (Water)

RESPONSIBLE MANAGER: Dora Maese

Dora L. Maese

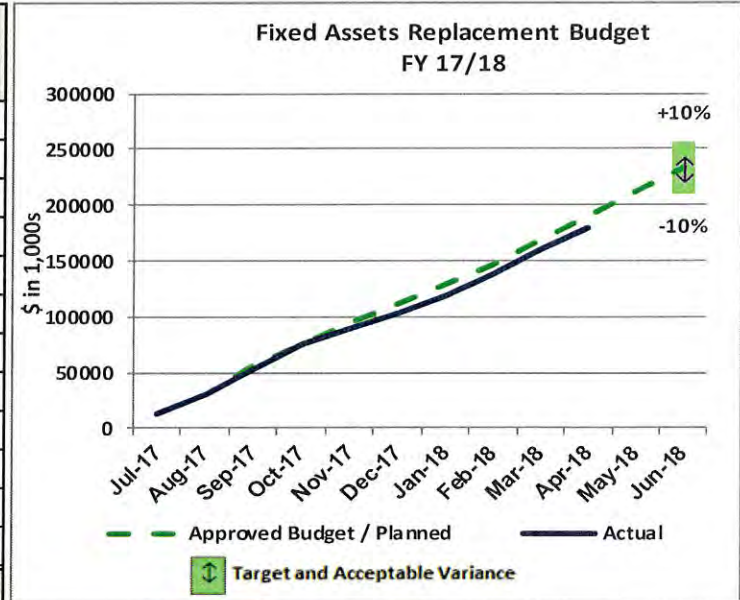
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Board approved annual budget vs actual expenditures.

TARGET & ACCEPTABLE VARIANCE (FY 16/17): \$244,571K , 10 percent

STATUS: **Within Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|---------|----------|-------|-----------------------------|
| | | | \$ | % | |
| Jul-17 | 12,947 | 12,947 | 0 | 0.0% | |
| Aug-17 | 30,605 | 30,605 | 0 | 0.0% | |
| Sep-17 | 56,713 | 52,429 | -4,284 | -7.6% | |
| Oct-17 | 75,602 | 74,660 | -942 | -1.2% | |
| Nov-17 | 93,713 | 88,622 | -5,091 | -5.4% | |
| Dec-17 | 110,946 | 103,225 | -7,721 | -7.0% | |
| Jan-18 | 128,405 | 118,692 | -9,713 | -7.6% | |
| Feb-18 | 146,848 | 138,393 | -8,455 | -5.8% | |
| Mar-18 | 169,346 | 160,171 | -9,175 | -5.4% | |
| Apr-18 | 190,494 | 180,060 | -10,434 | -5.5% | |
| May-18 | 212,056 | | | | |
| Jun-18 | 233,056 | | | | |
| Acceptable Variance | | | ± 10% | | |



SOURCE OF DATA: FIs 23220, 23290, 24150, 26220, 26331, 27210, 29140, and 29328.

1. BACKGROUND / PURPOSE

- This metric tracks the Water System's overall infrastructure replacement program. Expenditures include mainline replacement, trunkline replacement, pump stations, regulator stations, tanks and other key Water System facilities.

2. ACHIEVEMENTS / MILESTONES MET

- As of April 2018, installed 174,035 feet of mainline.
- As of April 30, 2018, installed 79.7% or 4,595 feet of the open trench portion of the 54-inch diameter steel pipe, Foothill TL Unit 3 Phase I and installed 7.2% or 590 feet of open trench portion of 54-inch diameter earthquake resistant pipe Foothill TL Unit 3 Phase II.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- On target.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue hiring staff to accomplish the Water Infrastructure Plan goals.

LADWP RATES METRIC – PUMP STATIONS BUDGET VS ACTUAL (Water)

RESPONSIBLE MANAGER: Susan Rowghani

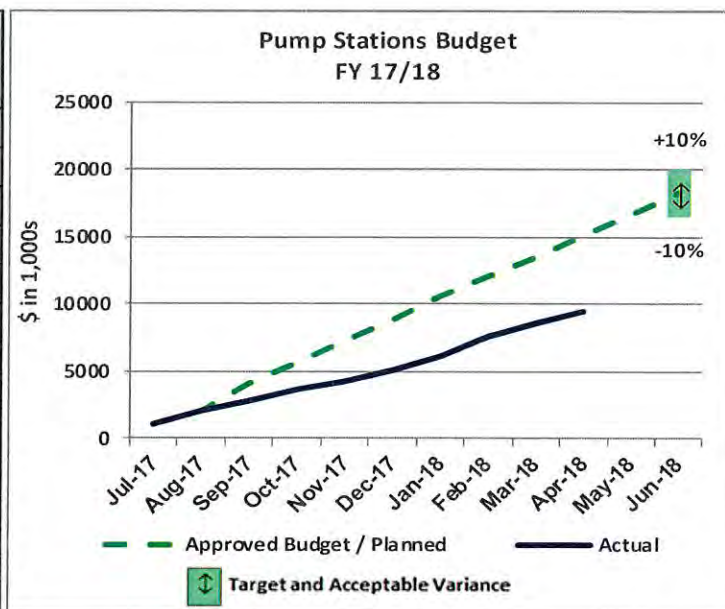
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Board approved annual budget vs actual expenditures.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): \$18,242.8K, 10 percent

STATUS: **Outside Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|----------|--------|-----------------------------|
| | | | \$ | % | |
| Jul-17 | 1,079 | 1,079 | 0 | 0.0% | |
| Aug-17 | 2,017 | 2,017 | 0 | 0.0% | |
| Sep-17 | 4,047 | 2,756 | -1,291 | -31.9% | |
| Oct-17 | 5,686 | 3,648 | -2,038 | -35.8% | |
| Nov-17 | 7,281 | 4,286 | -2,995 | -41.1% | |
| Dec-17 | 8,858 | 5,146 | -3,712 | -41.9% | |
| Jan-18 | 10,578 | 6,158 | -4,420 | -41.8% | |
| Feb-18 | 12,120 | 7,531 | -4,589 | -37.9% | |
| Mar-18 | 13,554 | 8,649 | -4,905 | -36.2% | |
| Apr-18 | 15,114 | 9,415 | -5,699 | -37.7% | |
| May-18 | 16,692 | | | | 11,793 |
| Jun-18 | 18,243 | | | | 14,171 |
| Acceptable Variance | | | ± 10% | | -22.3% |



SOURCE OF DATA: FI 23220, Pump Stations

1. BACKGROUND / PURPOSE

- The Pump Station Functional Item includes projects for the replacement of individual pumps and motors in the pump stations, and also the upgrading of the entire system of pumping facilities.
- Goals for pump and motor replacement for this fiscal year are to replace twelve pumps and/or motors.

2. ACHIEVEMENTS / MILESTONES MET

- Through April 2018, 15 pumps and/or motors have been replaced out of the planned 15 for the fiscal year.
- Construction on the Penstock and Van Norman Pump Station No. 2 reached 50% complete in December 2017.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Resources were pulled from the Penstock and Van Norman Pump Station No. 2 to work on Fletcher Pump, Lower Franklin Pump Stations, and Sheldon Pump Station.

- Construction on the Van Norman Pump Station began in December 2017 and is expected to be completed by August 2018.
- Design for the Redmont Pump Station is expected to be completed by October 2018. Construction has been tentatively pushed to October 2019 due to required shutdown activities being postponed because of unseasonably warm and dry winter conditions this year.
- Work on Garvanza Pump Station has not started as originally anticipated and will be reassessed later this year.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Resources pulled due to fire damage at Green Verdugo Reservoir have returned to Van Norman Pump Station No. 2.

Addition and Betterment goals met. Resources were re-deployed in part to respond to damage due to wild fire at Green Verdugo Reservoir.

LADWP RATES METRIC – REGULATOR/RELIEF STATION RETROFITS BUDGET VS ACTUAL (Water)

RESPONSIBLE MANAGER: Susan Rowghani

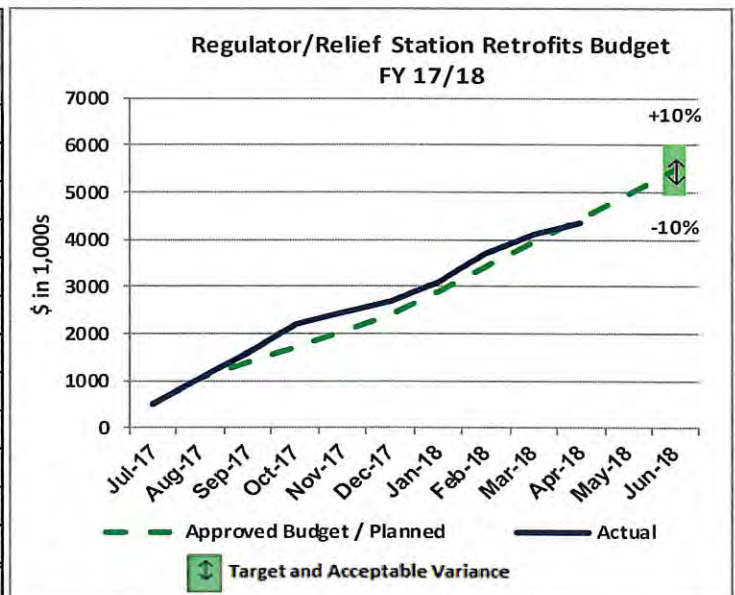
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Board approved annual budget vs actual expenditures.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): \$5,489, 10 percent

STATUS: **Within Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|----------|-------|-----------------------------|
| | | | \$ | % | |
| Jul-17 | 518 | 518 | 0 | 0.0% | |
| Aug-17 | 1,055 | 1,055 | 0 | 0.0% | |
| Sep-17 | 1,389 | 1,578 | 189 | 13.6% | |
| Oct-17 | 1,724 | 2,212 | 488 | 28.3% | |
| Nov-17 | 2,058 | 2,450 | 392 | 19.0% | |
| Dec-17 | 2,392 | 2,694 | 302 | 12.6% | |
| Jan-18 | 2,909 | 3,094 | 186 | 6.4% | |
| Feb-18 | 3,407 | 3,691 | 284 | 8.3% | |
| Mar-18 | 3,932 | 4,114 | 182 | 4.6% | |
| Apr-18 | 4,448 | 4,348 | -100 | -2.3% | |
| May-18 | 4,973 | | | | |
| Jun-18 | 5,489 | | | | |
| Acceptable Variance | | | ± 10% | | |



SOURCE OF DATA: FI 24150

1. BACKGROUND / PURPOSE

- Regulator/Relief Stations are necessary to maintain reliable supply and pressure through much of the water distribution system.
- Regulator Station Retrofit goals for this fiscal year are to replace or rehabilitate four Pressure Regulating Stations.

2. ACHIEVEMENTS / MILESTONES MET

- Through April 2018, three regulator stations have been replaced/rehabilitated out of the planned four for the fiscal year.
- Completed work on the Grandview and Venice Regulator Station.
- Finished preliminary planning on the Horner Holt Regulator Station and will resume with final planning at some time in the future.

3. PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION

- The Horner Holt Regulator Station project will be reassessed in the future.
- Design has been completed on the Lucille and Inglewood Regulator Station, but the construction phase has been moved to March 2019 since the Trunk Line Design-Build contract will not include mainline work as originally anticipated. Western District crews will first do mainline priority work before starting on the regulator station.
- More effort on capital repair and construction work to rebuild, retrofit or replace equipment is being spent than originally estimated.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

On target.

LADWP RATES METRIC – MAINLINE REPLACEMENT (Water)

RESPONSIBLE MANAGER: Breonna Lindsey/Sandra Foster

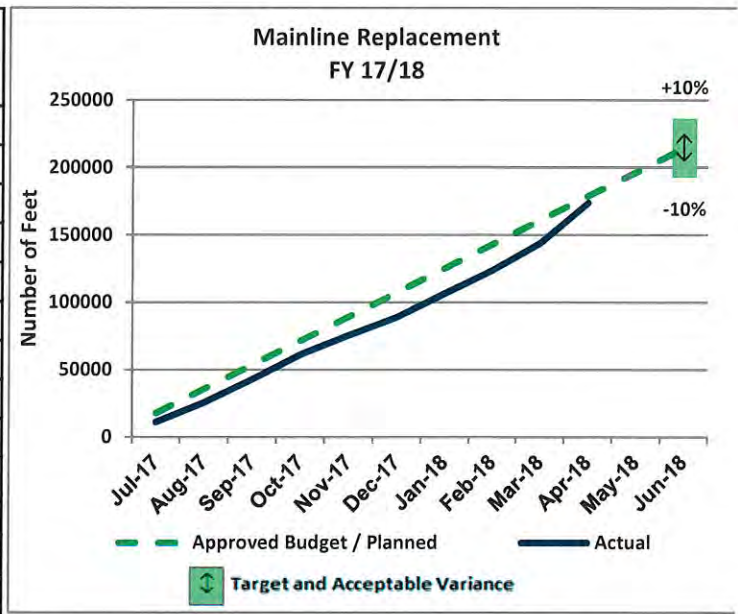
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Feet of mainline replaced against plan.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): 215,000 feet, 10%

STATUS: **Within Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|---------|----------|--------|-----------------------------|
| | | | Feet | % | |
| Jul-17 | 17,917 | 11,204 | -6713 | -37.5% | |
| Aug-17 | 35,833 | 25,883 | -9950 | -27.8% | |
| Sep-17 | 53,750 | 43,061 | -10689 | -19.9% | |
| Oct-17 | 71,667 | 61,523 | -10144 | -14.2% | |
| Nov-17 | 89,583 | 75,755 | -13828 | -15.4% | |
| Dec-17 | 107,500 | 88,922 | -18578 | -17.3% | |
| Jan-18 | 125,417 | 106,805 | -18612 | -14.8% | |
| Feb-18 | 143,333 | 124,041 | -19292 | -13.5% | |
| Mar-18 | 161,250 | 144,387 | -16863 | -10.5% | |
| Apr-18 | 179,167 | 174,035 | -5132 | -2.9% | |
| May-18 | 197,087 | | | | |
| Jun-18 | 215,000 | | | | |
| Acceptable Variance | | | ± 10% | | |



SOURCE OF DATA: FI 26331, Job 30067

1. BACKGROUND / PURPOSE

- Mainline replacement is a portion of the Water System's strategy to maintain reliability, to reduce leaks and minimize interruptions and damage to the community.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Current rate of mainline replacement is almost aligned with the established goal. Mainline footage replaced is expected to meet and may exceed the goal by year end.

2. ACHIEVEMENTS / MILESTONES MET

- 174,035 feet of 215,000 feet were installed.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue with planned hiring for mainline crews to meet current goal and to reach the replacement rate of 300,000 feet of pipe per year, resulting in a replacement cycle of 120 years.

LADWP RATES METRIC – TRUNK LINE REPLACEMENT (Water)

RESPONSIBLE MANAGER: Susan Rowghani

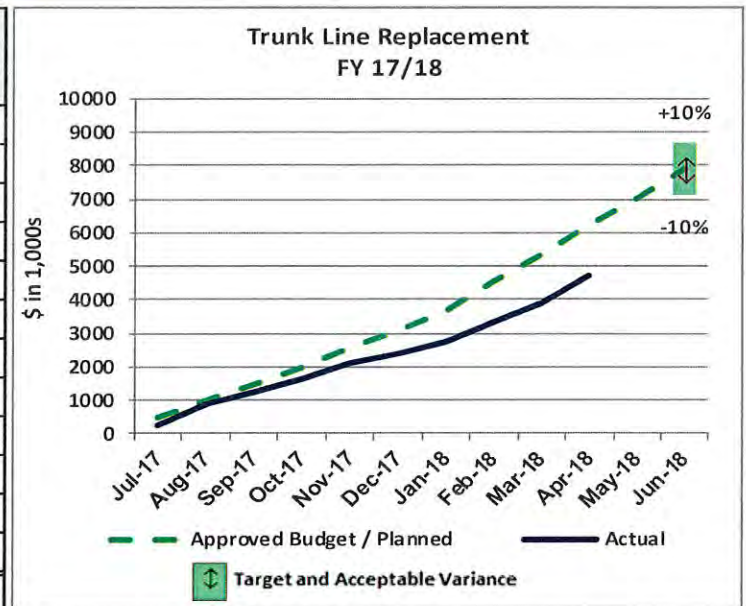
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Feet of trunk line replaced against the plan.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): 7,900 feet, 10 percent

STATUS: **Outside Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|----------|--------|-----------------------------|
| | | | \$ | % | |
| Jul-17 | 493 | 226 | -267 | -54.1% | |
| Aug-17 | 985 | 900 | -85 | -8.6% | |
| Sep-17 | 1,478 | 1,219 | -259 | -17.5% | |
| Oct-17 | 1,970 | 1,616 | -354 | -18.0% | |
| Nov-17 | 2,568 | 2,124 | -444 | -17.3% | |
| Dec-17 | 3,115 | 2,390 | -725 | -23.3% | |
| Jan-18 | 3,663 | 2,763 | -900 | -24.6% | |
| Feb-18 | 4,510 | 3,326 | -1,184 | -26.3% | |
| Mar-18 | 5,358 | 3,874 | -1,484 | -27.7% | |
| Apr-18 | 6,205 | 4,712 | -1,493 | -24.1% | |
| May-18 | 7,053 | | | | 6,630 |
| Jun-18 | 7,900 | | | | 7,422 |
| Acceptable Variance | | | ± 10% | | -6.1% |



SOURCE OF DATA: FI 23190 – Jobs 23075, 23202; FIs 23222 - Jobs 23204, 23117, 23433; FI 26220 - Job 23137; FI 29130 - Jobs 20058, 23075

1. BACKGROUND / PURPOSE

- Trunk Lines are a major component of the Water System infrastructure system. Rehabilitation and replacement are necessary to maintain reliable supply and safe operation of the system.

2. ACHIEVEMENTS / MILESTONES MET

- City Trunk Line South Unit 3 design was completed in November 2017.
- Contract Award for MWD LA-30 Connection occurred in November 2017.
- Final planning and design started concurrently on Fletcher Pump Station Trunk Line in December 2017.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Fabrication delays on Department provided pipe resulted in a schedule delay of the LA Reservoir UV Disinfection Plant project.
- LA Reservoir UV Contractor was late in placing concrete for the invert of the vault, thus delaying pipe installation.

- Upper Stone is delayed due to change in pipe manufacturer at beginning of job, submittal reviews for shoring and for pipe fabrication (most had three revisions). Contractor revising installation schedule.
- MWD LA-30 Notice to Proceed was issued on May 2018. No pipe installation is expected this fiscal year (1500 linear ft. was forecasted). Groundbreaking is scheduled on early August 2018.
- RSC 5 & 6 on track to reach 100% Construction this Fiscal Year.
- Design on Headwork Power Plant reverted to 0-30% in February and is expected to reach 30% in July 2018.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Contractor has continued work on the LA Reservoir UV Disinfection Plant to allow for quick installation once pipe is delivered. Pipeline installation will be back on track by the end of this Fiscal Year.

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

The Water System has not progressed total footage of trunk line replacement at the rate anticipated due to the time required ramp up design, permitting and construction of such major projects. The Water System continues to work to obtain resources necessary to support the infrastructure goals. Since the Rate action and through the fiscal year, the Infrastructure Pass-Through factor has, as a result, collected approximately \$86 million less than the Rate Plan.

LADWP RATES METRIC – METER REPLACEMENT (Water)

RESPONSIBLE MANAGER: Breonia Lindsey/Sandra Foster

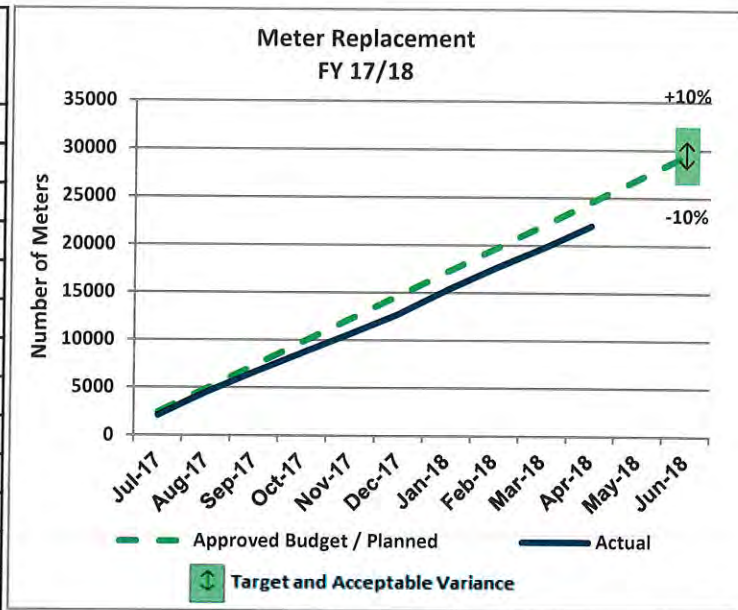
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Number of meters replaced against plan.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): 29,500 meters, 10%

STATUS: Needs Attention

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|----------|--------|-----------------------------|
| | | | Meters | % | |
| Jul-17 | 2,458 | 2,149 | -309 | -12.6% | |
| Aug-17 | 4,917 | 4,552 | -365 | -7.4% | |
| Sep-17 | 7,375 | 6,663 | -712 | -9.7% | |
| Oct-17 | 9,833 | 8,691 | -1142 | -11.6% | |
| Nov-17 | 12,292 | 10,724 | -1568 | -12.8% | |
| Dec-17 | 14,750 | 12,810 | -1940 | -13.2% | |
| Jan-18 | 17,208 | 15,334 | -1874 | -10.9% | |
| Feb-18 | 19,667 | 17,608 | -2059 | -10.5% | |
| Mar-18 | 22,125 | 19,755 | -2370 | -10.7% | |
| Apr-18 | 24,583 | 22,083 | -2500 | -10.2% | |
| May-18 | 27,042 | | | | |
| Jun-18 | 29,500 | | | | |
| Acceptable Variance | | | ± 10% | | |



SOURCE OF DATA: FI 27215, Job 30053

1. BACKGROUND/PURPOSE

- Accurate meter reading is necessary to ensure reliable and accurate billing. This metric measures both the replacement of infrastructure assets and our commitment to accurate meter reading and billing.

2. ACHIEVEMENTS/MILESTONES MET

- 22,083 meters of 29,500 meters were installed.

3. PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION

- Current rate of meter replacement is below target due to a number of Water Service Worker vacancies. The division has submitted the request to certify the Eligible List to backfill the positions and expects to be on target to meet the goal of 29,500 by fiscal year end.

4. MITIGATION PLAN AND/OR RECOMMENDATIONS

- The goal was increased to ensure the ability to meet CISCON settlement requirements and industry standards on meter life cycle.

LADWP RATES METRIC – WATER QUALITY CAPITAL BUDGET VS ACTUAL

(Water)

RESPONSIBLE MANAGER: Susan Rowghani

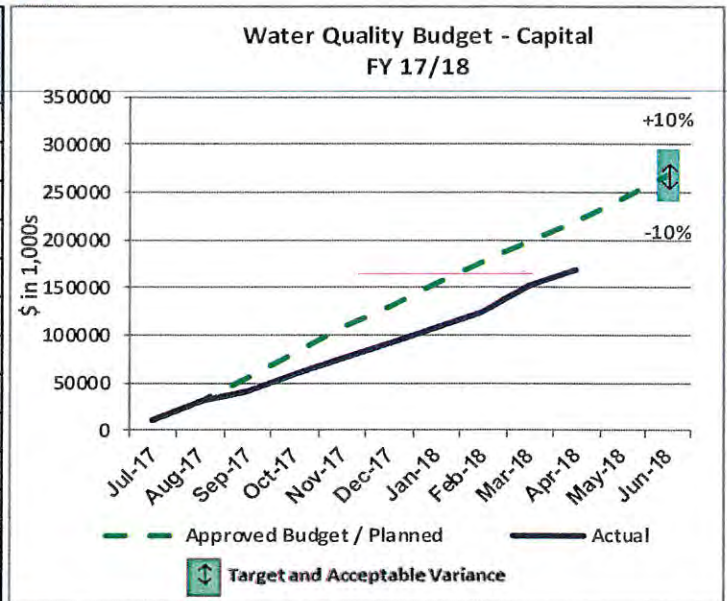
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Board approved annual budget vs actual expenditures.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): \$268,840K, 10 percent

STATUS: **Outside Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|---------|----------|--------|-----------------------------|
| | | | \$ | % | |
| Jul-17 | 10,695 | 10,696 | 1 | 0.0% | |
| Aug-17 | 30,360 | 30,362 | 2 | 0.0% | |
| Sep-17 | 54,928 | 41,657 | -13,271 | -24.2% | |
| Oct-17 | 82,225 | 60,391 | -21,834 | -26.6% | |
| Nov-17 | 107,850 | 76,269 | -31,581 | -29.3% | |
| Dec-17 | 130,478 | 91,633 | -38,845 | -29.8% | |
| Jan-18 | 153,989 | 108,091 | -45,898 | -29.8% | |
| Feb-18 | 176,852 | 123,432 | -53,420 | -30.2% | |
| Mar-18 | 198,625 | 152,316 | -46,309 | -23.3% | |
| Apr-18 | 219,647 | 169,616 | -50,031 | -22.8% | |
| May-18 | 243,751 | | | | |
| Jun-18 | 268,840 | | | | |
| Acceptable Variance | | | ± 10% | | |



SOURCE OF DATA: FIs 23222, 24130, 24310, 24316, 27215, and 29130.

1. BACKGROUND / PURPOSE

- This metric measures the Water System's progress towards meeting mandated water quality regulations.

2. ACHIEVEMENTS / MILESTONES MET

- 60% Design completed on the 99th St. Wells Filtration Plant in March 2018.
- Forebay Construction started on the 99th St. Wells Filtration Plant in March 2018.
- Elysian Reservoir placed back in-service in March 2018.
- RSC Upper Reach Unit 7 completed the RFQ Evaluation and the Advertise period in April 2018.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Water Quality Improvement Program Reservoir Improvements was underspent through March 2018 mostly due to construction delays by Department forces.

- RSC 5 & 6, Hollywood Temporary Corrosion Control Station, and LARWIP – Bull Creek, are expected to finish construction this fiscal year.
- RSC 7 is expected to obtain Board Approval for Contract Award in July 2018.
- Hollywood Temporary Corrosion Control Station is expected to finish construction this Fiscal Year.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Expenditure and construction progress will continue to be carefully monitored through the Water System project/construction management processes.
- Planning is set to start this fiscal year on new projects initiated in January 2018 – North Hollywood Central Chlorination Station, North Hollywood West Chlorination Station, and Rinaldi-Toluca Chlorination Station.

Water Quality Projects are progressing. As Ground Water remediation projects moved from planning to design and construction, projects have evolved to provide efficient operation. Several smaller jobs are envisioned in place of a single treatment facility resulting in a longer program with lower overall cost. Other Water Quality programs are to meet regulatory requirements progress although at a slightly slower pace of expenditure.

Within Acceptable Variance



Outside Acceptable Variance



Exceeds Target



Needs Attention



LADWP RATES METRIC – WATER QUALITY BUDGET VS ACTUAL-O&M (Water)

RESPONSIBLE MANAGER: Steven R. Cole *SRC*

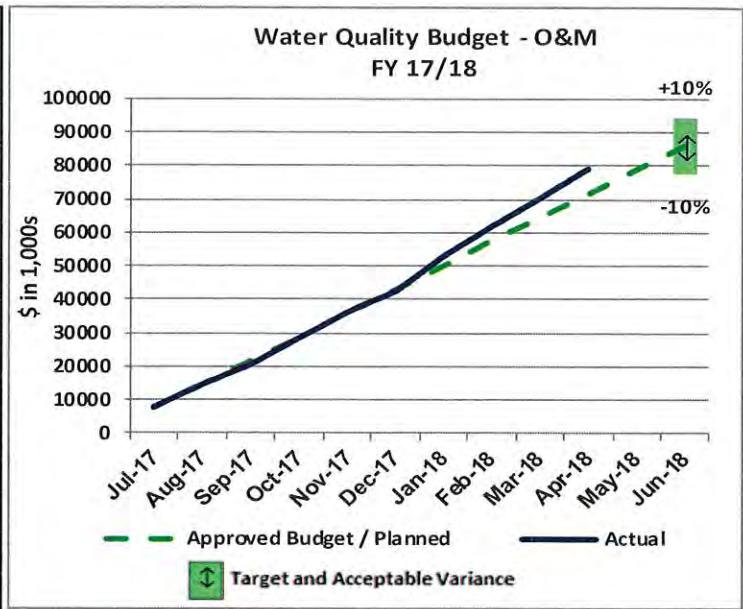
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Board approved annual budget vs actual expenditures.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): \$85,938K, 10 percent

STATUS: **Needs Attention**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|----------|-------|-----------------------------|
| | | | \$ | % | |
| Jul-17 | 7,719 | 7,718 | -1 | 0.0% | |
| Aug-17 | 14,545 | 14,545 | 0 | 0.0% | |
| Sep-17 | 21,684 | 20,738 | -946 | -4.4% | |
| Oct-17 | 28,824 | 28,386 | -438 | -1.5% | |
| Nov-17 | 35,963 | 36,189 | 226 | 0.6% | |
| Dec-17 | 43,102 | 42,709 | -393 | -0.9% | |
| Jan-18 | 50,242 | 53,071 | 2,829 | 5.6% | |
| Feb-18 | 57,381 | 61,767 | 4,386 | 7.6% | |
| Mar-18 | 64,520 | 70,509 | 5,989 | 9.3% | |
| Apr-18 | 71,659 | 78,834 | 7,175 | 10.0% | |
| May-18 | 78,799 | | | | |
| Jun-18 | 85,938 | | | | |
| Acceptable Variance | | | ± 10% | | |



SOURCE OF DATA: FIs 3212500, 3212520, 3212530, 3212540, 3212580, 3212585, 3233150, 3352200 and 4010602.

1. BACKGROUND / PURPOSE

- This metric measures the Water System's ongoing efforts to continue to meet mandated water quality regulations.

2. ACHIEVEMENTS / MILESTONES MET

- Distribution Treatment Operations – Reduction of chlorine to treat water at the Los Angeles and Upper Stone Canyon reservoirs continues due to the installation of shade balls.
- The Annual Drinking Water Quality Report (also known as the Consumer Confidence Report) was distributed to customers on May 1, 2018.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The Distribution Reservoir O&M Security Services budget was over-estimated this fiscal year. Security Services needs were evaluated and the budget was re-estimated. This FI is expected to be in line with re-estimated funds by the end of fiscal year.

- Filter Plant Operations was overspent due to additional sludge removal as a result of higher Aqueduct flows and less pond capacity. In addition, the overrun in materials and supplies was due to an increased need for liquid oxygen (since the oxygen plant is down) and chemicals to treat Aqueduct water. Variance carried over from previous month.
- Water Quality Groundwater O&M was overspent due to necessary groundwater remediation project work. Groundwater remediation budget was re-estimated. This FI is expected to be in line with re-estimated funds by the end of fiscal year.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Expenditure progress will continue to be carefully monitored through the Water System monthly financial and variance reports.

LADWP RATES METRIC – BUDGET VS ACTUAL FOR OWENS LAKE O&M

Michael Grahek (Water)

RESPONSIBLE MANAGER: Michael Grahek

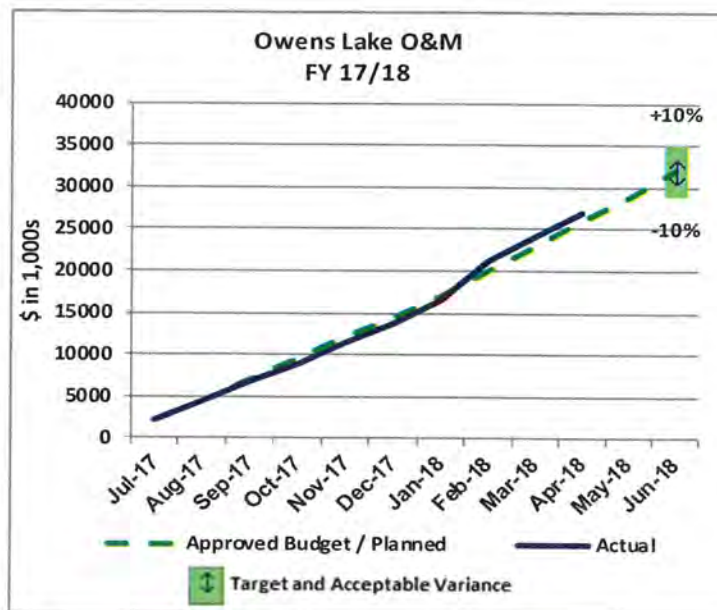
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Board approved annual budget vs. actual expenditures

TARGET & ACCEPTABLE VARIANCE (FY 17/18): \$32,088 K, 10%

STATUS: **Within Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|----------|-------|-----------------------------|
| | | | \$ | % | |
| Jul-17 | 2,050 | 2,050 | 0 | 0.0% | |
| Aug-17 | 4,556 | 4,556 | 0 | 0.0% | |
| Sep-17 | 7,033 | 6,786 | -247 | -3.5% | |
| Oct-17 | 9,538 | 8,938 | -600 | -6.3% | |
| Nov-17 | 12,043 | 11,515 | -528 | -4.4% | |
| Dec-17 | 14,548 | 13,713 | -835 | -5.7% | |
| Jan-18 | 17,103 | 16,522 | -581 | -3.4% | |
| Feb-18 | 20,058 | 21,125 | 1067 | 5.3% | |
| Mar-18 | 23,013 | 24,249 | 1236 | 5.4% | |
| Apr-18 | 25,968 | 26,942 | 974 | 3.8% | |
| May-18 | 28,923 | | | | |
| Jun-18 | 32,088 | | | | |
| Acceptable Variance | | | ± 10% | | |



SOURCE OF DATA: FIs 3022002 and 4013006.

1. BACKGROUND / PURPOSE

- Operation and maintenance of dust control facilities at Owens Lake are necessary for efficient and effective operations. Dust control is a regulatory mandate to ensure air quality in the area.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- On target.

2. ACHIEVEMENTS / MILESTONES MET

- Crews completed 10 miles of road maintenance work.
- Crews completed 50% of brine maintenance as part of a GBUAPCD maintenance order for area T8-West.
- Crews completed 1.8 miles of berm reconstruction as part of the GBUAPCD maintenance order for area T-18.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Staff will continue to monitor O&M expenditures to ensure efficient operations of dust control activities and appropriate Capital vs O&M expenditures.
- Continue to hire staff.

Joint System

LADWP RATES METRIC – *Total FTEs Against Plan*

RESPONSIBLE MANAGER: Shannon C. Pascual

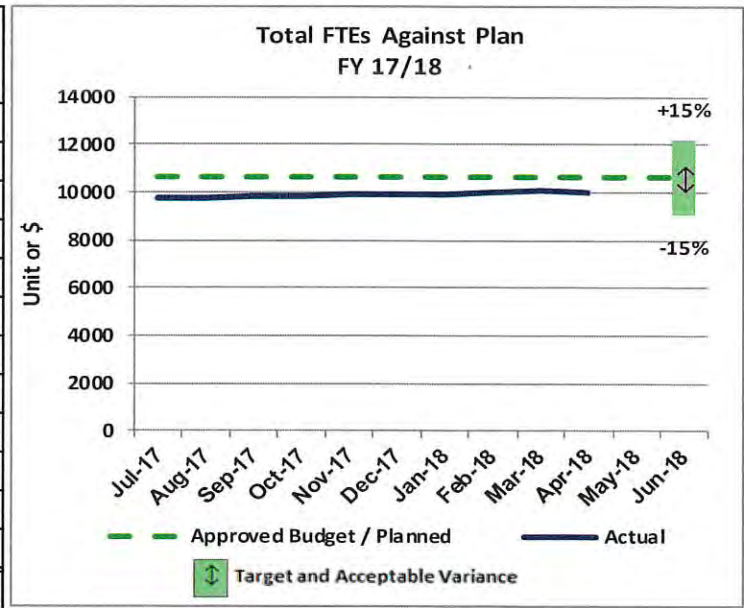
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Total number of occupied full-time equivalent (FTE) positions vs. annual Authorized Personnel Resolution

TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

STATUS: **Within Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|------------|-------|-----------------------------|
| | | | Unit or \$ | % | |
| Jul-17 | 10,650 | 9,793 | -857 | -8.0% | |
| Aug-17 | 10,650 | 9798 | -852 | -8.0% | |
| Sep-17 | 10,650 | 9810 | -840 | -7.9% | |
| Oct-17 | 10,650 | 9843 | -807 | -7.6% | |
| Nov-17 | 10,650 | 9901 | -749 | -7.0% | |
| Dec-17 | 10,650 | 9906 | -744 | -7.0% | |
| Jan-18 | 10,650 | 9941 | -709 | -6.7% | |
| Feb-18 | 10,650 | 10013 | -637 | -6.0% | |
| Mar-18 | 10,650 | 10052 | -598 | -5.6% | |
| Apr-18 | 10,650 | 10030 | -620 | -5.8% | |
| May-18 | 10,650 | | | | |
| Jun-18 | 10,650 | | | | |
| Acceptable Variance | | | ± 15% | | |



SOURCE OF DATA: Monthly Staffing Report

1. BACKGROUND / PURPOSE

HR will track LADWP's progress in achieving the staffing levels necessary to accomplish the strategic goals set forth in the Water and Power Rate Ordinances.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

N/A

2. ACHIEVEMENTS / MILESTONES MET

- External Hires = 33
- Attrition = 39
- Net New Employees = -6

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

N/A

LADWP RATES METRIC – Financial and Human Resources Replacement Project Total Spending Against Plan (Joint)

RESPONSIBLE MANAGER: STEPHAN TUCKER *ST*

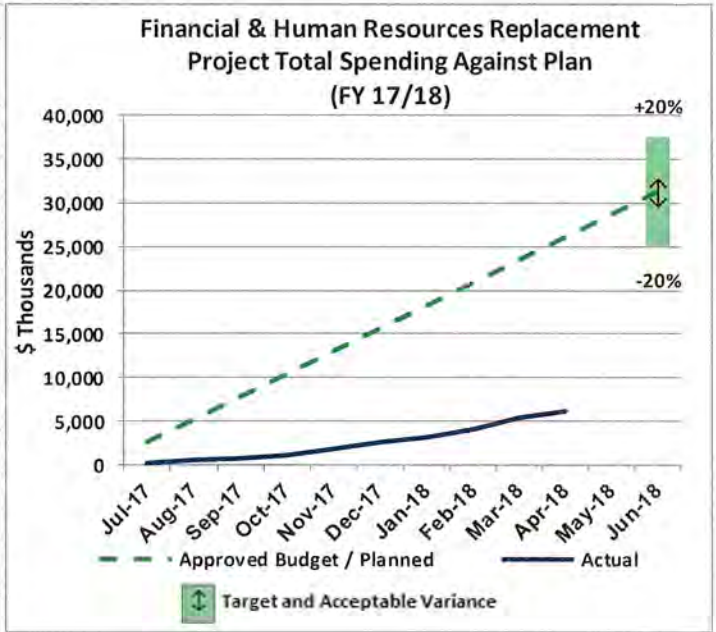
REPORTING PERIOD: thru April 2018

DEFINITION OF RATES METRIC: Board approved annual budget vs. actual expenditures (\$ thousand)

TARGET & ACCEPTABLE VARIANCE (FY 17/18): FY17-18 Board Approved Budget – May 2017; +/- 20%

STATUS: **Outside Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|------------|--------|-----------------------------|
| | | | Unit or \$ | % | |
| Jul-17 | 2,607 | 191 | -2416 | -92.7% | |
| Aug-17 | 5,215 | 507 | -4708 | -90.3% | |
| Sep-17 | 7,822 | 769 | -7053 | -90.2% | |
| Oct-17 | 10,429 | 1,164 | -9265 | -88.8% | |
| Nov-17 | 13,035 | 1,815 | -11220 | -86.1% | |
| Dec-17 | 15,642 | 2,582 | -13060 | -83.5% | |
| Jan-18 | 18,249 | 3,252 | -14998 | -82.2% | |
| Feb-18 | 20,856 | 4,081 | -16775 | -80.4% | |
| Mar-18 | 23,463 | 5,345 | -18118 | -77.2% | |
| Apr-18 | 26,070 | 6,207 | -19863 | -76.2% | |
| May-18 | 28,677 | | | | |
| Jun-18 | 31,315 | | | | 5,663 |
| Acceptable Variance | | | ± 20% | | -81.9% |



SOURCE OF DATA: FI 29401 (Job Z4905) and FI 28974 (Job U2293 and Job U2295)

1. BACKGROUND / PURPOSE

- This program is to modernize technology and business processes according to leading practices and replace all legacy financial services and human resources management systems; and enhance or replace procurement and inventory management systems.
- This report provides visibility for program performance to ensure this multi-year system replacement project will complete within the Board-approved budget.
- The Budget System Replacement (BSR) Project will provide an early and interim implementation of a budget and decision support solution, but it is not necessarily the final solution. Despite the limitations to capture transactions and perform analysis using the existing mainframe financial applications, this interim solution is a first step to integrate the budget system, financial planning, and rates models established during the 2016 rate enabling LADWP to more efficiently and effectively evaluate and communicate its implementation of the 2016 rate action and to establish the basis for the next rate case to ensure continued financial stability.

2. ACHIEVEMENTS / MILESTONES MET

- ERP:** Enterprise Technology Advisory Services request for qualifications was released on January 11, 2018. Recommendation of Qualification Award anticipated September 2018.
- ERP:** LADWP procured ERP Implementation and Technology Governance Training for Steering Committee and 101 project team members and subject matter experts.
- BSR:** RFP No. 90451 was released on March 9, 2018.
- BSR:** As part of the preparation for the BSR staff has conducted end-to-end reviews (and mapping) of 8 major budget business process maps; 3 shared services process maps; 19 allocations & indirects process maps; 7 directs process maps; identified 60 budget reports and 62 templates.
- PROGRAM HIRING:** As of April 30, 2018 – 40 of 69 authorized positions have been filled. Hiring is underway to appoint additional personnel to various orgs (FSO, HR, ITS, SCS,

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

and CPM). For BSR, in addition to Budget Office SMEs, as of April 30, 2018, 2.5 authorized positions are filled within FSO and there is a plan to fill 1 authorized position from IT.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Actual spending is well below approved budget because contracts have not yet been established to buy ERP software and hire a systems implementation consulting team. Therefore actual spending on both projects will be well below \$31 million approved for FY 17/18.
- Executive management determined LADWP's interests are best served by soliciting software purchase separately from system integrator services. Therefore, two procurements will be completed sequentially. Adjustments to budgetary cash flows are being proposed for LADWP Board of Commissioners approval.
- ERP labor expenditures are below approved budgets as hiring is ongoing to fill 69 newly authorized positions.
- BSR: Expenditures are below as Contract Award is being delayed to September 2018. FSO is working with SCS and PEC, which includes representatives from ITS, Water, Power & Joint, to expedite the rebid, selection and contract award of the BSR RFP.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- CPMO are developing a detailed implementation plan that will update Program milestones and budgetary cash flows that reflect current strategy for sourcing and selection of software, system integrator services, and other support services (OCM, technical, and IV&V). These updates will be available by Q3 2018.
- BSR: Continue working with SCS and PEC towards the selection and award of the contract for software and integration services. Finalize the end-to-end reviews, processes maps and reports and templates inventory prior to the arrival of the System Integrator expected for October 2018.

LADWP RATES METRIC – Financial and Human Resources Replacement Project Progress Against Schedule (Joint)

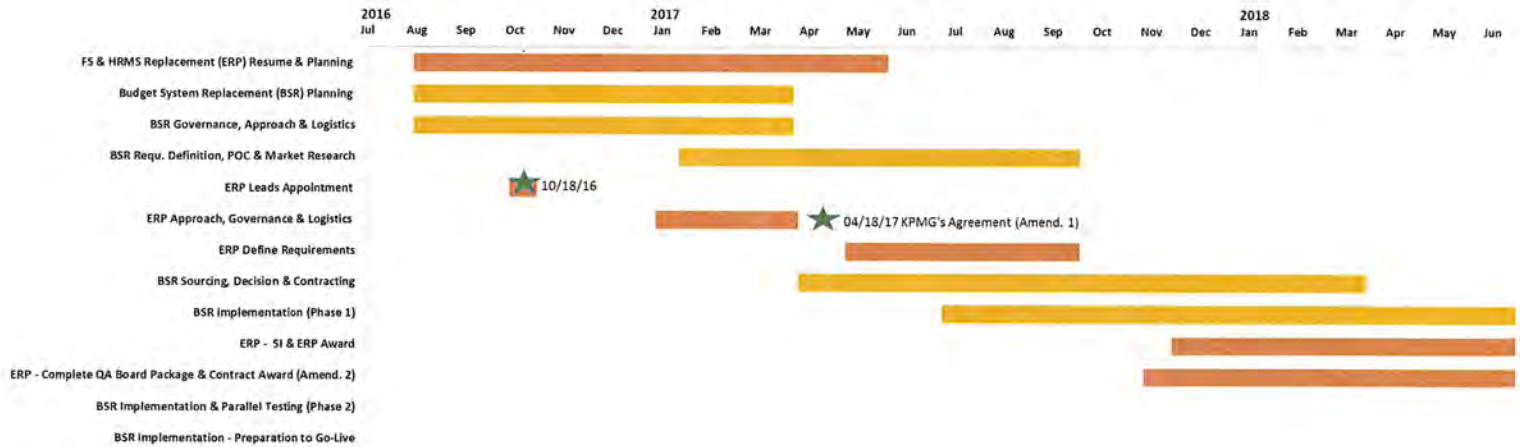
RESPONSIBLE MANAGER: STEPHAN TUCKER *ST*

REPORTING PERIOD: thru APRIL 30, 2018

DEFINITION OF RATES METRIC: FS & HRMS Project Milestones vs. Compliance Deadlines

TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 60 days from planned due date for each milestone

STATUS Within Acceptable Variance



| MILESTONE/DEADLINE DESCRIPTION | PLANNED | ACTUAL | ACCEPTABLE VARIANCE (+/- 60 DAYS FROM PLANNED) | |
|--|----------|-------------|---|----------|
| ERP - Resume with Executive Sponsors' Meeting | 10/18/16 | 10/18/16 | 12/17/16 | 8/19/16 |
| BSR - Complete Planning | 3/31/17 | 05/15/17 | 5/30/17 | 1/30/17 |
| BSR - Define Approach, Governance & Logistics | 3/31/17 | 05/15/17 | 5/30/17 | 1/30/17 |
| BSR - Define Requirements & Differentiation Demos | 9/30/17 | 10/25/2017 | 11/29/17 | 8/1/17 |
| ERP - Identify Financial, HR, IT Leads | 10/18/16 | 10/18/16 | 12/17/16 | 8/19/16 |
| ERP - Complete Revision to KPMG's Agreement (Amend. 1) | 3/31/17 | 04/18/17 | 5/30/17 | 1/30/17 |
| ERP - Complete Requirements Definition | 9/30/17 | 2/1/2018 | 11/29/17 | 8/1/17 |
| BSR - Sourcing, Complete Board Package & Contract Approval | 3/31/18 | IN PROGRESS | 5/30/18 | 1/30/18 |
| BSR - Finish Implementation Phase 1 | 12/31/18 | | 3/1/19 | 11/1/18 |
| ERP - Complete SI & ERP Award | 3/12/19 | | 5/11/19 | 1/11/19 |
| ERP - Complete QA Board Package & Contracts Award (Amend.-2) | 1/27/18 | IN PROGRESS | 3/26/18 | 11/28/17 |
| BSR- Finish Implementation Phase 2 | 6/30/19 | | 8/29/19 | 5/1/19 |
| BSR - Go-Live | 7/1/19 | | 8/30/19 | 5/2/19 |

SOURCE OF DATA: FI 294-01 (Job Z4905) and FI 289-74 (Job U2293) – PM Core Team & KPMG

1. BACKGROUND / PURPOSE

- This program is to modernize technology and business processes according to leading practices and replace all legacy financial services and human resources management systems; and enhance or replace procurement and inventory management systems.
- This report provides visibility for program performance to ensure this multi-year system replacement project will complete within the targeted timeline.
- The Budget System Replacement (BSR) Project will provide an early and interim implementation of a budget and decision

support solution, but it is not necessarily the final solution. Despite the limitations to capture transactions and perform analysis using the existing mainframe financial applications, this interim solution is a first step to integrate the budget system, financial planning, and rates models established during the 2016 rate enabling LADWP to more efficiently and effectively evaluate and communicate its implementation of the 2016 rate action and to establish the basis for the next rate case to ensure continued financial stability.

2. ACHIEVEMENTS / MILESTONES MET

- **ERP:** Enterprise Technology Advisory Services request for qualifications was released on January 11, 2018. Recommendation of Qualification Award anticipated September 2018.
- **ERP:** LADWP procured ERP Implementation and Technology Governance Training for Steering Committee and 101 project team members and subject matter experts.
- **BSR:** RFP No. 90451 was released on March 9, 2018.
- **BSR:** As part of the preparation for the BSR staff has conducted end-to-end reviews (and mapping) of 8 major budget business process maps; 3 shared services process maps; 19 allocations & indirects process maps; 7 directs process maps; identified 60 budget reports and 62 templates.
- **PROGRAM HIRING:** As of April 30, 2018 – 40 of 69 authorized positions have been filled. Hiring is underway to appoint additional personnel to various orgs (FSO, HR, ITSD, SCS, and CPMD). For BSR, in addition to Budget Office SMEs, as of April 30, 2018, 2.5 authorized positions are filled within FSO and there is a plan to fill 1 authorized position from IT.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- **ERP:** LADWP staff identified a technology services contract between the County of San Diego and Gartner, Inc. (Gartner). Staff are preparing a "piggyback" agreement to hire Gartner to assist the development of ERP solicitation documents. The agreement will be a GM awarded purchase order not to exceed \$150,000.
- **ERP:** Executive management determined LADWP's interests are best served by soliciting software purchase separately from system integrator services. The two procurements will be completed sequentially, requiring adjustments to targeted milestone due dates. Tentative targets to advertise are Q3 2018 for software RFP and Q4 2018 for system implementation RFP.
- **BSR:** After the review of proposals received for RFP 90451, on April 26, 2018, the PEC Committee decided to issue a rebid for this project. Therefore the Recommendation of

Contract Award is being delayed to September 2018. FSO is working with SCS and PEC, which includes representatives from ITS, Water, Power & Joint, to expedite the rebid, selection and contract award of the BSR RFP.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- CPMO are developing a detailed implementation plan that will update Program milestones and target dates to reflect current strategy for sourcing and selection of software, system integrator services, and other support services (OCM, technical, and IV&V). These updates will be available by Q3 2018.
- BSR: Continue working with SCS and PEC towards the selection and award of the contract for software and integration services. Finalize the end-to-end reviews, processes maps and reports and templates inventory prior to the arrival of the System Integrator expected for October 2018.

Within Acceptable Variance  Outside Acceptable Variance  Exceeds Target  Needs Attention 

LADWP RATES METRIC – LADWP EMPLOYEE COST BUDGET VS. ACTUAL

RESPONSIBLE MANAGER: LADWP Senior Management

REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: LADWP employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual (\$M)

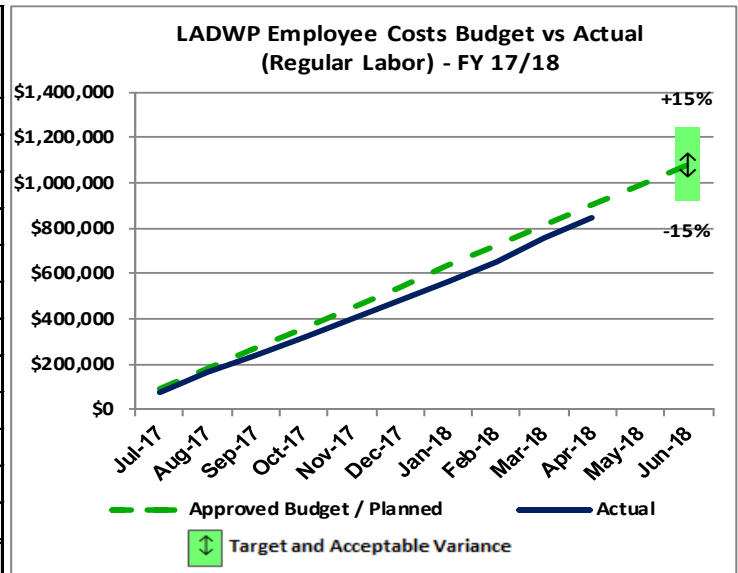
TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

SOURCE OF DATA: Budget Reporting System (BRS) - Rates Metrics Report

REGULAR LABOR STATUS:

Within Acceptable Variance

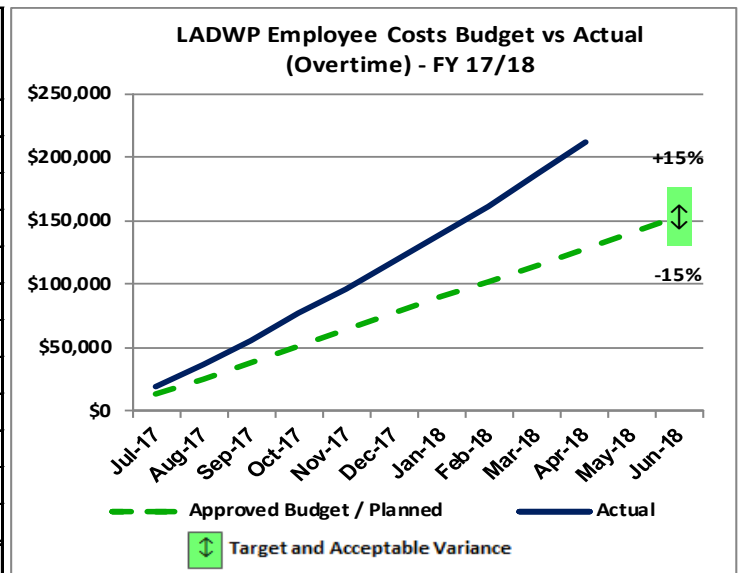
| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|---------|------------|--------|-----------------------------|
| | | | Unit or \$ | % | |
| Jul-17 | 90,258 | 76,677 | -13,582 | -15.0% | |
| Aug-17 | 180,516 | 162,850 | -17,666 | -9.8% | |
| Sep-17 | 270,774 | 240,054 | -30,720 | -11.3% | |
| Oct-17 | 361,032 | 321,622 | -39,411 | -10.9% | |
| Nov-17 | 451,290 | 400,891 | -50,399 | -11.2% | |
| Dec-17 | 541,548 | 480,525 | -61,023 | -11.3% | |
| Jan-18 | 631,806 | 560,967 | -70,839 | -11.2% | |
| Feb-18 | 722,064 | 648,365 | -73,700 | -10.2% | |
| Mar-18 | 812,322 | 756,397 | -55,926 | -6.9% | |
| Apr-18 | 902,580 | 849,608 | -52,972 | -5.9% | |
| May-18 | 992,838 | | | | |
| Jun-18 | 1,083,097 | | | | |
| Acceptable Variance | | | ± 15% | | |



OVERTIME STATUS:

Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|---------|------------|-------|-----------------------------|
| | | | Unit or \$ | % | |
| Jul-17 | 12,823 | 19,505 | 6,682 | 52.1% | |
| Aug-17 | 25,646 | 37,145 | 11,499 | 44.8% | |
| Sep-17 | 38,470 | 56,115 | 17,645 | 45.9% | |
| Oct-17 | 51,293 | 77,538 | 26,245 | 51.2% | |
| Nov-17 | 64,116 | 96,281 | 32,165 | 50.2% | |
| Dec-17 | 76,939 | 117,444 | 40,504 | 52.6% | |
| Jan-18 | 89,762 | 139,502 | 49,740 | 55.4% | |
| Feb-18 | 102,586 | 160,564 | 57,978 | 56.5% | |
| Mar-18 | 115,409 | 187,827 | 72,418 | 62.7% | |
| Apr-18 | 128,232 | 211,821 | 83,589 | 65.2% | |
| May-18 | 141,055 | | | | |
| Jun-18 | 153,879 | | | | |
| Acceptable Variance | | | ± 15% | | |



| YTD as of April 2018 | | | | | |
|----------------------------|------------------|------------------|---------------|------------|-------------------|
| Employee Cost Category | Budget | Actual | Variance | Variance % | FY 17/18 Approved |
| Regular Labor | 902,580 | 849,608 | -52,972 | -6% | 1,083,097 |
| Overtime | 128,232 | 211,821 | 83,589 | 65% | 153,879 |
| Health Care Allocation | 260,814 | 255,818 | -4,996 | -2% | 312,977 |
| Retirement & Death Benefit | 417,292 | 389,413 | -27,879 | -7% | 500,750 |
| Total | 1,708,918 | 1,706,660 | -2,258 | 0% | 2,050,702 |

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

LADWP RATES METRIC – *Total Number of Water and Power Employees per Customer Meter (Joint)*

RESPONSIBLE MANAGER: Corporate Performance

REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Total number of water and power employees (excluding daily exempt and utility pre-craft trainees) per water and power meters

TARGET & ACCEPTABLE VARIANCE (FY 17/18): No Target

STATUS: Information Only

SOURCE OF DATA: LADWP Monthly Staffing Report, Customer Care and Billing (CCB) System

1. BACKGROUND / PURPOSE

On May 5, 2017, the Board of Water and Power Commissioners approved Resolution 017252 adding the Total Number of Water and Power Employees per Customer Meter metric to the LADWP Rates Metrics. This metric measures the total number of water and power employees (excluding daily exempt and utility pre-craft trainees) per water and power meter. This metric does not have a target and is provided as Information Only.

2. ACHIEVEMENTS / MILESTONES MET

Data for the number Total Number of Water and Power Employees is obtained from the LADWP Monthly Staffing Report provided by Human Resources Division.

Data for the total number of water and power meters is obtained through a query of the CCB system and provided by Information Technology Services. It is important to note that the data for total number of water and power meters is point-in-time which means that the data represents the number of meters at the exact date and time the query was executed. Additionally, data for the number of water and power meters cannot be obtained for past dates and times. An automated query is currently in development to capture this data on the last date of every month. Currently, the query is executed manually and provided on the last Friday of each month.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

As of April 2018:

Total Number of Water and Power Employees per Customer Meter $10,030/2,283,370 = .0044$

Total Number of Water and Power Employees (excluding daily exempt and utility pre-craft trainees) as of April 2018.

| System | Occupied |
|--------|----------|
| Power | 4,103 |
| Water | 1,965 |
| Joint | 3,962 |
| Total | 10,030 |

Total Number of Water and Power Meters as of May 1, 2018.

| | Total | No. Meter On | No. Meter Off |
|-------|-----------|--------------|---------------|
| Power | 1,578,734 | 1,539,093 | 39,641 |
| Water | 704,636 | 682,188 | 22,448 |
| Total | 2,283,370 | 2,221,281 | 62,089 |

*Meter data for month end was not available for July 2017 through November 2017.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Continue to provide this dashboard to the Board of Water and Power Commissioners and the Office of Public Accountability for review.

Corporate Performance will continue to work with Information Technology Services to develop the automated query to obtain data on the last day of each month.

LADWP RATES METRIC – GHG Emissions Reduction Ratio (Joint)

RESPONSIBLE MANAGER: Mark Sedlacek

REPORTING PERIOD: As of June 2018

DEFINITION OF RATES METRIC: Current Year GHG Emissions / 1990 GHG Emissions

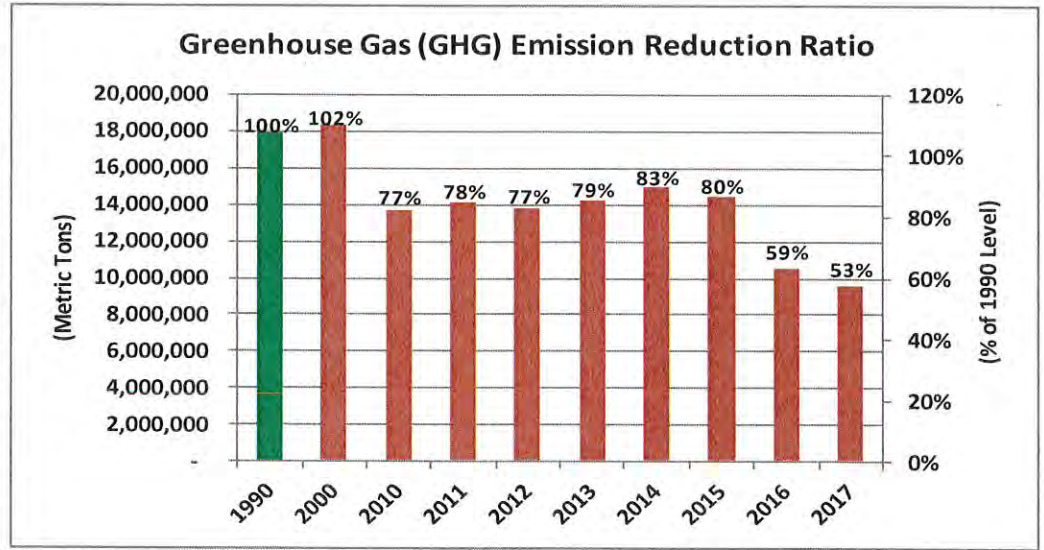
TARGET & ACCEPTABLE VARIANCE (CY 2017): 70%; +5%

STATUS:

Exceeds Target

- CY 2017 Target: 70% of 1990 GHG Emission level
- CY 2017 Acceptable Variance: + 5%

| Historical Trend: | | |
|-------------------|-----------------------------|------------------------------|
| CY | CO2 Emissions (Metric Tons) | % of 1990 CO2 Emission Level |
| 1990 | 17,925,410 | 100% |
| 2000 | 18,373,127 | 102% |
| 2010 | 13,715,553 | 77% |
| 2011 | 14,070,732 | 78% |
| 2012 | 13,796,930 | 77% |
| 2013 | 14,185,254 | 79% |
| 2014 | 14,911,781 | 83% |
| 2015 | 14,422,532 | 80% |
| 2016 | 10,566,904 | 59% |
| 2017 | 9,554,443 | 53% |



SOURCE OF DATA: Federal and state mandatory reporting compliance reports

1. BACKGROUND / PURPOSE

- The State of California has adopted targets to reduce GHG emissions to 1990 levels by 2020 and to ultimately achieve an 80% reduction from 1990 levels by 2050. GHG reduction efforts from the electricity sector, including LADWP, are a critical component in meeting these targets.

2. ACHIEVEMENTS / MILESTONES MET

- Early divestiture of Navajo Generating Station in July 2016.
- Beginning January 1, 2016, incorporated carbon cost when determining optimal economic dispatch for individual generating units, which increased use of natural gas over coal resources.
- LADWP's electricity supply in 2017 included 30% renewable energy.
- LADWP's 2017 emissions are 47 percent below its 1990 emissions baseline.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- No variance explanation needed.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No mitigation needed. 2017 emissions were significantly reduced as a result of measures listed under #2.

LADWP RATES METRIC – Energy Savings Variance Report (Joint)

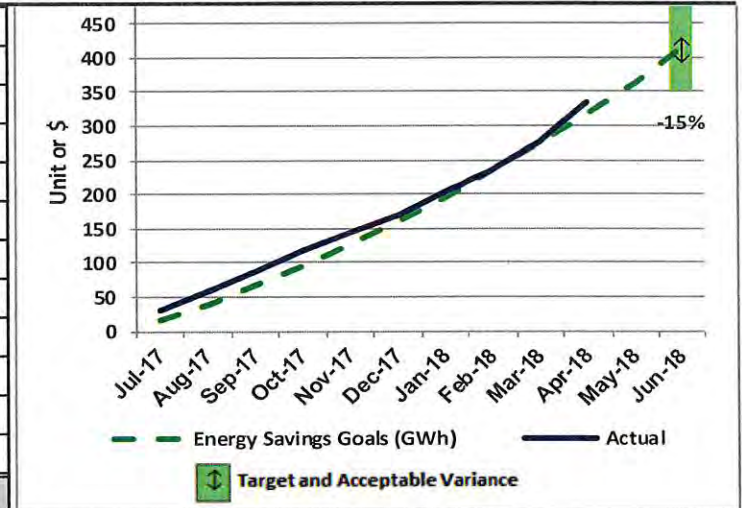
RESPONSIBLE MANAGER: David Jacot

REPORTING PERIOD: Feb -2018 thru Apr-2018

DEFINITION OF RATES METRIC: Energy Savings Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 17/18): GWh installed compared to the 2010 baseline/GWh for all customers. 15%

| | | | | | |
|---------------------|-------|-------|----|-------|-------|
| Jul-17 | 16.6 | 30.6 | 14 | 84.3% | |
| Aug-17 | 38.8 | 58.0 | 19 | 49.5% | |
| Sep-17 | 66.7 | 88.0 | 21 | 31.9% | |
| Oct-17 | 94.6 | 118.7 | 24 | 25.5% | |
| Nov-17 | 128.1 | 143.1 | 15 | 11.7% | 203.8 |
| Dec-17 | 161.6 | 168.1 | 7 | 4.0% | 248.2 |
| Jan-18 | 195.1 | 202.6 | 8 | 3.8% | 292.7 |
| Feb-18 | 234.3 | 235.9 | 2 | 0.7% | 337.1 |
| Mar-18 | 273.4 | 276.6 | 3 | 1.2% | 381.6 |
| Apr-18 | 318.2 | 334.3 | 16 | 5.1% | 426.1 |
| May-18 | 363.0 | | | | 470.5 |
| Jun-18 | 413.4 | | | | 515.0 |
| Acceptable Variance | | | | ± 15% | 24.6% |



SOURCE OF DATA: Efficiency Solutions KPI Report

1. BACKGROUND / PURPOSE

Efficiency Solutions' (ES) energy savings goals are a key performance metric related to the Energy Cost Adjustment Factor, a key rate component. The OPA has requested this metric be reported to the Board and the OPA on a regular basis, ensuring actual savings are tracking established targets.

2. ACHIEVEMENTS / MILESTONES MET

Direct Install Programs and the Commercial Lighting Incentive Program are exceeding savings Targets.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

Increased energy savings in the 4th quarter of FY 17-18 are expected as a result of the Residential LED Distribution

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

N/A

LADWP RATES METRIC – BUDGET VARIANCE ENERGY EFFICIENCY (JOINT)

RESPONSIBLE MANAGER: David Jacot

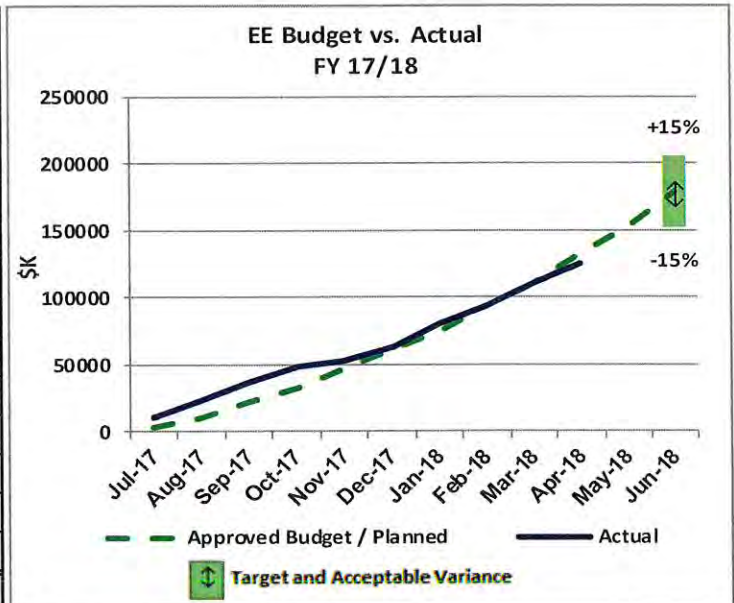
REPORTING PERIOD: Feb 2018 thru April 2018

DEFINITION OF RATES METRIC: Budget vs. Actual for the overall Energy Efficiency Portfolio

TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

STATUS: **Within Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|---------|------------|--------|-----------------------------|
| | | | Unit or \$ | % | |
| Jul-17 | 3,649 | 10,175 | 6526 | 178.8% | |
| Aug-17 | 10,831 | 23,097 | 12266 | 113.2% | |
| Sep-17 | 21,546 | 36,325 | 14779 | 68.6% | |
| Oct-17 | 32,262 | 48,199 | 15937 | 49.4% | |
| Nov-17 | 46,511 | 52,204 | 5693 | 12.2% | |
| Dec-17 | 60,760 | 62,063 | 1303 | 2.1% | |
| Jan-18 | 75,009 | 80,254 | 5245 | 7.0% | |
| Feb-18 | 92,792 | 92,932 | 140 | 0.2% | 91,244 |
| Mar-18 | 110,575 | 109,954 | -621 | -0.6% | 107,414 |
| Apr-18 | 131,891 | 124,869 | -7022 | -5.3% | 127,628 |
| May-18 | 153,207 | | | | 147,841 |
| Jun-18 | 178,057 | | | | 168,055 |
| Acceptable Variance | | | ± 15% | | -5.6% |



SOURCE OF DATA: FI Y5002, Y5003, Y5014, Y7718, Y7720, Y7721

1. BACKGROUND / PURPOSE

Efficiency Solutions' (ES) Levelized EE Program costs (\$/kWh) are a key performance metric related to the Energy Cost Adjustment Factor, a key rate component. The OPA has requested this metric be reported to the Board and the OPA on a regular basis, ensuring actual Levelized EE Program costs are tracking established targets.

Recently staffing increase has contributed to the increase in CLIP payments, and trend should continue into next quarter. CLIP program to be revised in the near future offering lower incentives. This may decrease participation next FY.

- CDI ramp up is driving higher program expenditures.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue ramp up of planned EE programs

2. ACHIEVEMENTS / MILESTONES MET

- New grants have been awarded
- Direct Install programs and Commercial Lighting Program (CLIP) exceeding targets.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- CLIP participation increase has resulted in higher incentive payments than anticipated.

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

LADWP RATES METRIC – *Levelized EE Program Costs (\$/KWH) (Joint)*

RESPONSIBLE MANAGER: David Jacot

REPORTING PERIOD: Feb-2018 thru Apr-2018

DEFINITION OF RATES METRIC: Cost per kWh over lifetime of installed energy efficiency solutions or measures.

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Annual metric: Levelized Cost \$.0.082 +/- 15%

STATUS Within Acceptable Variance

SOURCE OF DATA: E3 Report for FY 17/18

1. BACKGROUND / PURPOSE

Efficiency Solutions' (ES) Levelized EE Program costs (\$/kWh) are a key performance metric related to the Energy Cost Adjustment Factor, a key rate component. The OPA has requested this metric be reported to the Board and the OPA on a regular basis, ensuring actual Levelized EE Program costs are tracking established targets.

Life of efficiency measures vary from one to thirty years. The Levelized cost of LADWP's efficiency program portfolio is calculated once per year using the Energy Efficiency Reporting Tool developed by Environmental Economics (E3) and KEMA and is used by all SCPPA members in reporting annual energy savings and expenditures to the California Energy Commission (CEC).

2. ACHIEVEMENTS / MILESTONES MET

The Levelized cost of LADWP's energy efficiency portfolio for FY 16-17 was \$0.0242 per kWh saved resulting in a variance of -70.5% from the established \$0.082 FY 16-17 target.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

LADWP's portfolio of energy efficiency programs has historically been very cost effective.

For FY 17-18 we expect our EE Program portfolio Levelized cost to increase as our spending on upstream and direct install programs increase. We expect it to come in well below the \$0.082 target.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

N/A

**LADWP Employee Costs
Budget vs. Actual (\$M) Detail**

LADWP RATES METRIC – LADWP EMPLOYEE COST BUDGET VS. ACTUAL

(Chief Administrative Officer)

RESPONSIBLE MANAGER: Donna Stevener

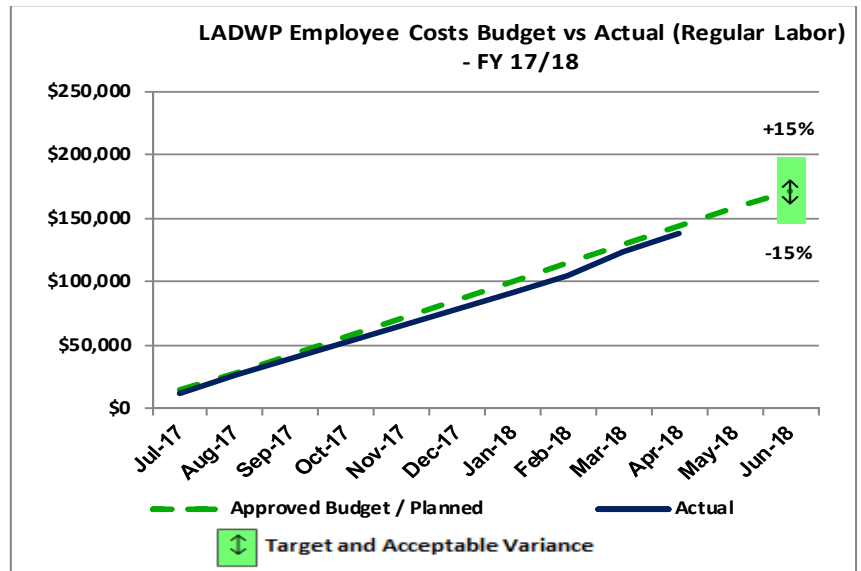
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: LADWP CAO employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual (\$M)

TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

SOURCE OF DATA: Budget Reporting System (BRS) - Rates Metrics Report

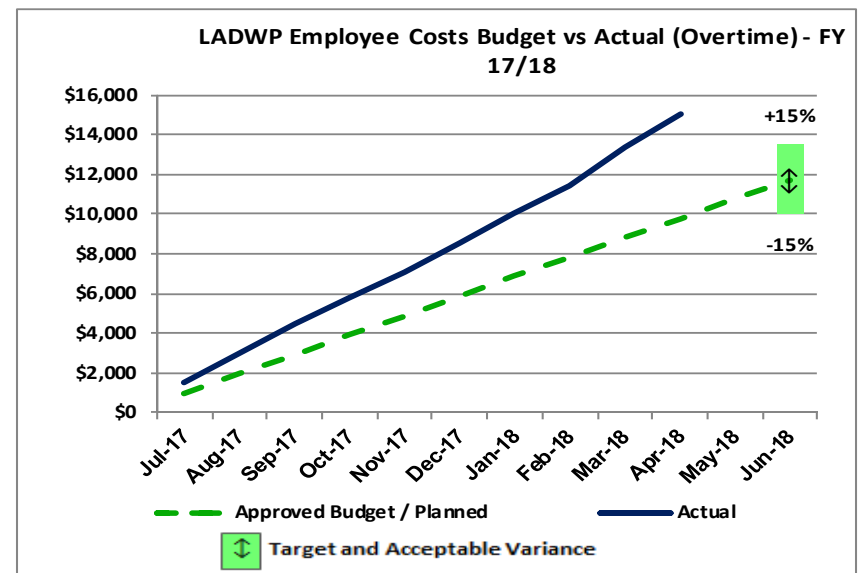
| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|---------|------------|--------|
| | | | Unit or \$ | % |
| Jul-17 | 14,331 | 11,741 | -2,591 | -18.1% |
| Aug-17 | 28,663 | 26,540 | -2123 | -7.4% |
| Sep-17 | 42,994 | 39,249 | -3745 | -8.7% |
| Oct-17 | 57,325 | 52,301 | -5025 | -8.8% |
| Nov-17 | 71,656 | 65,266 | -6390 | -8.9% |
| Dec-17 | 85,988 | 78,308 | -7680 | -8.9% |
| Jan-18 | 100,319 | 91,634 | -8685 | -8.7% |
| Feb-18 | 114,650 | 105,193 | -9457 | -8.2% |
| Mar-18 | 128,981 | 123,281 | -5701 | -4.4% |
| Apr-18 | 143,313 | 138,096 | -5216 | -3.6% |
| May-18 | 157,644 | | | |
| Jun-18 | 171,975 | | | |
| Acceptable Variance | | | ± 15% | |



OVERTIME STATUS:

Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|-------|
| | | | Unit or \$ | % |
| Jul-17 | 978 | 1,480 | 502 | 51.4% |
| Aug-17 | 1,956 | 3,039 | 1083 | 55.4% |
| Sep-17 | 2,934 | 4,446 | 1512 | 51.5% |
| Oct-17 | 3,911 | 5,771 | 1859 | 47.5% |
| Nov-17 | 4,889 | 7,070 | 2181 | 44.6% |
| Dec-17 | 5,867 | 8,565 | 2698 | 46.0% |
| Jan-18 | 6,845 | 10,016 | 3171 | 46.3% |
| Feb-18 | 7,823 | 11,457 | 3634 | 46.5% |
| Mar-18 | 8,801 | 13,349 | 4549 | 51.7% |
| Apr-18 | 9,778 | 15,029 | 5251 | 53.7% |
| May-18 | 10,756 | | | |
| Jun-18 | 11,734 | | | |
| Acceptable Variance | | | ± 15% | |



| YTD as of April 2018 | | | | | |
|----------------------------|----------------|----------------|----------------|-------------|-------------------|
| Employee Cost Category | Budget | Actual | Variance | Variance % | FY 17/18 Approved |
| Regular Labor | 143,313 | 138,096 | -5,216 | -4% | 171,975 |
| Overtime | 9,778 | 15,029 | 5,251 | 54% | 11,734 |
| Health Care Allocation | 42,006 | 19,697 | -22,310 | -53% | 50,407 |
| Retirement & Death Benefit | 66,709 | 26,866 | -39,844 | -60% | 80,051 |
| Total | 261,807 | 199,688 | -62,118 | -24% | 314,168 |

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

1. **BACKGROUND / PURPOSE**

Chief Administrative Officer (CAO) organizations include Business Support Services, Customer Billing and Systems Support (CBSS), Equal Employment Opportunity Services (EEOS), Human Resources (HR), Labor Relations Office, Information Technology Services (ITS), Leadership in Energy and Efficiency Design, Meter Services and Field Operations (MSFO), Real Estate, and Supply Chain Services (SCS).

The purpose of these organizations include operations in general administrative support, equal employment training and investigations, purchasing and material services, information technology support and cyber security, employment services, labor relations, customer billing, and metering and field support .

The net overall variance for fiscal-year-to-date, July 2017 through April 2018, is 37 percent over target; 54% over target in overtime is offset by 17% in savings for regular labor, pension, and healthcare (4%, 5%, and 8% respectively).

2. **ACHIEVEMENTS / MILESTONES MET**

- EEOS completed the coordination and monitoring of mandatory Sexual Harassment training for all LADWP employees. Has also issued a Request for Proposal for development and delivery of a 4-hour interactive EEO and Americans with Disability Act training.
- HR's Recruitment program for LADWP to expand female and diversity hiring and employments including interviews at the annual conferences for the Societies of Women Engineers, and National Society of Black Engineers.
- Several ITS operations including Telecommunications and Network Services, Network Operations, Voice Operations, Network Engineering, and Cyber Security maintaining network connectivity, integrity, monitoring and responding to critical LADWP systems.

- MSFO and CBSS have cleared backlogs of field investigations and processing settlement claims.
- SCS warehouse workers providing support for Power Reliability Program and other projects in Power and Water systems.

3. **PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION**

CBSS and MSFO incurred overtime to address workload due to employee transfers/promotions, and retirements. CBSS and MSFO expect overtime to continue.

ITS groups operate on a 24/7 basis or after regular hours and responded to security access control issues and cable/fiber installations for Water and Power systems. ITS is also relocating the data center. ITS expects overtime to continue.

HR anticipates overtime in the Health Plans office towards the end of the fiscal year due to open enrollment in May 2018. Overtime is also anticipated in Training and Development, Workers' Compensation, and Recruitment.

Overtime in LRO is anticipated through the end of the fiscal year due to upcoming training and civil service appeal hearings.

SCS expects overtime to continue; warehouse staff is expected to be available whenever Power and Water system crews are working.

4. **MITIGATION PLAN AND / OR RECOMMENDATIONS**

- All CAO organizations will continue to monitor expenditures and re-estimate budget, if necessary.
- CBSS, EEOS, ITS, and MSFO have submitted exam requests and are working on filling positions to reduce the need for overtime for future years.
- SCS will continue to work with customers to identify ways to minimize overtime while continuing to provide the required services.
- CAO is working with organizations to budget for overtime at realistic levels.

LADWP RATES METRIC – LADWP EMPLOYEE COST BUDGET VS. ACTUAL

(Chief Operating Officer)

RESPONSIBLE MANAGER: Martin Adams

REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: LADWP COO employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual (\$M)

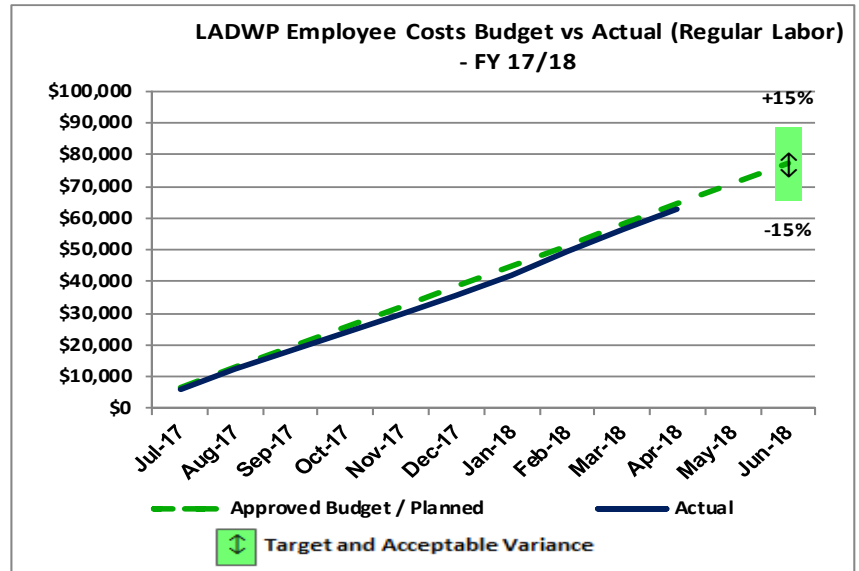
TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

SOURCE OF DATA: Budget Reporting System (BRS) - Rates Metrics Report

REGULAR LABOR STATUS:

Within Acceptable Variance

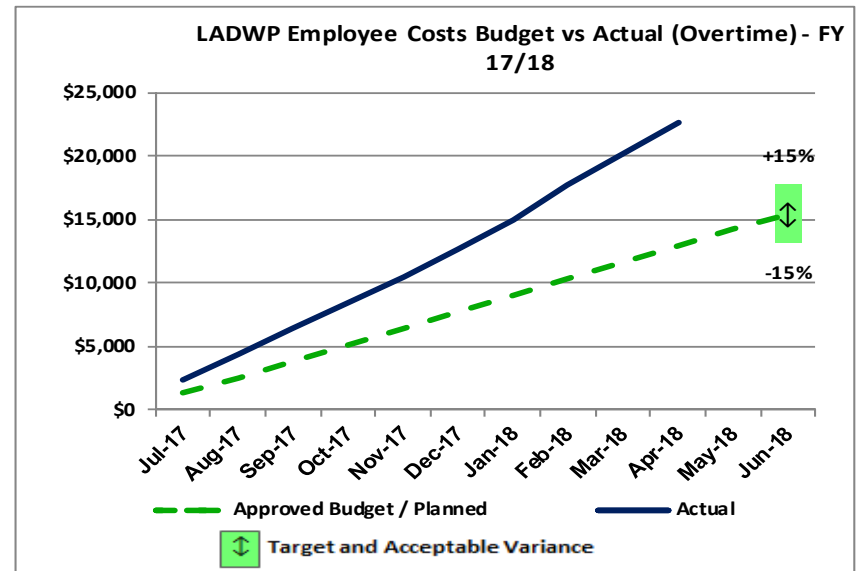
| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|-------|
| | | | Unit or \$ | % |
| Jul-17 | 6,430 | 6,267 | -163 | -2.5% |
| Aug-17 | 12,860 | 12,198 | -662 | -5.1% |
| Sep-17 | 19,289 | 18,194 | -1095 | -5.7% |
| Oct-17 | 25,719 | 24,179 | -1541 | -6.0% |
| Nov-17 | 32,149 | 29,971 | -2178 | -6.8% |
| Dec-17 | 38,579 | 35,807 | -2772 | -7.2% |
| Jan-18 | 45,009 | 42,029 | -2980 | -6.6% |
| Feb-18 | 51,438 | 49,622 | -1816 | -3.5% |
| Mar-18 | 57,868 | 56,133 | -1735 | -3.0% |
| Apr-18 | 64,298 | 62,766 | -1532 | -2.4% |
| May-18 | 70,728 | | | |
| Jun-18 | 77,158 | | | |
| Acceptable Variance | | | ± 15% | |



OVERTIME STATUS:

Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|-------|
| | | | Unit or \$ | % |
| Jul-17 | 1,289 | 2,304 | 1,015 | 78.8% |
| Aug-17 | 2,577 | 4,322 | 1745 | 67.7% |
| Sep-17 | 3,866 | 6,352 | 2486 | 64.3% |
| Oct-17 | 5,154 | 8,511 | 3357 | 65.1% |
| Nov-17 | 6,443 | 10,537 | 4094 | 63.5% |
| Dec-17 | 7,732 | 12,651 | 4919 | 63.6% |
| Jan-18 | 9,020 | 14,988 | 5967 | 66.2% |
| Feb-18 | 10,309 | 17,704 | 7395 | 71.7% |
| Mar-18 | 11,598 | 20,134 | 8536 | 73.6% |
| Apr-18 | 12,886 | 22,676 | 9790 | 76.0% |
| May-18 | 14,175 | | | |
| Jun-18 | 15,463 | | | |
| Acceptable Variance | | | ± 15% | |



| YTD as of April 2018 | | | | | |
|----------------------------|----------------|----------------|--------------|------------|-------------------|
| Employee Cost Category | Budget | Actual | Variance | Variance % | FY 17/18 Approved |
| Regular Labor | 64,298 | 62,766 | -1,532 | -2% | 77,158 |
| Overtime | 12,886 | 22,676 | 9,790 | 76% | 15,463 |
| Health Care Allocation | 18,877 | 19,687 | 810 | 4% | 22,652 |
| Retirement & Death Benefit | 29,971 | 29,056 | -914 | -3% | 35,965 |
| Total | 126,032 | 134,185 | 8,153 | 6% | 151,238 |

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

1. BACKGROUND / PURPOSE

Provide security, emergency management, facilities support (custodial, landscape, vector control, locksmith, building maintenance/repair), fleet, helicopter, film coordination, ID badging, internal investigations, whistleblower complaints, and ethics services to the LADWP; provide secretarial and administrative support to the COO.

Reorganization of various functions such as FMOSS resulted in inadequate positions moved to the COO's Organization.

2. ACHIEVEMENTS / MILESTONES MET

Security Officers supported various infrastructure repair projects; assisted with the Mutual Assistance requests three times this year; facilitated the JFB Occupant Training Program; updated the Department Emergency Response and Continuity of Operations Plan; facilitated the Shakeout and multi-platform communications drill; investigated 77 cases involving employees/contractors and closed 60 cases; managed 40 security engineering projects.

Fleet Engineering hired three Mechanical Engineering Associates to assist with procurement backlog; developed formalized training program for new engineers that cut training time by 50%; developed/implemented new specification language to streamline/expedite equipment purchases; Asset Management program upgrades at 90% ready to be awarded; received two new helicopters to replace aging models.

COO's Executive Office updated the LADWP's Conflict of Interest Code; processed/promulgated critical board items per legal requirements in timely manner; coordinated various meetings with key stakeholders; issued mandatory/sensitive GM Bulletins and announcements in a timely manner.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

Overtime expenditures expected to increase through year-end due to increased workload, aging infrastructure, attrition, long term absences, new MOU OT provisions, emergencies, gaps in contract renewals, and new major projects.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Continue to request funding to meet actual OT projections; revise the charge-back system; replace staff with technology where possible; fill vacancies and cross train new staff to raise productivity levels; consider contract labor; expedite contract awards for replacement of aging Fleet vehicles; obtain/fill new positions; implement a new recruitment/hiring process for entry level Custodian positions (exam is no longer given).

LADWP RATES METRIC – LADWP EMPLOYEE COST BUDGET VS. ACTUAL (Customer Service)

RESPONSIBLE MANAGER: Sharon Grove

REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: LADWP Customer Service employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual (\$M)

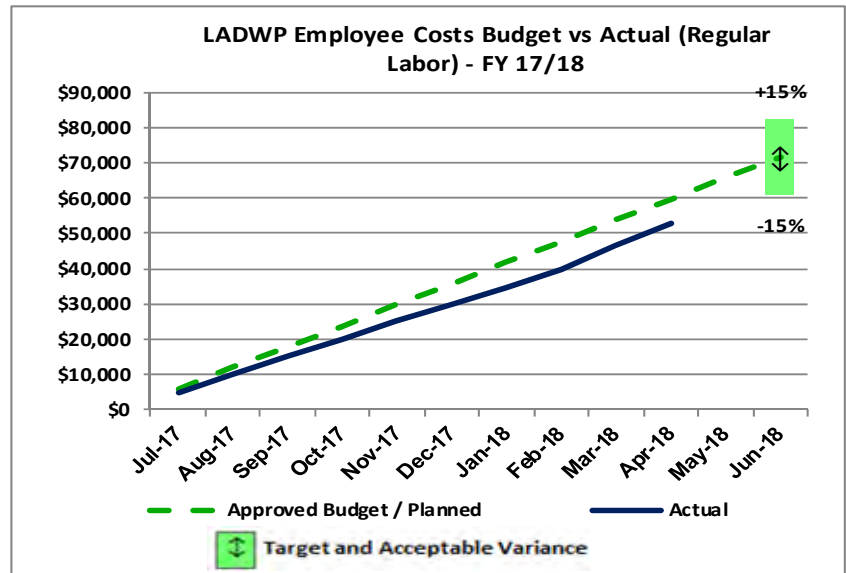
TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

SOURCE OF DATA: Budget Reporting System (BRS) - Rates Metrics Report

REGULAR LABOR STATUS:

Within Acceptable Variance

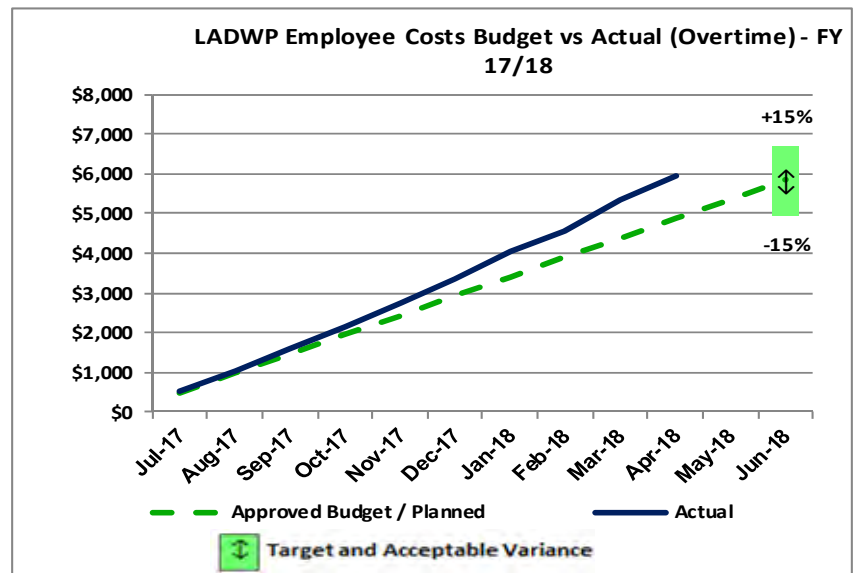
| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|--------|
| | | | Unit or \$ | % |
| Jul-17 | 5,966 | 4,846 | -1,120 | -18.8% |
| Aug-17 | 11,932 | 10,227 | -1705 | -14.3% |
| Sep-17 | 17,898 | 15,148 | -2750 | -15.4% |
| Oct-17 | 23,864 | 20,117 | -3747 | -15.7% |
| Nov-17 | 29,830 | 24,979 | -4850 | -16.3% |
| Dec-17 | 35,796 | 29,733 | -6063 | -16.9% |
| Jan-18 | 41,761 | 34,749 | -7012 | -16.8% |
| Feb-18 | 47,727 | 39,758 | -7969 | -16.7% |
| Mar-18 | 53,693 | 46,425 | -7268 | -13.5% |
| Apr-18 | 59,659 | 52,859 | -6800 | -11.4% |
| May-18 | 65,625 | | | |
| Jun-18 | 71,591 | | | |
| Acceptable Variance | | | ± 15% | |



OVERTIME STATUS:

Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|-------|
| | | | Unit or \$ | % |
| Jul-17 | 487 | 522 | 35 | 7.2% |
| Aug-17 | 975 | 1,049 | 74 | 7.6% |
| Sep-17 | 1,462 | 1,579 | 117 | 8.0% |
| Oct-17 | 1,949 | 2,135 | 185 | 9.5% |
| Nov-17 | 2,437 | 2,733 | 296 | 12.2% |
| Dec-17 | 2,924 | 3,368 | 444 | 15.2% |
| Jan-18 | 3,411 | 4,052 | 641 | 18.8% |
| Feb-18 | 3,899 | 4,561 | 662 | 17.0% |
| Mar-18 | 4,386 | 5,365 | 979 | 22.3% |
| Apr-18 | 4,873 | 5,947 | 1,073 | 22.0% |
| May-18 | 5,361 | | | |
| Jun-18 | 5,848 | | | |
| Acceptable Variance | | | ± 15% | |



| YTD as of April 2018 | | | | | |
|----------------------------|----------------|---------------|----------------|-------------|-------------------|
| Employee Cost Category | Budget | Actual | Variance | Variance % | FY 17/18 Approved |
| Regular Labor | 59,659 | 52,859 | -6,800 | -11% | 71,591 |
| Overtime | 4,873 | 5,947 | 1,073 | 22% | 5,848 |
| Health Care Allocation | 17,515 | 15,638 | -1,877 | -11% | 21,017 |
| Retirement & Death Benefit | 27,808 | 23,963 | -3,845 | -14% | 33,369 |
| Total | 109,855 | 98,406 | -11,449 | -10% | 131,826 |

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

1. BACKGROUND / PURPOSE

- This metric is to assess labor and overtime for Customer Service Division, which includes the Executive Office, Administrative Services Office, Customer Contact Center, Customer Service Centers, Customer Services Support, Employee Development & Training, Energy Efficiency-Mass Market, Key Accounts, Low Income & Multiple Family Dwellings, Revenue & Credit Management, and Water Conservation.

2. ACHIEVEMENTS / MILESTONES MET

- During the months from July 2017 – April 2018, 193 positions were filled in CSD. In addition to the 74 filled positions reported previously for FYTD January 2018, the positions filled include also:
 - 77 emergency CSRs hired in Feb. 2018, in the absence of an eligible list
- Currently, CSD has 9 limited CSRs and 64 emergencies working in the division.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Current 14% average under spending in labor and a 14% average overspending in overtime are due to staff vacancies.
- CSD is currently in the process of filling 35 positions by regular, limited, emergency appointments and LOA special assignments; all anticipated to start in early FY 2018-19.
- Projected to fill all current vacancies by fiscal year-end.
- Lengthy process in filling positions from the certification list (at least 2 months turnaround) and the absence of several critical eligible lists have delayed hiring.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The division will continue its hiring plan to meet its service goals and to reduce regular labor and overtime discrepancies.
- CSD has worked with Human Resources and City Personnel to expedite CSR job analysis and all relevant exams, and update exam bulletins to ensure the best qualified candidates are in the hiring pool. The CSR exam opened on Feb. 9, 2018, had over 20,000 applicants, and written exam was scheduled in April, with eligible list anticipated to be established in early summer. CSD will resume hiring regular CSR positions then.
- CSD has been proactive in making exam requests for various positions ahead of anticipated list expiration date; e.g. SUSS exam request was submitted to HR in Jan. 2018, before existing list expires in July 2018.
- CSD is utilizing limited and emergency appointments to fill up vacancies until eligible lists are established.

Within Acceptable Variance



Outside Acceptable Variance



Exceeds Target



Needs Attention



LADWP RATES METRIC – LADWP EMPLOYEE COST BUDGET VS. ACTUAL

(Financial Services Organization)

RESPONSIBLE MANAGER: Ann Santilli

REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: LADWP FSO employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual (\$M)

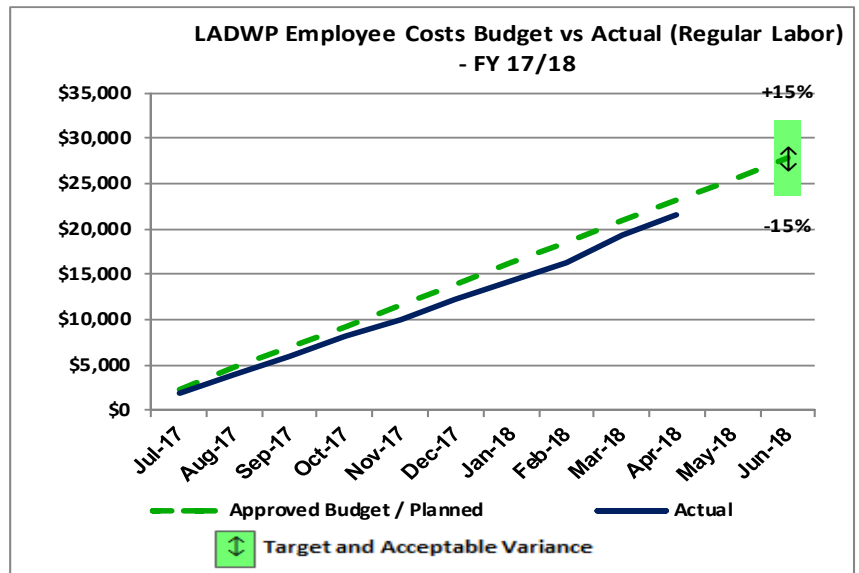
TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

SOURCE OF DATA: Budget Reporting System (BRS) - Rates Metrics Report

REGULAR LABOR STATUS:

Within Acceptable Variance

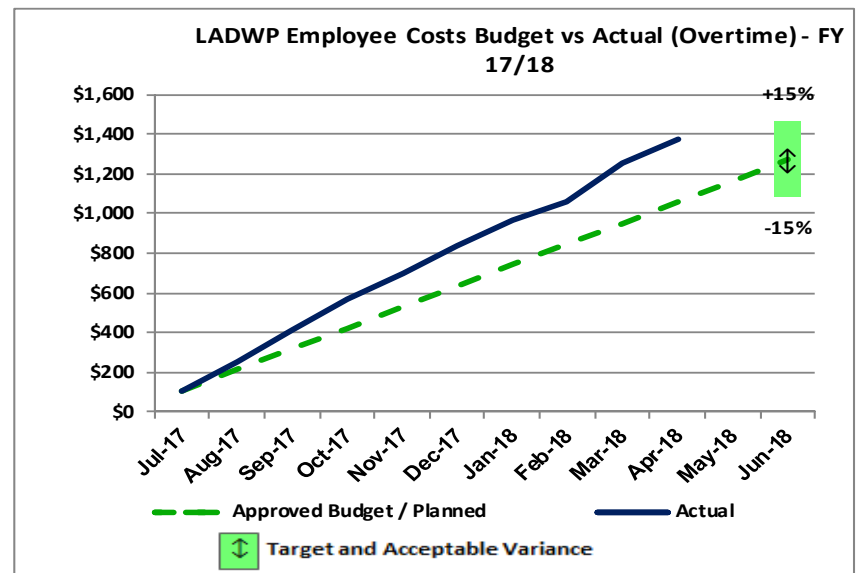
| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|--------|
| | | | Unit or \$ | % |
| Jul-17 | 2,319 | 1,803 | -516 | -22.3% |
| Aug-17 | 4,639 | 3,975 | -664 | -14.3% |
| Sep-17 | 6,958 | 5,960 | -998 | -14.3% |
| Oct-17 | 9,277 | 8,120 | -1158 | -12.5% |
| Nov-17 | 11,597 | 10,097 | -1500 | -12.9% |
| Dec-17 | 13,916 | 12,166 | -1750 | -12.6% |
| Jan-18 | 16,235 | 14,328 | -1907 | -11.7% |
| Feb-18 | 18,555 | 16,386 | -2169 | -11.7% |
| Mar-18 | 20,874 | 19,347 | -1527 | -7.3% |
| Apr-18 | 23,193 | 21,567 | -1626 | -7.0% |
| May-18 | 25,513 | | | |
| Jun-18 | 27,832 | | | |
| Acceptable Variance | | | ± 15% | |



OVERTIME STATUS:

Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|-------|
| | | | Unit or \$ | % |
| Jul-17 | 106 | 110 | 4 | 3.4% |
| Aug-17 | 212 | 249 | 37 | 17.5% |
| Sep-17 | 318 | 410 | 92 | 29.1% |
| Oct-17 | 424 | 567 | 143 | 33.8% |
| Nov-17 | 529 | 702 | 172 | 32.5% |
| Dec-17 | 635 | 834 | 198 | 31.2% |
| Jan-18 | 741 | 967 | 226 | 30.5% |
| Feb-18 | 847 | 1,064 | 217 | 25.6% |
| Mar-18 | 953 | 1,251 | 298 | 31.2% |
| Apr-18 | 1,059 | 1,373 | 314 | 29.7% |
| May-18 | 1,165 | | | |
| Jun-18 | 1,271 | | | |
| Acceptable Variance | | | ± 15% | |



| YTD as of April 2018 | | | | | |
|----------------------------|---------------|---------------|-------------|------------|-------------------|
| Employee Cost Category | Budget | Actual | Variance | Variance % | FY 17/18 Approved |
| Regular Labor | 23,193 | 21,567 | -1,626 | -7% | 27,832 |
| Overtime | 1,059 | 1,373 | 314 | 30% | 1,271 |
| Health Care Allocation | 6,802 | 6,729 | -74 | -1% | 8,163 |
| Retirement & Death Benefit | 10,805 | 11,808 | 1,002 | 9% | 12,967 |
| Total | 41,860 | 41,476 | -383 | -1% | 50,232 |

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

1. **BACKGROUND / PURPOSE**

- This is an analysis of the regular labor and overtime expenditures for the following Divisions in FSO:
 - Org 21 – Financial Services Exec Office
 - Org 22 – Accounting and Financial Reporting
 - Org 23 – Budget, Rates, Fin. Planning, and Fin. System Replacement
 - Org 25 – Finance and Risk Control
 - Org 26 – Internal Audit
 - Org 28 – Corporate Performance

2. **ACHIEVEMENTS / MILESTONES MET**

- **Accounts Payable**
 - Drastically reduced overtime in the past fiscal year due to expedited backfilling of vacancies.
 - Supervision has also been proactive in holding staff accountable by monitoring productivity metrics on a weekly basis.
 - Currently have a twelve month discount capture rate of 90%.
- **Cashier's Office**
 - Cash balancing was stabilized four years after implementation of CCB.
 - \$15M variance was identified and reconciled.
 - Assisted in the Bulk Refund Process associated with the CCB settlement.
- **Financial Systems Replacement (FSR)**
 - Laid out the overall action items to be accomplished as part of the Enterprise Resource Planning (ERP) organizational readiness activities.
 - Analyzed the approach, deliverables, and estimated due dates for each action item.
 - Prepared standard documentation templates for ERP readiness activities.
 - Filled fourteen vacancies in FSR by the end of December 2017.
 - Formed six groups within FSR to cover all finance modules within ERP.
 - Conducted numerous training sessions to get the team ready for the work plan.
 - Solicited follow-up questions from FSO for ERP software demo Part II.

- Facilitated ERP software vendor demo Part II. All SMEs were invited to participate in the deeper dive of software functionality.
- Team started business process documentation through SWOT analysis, FSO manual review, and communication with SMEs. First progress report meeting with FSO was conducted in April, 2018.
- Participated in GFOA training for ERP project in Mid April, 2018.

- **Payroll**

- Implemented New MOU contract for 10/1/2017 and 12/1/2017 for IBEW. This new contract had many new changes. Rules have changed for three Bargaining Units. Extensive reprogramming and new types of time needed to be created to cover this. This creation and development took a lot of coordination with IT and testing.
- Completed Year-end processing and related payments for unused sick and B-Time.
- Completed processing and distribution of approximately 12,000 W2s.
- Implemented New MOU contract for 10/1/2017 and 12/1/2017 and 1/1/18 for Load Dispatchers Association. This new contract had many new changes. As there is a me to clause for LDA related to IBEW new overtime rules. A lot of reprogramming and new types of time needed to be created to cover this. This creation and development took a lot of coordination with IT and testing.
- Implemented New MOU contract for MEA with retroactive payments - 1/1/2017, 10/1/2017 and 12/1/2017. A lot of work was required to process this implementation with the 3 retroactive payments.
- Implemented New MOU contract for Unrepresented employees with retroactive payments from 6/16 and 6/17.

Within Acceptable Variance



Outside Acceptable Variance



Exceeds Target



Needs Attention



- **Rates, Contracts, and Rates Technology**

- Along with Power System, worked with MTA to analyze and clarify demand charge application for their operations.
- 40 eligible customers for special XCD rate were identified to allow opportunity for these large C&I customers to lower their electric rates.
- Worked with Key Account Managers to implement SummerShift program for Summer 2018.
- Continue to support special billing of up to 40% of our top electric customers through PBS.
- Established new Standard Offer Agreement for Voluntary Curtailment and Contract Demand Electric Service (combo rate).
- Support associated renewal of special electric contracts (7 - XCD, 1 - XRT, 7 - Combo) including new standard agreement for renewables currently under review.
- Worked with Purchasing from December 2017 thru May 2018 to complete Rates Consulting Services, and Marginal Cost Study and Benchmarking Services Contracts to support the Interim Water and Power Rates Review. In process of obtaining Board and Council approval.
- July 1, 2018 Water and Power Quarterly Factors were issued to IT for CCB programming.
- Rates Application Technology and Maintenance RFP completed and advertised to support web-based applications that provide information to LADWP customers on rates and other information.
- Updated Rate Calculation worksheets for bill testing to reflect July 1 quarterly rate factor changes.
- Supported water loss task force with LADWP water sales to allow comparison of delivered versus supplied water.
- Provided Conservation Group and Key Account Managers historical water and

power consumption data to allow customers to track their conservation measures.

- Completed Electric Vehicle quarterly report delivered to California Air Resources Board to obtain rebate funding for charging consumption as measured by separately metered chargers.
- Volume tested CCB with the April quarterly rate factors before April 1 go live.
- Completed RPA request for fiscal year report that tracks monthly and annual consumption, revenues, and number of customers.
- Developed a new billing method for BSL Street Lighting as well as developed a draft agreement to charge BSL for non-lighting attachments and EV chargers.

3. **PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION**

- **Accounts Payable**

- In the process of filling 3 vacancies and now have 3 new vacancies related to promotions by staff and 2 employees that will be going out on extended leaves. Currently working on backfilling 3 new vacancies. Extra overtime has been needed to process invoices timely and keep our capture rate of discounts in the 85% to 90% range due to the vacancies. Additional over time has been approved for year-end processing and the shortage of staff due to the recent 3 promotions. Will continue working on backfilling the three new vacancies and hope to have the first 3 new employees in shortly, so training may begin.

- **Cashier's Office**

- SUA-C position vacant 9/4/17 through 12/26/17. UA-B position vacant 9/17 until 11/2/17. UA-A took 3 weeks vacation. As a result, overtime was increased to cover staff shortages to meet daily operations. With two new staff, overtime was needed due to learning curve and vacation coverage.

- UA-A was on leave of absence in February and required staff OT to meet daily needs and deadlines.
- OT required in order to meet the time sensitivity of printing, folding, and mailing of the bulk refund checks.
- **Financial Systems Replacement**
 - Actual regular labor expense is below budget on year-to-date basis, because the hiring process is substantially completed in late December 2017.
 - Overtime labor is below budget because the RFP for ERP software and system integrator is not yet released.
- **Payroll**
 - Overtime has increased this fiscal year due to:
 - Two vacant positions. One SAC has been backfilled. Staff has been given extra overtime during these vacancies and training of new employee. One staff member was on an extended leave and has since returned. While employee was out, extra overtime was given to staff to cover employee's duties.
 - Extensive reprogramming and new types of time needed to be created to cover New MOU contract. This creation and development took a lot of coordination with IT and testing.
 - Year-end processing and related payments for unused sick and B-Time.
 - W2 processing and distribution.
 - New MOU contract for MEA 3 implementation and retroactive payments - 1/1/2017, 10/1/2017 and 12/1/2017. A lot of work was required to process this implementation and 3 retroactive payments.
 - Additional overtime was needed to implement COLA/contracts for Unrepresented Classes for 6/16 and 6/17 and retroactive pay for the two years.

- Additional overtime will be needed for Securities upcoming contract, as well as 3 new projects, New Deduction for Women Engineers, Excess Benefit Arrangement - pay adjustment, and new employee deduction related to JSI/JTI .43% of hours worked.

- **Rates, Contracts, and Rates Technology**
 - Actual labor is lower than budgeted due to four vacant positions which resulted in an increase in overtime. Two positions have recently been filled. The hiring packages are in progress for the remaining two vacancies and the positions are anticipated to be filled within the next couple of months.

4. **MITIGATION PLAN AND / OR RECOMMENDATIONS**

- **Accounts Payable**
 - Work on training new hires once they are on board and backfilling three vacant positions.
- **Cashier's Office**
 - Work towards training new staff and stabilizing work force in Cashier. SUA-C position filled 12/26/17. UA-B position filled 11/2/17.
- **Financial Systems Replacement**
 - Most vacancies have been filled as of December 2017. Therefore, actual labor expense should be closely aligned with budget going forward. Overtime labor is dependent on the actual release of ERP RFPs. However, the Payroll team has been working overtime to capture the timekeeping rules.
- **Payroll**
 - Continue to train new employee and backfill last vacant position.
- **Rates, Contracts, and Rates Technology**
 - The labor and overtime will be closely aligned with budget once the four vacant positions are filled.
 - The labor and overtime may be impacted by the Water and Power Rate Review activities.

LADWP RATES METRIC – LADWP EMPLOYEE COST BUDGET VS. ACTUAL (Commission Office)

RESPONSIBLE MANAGER:

REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: LADWP Commission Office employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual (\$M)

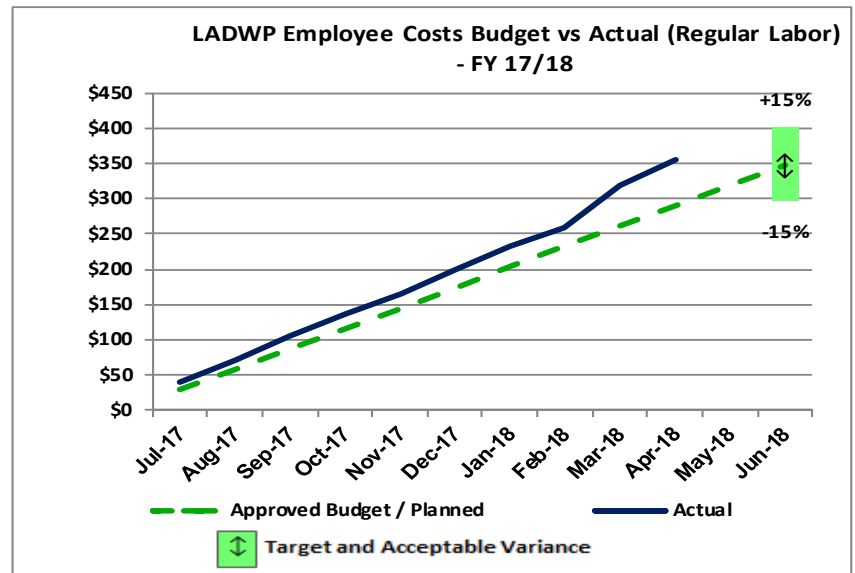
TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

SOURCE OF DATA: Budget Reporting System (BRS) - Rates Metrics Report

REGULAR LABOR STATUS:

Outside Acceptable Variance

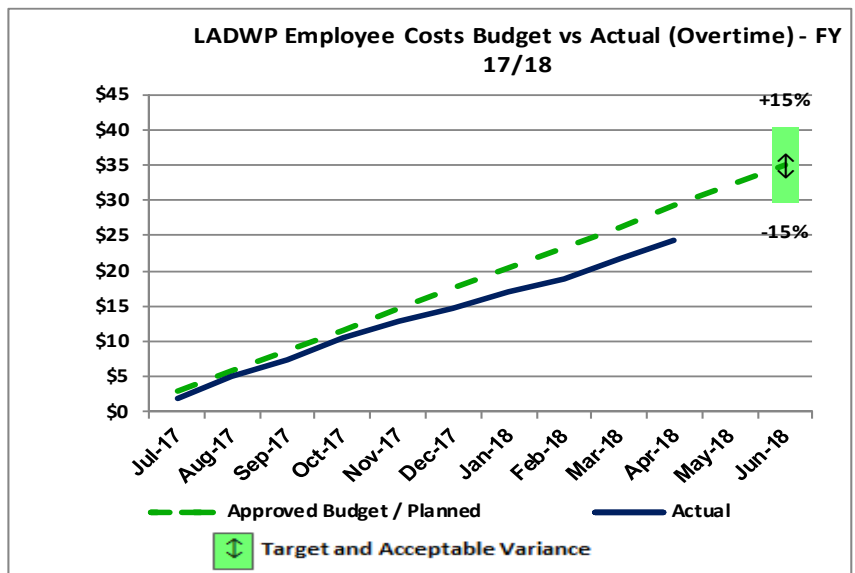
| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|-------|
| | | | Unit or \$ | % |
| Jul-17 | 29 | 39 | 10 | 33.8% |
| Aug-17 | 58 | 72 | 14 | 23.8% |
| Sep-17 | 87 | 106 | 19 | 21.5% |
| Oct-17 | 116 | 137 | 21 | 18.3% |
| Nov-17 | 145 | 166 | 21 | 14.5% |
| Dec-17 | 174 | 200 | 26 | 15.0% |
| Jan-18 | 203 | 234 | 31 | 15.3% |
| Feb-18 | 232 | 258 | 26 | 11.2% |
| Mar-18 | 261 | 318 | 57 | 21.8% |
| Apr-18 | 290 | 355 | 65 | 22.4% |
| May-18 | 319 | | | |
| Jun-18 | 348 | | | |
| Acceptable Variance | | | ± 15% | |



OVERTIME STATUS:

Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|--------|
| | | | Unit or \$ | % |
| Jul-17 | 3 | 2 | -1 | -38.3% |
| Aug-17 | 6 | 5 | -1 | -14.3% |
| Sep-17 | 9 | 8 | -1 | -14.3% |
| Oct-17 | 12 | 11 | -1 | -10.0% |
| Nov-17 | 15 | 13 | -2 | -11.5% |
| Dec-17 | 18 | 15 | -3 | -16.0% |
| Jan-18 | 20 | 17 | -3 | -16.7% |
| Feb-18 | 23 | 19 | -4 | -19.0% |
| Mar-18 | 26 | 22 | -5 | -17.7% |
| Apr-18 | 29 | 24 | -5 | -16.7% |
| May-18 | 32 | | | |
| Jun-18 | 35 | | | |
| Acceptable Variance | | | ± 15% | |



| YTD as of April 2018 | | | | | |
|----------------------------|--------|--------|----------|------------|-------------------|
| Employee Cost Category | Budget | Actual | Variance | Variance % | FY 17/18 Approved |
| Regular Labor | 290 | 355 | 65 | 22% | 348 |
| Overtime | 29 | 24 | -5 | -17% | 35 |
| Health Care Allocation | 85 | 75 | -10 | -12% | 102 |
| Retirement & Death Benefit | 135 | 107 | -28 | -21% | 162 |
| Total | 539 | 561 | 22 | 4% | 647 |

Within Acceptable Variance (Green) Outside Acceptable Variance (Red) Exceeds Target (Blue) Needs Attention (Yellow)

1. BACKGROUND / PURPOSE

Support to LADWP Board of Commissioners, Commission agenda, meetings, and after meeting documents processing.

The net overall variance for fiscal-year-to-date, July 2017 through April 2018, is 5%: Regular labor is 22% over run offset by overtime savings which is 17% under run.

2. ACHIEVEMENTS / MILESTONES MET

Timely processing of agendas, resolutions, back up documents, and documents for Mayor and Council approvals.

The Commission Office is in the process of scanning/transferring Board minutes in bound books from 1902 to 1999 from physical to searchable electronic copies that will be made available to the public via www.ladwp.com.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

The expenditure pattern is expected to continue through the end of the fiscal year.

Overtime is anticipated to address Board meeting deadlines and requests for documents from Commissioners.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Will continue to monitor expenditures and adjust future year budgets.

LADWP RATES METRIC – LADWP EMPLOYEE COST BUDGET VS. ACTUAL (Office of City Attorney)

RESPONSIBLE MANAGER:

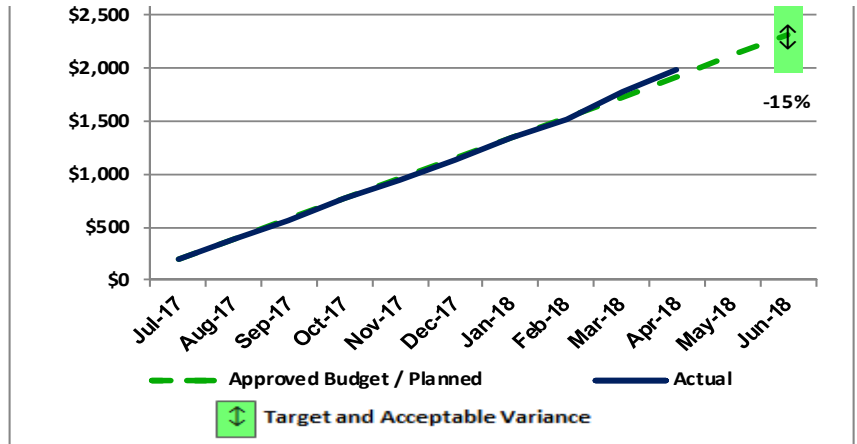
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: LADWP Office of City Attorney employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual (\$M)

TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

SOURCE OF DATA: Budget Reporting System (BRS) - Rates Metrics Report

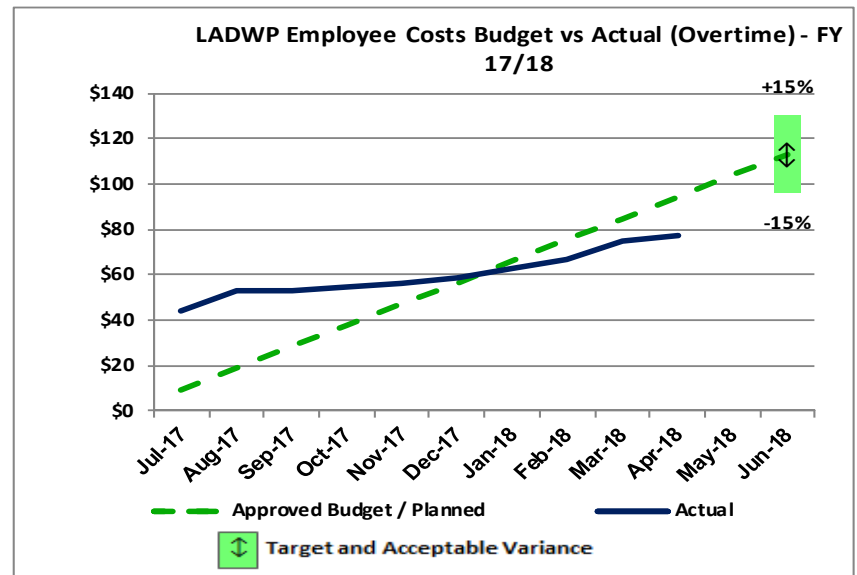
| | | | | |
|---------------------|-------|-------|-----|-------|
| Aug-17 | 385 | 390 | 5 | 1.3% |
| Sep-17 | 578 | 567 | -11 | -1.9% |
| Oct-17 | 770 | 768 | -2 | -0.3% |
| Nov-17 | 963 | 947 | -16 | -1.6% |
| Dec-17 | 1,155 | 1,134 | -21 | -1.8% |
| Jan-18 | 1,348 | 1,350 | 2 | 0.1% |
| Feb-18 | 1,540 | 1,525 | -15 | -1.0% |
| Mar-18 | 1,733 | 1,781 | 48 | 2.8% |
| Apr-18 | 1,925 | 1,994 | 69 | 3.6% |
| May-18 | 2,118 | | | |
| Jun-18 | 2,311 | | | |
| Acceptable Variance | | | | ± 15% |



OVERTIME STATUS:

Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|--------|
| | | | Unit or \$ | % |
| Jul-17 | 9 | 44 | 34 | 365.4% |
| Aug-17 | 19 | 53 | 34 | 182.5% |
| Sep-17 | 28 | 53 | 25 | 86.9% |
| Oct-17 | 38 | 55 | 17 | 44.7% |
| Nov-17 | 47 | 56 | 9 | 18.9% |
| Dec-17 | 57 | 59 | 2 | 3.7% |
| Jan-18 | 66 | 62 | -4 | -5.5% |
| Feb-18 | 75 | 67 | -8 | -11.2% |
| Mar-18 | 85 | 75 | -10 | -11.5% |
| Apr-18 | 94 | 78 | -17 | -17.7% |
| May-18 | 104 | | | |
| Jun-18 | 113 | | | |
| Acceptable Variance | | | | ± 15% |



| YTD as of April 2018 | | | | | |
|----------------------------|--------|--------|----------|------------|-------------------|
| Employee Cost Category | Budget | Actual | Variance | Variance % | FY 17/18 Approved |
| Regular Labor | 1,925 | 1,994 | 69 | 4% | 2,311 |
| Overtime | 94 | 78 | -17 | -18% | 113 |
| Health Care Allocation | 565 | 420 | -146 | -26% | 678 |
| Retirement & Death Benefit | 898 | 600 | -297 | -33% | 1,077 |
| Total | 3,483 | 3,092 | -391 | -11% | 4,179 |

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

1. BACKGROUND / PURPOSE

The Office of the City Attorney provides legal support and counsel to the LADWP.

The overall variance for fiscal-year-to-date, July 2017 through April 2018, is 14% under target: the 4% over target in labor is offset by the 18% savings in overtime.

2. ACHIEVEMENTS / MILESTONES MET

Providing legal advice and guidance to LADWP, Board, and employees in civil litigation and transactions.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

Reduction of overtime is due to filling vacant positions and hiring under succession planning. Variances are not projected to be outside of the acceptable range.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Office of the City Attorney will continue to monitor its expenditures to ensure that variances are within the acceptable range for the remainder of the fiscal year and future years.

LADWP RATES METRIC – LADWP EMPLOYEE COST BUDGET VS. ACTUAL (General Manager's Office)

RESPONSIBLE MANAGER:

REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: LADWP General Manager's Office employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual (\$M)

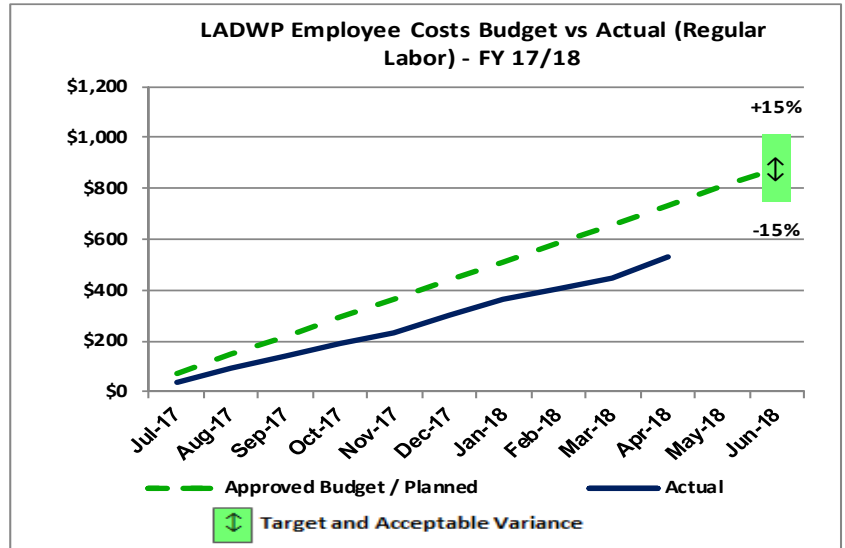
TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

SOURCE OF DATA: Budget Reporting System (BRS) - Rates Metrics Report

REGULAR LABOR STATUS:

Outside Acceptable Variance

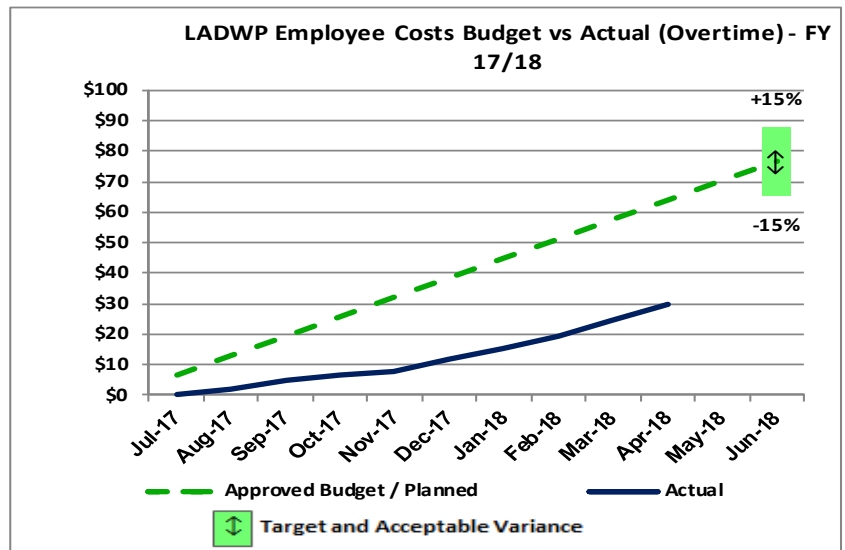
| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|--------|
| | | | Unit or \$ | % |
| Jul-17 | 73 | 35 | -39 | -52.6% |
| Aug-17 | 146 | 94 | -52 | -35.8% |
| Sep-17 | 220 | 142 | -77 | -35.2% |
| Oct-17 | 293 | 193 | -100 | -34.3% |
| Nov-17 | 366 | 235 | -131 | -35.8% |
| Dec-17 | 439 | 303 | -136 | -31.1% |
| Jan-18 | 513 | 362 | -151 | -29.4% |
| Feb-18 | 586 | 407 | -179 | -30.5% |
| Mar-18 | 659 | 447 | -212 | -32.1% |
| Apr-18 | 732 | 531 | -201 | -27.5% |
| May-18 | 806 | | | |
| Jun-18 | 879 | | | |
| Acceptable Variance | | | ± 15% | |



OVERTIME STATUS:

Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|--------|
| | | | Unit or \$ | % |
| Jul-17 | 6 | 0 | -6 | -95.3% |
| Aug-17 | 13 | 2 | -11 | -82.8% |
| Sep-17 | 19 | 5 | -14 | -74.9% |
| Oct-17 | 26 | 7 | -19 | -74.5% |
| Nov-17 | 32 | 8 | -24 | -74.9% |
| Dec-17 | 38 | 12 | -26 | -68.7% |
| Jan-18 | 45 | 15 | -30 | -66.4% |
| Feb-18 | 51 | 19 | -32 | -62.4% |
| Mar-18 | 57 | 24 | -33 | -57.7% |
| Apr-18 | 64 | 30 | -34 | -53.6% |
| May-18 | 70 | | | |
| Jun-18 | 77 | | | |
| Acceptable Variance | | | ± 15% | |



| Employee Cost Category | YTD as of April 2018 | | | | FY 17/18 Approved |
|----------------------------|----------------------|--------|----------|------------|-------------------|
| | Budget | Actual | Variance | Variance % | |
| Regular Labor | 732 | 531 | -201 | -27% | 879 |
| Overtime | 64 | 30 | -34 | -54% | 77 |
| Health Care Allocation | 215 | 188 | -27 | -13% | 258 |
| Retirement & Death Benefit | 341 | 271 | -71 | -21% | 410 |
| Total | 1,353 | 1,019 | -333 | -25% | 1,623 |

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

1. BACKGROUND / PURPOSE

Support for General Manager and Department operations.

The variance for fiscal year to date, July 2017 through April 2018 is 27% under target for regular labor and 54% under target for overtime.

2. ACHIEVEMENTS / MILESTONES MET

Successful coordination and implementation of projects and assignments between LADWP systems.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

Process items for LADWP Board meeting agendas. Work with Power, Water, and Joint systems. Provide guidance on procedures and policies.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Hire additional staff to reduce under runs in regular labor and overtime. Monitor expenditures.

LADWP RATES METRIC – LADWP EMPLOYEE COST BUDGET VS. ACTUAL (Public Affairs)

RESPONSIBLE MANAGER: Joseph Ramallo

REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: LADWP Public Affairs employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual (\$M)

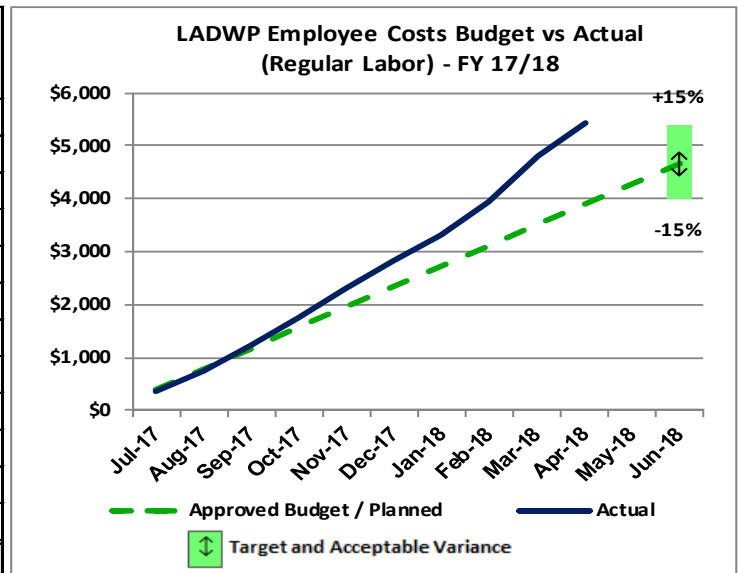
TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

SOURCE OF DATA: Budget Reporting System (BRS) - Rates Metrics Report

REGULAR LABOR STATUS:

Outside Acceptable Variance

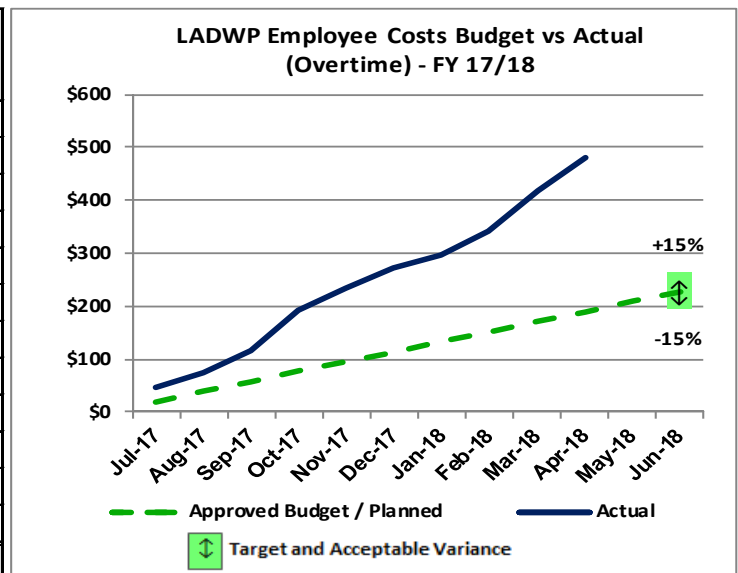
| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|------------|-------|-----------------------------|
| | | | Unit or \$ | % | |
| Jul-17 | 390 | 357 | -33 | -8.5% | |
| Aug-17 | 780 | 759 | -21 | -2.7% | |
| Sep-17 | 1,171 | 1,234 | 63 | 5.4% | |
| Oct-17 | 1,561 | 1,755 | 194 | 12.4% | |
| Nov-17 | 1,951 | 2,304 | 353 | 18.1% | |
| Dec-17 | 2,341 | 2,814 | 473 | 20.2% | |
| Jan-18 | 2,731 | 3,327 | 596 | 21.8% | |
| Feb-18 | 3,121 | 3,932 | 811 | 26.0% | |
| Mar-18 | 3,512 | 4,802 | 1290 | 36.7% | |
| Apr-18 | 3,902 | 5,430 | 1528 | 39.2% | |
| May-18 | 4,292 | | | | |
| Jun-18 | 4,682 | | | | |
| Acceptable Variance | | | ± 15% | | |



OVERTIME STATUS:

Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---------------------|---------------------------|--------|------------|--------|-----------------------------|
| | | | Unit or \$ | % | |
| Jul-17 | 19 | 46 | 27 | 142.1% | |
| Aug-17 | 38 | 73 | 35 | 92.1% | |
| Sep-17 | 57 | 116 | 59 | 103.5% | |
| Oct-17 | 76 | 194 | 118 | 155.3% | |
| Nov-17 | 95 | 235 | 140 | 147.4% | |
| Dec-17 | 114 | 272 | 158 | 138.6% | |
| Jan-18 | 133 | 297 | 164 | 123.3% | |
| Feb-18 | 152 | 340 | 188 | 123.8% | |
| Mar-18 | 171 | 417 | 246 | 143.8% | |
| Apr-18 | 190 | 480 | 290 | 152.4% | |
| May-18 | 209 | | | | |
| Jun-18 | 228 | | | | |
| Acceptable Variance | | | ± 15% | | |



| YTD as of April 2018 | | | | | |
|----------------------------|--------------|--------------|--------------|------------|-------------------|
| Employee Cost Category | Budget | Actual | Variance | Variance % | FY 17/18 Approved |
| Regular Labor | 3,902 | 5,430 | 1,528 | 39% | 486,825 |
| Overtime | 190 | 480 | 290 | 152% | 93,033 |
| Health Care Allocation | 957 | 1,465 | 508 | 53% | 1,148 |
| Retirement & Death Benefit | 1,519 | 2,256 | 737 | 49% | 1,823 |
| Total | 6,568 | 9,631 | 3,063 | 47% | 582,829 |

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

1. **BACKGROUND / PURPOSE**

Public Affairs, now referred to as Communications, Media and Community Affairs (CMCA) is currently comprised of two minor orgs, 06100 Community Affairs and 06200 Communications and Media. As a result of the recent Re-Organization (effective September 4, 2017), Marketing and Economic Development Division is currently being housed in Minor Org 06100 until FY18/19.

2. **ACHIEVEMENTS / MILESTONES MET**

Some achievements during this reporting period in FY17/18 include:

- Community Affairs: 125 community-based activities that includes 85 community events, 39 community meetings and 1 Owens Valley tour.
- Corporate Communication: issued 18 news releases. The mild weather condition is the primary driver for the number of news releases' during this reporting period.
- CPRA Administration: 87 New CPRA Requests were opened.
- Advertising: There were 5 paid ads posted in support of key Department initiatives on Facebook that included: Equity Metrics, Water Infrastructure Improvement, Careers and Hiring, and Rebates/Turf Replacement. The Water Infrastructure Improvement initiative highlighted the work along Benedict Canyon that garnered the highest numbers of impressions at 124,000. LADWP has 32,000 Facebook "likes".
- Marketing: A power outage notification in April had 50,000 impressions. LADWP has 37,000 Twitter followers.

3. **PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION**

A portion of the activities performed by this group involve the participation, set-up and dismantling of exhibits, events and briefings for department and community sponsored programs. These events occur at various times

during the day that requires the use of overtime given the limited staff. In addition, unexpected emergencies that impact both the water and power system are monitored by Communications employees responsible for daily call-outs and reporting.

Additional challenges are also being met with the recent revision of Article 9.1(e) (a) of the MOU for Bargaining Unit 8 – Operating, Maintenance and Service that governs overtime compensation for specific classifications.

4. **MITIGATION PLAN AND / OR RECOMMENDATIONS**

With the recent re-organization and expanded objectives, both Divisions are in the process of ramping up their hiring activities for additional staff to assist in the accomplishment of department re-branding and enhanced communication with our stakeholders.

The plan currently being pursued to mitigate the overtime variance anticipates accelerated hiring in the following areas:

- CPRA Administration – 1 Utility Administrator and 1 Management Analyst
- Community Affairs – 2 Principal Public Relations Representative, 1 Storekeeper and 2 Warehouse and Toolroom Worker (Staggered shifts and schedules to facilitate set-up and dismantling of exhibits, events and briefings)
- Corporate Communications – 1 Audiovisual Technician and 2 Public Relations Specialists
- Marketing – 2 Principal Public Relations Representatives and 3 Public Relations Specialists

Although the plan will increase Labor, we anticipate correcting this issue by requesting additional funding and positions in future fiscal years.

LADWP RATES METRIC – LADWP EMPLOYEE COST BUDGET VS. ACTUAL (Office of Safety)

RESPONSIBLE MANAGER: Frank Naglich

REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: LADWP Office of Safety employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual (\$M)

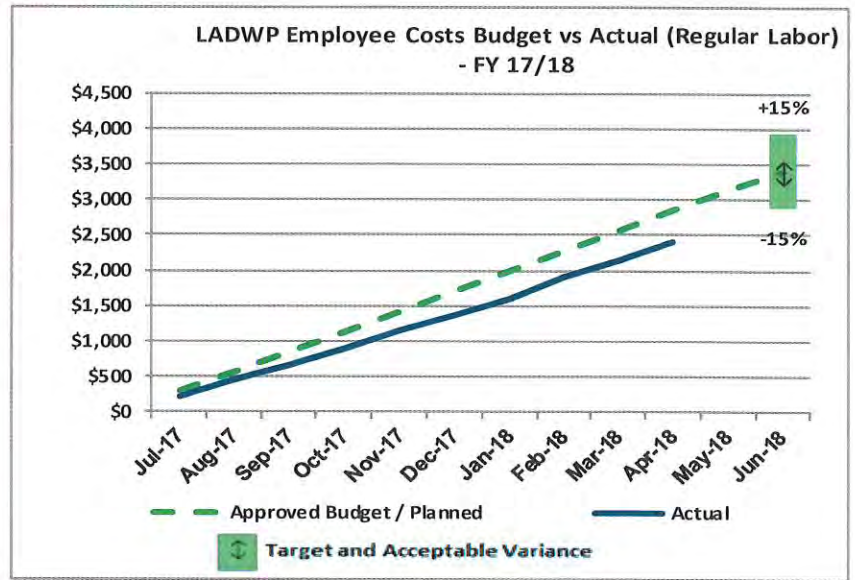
TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

SOURCE OF DATA: Budget Reporting System (BRS) - Rates Metrics Report

REGULAR LABOR STATUS:

Outside Acceptable Variance

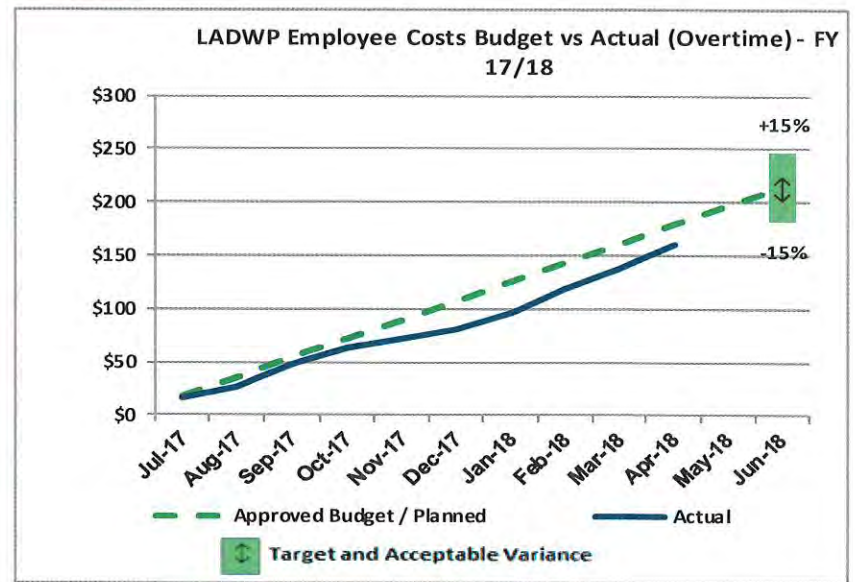
| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|--------|
| | | | Unit or \$ | % |
| Jul-17 | 284 | 214 | -70 | -24.7% |
| Aug-17 | 568 | 452 | -117 | -20.5% |
| Sep-17 | 852 | 668 | -184 | -21.6% |
| Oct-17 | 1,137 | 901 | -235 | -20.7% |
| Nov-17 | 1,421 | 1,144 | -276 | -19.5% |
| Dec-17 | 1,705 | 1,352 | -353 | -20.7% |
| Jan-18 | 1,989 | 1,588 | -401 | -20.2% |
| Feb-18 | 2,273 | 1,912 | -361 | -15.9% |
| Mar-18 | 2,557 | 2,150 | -408 | -15.9% |
| Apr-18 | 2,842 | 2,413 | -429 | -15.1% |
| May-18 | 3,126 | | | |
| Jun-18 | 3,410 | | | |
| Acceptable Variance | | | ± 15% | |



OVERTIME STATUS:

Within Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|--------|
| | | | Unit or \$ | % |
| Jul-17 | 18 | 16 | -2 | -11.2% |
| Aug-17 | 36 | 28 | -8 | -23.2% |
| Sep-17 | 54 | 48 | -6 | -10.6% |
| Oct-17 | 72 | 62 | -9 | -12.8% |
| Nov-17 | 90 | 72 | -18 | -20.0% |
| Dec-17 | 107 | 80 | -28 | -25.8% |
| Jan-18 | 125 | 97 | -29 | -22.8% |
| Feb-18 | 143 | 120 | -24 | -16.5% |
| Mar-18 | 161 | 138 | -24 | -14.6% |
| Apr-18 | 179 | 160 | -19 | -10.5% |
| May-18 | 197 | | | |
| Jun-18 | 215 | | | |
| Acceptable Variance | | | ± 15% | |



| YTD as of April 2018 | | | | | |
|----------------------------|--------------|--------------|-------------|-------------|-------------------|
| Employee Cost Category | Budget | Actual | Variance | Variance % | FY 17/18 Approved |
| Regular Labor | 2,842 | 2,413 | -429 | -15% | 3,410 |
| Overtime | 179 | 160 | -19 | -11% | 215 |
| Health Care Allocation | 834 | 749 | -86 | -10% | 1,001 |
| Retirement & Death Benefit | 1,324 | 1,107 | -217 | -16% | 1,589 |
| Total | 5,179 | 4,429 | -750 | -14% | 6,215 |

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

1. BACKGROUND / PURPOSE

The Labor and Overtime data is for the following minor organizations in Org 69:

Org 69111 Office of Safety Exec Ofc & Admin
Org 69100 Corporate Health and Safety
Org 69200 Industrial Hygiene
Org 69300 Safety Engineering

For Fiscal Year 17-18, the Office of Safety gained eight (8) funded substitute positions; increasing the total number of positions from 24 to 32.

2. ACHIEVEMENTS/MILESTONES MET

To fill the new vacant funded positions, the Office of Safety submitted examination requests to the Personnel Department for the Industrial Hygienist, Senior Industrial Hygienist and Safety Engineer Associate classifications. The exams for Industrial Hygienist and Senior Industrial Hygienist have been administered and we are waiting for eligible lists to be released. The Safety Engineer Associate exam is still pending.

3. PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION

Six of the eight funded substitute positions that were added this Fiscal Year to the Office of Safety are still vacant as of April 2018, resulting in the -15.1% variance to labor costs; budget vs actual. There are no current Civil Service eligible lists for the vacant positions. Eligible lists are currently being established and hiring will begin approximately at the beginning of the 18/19 Fiscal Year.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

While waiting for the Personnel Department to establish eligible lists, the Office of Safety has been utilizing overtime for those programs that are immediately needed and putting on hold those programs that will be addressed once additional staff is hired.



**FRANK C. NAGLICH, Chief Safety Officer
Office of Safety**

LADWP RATES METRIC – LADWP EMPLOYEE COST BUDGET VS. ACTUAL

(Office of Sustainability)

RESPONSIBLE MANAGER: Nancy Sutley

REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: LADWP Office of Sustainability employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual (\$M)

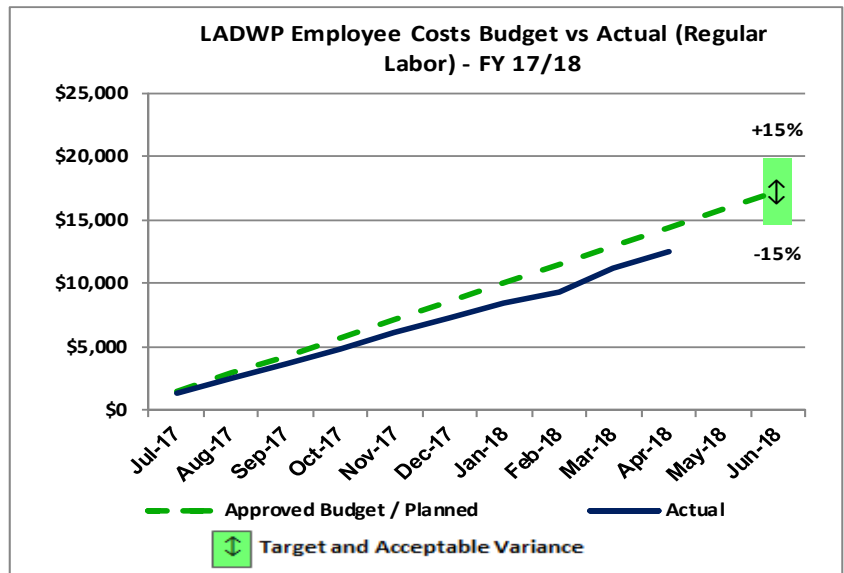
TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

SOURCE OF DATA: Budget Reporting System (BRS) - Rates Metrics Report

REGULAR LABOR STATUS:

Within Acceptable Variance

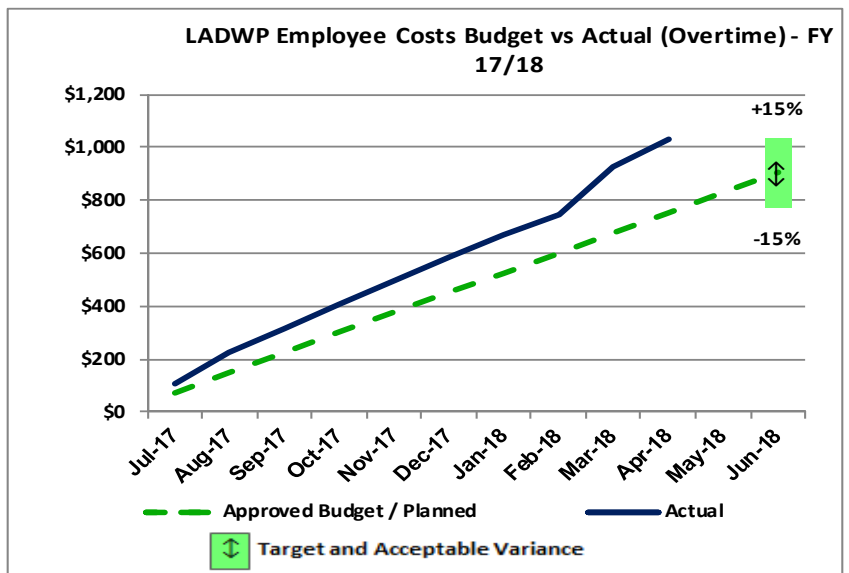
| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|--------|
| | | | Unit or \$ | % |
| Jul-17 | 1,439 | 1,343 | -96 | -6.6% |
| Aug-17 | 2,877 | 2,534 | -343 | -11.9% |
| Sep-17 | 4,316 | 3,629 | -687 | -15.9% |
| Oct-17 | 5,755 | 4,798 | -957 | -16.6% |
| Nov-17 | 7,193 | 6,060 | -1133 | -15.8% |
| Dec-17 | 8,632 | 7,248 | -1384 | -16.0% |
| Jan-18 | 10,071 | 8,452 | -1619 | -16.1% |
| Feb-18 | 11,510 | 9,341 | -2169 | -18.8% |
| Mar-18 | 12,948 | 11,193 | -1755 | -13.6% |
| Apr-18 | 14,387 | 12,490 | -1897 | -13.2% |
| May-18 | 15,826 | | | |
| Jun-18 | 17,264 | | | |
| Acceptable Variance | | | ± 15% | |



OVERTIME STATUS:

Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|-------|
| | | | Unit or \$ | % |
| Jul-17 | 75 | 110 | 34 | 45.8% |
| Aug-17 | 150 | 226 | 76 | 50.2% |
| Sep-17 | 226 | 315 | 90 | 39.7% |
| Oct-17 | 301 | 407 | 106 | 35.3% |
| Nov-17 | 376 | 496 | 120 | 32.0% |
| Dec-17 | 451 | 584 | 132 | 29.3% |
| Jan-18 | 527 | 673 | 147 | 27.8% |
| Feb-18 | 602 | 748 | 146 | 24.2% |
| Mar-18 | 677 | 928 | 251 | 37.1% |
| Apr-18 | 752 | 1,030 | 277 | 36.9% |
| May-18 | 827 | | | |
| Jun-18 | 903 | | | |
| Acceptable Variance | | | ± 15% | |



| YTD as of April 2018 | | | | | |
|----------------------------|---------------|---------------|---------------|------------|-------------------|
| Employee Cost Category | Budget | Actual | Variance | Variance % | FY 17/18 Approved |
| Regular Labor | 14,387 | 12,490 | -1,897 | -13% | 17,264 |
| Overtime | 752 | 1,030 | 277 | 37% | 903 |
| Health Care Allocation | 4,224 | 4,221 | -3 | 0% | 5,068 |
| Retirement & Death Benefit | 6,705 | 6,470 | -235 | -4% | 8,046 |
| Total | 26,068 | 24,209 | -1,858 | -7% | 31,281 |

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

1. BACKGROUND / PURPOSE

The Office of Sustainability has the following Minor Orgs: Org 11200 Efficiency Solutions is tasked with ensuring Los Angeles remains focused on meeting energy efficiency goals; and managing direct install programs, rebates, and incentives to promote savings for all LADWP customers. Orgs 11100, 11101, 11102, 11103, 11104, 11105, 11150 Environmental Affairs has oversight on compliance with environmental regulations and laws, guidance on the California Environmental Quality Act requirements and promoting sustainable operations for LADWP. Org 11000 is the Executive Office and is responsible for overall sustainability programs and policies for the Department.

2. ACHIEVEMENTS / MILESTONES MET

The Office of Sustainability continues to work towards achieving the Department's 15% energy efficiency goal by 2020. Environmental Affairs also continues to ensure that LADWP remains in compliance with state environmental mandates and goals that incorporate a transparent and rigorous data performance analysis on GHG emissions and sustainable metrics into the day to day operations of LADWP.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

Regular Labor has been under expended by \$1.9M, or 13% of the labor budget, as of April 2018 as we continue to fill up Utility Services Specialist (USS) vacancies with the establishment of the USS certification list. Available office space continues to be an issue in filling more vacant positions.

Overtime has been over expanded by \$277k due to vacancies that have yet to be filled, to ensure customer expectations are met for program turn-around times

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Org 11 will continue to fill positions and find possible office spaces to be able to fill vacant positions.

LADWP RATES METRIC – LADWP EMPLOYEE COST BUDGET VS. ACTUAL

(Power)

RESPONSIBLE MANAGER: Reiko Kerr/Andrew Kendall/Ken Chang

REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: LADWP Power System employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual (\$M)

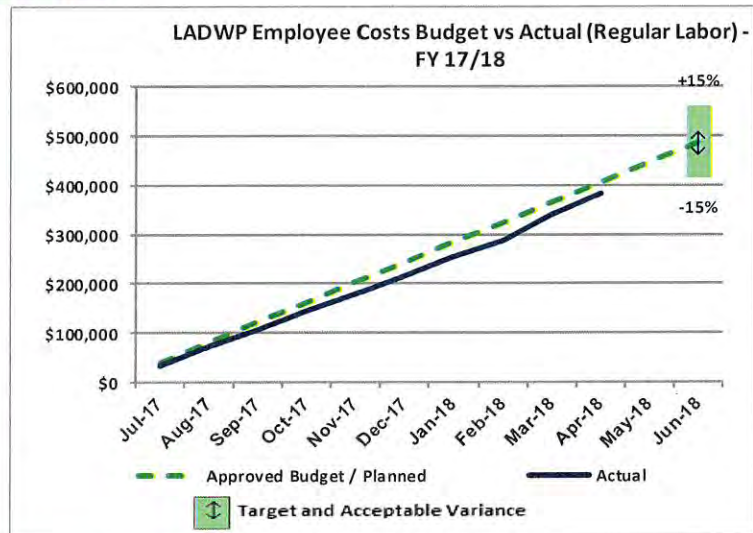
TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

SOURCE OF DATA: Budget Reporting System (BRS) - Rates Metrics Report

REGULAR LABOR STATUS:

Within Acceptable Variance

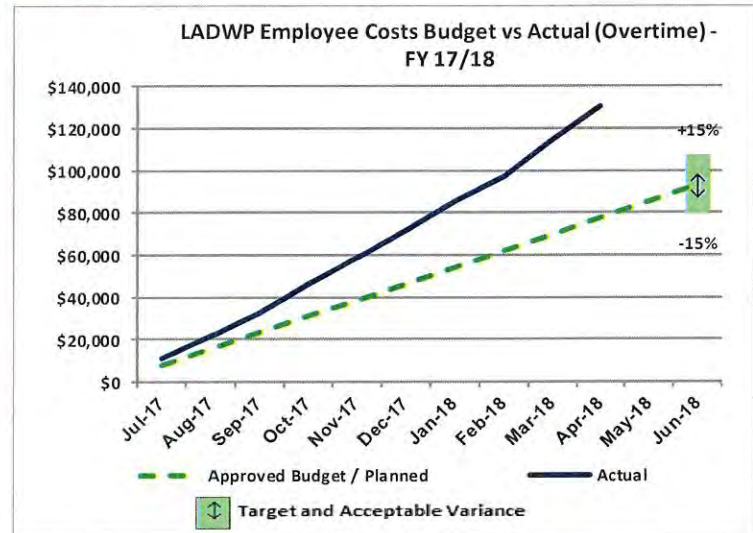
| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|---------|------------|--------|
| | | | Unit or \$ | % |
| Jul-17 | 40,569 | 34,256 | (6,312.8) | -15.6% |
| Aug-17 | 81,138 | 72,319 | (8,818.5) | -10.9% |
| Sep-17 | 121,706 | 107,009 | (14,697.4) | -12.1% |
| Oct-17 | 162,275 | 144,223 | (18,052.0) | -11.1% |
| Nov-17 | 202,844 | 180,084 | (22,759.7) | -11.2% |
| Dec-17 | 243,413 | 216,323 | (27,090.0) | -11.1% |
| Jan-18 | 283,981 | 252,971 | (31,010.0) | -10.9% |
| Feb-18 | 324,550 | 288,875 | (35,674.7) | -11.0% |
| Mar-18 | 365,119 | 340,055 | (25,063.7) | -6.9% |
| Apr-18 | 405,688 | 382,890 | (22,797.9) | -5.6% |
| May-18 | 446,256 | | | |
| Jun-18 | 486,825 | | | |
| Acceptable Variance | | | ± 15% | |



OVERTIME STATUS:

Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|---------|------------|-------|
| | | | Unit or \$ | % |
| Jul-17 | 7,753 | 10,946 | 3,193.3 | 41.2% |
| Aug-17 | 15,506 | 21,353 | 5,847.6 | 37.7% |
| Sep-17 | 23,258 | 32,713 | 9,454.4 | 40.6% |
| Oct-17 | 31,011 | 46,608 | 15,597.1 | 50.3% |
| Nov-17 | 38,764 | 58,393 | 19,628.8 | 50.6% |
| Dec-17 | 46,517 | 71,517 | 25,000.0 | 53.7% |
| Jan-18 | 54,269 | 85,152 | 30,883.2 | 56.9% |
| Feb-18 | 62,022 | 97,209 | 35,187.3 | 56.7% |
| Mar-18 | 69,775 | 115,026 | 45,251.2 | 64.9% |
| Apr-18 | 77,528 | 130,576 | 53,048.2 | 68.4% |
| May-18 | 85,280 | | | |
| Jun-18 | 93,033 | | | |
| Acceptable Variance | | | ± 15% | |



YTD as of April 2018

| Employee Cost Category | Budget | Actual | Variance | Variance % | FY 17/18 Approved |
|----------------------------|---------|---------|----------|------------|-------------------|
| Regular Labor | 405,688 | 382,890 | -22,798 | -6% | 486,825 |
| Overtime | 77,528 | 130,576 | 53,048 | 68% | 93,033 |
| Health Care Allocation | 115,236 | 113,578 | -1,658 | -1% | 138,283 |
| Retirement & Death Benefit | 186,134 | 174,144 | -11,990 | -6% | 223,361 |
| Total | 784,585 | 801,187 | 16,602 | 2% | 941,502 |

Within Acceptable Variance (green box) Outside Acceptable Variance (red box) Exceeds Target (blue box) Needs Attention (yellow box)

1. **BACKGROUND / PURPOSE**

- Power System comprises eight major organizations with a total of 4,767 approved positions (4,557 APR and 210 Sub Funded):

| <i>Division</i> | <i>Apprvd</i> |
|---|---------------|
| Power Executive (PEX) | 46 |
| Power Planning (PPD) | 107 |
| Power Supply Operations (PSO) | 906 |
| Power Fuel and Purchase (PFP) | 54 |
| Power Transmission & Distribution (PTD) | 1,559 |
| Power Construction & Maintenance (PCM) | 1,313 |
| Power Engineering (PED) | 708 |
| Power Safety & Training (PST) | 74 |
| Total | 4,767 |

| <i>Past Actuals</i> | <i>FY 14/15</i> | <i>FY 15/16</i> | <i>FY 16/17</i> |
|---------------------|-----------------|-----------------|-----------------|
| Labor | \$423,932 | \$424,608 | \$432,703 |
| OT | \$124,664 | \$129,666 | \$135,536 |

- LOA mandated overtime contributes to the overtime variance.
- New MOU implemented October 1, 2017, will result in additional double overtime for certain IBEW Local 18 represented units.

2. **ACHIEVEMENTS / MILESTONES MET**

- Through April 2018, Power System has 380 hirings in process.
- Power System is projected be within target or exceed its PSRP infrastructure replacements including poles, transformers, and crossarms.

3. **PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION**

- Power System has 1,094 total vacancies with 380 in the process of being filled.
- Many positions within PSO, PCM and PTD can only be permanently filled after new trainees successfully complete training programs that can last 18 months to four years including, Load Dispatcher, Electric Station Operator, Steam Plant Assistant, Electrical Mechanic, and Electric Distribution Mechanic.
- PSO's YTD overtime variance of \$14M is primarily driven by the need to carry 24/7 coverage at various generating stations and

the Energy Control Center; emergency repairs; work such as CIP-05 compliance that can only be done outside normal business hours and on weekends/holidays to minimize impact on the system; and staff coverage for vacant positions and for those on disability or time off.

- PCM's YTD overtime variance of \$18.4M is primarily driven by support for Water treatment facilities, tanks, and pumping stations much of which is regulatory required; Meter Test assignments to complete Defective Meter Assignments within 90 days as required by class action settlement; support for design and construction of custom customer stations; emergency repairs at Castaic, Haynes, and Power Plant 2 facilities; and accelerated work schedule on the Beacon Energy Storage project.
- PTD's YTD overtime variance of \$11.1M is primarily driven by PSRP related work including the replacement or installation of 41.1 circuit miles of cable replacement, 777 transformers, 9,475 cross-arms, and 2,611 poles, and 9,431 FIX-IT tickets.

4. **MITIGATION PLAN AND / OR RECOMMENDATIONS**

- Continuously fill vacancies throughout the Power System.
- Coordinate with LADWP's Employment Services and City Personnel to maintain active eligible lists for critical classes and feeder classes.
- Operating Divisions should work closely with Power Safety and Training on size and frequency of future classes.
- Continue with plant and facility upgrades as well as progress on outstanding warranty items to increase reliability and reduce call outs.
- Overtime has been under-budgeted in the past. More realistic overtime funds budgeted for next fiscal year.

LADWP RATES METRIC – LADWP EMPLOYEE COST BUDGET VS. ACTUAL (Water)

RESPONSIBLE MANAGER: Richard Harasick

REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: LADWP Water System employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual (\$M)

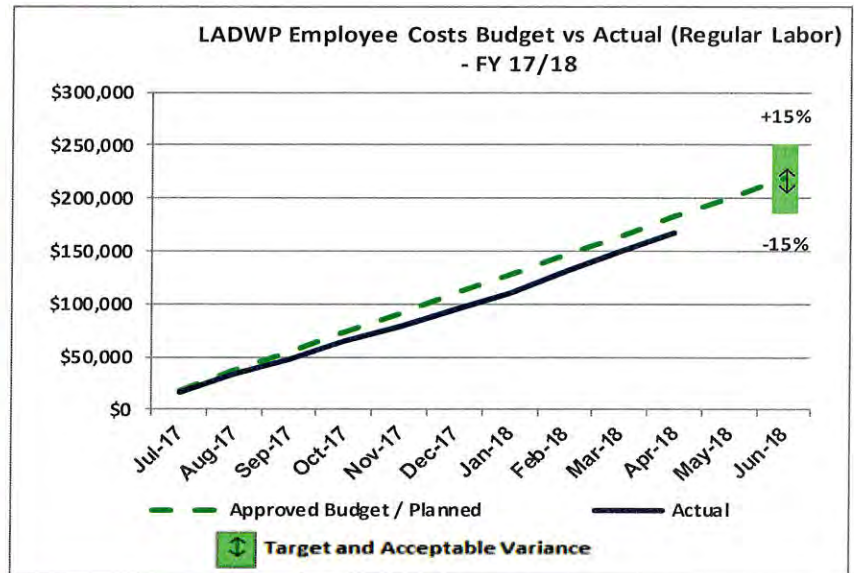
TARGET & ACCEPTABLE VARIANCE (FY 17/18): +/- 15%

SOURCE OF DATA: Budget Reporting System (BRS) - Rates Metrics Report

REGULAR LABOR STATUS:

Within Acceptable Variance

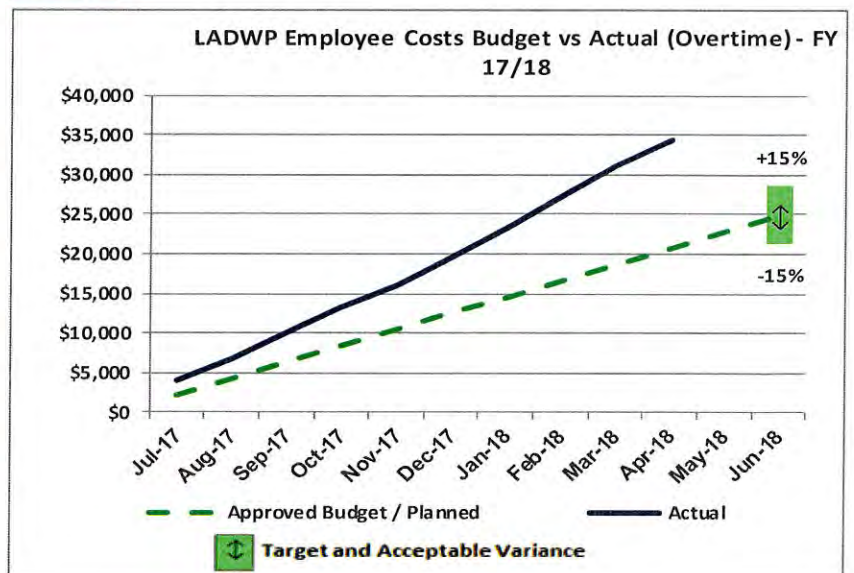
| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|---------|------------|--------|
| | | | Unit or \$ | % |
| Jul-17 | 18,235 | 15,584 | -2,651 | -14.5% |
| Aug-17 | 36,470 | 33,292 | -3179 | -8.7% |
| Sep-17 | 54,706 | 48,149 | -6557 | -12.0% |
| Oct-17 | 72,941 | 64,131 | -8810 | -12.1% |
| Nov-17 | 91,176 | 79,637 | -11539 | -12.7% |
| Dec-17 | 109,411 | 95,138 | -14274 | -13.0% |
| Jan-18 | 127,647 | 109,943 | -17703 | -13.9% |
| Feb-18 | 145,882 | 131,156 | -14726 | -10.1% |
| Mar-18 | 164,117 | 150,435 | -13682 | -8.3% |
| Apr-18 | 182,352 | 168,218 | -14134 | -7.8% |
| May-18 | 200,587 | | | |
| Jun-18 | 218,823 | | | |
| Acceptable Variance | | | ± 15% | |



OVERTIME STATUS:

Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | |
|---------------------|---------------------------|--------|------------|-------|
| | | | Unit or \$ | % |
| Jul-17 | 2,080 | 3,926 | 1,846 | 88.8% |
| Aug-17 | 4,160 | 6,747 | 2587 | 62.2% |
| Sep-17 | 6,240 | 10,071 | 3832 | 61.4% |
| Oct-17 | 8,320 | 13,211 | 4892 | 58.8% |
| Nov-17 | 10,399 | 15,967 | 5568 | 53.5% |
| Dec-17 | 12,479 | 19,489 | 7009 | 56.2% |
| Jan-18 | 14,559 | 23,167 | 8607 | 59.1% |
| Feb-18 | 16,639 | 27,257 | 10618 | 63.8% |
| Mar-18 | 18,719 | 31,098 | 12379 | 66.1% |
| Apr-18 | 20,799 | 34,420 | 13621 | 65.5% |
| May-18 | 22,879 | | | |
| Jun-18 | 24,959 | | | |
| Acceptable Variance | | | ± 15% | |



| YTD as of April 2018 | | | | | |
|----------------------------|----------------|----------------|---------------|------------|-------------------|
| Employee Cost Category | Budget | Actual | Variance | Variance % | FY 17/18 Approved |
| Regular Labor | 182,352 | 168,218 | -14,134 | -8% | 218,823 |
| Overtime | 20,799 | 34,420 | 13,621 | 65% | 24,959 |
| Health Care Allocation | 53,499 | 52,835 | -665 | -1% | 64,199 |
| Retirement & Death Benefit | 84,943 | 78,006 | -6,937 | -8% | 101,931 |
| Total | 341,593 | 333,478 | -8,115 | -2% | 409,911 |

Within Acceptable Variance Outside Acceptable Variance Exceeds Target Needs Attention

1. BACKGROUND / PURPOSE

- The Water System is comprised of six divisions: Water Executive Office, Water Resources, Water Engineering and Technical Services, Water Distribution, Water Operations, and Water Quality. Staffing is a key resource necessary to accomplish major goals.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Overtime has been necessary for emergency operations, contracting out, and efficiency of operations.
- Overall employee cost is within the acceptable variance.

2. ACHIEVEMENTS / MILESTONES MET

- The Water System has made great strides in its hiring plan and plans to continue aggressively hiring employees in the remainder of the fiscal year.
- The Water System has a total of 456 hires as of April 30, 2018, a net of 68 new employees. This is a 19% increase over a low in 2012.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Water System continues to monitor the effective use of overtime and executing the hiring plan.

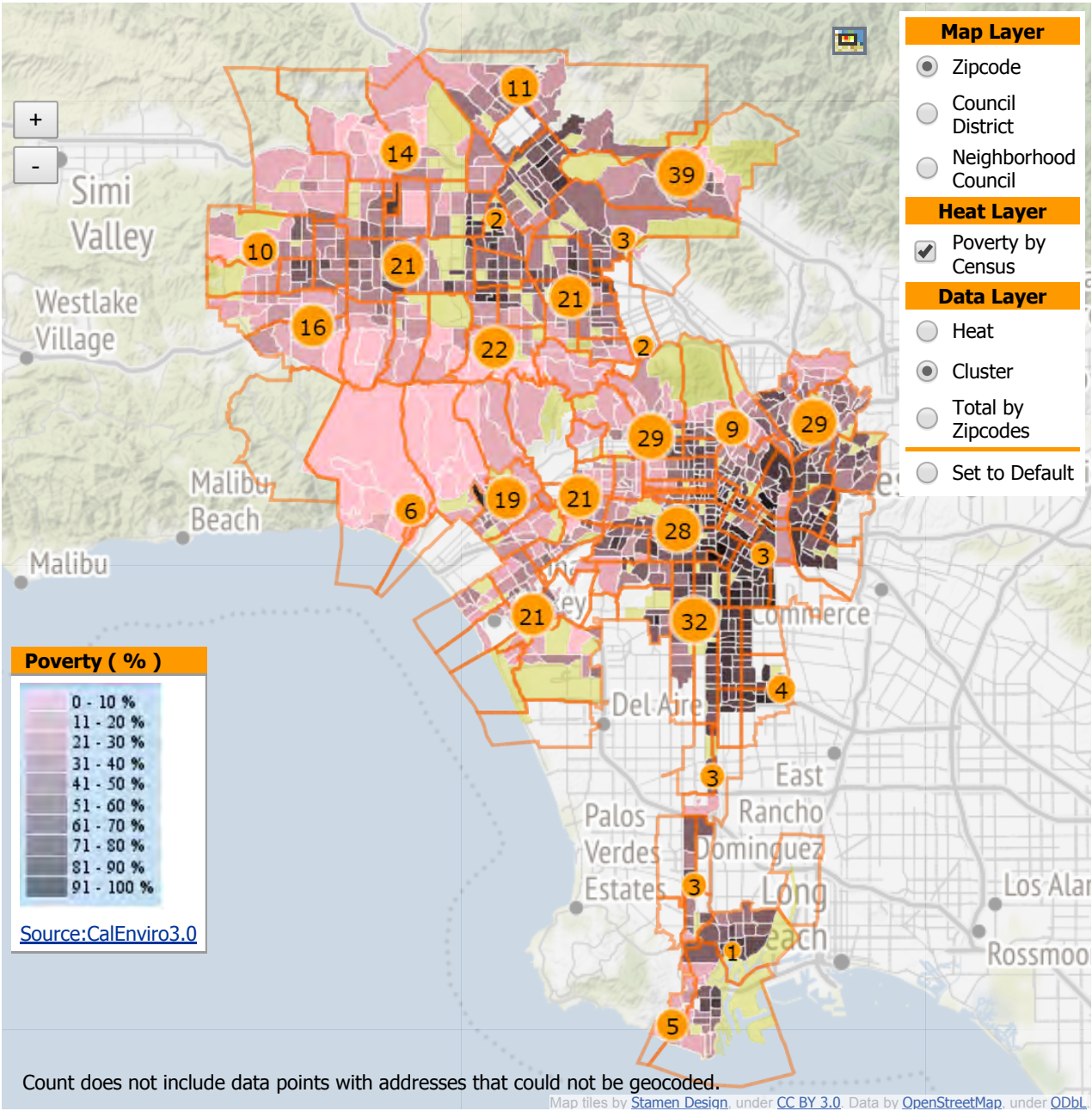
ATTACHMENT II
LADWP Equity Metrics Data Initiative

Equity Metrics Data Initiative

| Equity Core Category | Equity Metric | Page # |
|---|---|--------|
| Water & Power Infrastructure Investment | Water Quality Complaints | 1-2 |
| | Mainline Replacement | 3-4 |
| | SAIFI (System Average Interruption Frequency Index) | 5, 7-8 |
| | SAIDI (System Average Interruption Duration Index) | 6-8 |
| | PSRP - Poles Replaced | 9-10 |
| | PSRP - Transformers Replaced | 11-12 |
| | PSRP - Cable Replaced | 13-14 |
| Customer Incentive Programs/Services | Rain Barrel Rebates | 15-16 |
| | Turf Removal Rebates | 17-18 |
| | Tree Canopy Program | 19-20 |
| | Commercial Direct Install Program | 21-22 |
| | Home Energy Improvement Program | 23-24 |
| | Refrigerator Exchange Program | 25-27 |
| | Consumer Rebate Program | 28-29 |
| | Electric Vehicle Infrastructure | 30-33 |
| | Lifeline Discount Program | 34-35 |
| | Low Income Discount Program | 36-37 |
| Procurement | SBE (Small Business Enterprise)/DVBE (Disabled Veteran Business Enterprise) Program | 38-39 |
| Employment | New Hires/Promotions Demographic Composition | 40-41 |

Water Quality Complaints

The numbers shown on the map are the water quality complaints based on color, taste and odor that helps assist with evaluating trends or identifying potential system issues.



LADWP EQUITY METRIC – *Water Quality Customer Complaints*

RESPONSIBLE MANAGER: Jonathan Leung and Don Christie
EQUITY CORE CATEGORY:

REPORTING PERIOD: Jul 2017- Apr 2018

1. NARRATIVE / BACKGROUND

Total number of water quality complaints for taste/odor and discolored water. Reported by 2-mile radius (map) and zip code (table)

2. CRITERIA

- Taste/Odor complaints
- Discolored water complaints
- Total complaints within a 2 mile radius

3. ACHIEVEMENTS

- Continue to consistently meet Mayor's Customer Bill of Rights goal of responding to water quality complaint calls by the end of the next business day

4. ISSUES

- September 2017 had a spike in taste and odor (chlorine/chemical) for the East San Fernando Valley service areas due to disinfection of Green Verdugo Reservoir following damage to floating cover during the La Tuna Canyon Fire.

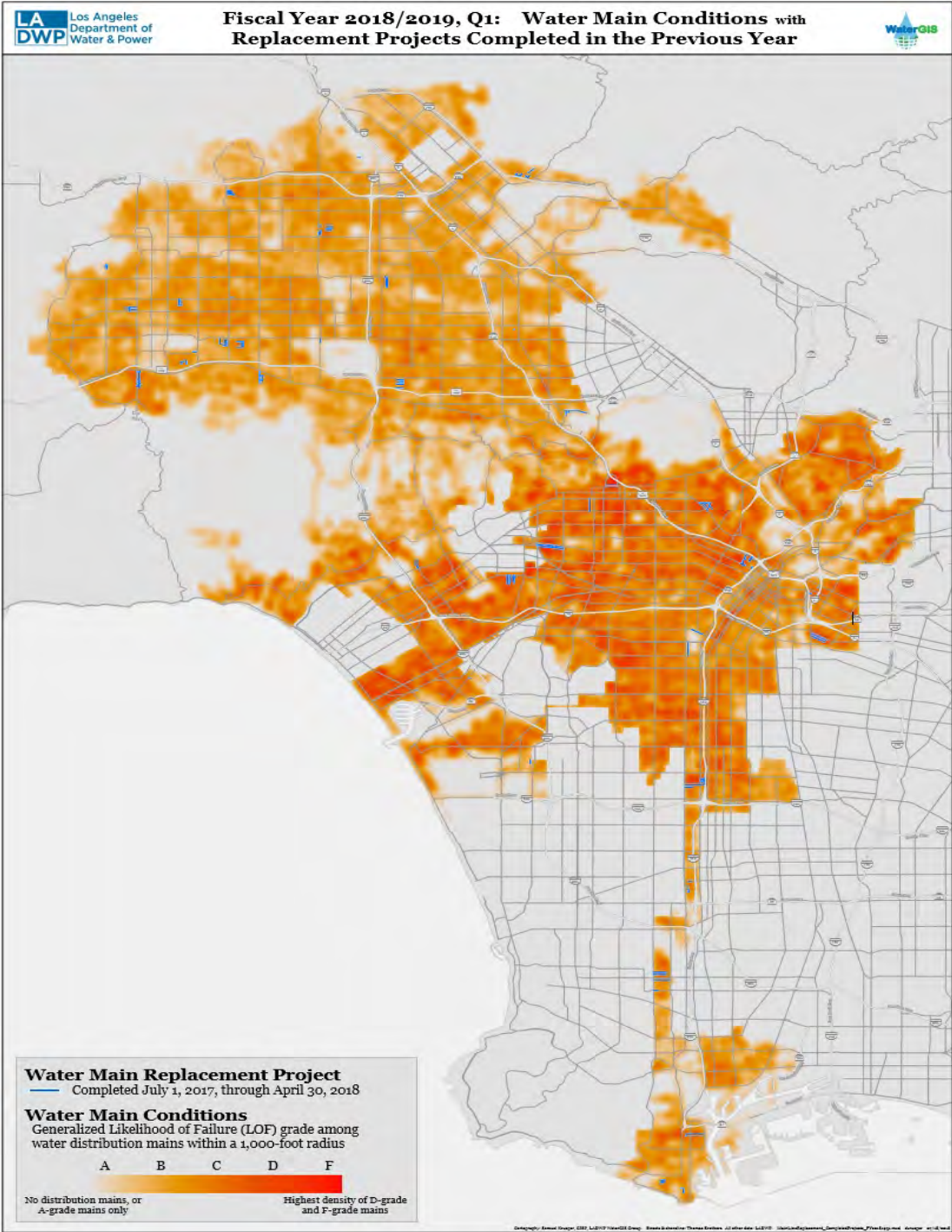
5. OUTREACH STRATEGY / PLAN

- Shared all WQ complaint data for the calendar years 2016 and 2017 with a research team from the Master in Public Policy Degree Program at UCLA Luskin. Their analysis and report concluded that frequency of complaint calls was highest correlated to "age of property" of all factors analyzed.
- Water Quality Division staff will remain engaged in working groups targeting premise plumbing issues, and how those influence customer confidence and satisfaction.

Mainline Replacement

Mainline replacement is a portion of the Water System’s strategy to maintain reliability, to reduce leaks, and minimize interruptions and damage to the community. By mapping the geographic location of these replacements against the mainlines’ likelihood of failure heat map provides a visual indicator of how well the Department is addressing the replacement of mainlines most at risk of failure.

Decisions to replace Water Mainlines take into consideration the Mainlines’ Likelihood of Failure (LOF) Grade. The factors that contribute to the LOF Grade are: Leaks, Age, Material, Diameter, Pressure, Elevation, Soil Corrosiveness, Hillside/ground Movement.



LADWPEQUITYMETRIC – *Water System Probability of Failure & Planned Replacements (Water)*

RESPONSIBLE MANAGER: Alvin Bautista
EQUITY CORE CATEGORY: Water Infrastructure Investment

REPORTING PERIOD: July 2018

1. NARRATIVE / BACKGROUND

There are 6,700 miles of water mains (pipes less than 24 inches in diameter) throughout the City. Water mains are the backbone of the City's water distribution system. The Water System has prioritized mainline that are in the highest risk of failure for replacement. Pipes that are targeted for replacement are corroded cast-iron pipes that are in poor condition and demonstrate frequent leaks and/or breaks.

4. ISSUES

- Challenges with hiring skilled labor personnel to meet increasing mainline replacement footage
- Available construction laydown yard space to accommodate increasing personnel, materials, and equipment
- Increased regulatory permitting requirements

2. CRITERIA FOR REPLACEMENT

- Leak history (quantity, frequency)
- Soil condition
- Pipe age
- Risk of service interruption and community disruption

5. OUTREACH STRATEGY / PLAN

- Aggressively seek eligible candidates to hire and fill vacant and open positions
- Continue to develop LADWP-owned properties to strategically place construction crews close to planned mainline replacement projects
- Work and collaborate with other City departments to streamline permitting process/project execution
- Review and update Five-Year Action Plan to set and communicate achievable goals for mainline replacement footage (goal is to ultimately achieve a replacement cycle that is compatible with expected life of the asset)

3. ACHIEVEMENTS

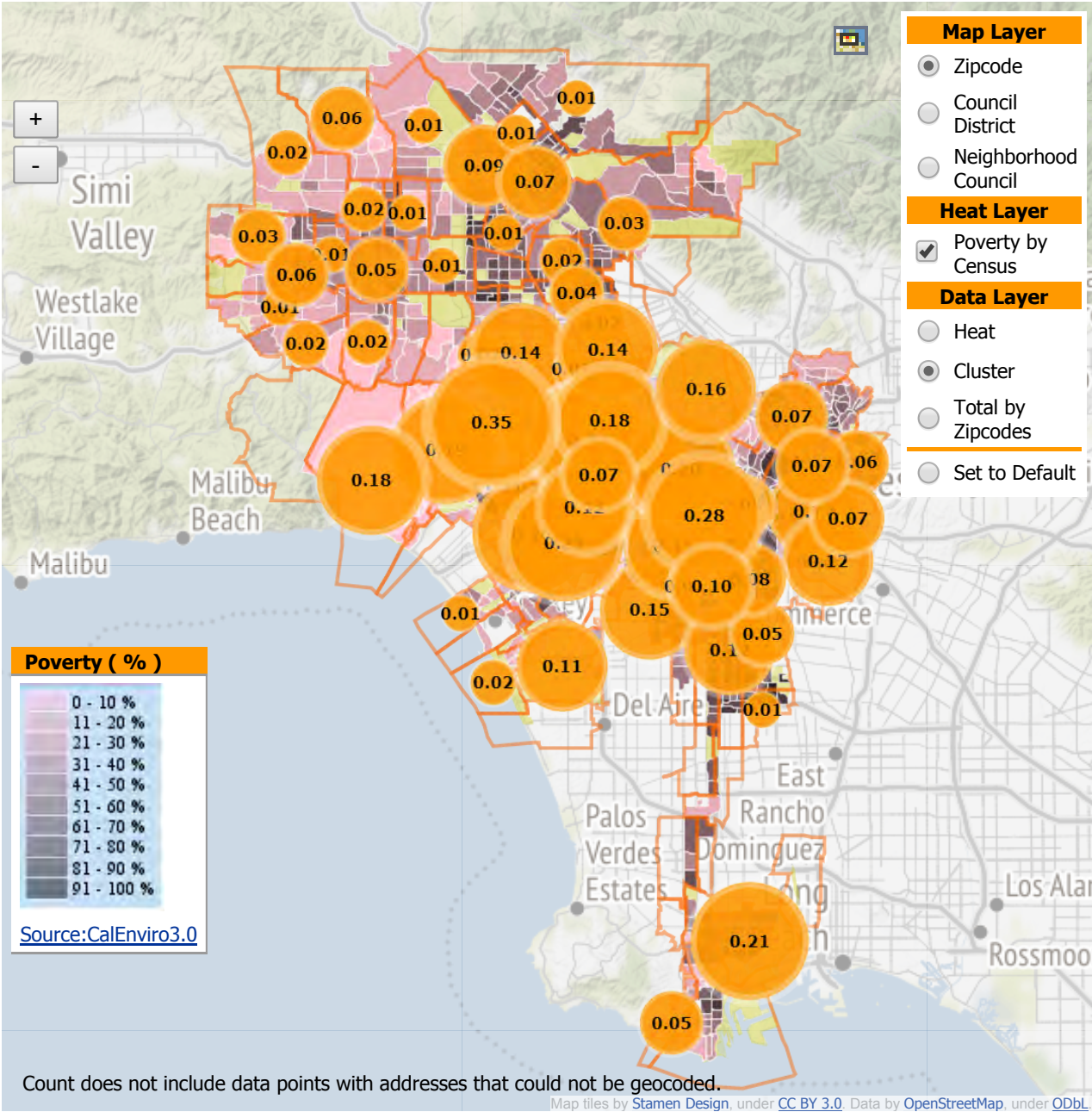
- Replaced over 1.6 million feet of mainline since Mainline Replacement Program inception (2006)
- Met and exceeded goal of 215,000 feet of mainline replacement in Fiscal Year 2017-18
- Maintained a leak rate that is below the national industry average
- Consistently maintained highest levels of water reliability to customers
- Updated Water Distribution Division Five-Year Action Plan
- Developed and commenced mainline replacement operations at Hollywood Laydown Yard

SAIFI

The following reliability indices are used to measure the reliability performance of LADWP’s distribution system in a 12-month rolling average: (Map below based on one month data)

- **System Average Interruption Frequency Index (SAIFI):** Average # of interruptions per year for the system

The numbers shown on the map are the average number of interruptions per year for the system by geographic area.

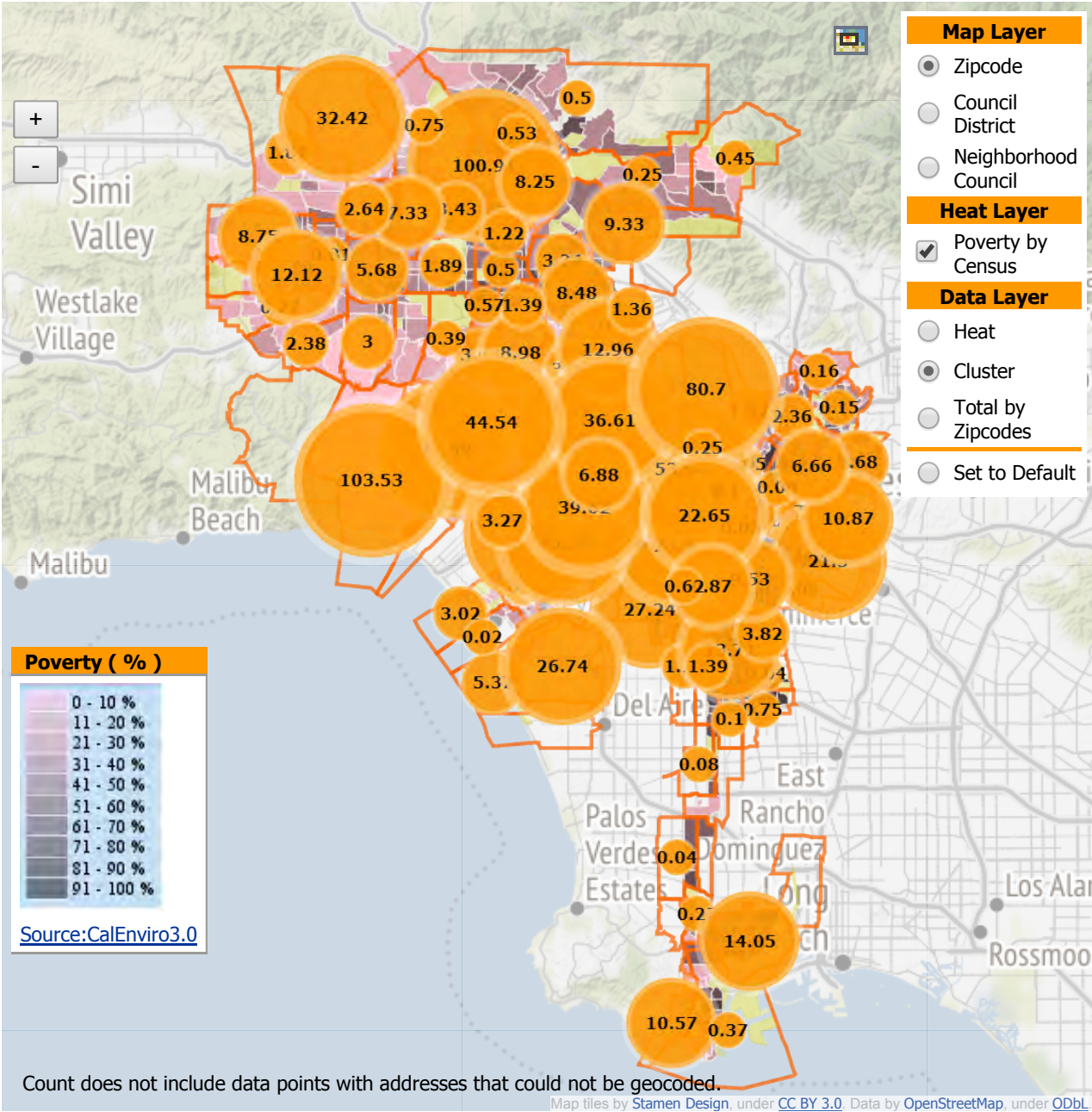


SAIDI

The following reliability indices are used to measure the reliability performance of LADWP’s distribution system in a 12-month rolling average:

- **System Average Interruption Duration Index (SAIDI):** Average # of minutes a customer power is out in a year for the system
- High outage duration in Venice area is due to Los Angeles Fire Department request to de-energize 5 circuits for 12 hours

The numbers shown on the map are the average number of minutes a customer’s power is out in a year for the system by geographic area.



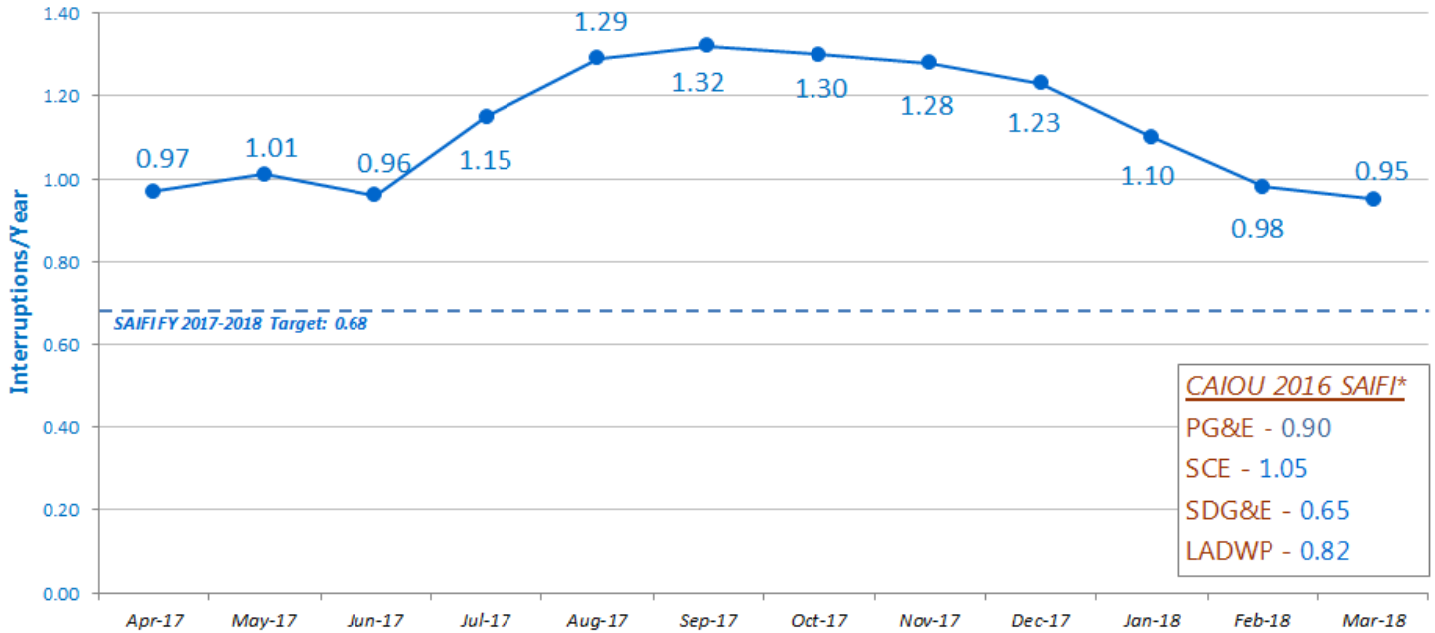
LADWP EQUITY METRIC – SAIFI AND SAIDI (POWER)

RESPONSIBLE MANAGER: Herman Cheng
EQUITY CORE CATEGORY: Water and Power Infrastructure Investment

REPORTING PERIOD: Apr 2018 (Rolling Data Ending Mar 2018)

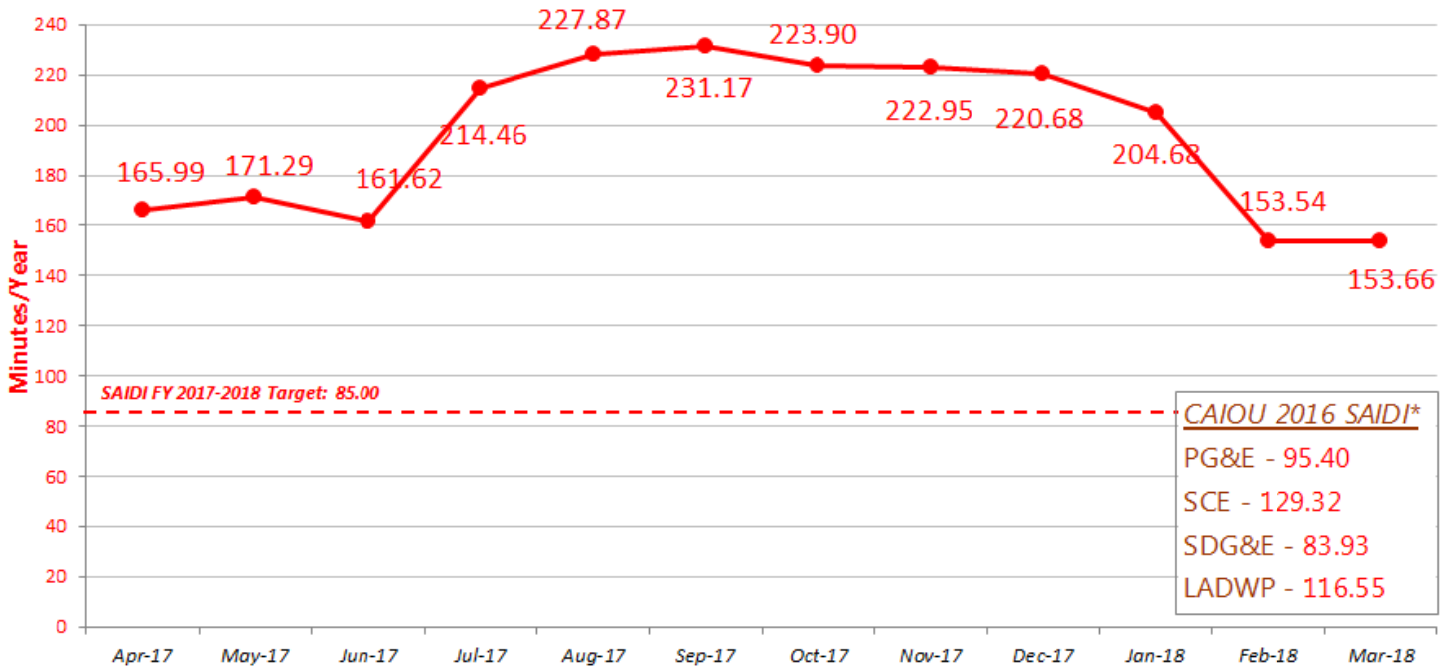
Power Distribution Service Reliability Indices

System Average Interruption Frequency Index (SAIFI)



Power Distribution Service Reliability Indices

System Average Interruption Duration Index (SAIDI)



The monthly SAIFI/SAIDI indices for the ZIP codes are listed in Attachment A.

1. NARRATIVE / BACKGROUND

SOURCE OF DATA: KPI No. 04.01.01.06 and 04.01.01.07

- SAIFI is the System Average Interruption Frequency Index, which is the number of interruptions experienced by the average customer. It is measured as the average number of sustained interruptions per year for each customer served during the 12-month period ending with the indicated month. Sustained interruptions are 5 minutes or more in duration.
- SAIDI is the System Average Interruption Duration Index, which is the interruption time (measured in minutes) that an average customer experiences. It is measured as the average duration of sustained interruptions per year for each customer served during the 12-month period ending with the indicated month. Sustained interruptions are 5 minutes or more in duration.
- SAIFI & SAIDI reliability indices are being analyzed to assess maintenance and equipment replacement efforts to optimize system performance. Unanticipated outages can cost significantly in equipment damage, reduced revenue, costly lawsuits, and poor customer perceptions.
- These two indices have to be combined together to accurately reflect the reliability performance of our distribution system.
- Several high profile outages in 2006 alerted LADWP's awareness in improving our reliability performance. LADWP requested Electric Power Research Institute (EPRI) to perform a distribution reliability study. The study outlined LADWP's reliability performance with detailed assessment of equipment maintenance, asset management, and project prioritization.
- As a result of this study, a Power Reliability Program (PRP) and Power System Reliability Program (PSRP) were enacted in 2007 and 2013, respectively, to assess LADWP's reliability performance through strategic replacement and maintenance of various assets. In addition to distribution assets, the PSRP also expanded the infrastructure replacement to include generation, transmission, and substation assets.

2. CRITERIA

- Quantitative analysis of outage statistics to identify equipment failures which contribute to outage frequency and duration.
- Assessment of equipment failure trends to prioritize equipment replacement efforts and maintenance activities.

3. ACHIEVEMENTS

- Based on a System Reliability, Restoration, and Response Report (SR3) conducted by PA Consulting Group, LADWP's SAIFI (excluding Major Event Days) was ranked in the 1st decile at 0.68 in calendar year 2016 compared to other investor-owned utilities.

4. ISSUES

- The reliability indices for March 2018 are SAIFI at 0.95 and SAIDI at 153.66 minutes.
- Reliability numbers are worse than normal due to severe weather events. There were heavy rainstorms and wind gusts in April 2017, December 2017, and March 2018. There were heat storms in June, August and September 2017.
- Approximately 100,000 customers in the San Fernando Valley were impacted on July 8, 2017 when Bank A caught fire at Receiving Station J.
- The Los Angeles region experienced an 8-day heat wave beginning on August 28, 2017. Average daily high temperatures reached 104°F in the San Fernando Valley, and LADWP reached a new all-time peak load of 6,502 MW on August 31, 2017.
- Circuit Breaker (CB) failures, due to aging equipment and maintenance efforts) continue to be a problem since 2014.
- Indices are weather dependent so any adverse weather conditions will have an immediate impact on reliability performance.
- Balloon-related outages are on a steady rise since 2014, with nearly 500 outages in 2017. Assembly Bill (AB) 2450 was introduced on February 14, 2018 and is currently at the Senate. AB-2450 will require manufacturers of metallic balloons to put a warning label that warns the consumer about the dangerous risk of fire if the balloon comes in contact with an electrical power line.

5. RECOMMENDATIONS

- Accelerate CB replacement as CB failures affect a large number of customers and have a cascading effect that could cause widespread collateral damage to other station equipment.
- Accelerate cross arms and underground cable replacement.
- Repair temporary fixes in a timely manner.

6. MANAGEMENT COMMENTS ON STATUS

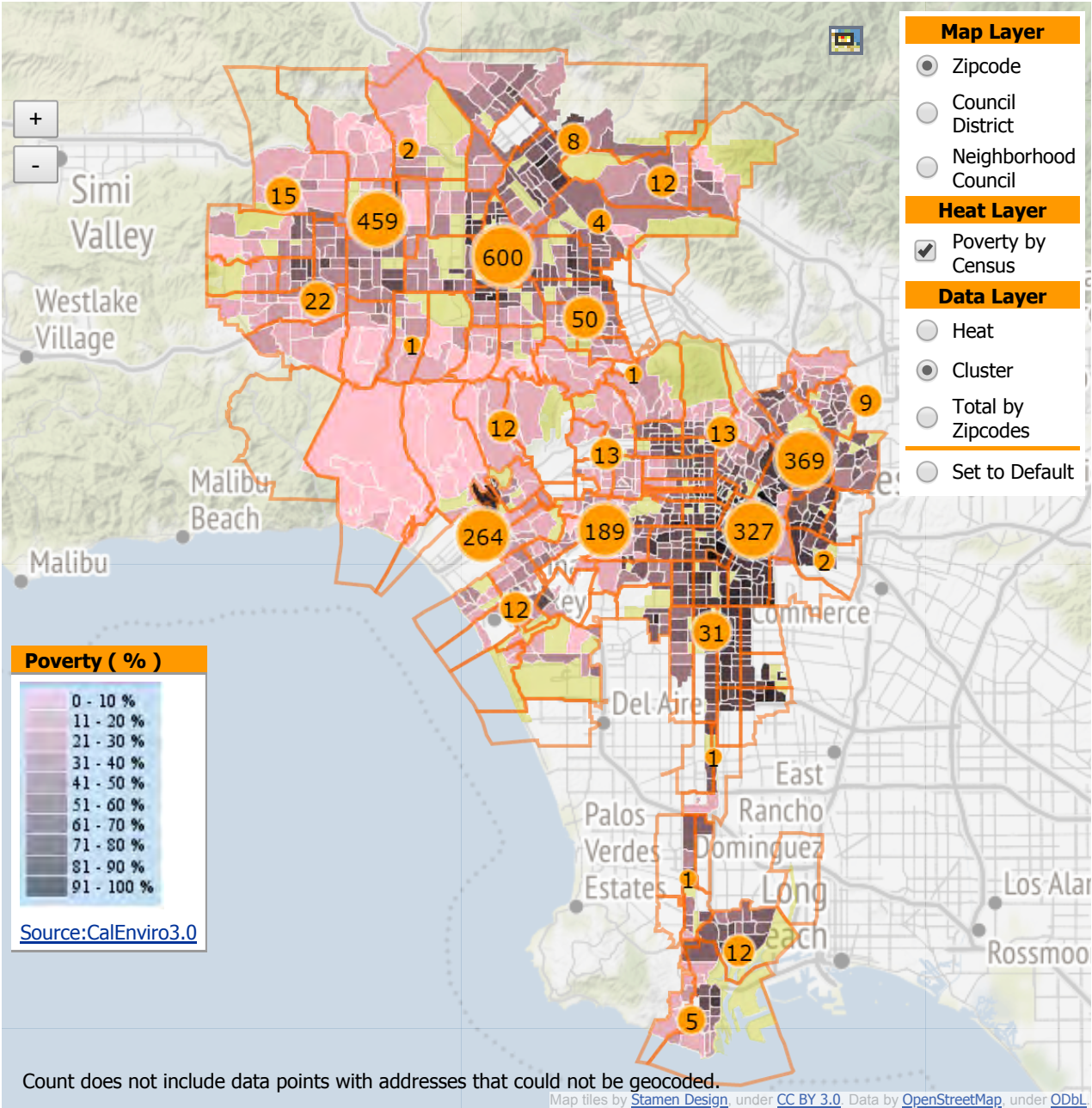
- Replacement of aging assets will reduce the risks of outages due to their vulnerability during adverse weather conditions.

7. OUTREACH STRATEGY / PLAN

- The reliability indices can be accessed by the public via link <http://prp.ladwp.com>.
- DWP has reached out to customers, such as Bel Air and Holmby Hills Homeowners Associations, Westwood Neighborhood Council, and the Silver Lake Neighborhood Council on reliability performance issues and improvement plans. DWP has also conducted workshops for Key Accounts customers to educate them about our power reliability programs.

PSRP – Pole Replaced

The Department’s PSRP pole replacement work is done in compliance with California Public Utilities Commission (CPUC) General Order 165 – Inspection Cycles for Electric Distribution Facilities. Poles are identified for replacement through the Power System’s aggressive Inspection Program. The overhead power system has approximately 321,000 poles. By mapping the geographic location of these replacements against the Cal-Enviro 3.0 Poverty Indicator we can see both the geographic and demographic distribution of the Department’s pole replacement work. The numbers shown on the map are the number of poles replaced by geographic area.



LADWP RATES/EQUITY METRIC – Pole Replacement (Power)

RESPONSIBLE MANAGER: Mike Barkhoff, Power Transmission and Distribution

REPORTING PERIOD: April 2018

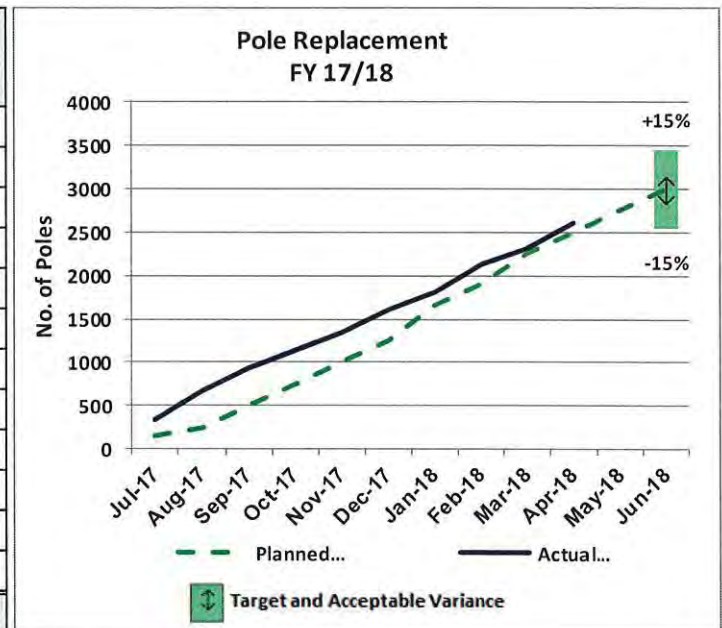
EQUITY CORE CATEGORY: Water and Power Infrastructure Investment

DEFINITION OF RATES METRIC: Number of Poles Replaced Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = 3,000; Acceptable Variance = $\pm 15\%$

STATUS: **Within Acceptable Variance**

| FYTD as of: | Planned (No.) | Actual (No.) | Variance | | Re-Estimate |
|---------------------|---------------|--------------|------------|--------|-------------|
| | | | No. | % | |
| Jul-17 | 150 | 337 | 187 | 124.7% | |
| Aug-17 | 250 | 667 | 417 | 166.8% | |
| Sep-17 | 500 | 936 | 436 | 87.2% | |
| Oct-17 | 750 | 1,141 | 391 | 52.1% | |
| Nov-17 | 1,000 | 1,339 | 339 | 33.9% | |
| Dec-17 | 1,250 | 1,608 | 358 | 28.6% | |
| Jan-18 | 1,650 | 1,803 | 153 | 9.3% | |
| Feb-18 | 1,900 | 2,121 | 221 | 11.6% | |
| Mar-18 | 2,250 | 2,303 | 53 | 2.4% | |
| Apr-18 | 2,500 | 2,611 | 111 | 4.4% | |
| May-18 | 2,750 | | | | 2,750 |
| Jun-18 | 3,000 | | | | 3,000 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Jobs P6322 (KPI # 04.01.01.03)

1. BACKGROUND / PURPOSE

- Replace 3,000 deteriorated poles due to age or other damage. Power Transmission and Distribution (PTD) maintains approximately 321,000 poles in its system. These poles have an average life span of fifty years. These poles support switches, light fixtures, transformers, and underground cables transitioning to an overhead termination, communication cables, crossarms and conductors at different voltage levels. Work is completed by Distribution Construction & Maintenance (DC&M) district and contract crews. This work is required to maintain compliance with California Public Utilities Commission (CPUC) General Order 165- Inspection Cycles for Electric Distribution Facilities, and our Power System Reliability Program (PSRP).

2. CRITERIA

- Poles for replacement were identified through the DC&M Inspection Program.

3. ACHIEVEMENTS / MILESTONES MET

- To date, the target was to replace 2,500 poles and the current actual number of poles replaced was 2,611.

4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual number of poles replaced was within the 15% threshold target.

5. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Pole replacements have been increasing in recent months because district crews have been redirected to focus on poles. Management will continue to monitor the increase to ensure we stay within the acceptable range.

6. OUTREACH STRATEGY / PLAN

- PTD utilizes poster boards at job locations indicating why work was being performed.
- PTD conducts presentations at Community Council meetings describing PSRP work.
- PTD crew leaders notify customers in person when planning access to facilities for pole replacements.

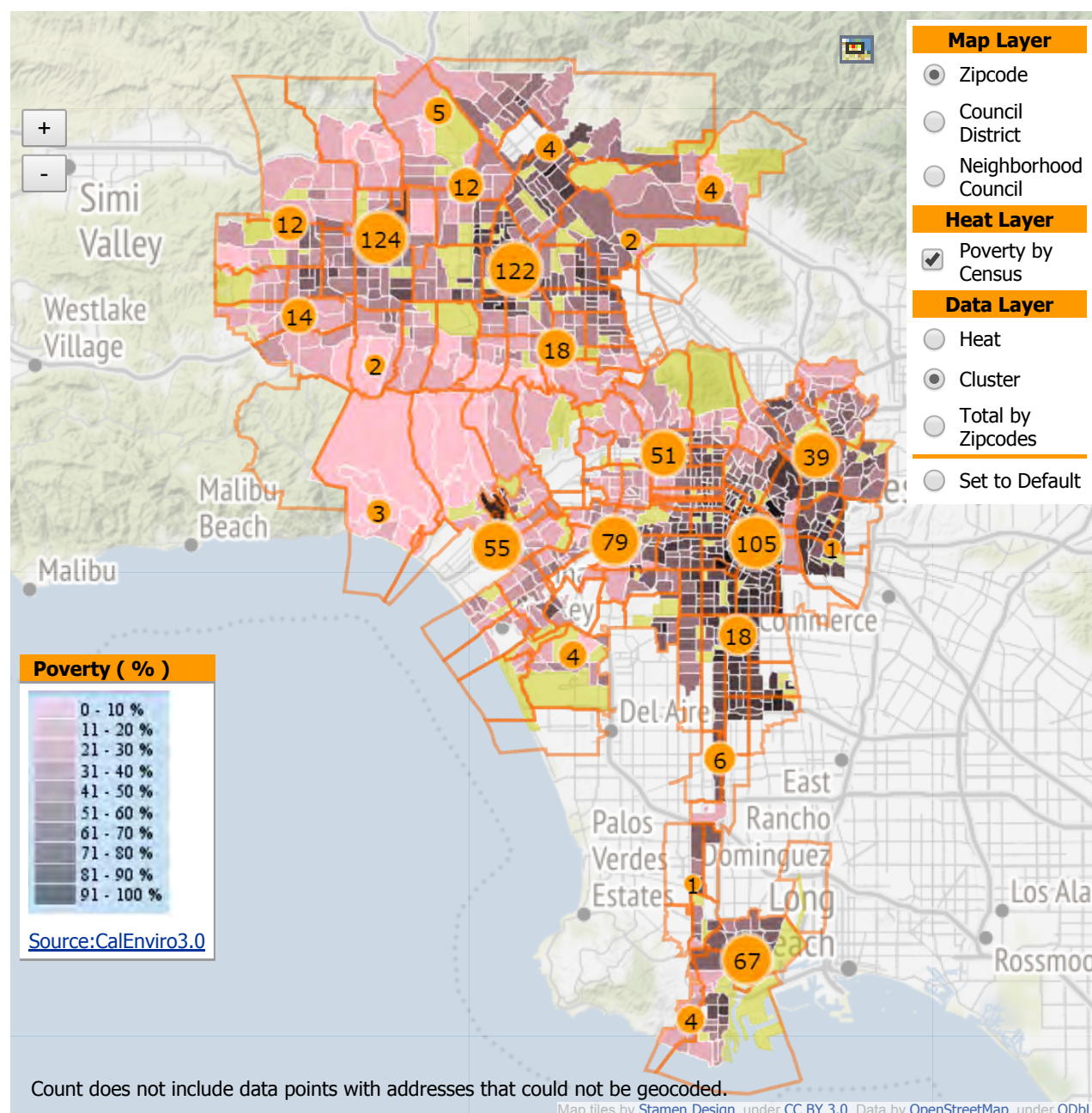
LADWP EMDI - Water & Power Infrastructure Investment

RESPONSIBLE MANAGER: Bill Herriott

REPORTING PERIOD: Jul 2017 - Apr 2018

PSRP – Transformers Replaced

The Department's PSRP transformer replacement work addresses reliability improvements by monitoring, reviewing, and inspecting over 126,000 transformers in service, and then replacing those that fail and are at highest risk of in-service failures. By mapping the geographic location of these replacements against the Cal-Enviro 3.0 Poverty Indicator we can see both the geographic and demographic distribution of the Department's transformer replacement work. The numbers shown on the map are the number of transformers replaced by geographic area.



LADWP RATES/EQUITY METRIC – Transformer Replacement (Power)

RESPONSIBLE MANAGER: Mike Barkoff, Power Transmission and Distribution
EQUITY CORE CATEGORY: Water and Power Infrastructure Investment

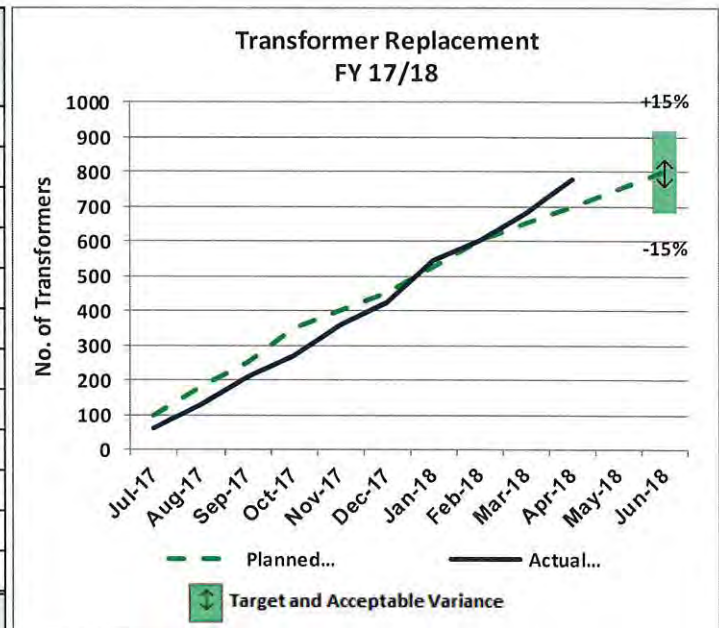
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: Number of Transformers Replaced Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = 800; Acceptable Variance = $\pm 15\%$

STATUS: Within Acceptable Variance

| FYTD as of: | Planned (No.) | Actual (No.) | Variance | | Re-Estimate |
|---------------------|---------------|--------------|------------|--------|-------------|
| | | | No. | % | |
| Jul-17 | 100 | 63 | -37 | -37.0% | |
| Aug-17 | 180 | 130 | -50 | -27.8% | |
| Sep-17 | 250 | 211 | -39 | -15.6% | |
| Oct-17 | 350 | 272 | -78 | -22.3% | |
| Nov-17 | 400 | 360 | -40 | -10.0% | |
| Dec-17 | 450 | 425 | -25 | -5.6% | |
| Jan-18 | 525 | 546 | 21 | 4.0% | |
| Feb-18 | 600 | 603 | 3 | 0.5% | |
| Mar-18 | 650 | 679 | 29 | 4.5% | |
| Apr-18 | 700 | 777 | 77 | 11.0% | |
| May-18 | 750 | | | | 785 |
| Jun-18 | 800 | | | | 800 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: Jobs P6394/P6309 (KPI # 04.01.01.02)

1. BACKGROUND / PURPOSE

- Replace 800 distribution transformers to increase reliability and maintain compliance with California Public Utilities Commission (CPUC) General Order 165- Inspection Cycles for Electric Distribution Facilities. Power Transmission and Distribution (PTD) maintains more than 126,000 distribution transformers. This work is required to provide customers with reliable power and a better customer experience. Work is completed by Distribution Construction & Maintenance (DC&M) district or contract crews and is related to Power System Reliability Program (PSRP).

2. CRITERIA

- Transformer replacements are identified through DC&M inspection programs or due to transformer failures or are at risk of failing.

3. ACHIEVEMENTS / MILESTONES MET

- To date, the target was to replace 700 transformers and the current actual number of transformers replaced is 777.

4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual number of transformers replaced was within the 15% threshold set for the monthly target.

5. MITIGATION PLAN AND / OR RECOMMENDATIONS

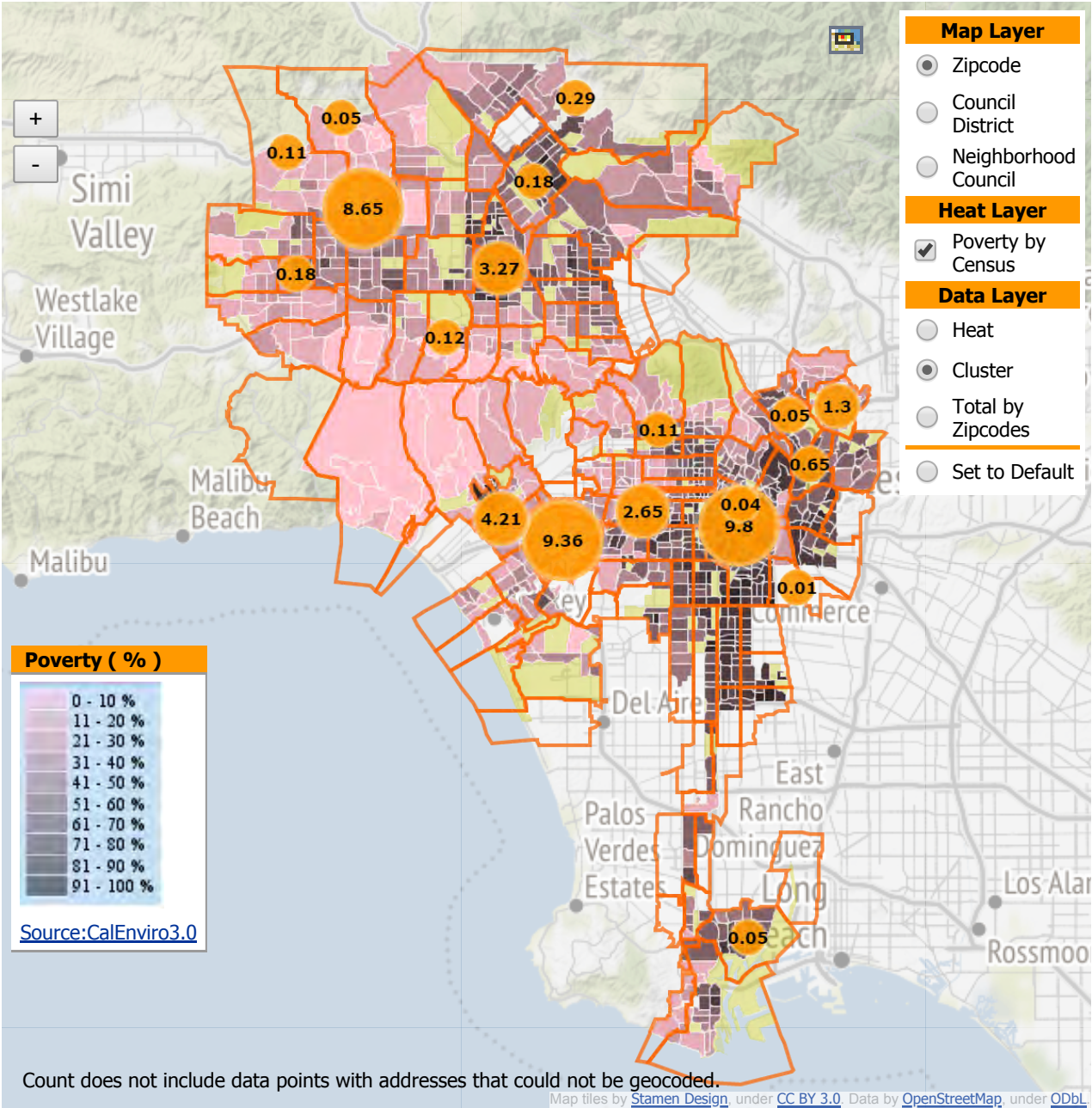
- District Overhead crews have been redirected to taper off work on transformer replacements to slow the increase of completed jobs. District Overhead crews have been redirected to focus on other Multi-year Expenditure Programs (MEPs) within the PSRP.

6. OUTREACH STRATEGY / PLAN

- PTD utilizes poster boards at job locations indicating why work is being performed.
- PTD conducts presentations at Community Council meetings describing PSRP work.
- PTD crew leaders notify customers in person when planning to access facilities for transformer replacements.

PSRP – Cable Replaced

The Department’s PSRP cable replacement work addresses reliability improvements replacing cable that is at high risk of failure due to deterioration, overload, obsolescence and damage. By mapping the geographic location of these replacements against the Cal-Enviro 3.0 Poverty Indicator we can see both the geographic and demographic distribution of the Department’s cable replacement work. The numbers shown on the map are the number of circuit miles of cable replaced by geographic area.



LADWP RATES/EQUITY METRIC – Cable Replacement (Power)

RESPONSIBLE MANAGER: Sager Farraj, Power Engineering Division
EQUITY CORE CATEGORY: Water & Power Infrastructure Investment

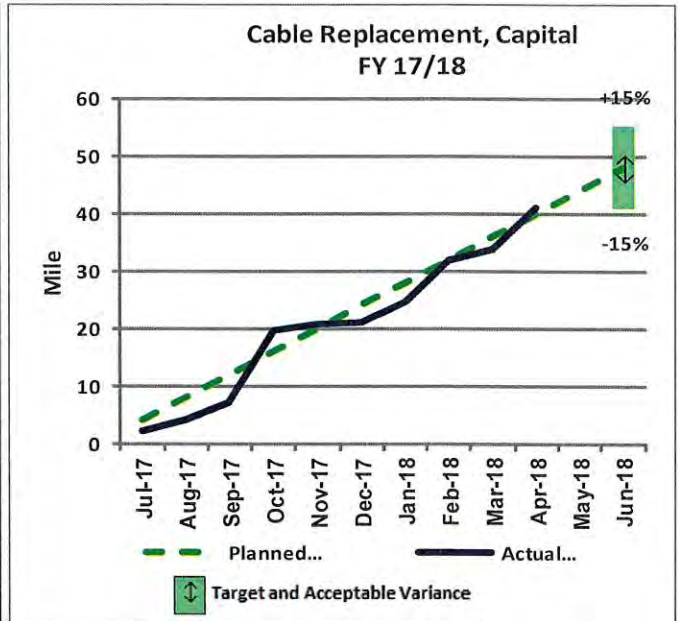
REPORTING PERIOD: April 2018

DEFINITION OF RATES METRIC: No. of Miles of Cable Replaced Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 17/18): Target = 48 miles; Acceptable Variance = $\pm 15\%$

STATUS: **Within Acceptable Variance**

| FYTD as of: | Planned (Mile) | Actual (Mile) | Variance | | Re-Estimate |
|---------------------|----------------|---------------|------------|--------|-------------|
| | | | Mile | % | |
| Jul-17 | 4.0 | 2.2 | -1.8 | -45.0% | |
| Aug-17 | 8.0 | 4.1 | -3.9 | -48.8% | |
| Sep-17 | 12.0 | 7.2 | -4.8 | -40.0% | |
| Oct-17 | 16.0 | 19.6 | 3.6 | 22.5% | |
| Nov-17 | 20.0 | 20.7 | 0.7 | 3.5% | |
| Dec-17 | 24.0 | 21.1 | -2.9 | -12.1% | |
| Jan-18 | 28.0 | 24.6 | -3.4 | -12.1% | |
| Feb-18 | 32.0 | 31.9 | -0.1 | -0.3% | |
| Mar-18 | 36.0 | 33.7 | -2.3 | -6.4% | |
| Apr-18 | 40.0 | 41.1 | 1.1 | 2.8% | |
| May-18 | 44.0 | | | | 44.0 |
| Jun-18 | 48.0 | | | | 48.0 |
| Acceptable Variance | | | $\pm 15\%$ | | 0.0% |



SOURCE OF DATA: FI 21190, Job P6306 (KPI # 04.01.01.70)

1. NARRATIVE / BACKGROUND

- Cable replacement of 4.8-kV and 34.5-kV cables for additional system reliability due to deterioration, overload, obsolescence and damage.

from Wilshire to Pacific Palisades & Brentwood Area. Pending State to evict the current tenant from the Sunset BI property.

- Additional engineering help via the enabling agreement (approved by the Board and the City Council in November 2017) is no longer needed because two permanent positions were filled in January 2018 to assist with the cable replacement work.

2. CRITERIA

- Frequency of failures
- Cable age
- Physical deteriorations: cracks, bulging

3. ACHIEVEMENTS

- Through the month of April, Distribution Construction & Maintenance completed 41.1 circuit miles. The key performance goal is 48 circuit miles annually.

4. PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION

- Variance through the month of April is 1.1 circuit miles, 2.8% above target. Districts crews have been focusing on cable replacement backlog.

5. MITIGATION/RECOMMENDATION

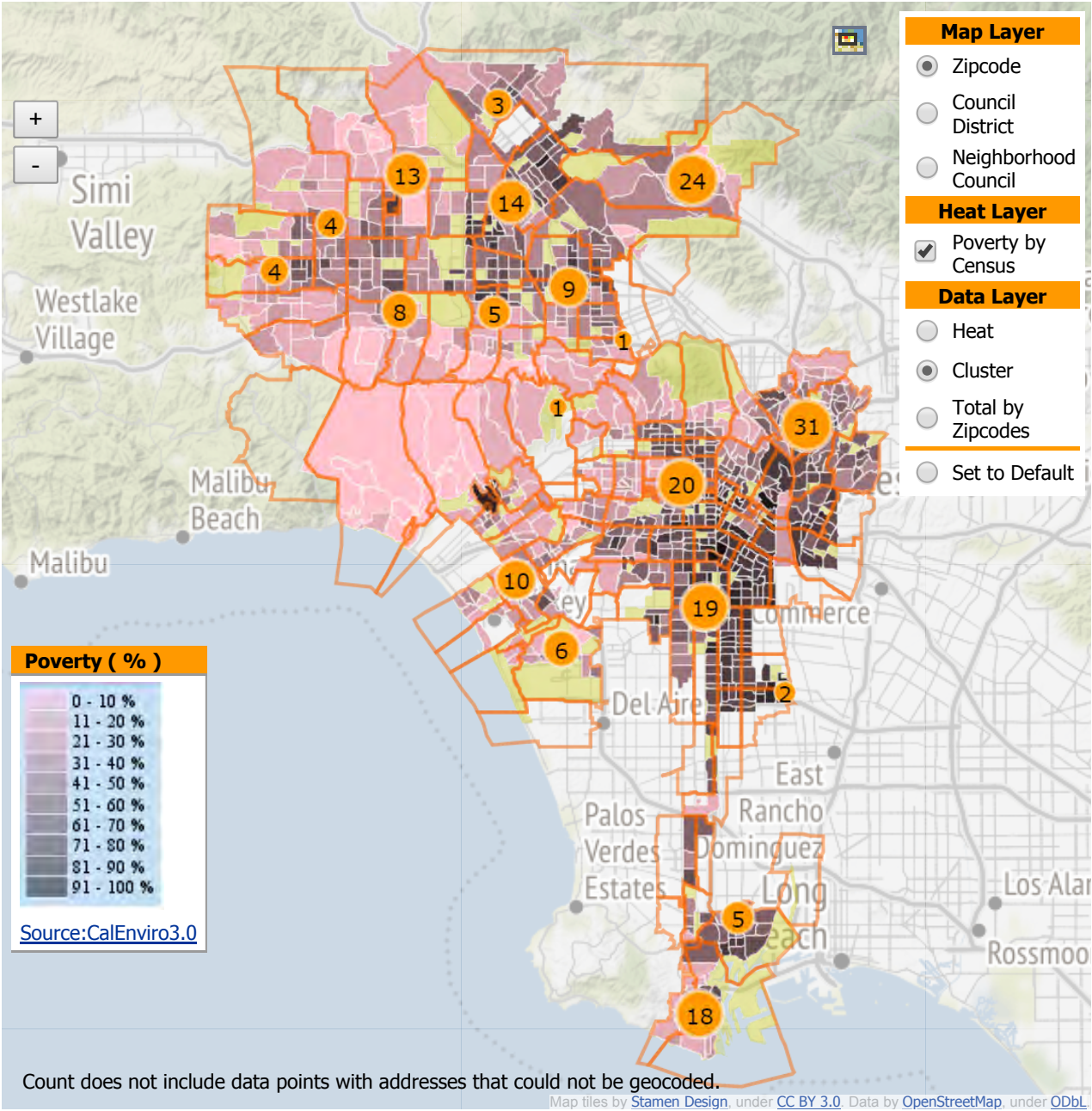
- In the process of getting one property lease to aid contract crews with expediting cable replacements

6. OUTREACH STRATEGY / PLAN

- Neighborhood Council request for meeting on outages
- Available information on web site: <http://prp.ladwp.com>

Rain Barrel Rebates

LADWP provides residential customers rebates for up to two 50-gallon rain barrels or one cistern.



LADWP EQUITY METRIC – *Rain Barrel Cistern Rebates (Water System)*

RESPONSIBLE MANAGER: Penny Falcon

J. M. Gandy for PF

REPORTING PERIOD: July 2017-
April 2018

EQUITY CORE CATEGORY:

1. NARRATIVE / BACKGROUND

As part of its 2015 Urban Water Management Plan, LADWP adopted ambitious long-term goals of increasing local water supplies to fifty-percent (50%) of our supply portfolio by 2035. LADWP offers rain barrel and cistern rebates to customers to help reach this goal through increased stormwater capture and rainwater harvesting.

2. CRITERIA

Rain Barrel and Cistern Rebate criteria:

- Customers receive a rebate for up to \$50/rain barrel (min 50 gals), limit 2
- Customers receive a rebate for up to \$500 per cistern (min 200 gals), limit 1

3. ACHIEVEMENTS

- Total Rain Barrels Rebated:
 - July 2017 through April 2018 – Rebated 240 rain barrels
 - July 2017 through April 2018 – Rebated 139 cisterns

4. ISSUES

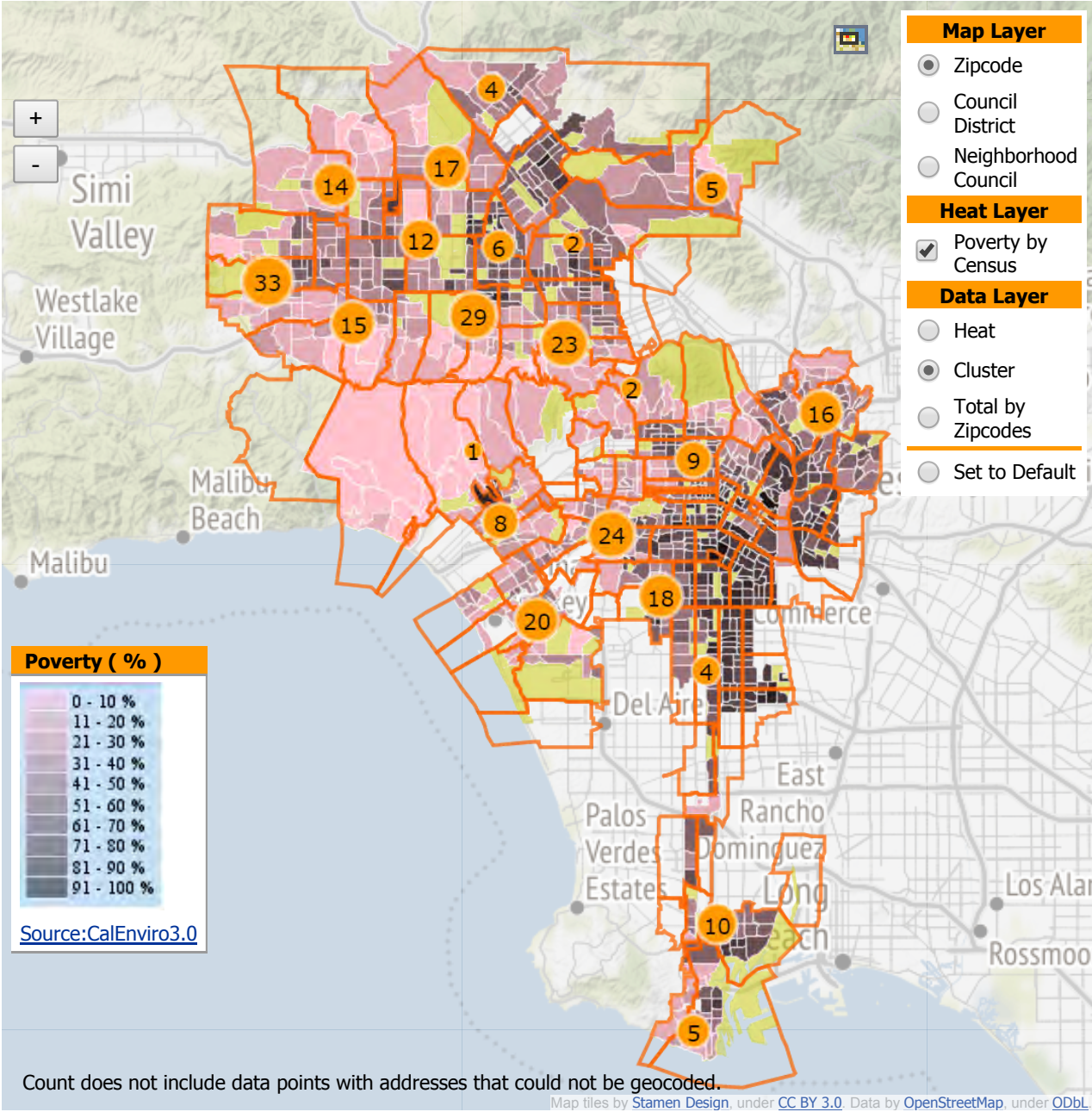
- None

5. OUTREACH STRATEGY / PLAN

- LADWP encourages customers to purchase and install rain barrels and cisterns through offering rebates. We promote our rebate programs through community events, social media and etc.
- LADWP also partners with non-profit organizations and other water agencies to promote stormwater capture features through hands-on-workshops and educational training classes.
- LADWP created new stormwater capture photo galleries on our California Friendly website to help promote the new sustainable landscape rebate guidelines. <http://www.ladwp.cafriendlylandscaping.com>
- Through our One Water LA partnership, the Los Angeles Bureau of Sanitation (LASAN) promotes our rain barrel and cistern rebate program at their community events, social media and etc.

Turf Removal Rebates

LADWP provides turf removal rebates to residential and commercial customers that replace turf with California Friendly and native plants. In addition to adding mulch, increasing permeability and grading to capture rain water, customers are encouraged to create sustainable landscapes that maximize the benefits of the air, water and soil relationship. The program is a great way for customers to save money and, more importantly, save water.



LADWP EQUITY METRIC – *Turf Removal Rebates (Water System)*

RESPONSIBLE MANAGER: Penny Falcon

T-M Caudy for PF

REPORTING PERIOD: July 2017-
April 2018

EQUITY CORE CATEGORY:

1. NARRATIVE / BACKGROUND

As part of its 2015 Urban Water Management Plan, LADWP adopted ambitious long-term goals of reducing per capita use by 22.5 percent by 2025 and 25 percent by 2035. To help meet these goals, LADWP offers turf removal rebates to encourage customers to switch to sustainable landscaping by installing California Friendly plants and capturing rainwater.

Starting July 9, 2018, the Metropolitan Water District (MWD) reinstated their funding for turf removal, which allowed LADWP to raise its residential and commercial turf removal rebate amounts.

2. CRITERIA

Starting July 9, 2018:

- Residential Turf Removal Rebate: \$2.00 per square foot (up to a maximum of 1,500 square feet)
- Commercial Turf Removal Rebate:
 - \$2.00 per square foot for 250 to 10,000 square feet removed
 - \$1.00 per square foot for 10,001 to 43,560 square feet removed

3. ACHIEVEMENTS

- Residential Turf Removed
 - July 2017 through April 2018 – Rebated 341,772 square feet of turf
- Commercial Turf Removed
 - July 2017 through April 2018 – Rebated 71,875 square feet of turf

4. ISSUES

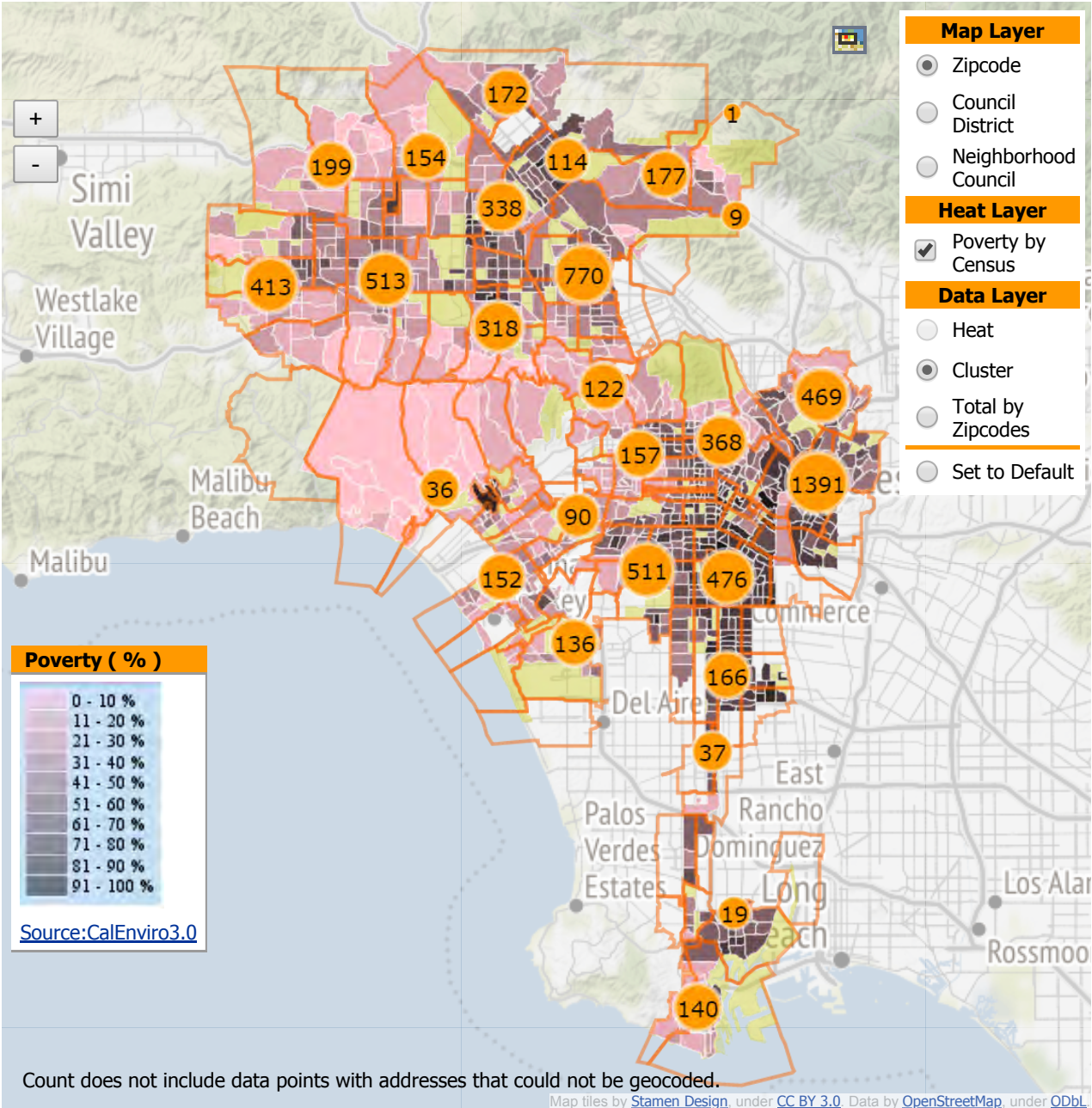
- None

5. OUTREACH STRATEGY / PLAN

- Save the Drop Water Conservation Outreach Campaign which includes messaging to promote sustainable landscaping through public announcements, radio spots, event handouts, videos, signage on city trucks, buses and etc.
- LADWP sponsors community partnership grants for non-profit organizations to promote water conservation through neighborhood outreach, educational classes and etc.
- LADWP offers workshops through the Los Angeles Landscaping Academy to promote sustainable landscaping and to help customers maximize outdoor water conservation.
- LADWP offers planting templates, individual plant profiles and virtual tours of sustainable landscaping to help customers comply with the sustainable landscape rebate guidelines.
<http://www.ladwp.cafriendlylandscaping.com>

Tree Canopy Program

Continuing its extensive tree planting involvement since 1998, LADWP recently signed an agreement with the Los Angeles City Plants program to fund 42,000 additional trees to be planted throughout the City of Los Angeles over the next two years. City Plants addresses the low tree canopy cover in the City, which averages 21%, well below the national average of 27%. The numbers shown on the map are the number of trees planted by geographic area.



LADWP EQUITY METRIC – *Tree Program – City Plants (Joint)*

RESPONSIBLE MANAGER: Craig Tranby

REPORTING PERIOD: 7/17 – 4/18

EQUITY CORE CATEGORY: Customer Incentive Program/Services

1. NARRATIVE / BACKGROUND

This program is critical to achieving the cumulative 15 percent energy savings target for LADWP adopted by the Board, as it allows LADWP to partner with City Plants to prioritize and accelerate implementation of energy savings opportunities through tree planting. City Plants focuses on low-canopy communities, promoting healthy living and creating jobs. In addition, the LADWP partnership has focused on potential energy savings resulting from trees shading buildings.

2. CRITERIA

- City of Los Angeles residents and businesses are eligible for free trees
- Trees are selected and located to maximize energy savings and minimize water use
- Includes both street trees and yard trees
- Low canopy areas targeted
- Coordinates with LADWP Community Affairs and Council Offices to schedule distribution events in areas of need

3. ACHIEVEMENTS

- Successfully completing 2017-18 MOU; expect new MOU for 2019-20+.
- Recently averaging about 22,000 trees distributed/planted per year
- Program continues to leverage CalFire grants to fund watering, pavement cuts, and additional plantings.
- Energy savings of about 6 GWH annually
- Many successful tree planting events involving communities throughout the City

4. ISSUES

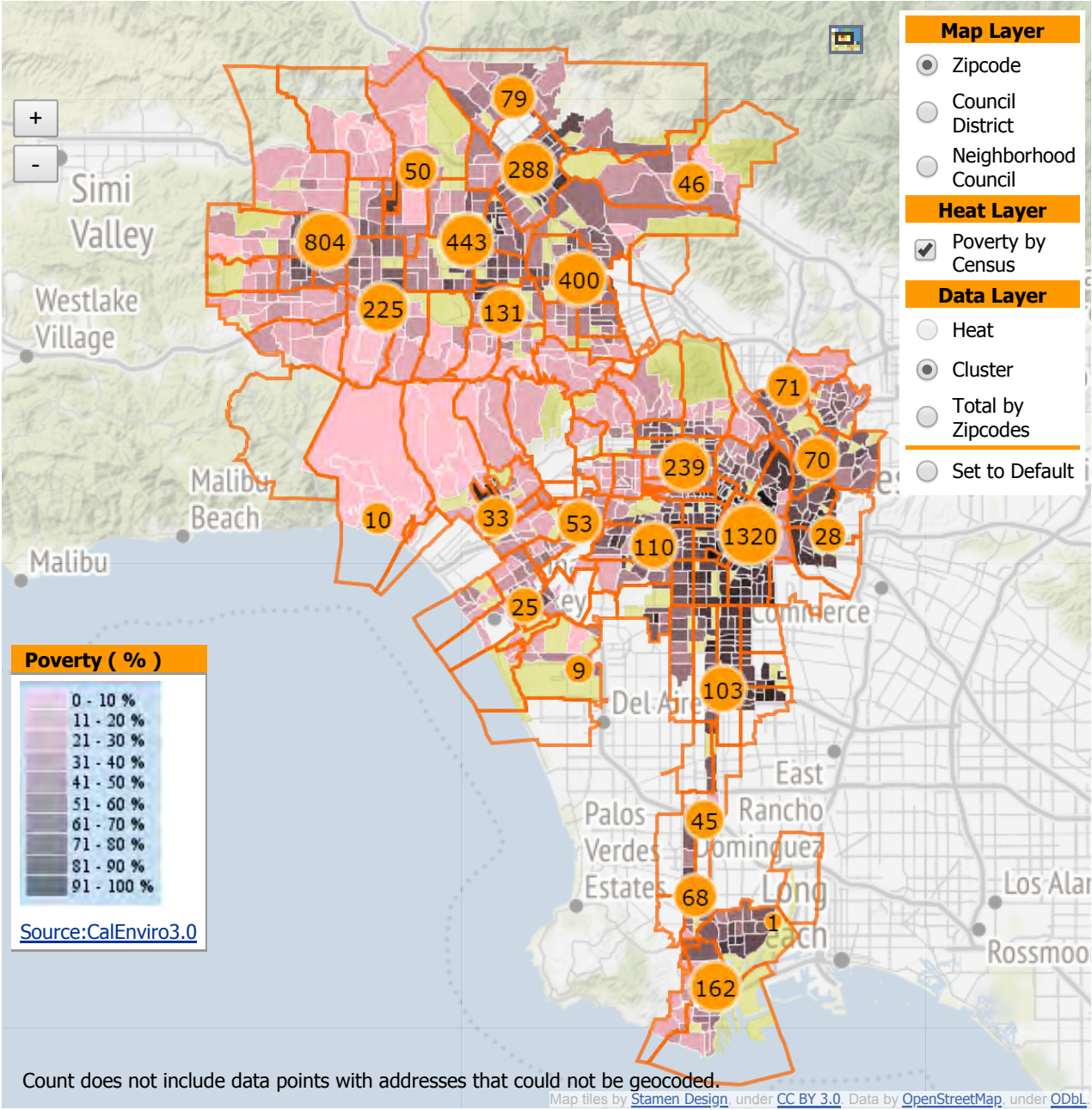
- Drought has caused tremendous die-off and stress for the City's urban forest
- Converting to electronic field input of distributions

5. OUTREACH STRATEGY / PLAN

- Developed new co-branded collateral and event materials with LADWP
- Coordination with LADWP efficiency programs and outreach grantees
- Coordination with partners and elected offices
- Events
- Website/Social Media
- Advertising
- Canvassing

Commercial Direct Install

LADWP’s Commercial Direct Install Program is available to qualifying businesses whose average monthly electrical demand is 200 kilowatts (kW) or less. After an energy and water use assessment is made, energy and water saving equipment is installed at the business at no cost to the business owner. The numbers shown on the map are the number of commercial customers participating in the program by geographic area.



LADWP EQUITY METRIC – *Commercial Direct Install (Joint)*

RESPONSIBLE MANAGER: Steven Starks

REPORTING PERIOD: FY17/18 through 043018

EQUITY CORE CATEGORY: Customer Incentive Programs EQ KPI ID 14

1. NARRATIVE / BACKGROUND

This program is a direct install program that offers business customers in the LADWP territory free lighting and water retrofit products and services to improve the energy and water efficiency. LADWP partners with Southern California Gas Company (SCG) to offer a tri-resource efficiency program aiming to reduce the use of electricity, water and natural gas.

2. CRITERIA

- Target market is commercial customers
- LADWP electric account holder in good account status
- Monthly usage 250* kW or lower
**effective January 2018 the monthly usage increased from 200 kW to 250 kW.*

3. ACHIEVEMENTS

FY 17/18 (through 04-30-18):

- Savings 71,407,629 kWh
- Savings 12,793 kW
- Savings 7,569 HCF
- 5,297 businesses completed

4. ISSUES

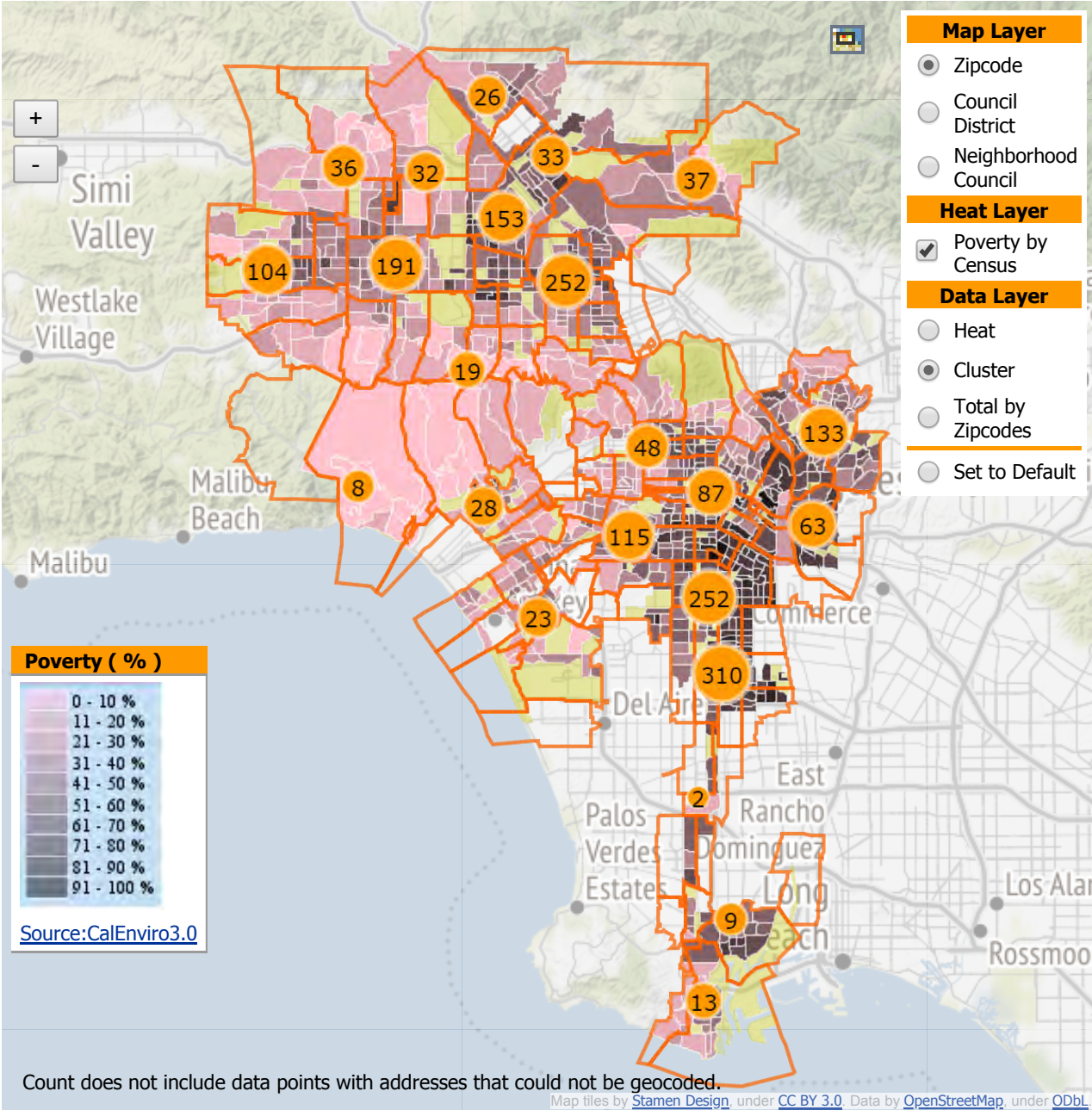
- Expectations of business customers (wanting what the program does not offer)
- Projects exceeding the cost versus expected savings baseline

5. OUTREACH STRATEGY / PLAN

- Outbound Canvassing - Existing Community Based Organizations (CBO) and other community organizations market the program and its availability to LADWP business customers
- Flyers – Program flyers are distributed via outbound canvassing, community events support, and any other appropriate outreach channel likely to build program awareness
- Website – Program information in English and Spanish is available on the LADWP website

Home Energy Improvement

The Home Energy Improvement Program (HEIP) offers LADWP residential customers the opportunity to improve the energy and water performance in their homes, which can improve their comfort level and potentially reduce their energy and water cost. The numbers shown on the map are the number of residential customers participating in the program by geographic area.



LADWP EQUITY METRIC – *Home Energy Improvement (Joint)*

RESPONSIBLE MANAGER: Steven Starks

REPORTING PERIOD: FY 17/18 through 043018

EQUITY CORE CATEGORY: Customer Incentive Programs EQ KPI ID 8

1. NARRATIVE / BACKGROUND

This program is a comprehensive direct install whole-house retrofit program that offers residential customers a full suite of free products and services to improve the energy and water efficiency in the home by upgrading/retrofitting the home's envelope and core systems. While not limited to low-income customers, HEIP's priority is to serve LADWP's neediest customers.

2. CRITERIA

- Target market is residential customers
- LADWP electric account holders

3. ACHIEVEMENTS

FY 17/18 (through 04-30-18):

- Savings 4,791,728 kWh
- Savings 31,116 HCF
- 2,046 homes completed

4. ISSUES

- Trust – (A portion of customers do not believe the program is free)
- Landlord refusal to allow participation
- Condition of the home (Asbestos, Mold, etc.)
- Presence of hazardous material
- Staff shortage causes delay in completing intake process and forwarding eligible customers to HEIP Field Team for assessments and installation

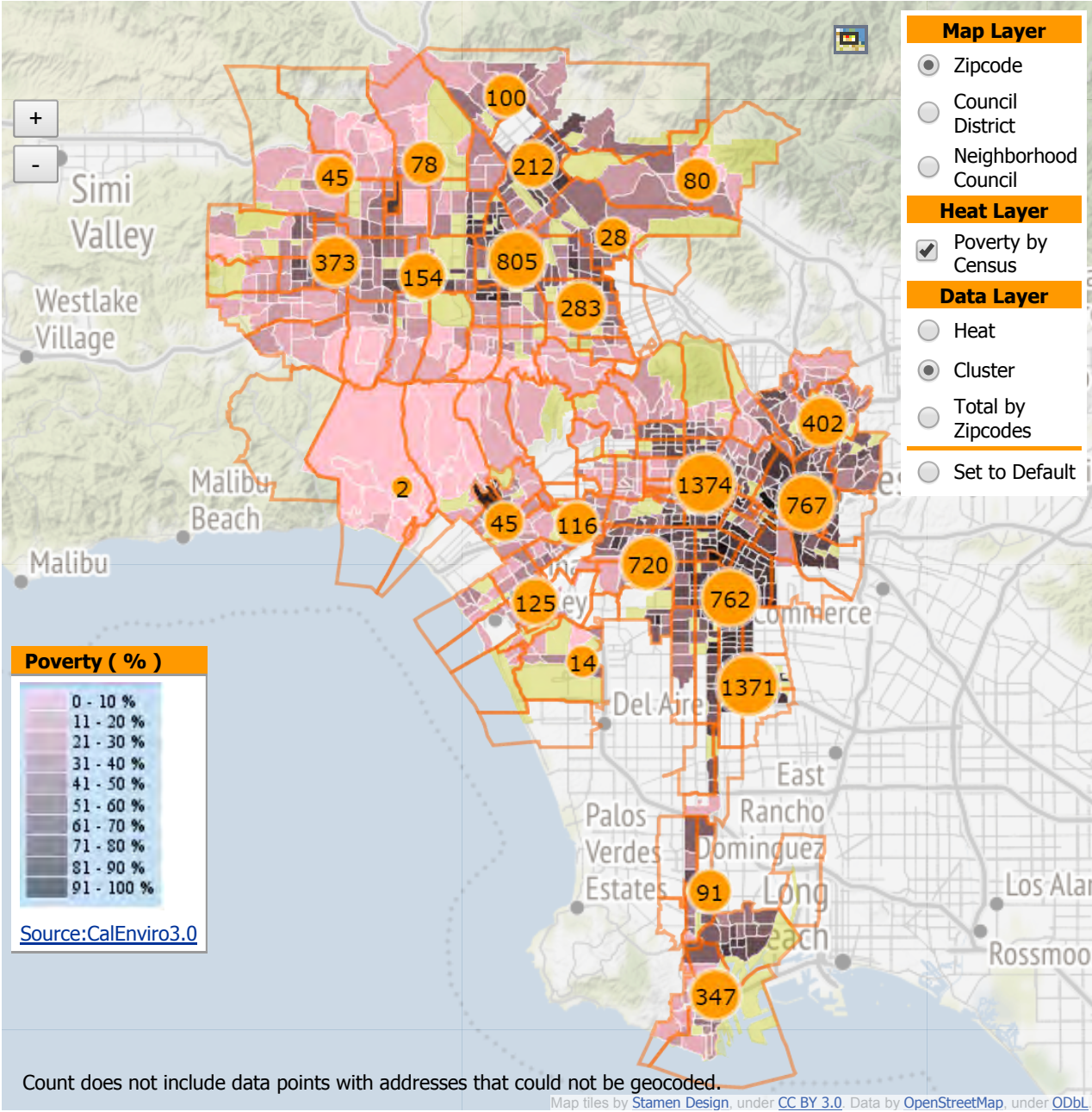
5. OUTREACH STRATEGY / PLAN

- Direct Mail – Mail batches are created according to council district and zip code and delivered to the vendor for mailing
- Flyers – Program flyers are distributed via direct mail, utilized for community events support, distributed to council districts for reach constituent centers, and any other appropriate outreach channel likely to build program awareness
- Website – Program information in English and Spanish, including the HEIP application is available on the LADWP website
- Hotline – A toll-free program hotline has been established to provide customers with additional and more immediate methods of contacting HEIP personnel
- Program Outreach & Community Partnership Program – Some of the grantees that participate in the POCP program provide services to hard-to-reach customers that help them participate in the HEIP program

Refrigerator Exchange Program

The LADWP's Refrigerator Exchange Program provides new energy-saving, ENERGY STAR® rated refrigerators in exchange for qualified older model refrigerators, free of charge.

The numbers shown on the map are the number of refrigerators provided by geographic area.



LADWP EQUITY METRIC – *Refrigerator Exchange Program (Joint)*

RESPONSIBLE MANAGER: Victoria Black

REPORTING PERIOD: FY 17-18 (through 4/30/18)

EQUITY CORE CATEGORY: Customer Incentive Programs/Services

1. NARRATIVE / BACKGROUND

Refrigerator Exchange Program (REP) is a free refrigerator replacement program designed to target customers that qualify on either LADWP's Low-Income or its Senior Citizen/Disability Lifeline Rates. The program was expanded to include the following entities, multi-family and mobile home communities, civic, community, faith-based organizations as well as educational institutions. This program leverages a 3rd Party Contractor, ARCA (Appliance Recycling Centers of America), to administer the delivery of the program and provides energy efficient refrigerators for these customer segments to replace older, inefficient, but operational models.

2. CRITERIA

a) Targeted Sectors:

- Residential
- Multi-family
- Nonprofit

b) Program Qualifications:

- Must be a LADWP customer in good standing
- Be a LADWP residential customer on the Low Income or Lifeline Discount rate or
- Be a qualifying multi-family unit in which the property owner owns the refrigerator unit or a mobile home community
 - Multi-Family Property must be owned or rented in accordance with policies for Affordable Housing in use by the Los Angeles Housing Department, or
 - A minimum of 50% of residents must be income qualified or
- Be a qualified:
 - Civic Organization
 - Community Organization
 - Faith-Based Organization
 - Educational Organization

c) Unit Criteria:

- In order to qualify the unit must meet the following criteria:
 - Located in the LADWP service territory
 - Owned by qualified recipient
 - Be at least 10 years old
 - A minimum of 14 cubic feet
 - In working condition
 - Used as the primary unit
 - Be plugged into a properly grounded outlet

d) Market Penetration:

- As of April 30, 2018, there was a potential participation pool of approximately 206,000 customers; who are receiving services on either a low income or lifeline rate schedule, who have not already participated in this program, and may have qualifying units.

3. ACHIEVEMENTS

- The program reached the milestone of being in existence for 11 years
- Since program inception, May 1, 2007, to, April 30, 2018, a total of 123,148 refrigerators were exchanged for a savings of 99,021,824 kWh
- Completed final approval for remaining 2,300 Housing Authority (HACLA) units that had not previously participated in program. To date there have been a total of 6,500 new units provided to HACLA through the program.
- Participated in Low-Income Customer Access (LICA) Symposium, to showcase our programs to Low-Income Customer Advocate Organizations.

4. ISSUES

- Lack of individual customer awareness of program
- Lack of multi-family property awareness of the program

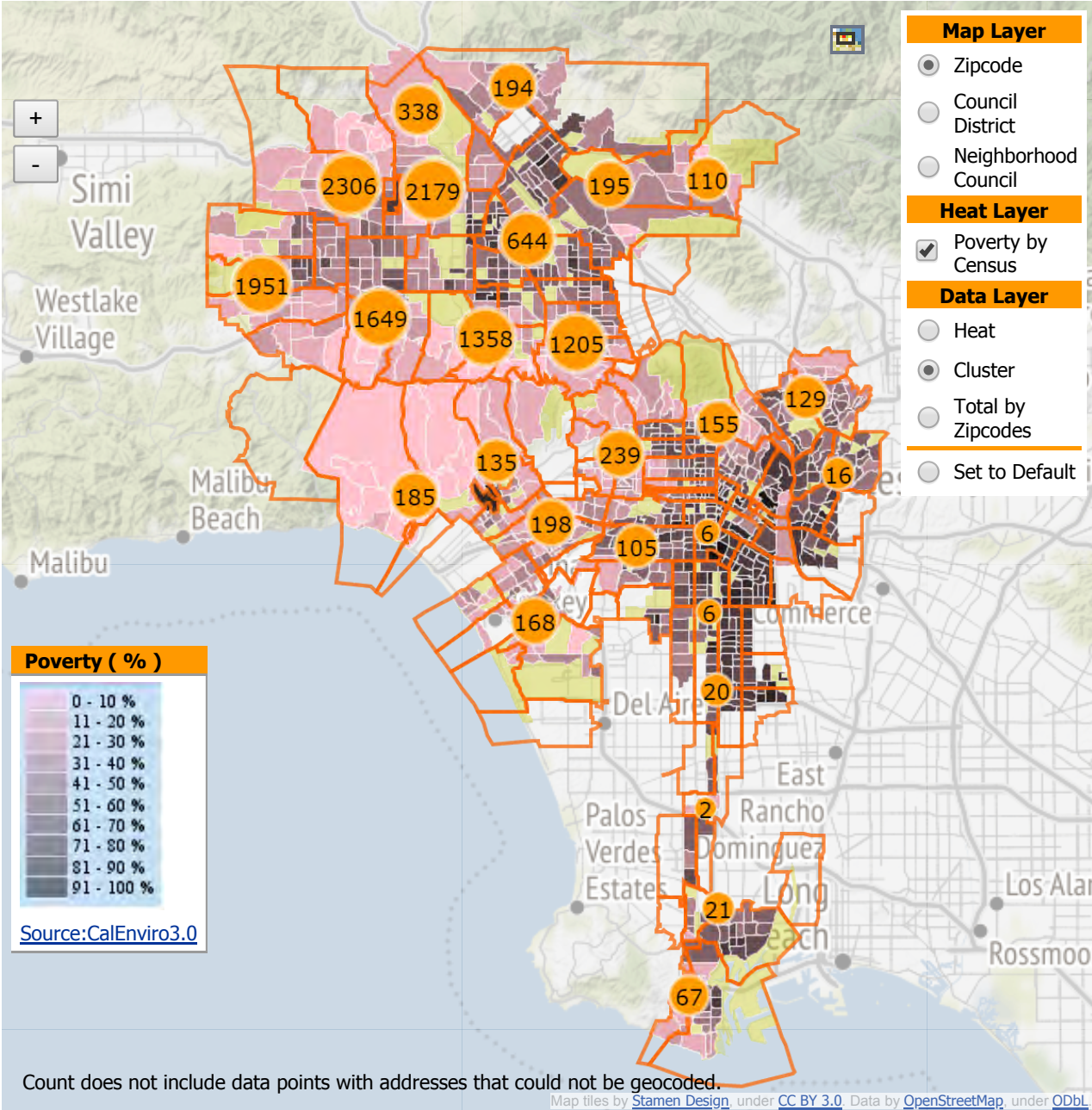
- Trust, customer's skepticism of free offering
- Increased difficulty in achieving energy savings targets as the program matures, as the majority of the older refrigerators have been exchanged. The average age of refrigerators being exchanged continues to decrease, which lowers the savings realized from program participation (refrigerators manufactured 1993 and earlier consume significantly more energy than those manufactured after 1993)
- Program Inconveniences:
 - Customer must coordinate and be present for two separate site visits, pre-inspection and delivery
 - Refrigerator provided doesn't come with additional features i.e. ice maker, in door water dispenser, etc.
 - No color options
- Cold calling previous program applicants that ultimately cancelled their participation prior to receiving a new unit.
- Direct Mailing
- Customer Service Events
- Bill On-serts
- E-mail Blast
- CBOs
- Neighborhood Council Newsletters
- Community Events
- Social Media Networks (Facebook, Twitter, etc.)
- Additional Marketing, as appropriate
- Use of program to educate customers on energy efficiency and of the added expense an environmental impacts of both inefficient and possessing additional refrigerators and/or freezers

5. **OUTREACH STRATEGY / PLAN**

- Continued Marketing Campaigns via,

Consumer Rebate Program

LADWP offers the Consumer Rebate Program (CRP) to our residential customers to promote the use of energy-efficient products. This program is designed to both educate and encourage LADWP residential customers to purchase and install qualifying products in their home. The numbers shown on the map are the number of rebates provided by geographic area.



LADWP EQUITY METRIC – *Consumer Rebate Program (Joint)*

RESPONSIBLE MANAGER: Victoria Black

REPORTING PERIOD: Jun 2017 – Apr 2018

EQUITY CORE CATEGORY: Customer Incentive Programs

1. NARRATIVE / BACKGROUND

The Consumer Rebate Program (CRP) encourages LADWP residential customers to purchase and install qualifying energy efficient products in their home. The CRP offers rebates on comprehensive energy efficiency measures, including whole house solutions, performance standards and opportunities for integration. The CRP rebates reduces the cost for customers who need to purchase either a single measure or multiple measures by encouraging the adoption of energy-efficient choices when purchasing and installing household equipment. This is carried out by offering customers educational materials about energy efficiency options, rebates and other incentive offerings.

2. CRITERIA

- Target market is all residential customers
- Customers who purchase and install qualifying equipment are eligible to participate

3. ACHIEVEMENTS

- The program is meeting the energy savings goals
- The program is within budget
- The program has experienced increased participation annually over the past 3 years
- The program consistently meets the Bill of Rights 30-day review requirement
- Increased rebate participation over 3 year period by an average of 20%
- All complete, approved application rebates consistently paid out within 30 days from date application received for the past 6 months
- Increased administrative support resulting in expediting of payments
- Paid 7,880 rebates with energy savings of 11.69 GWh

4. ISSUES

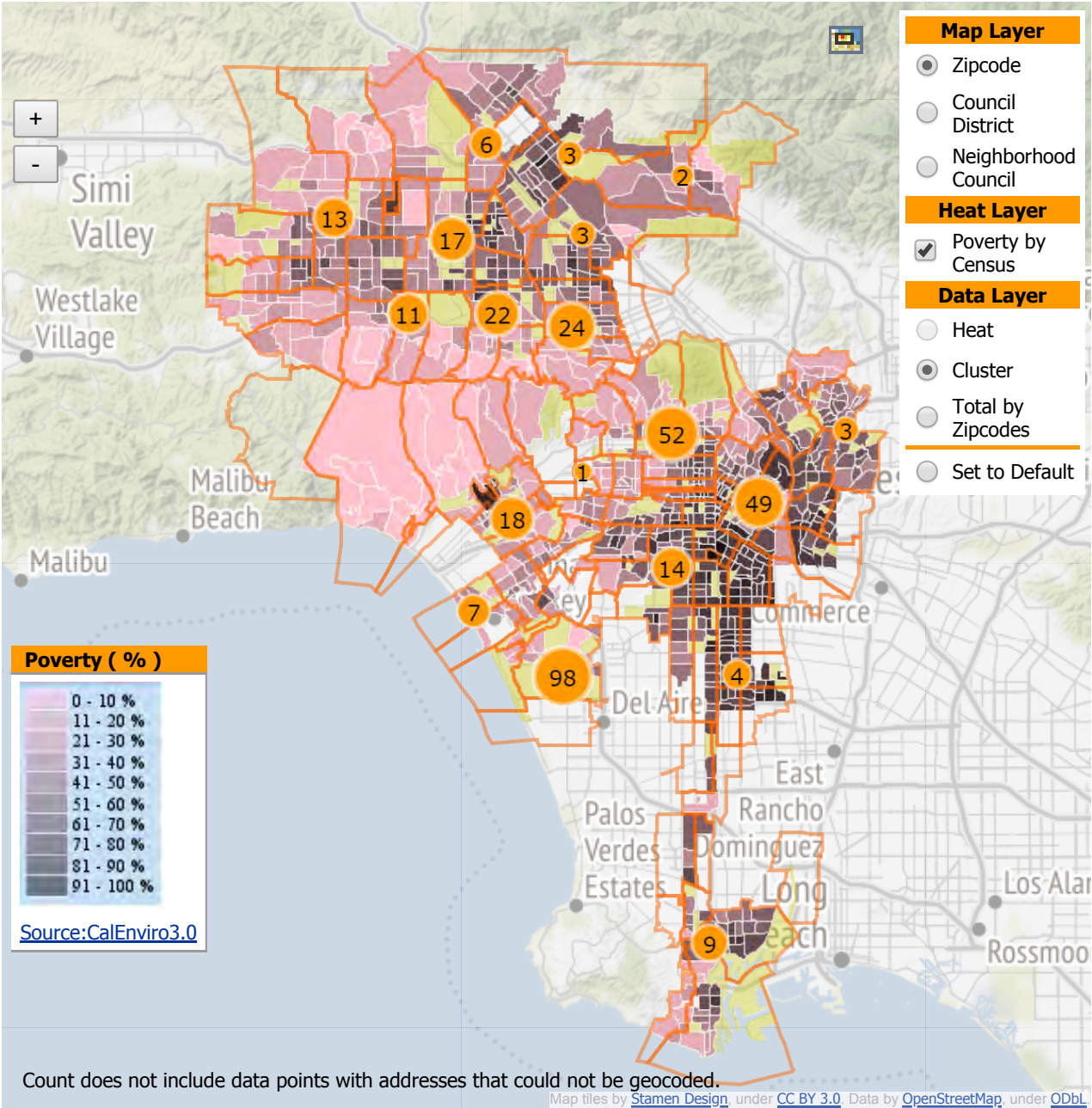
- Lack of automated customer notification system for the purpose of expediting response to customer inquiries
- Receipt of incomplete applications from customers
- Lack of customer knowledge of product eligibility

5. OUTREACH STRATEGY / PLAN

- Current outreach strategy to increase customer awareness of the program consists of utilizing LADWP website, customer contact, service center, and Consumer Rebate Program staff, trade events, and LADWP sponsored events.
- Partner with big box stores to promote rebate-eligible products

Electric Vehicle Infrastructure

LADWP introduced the Electric Vehicle Charger Rebate Program, "Charge Up L.A.!" to encourage the installation of convenient electric vehicle (EV) charging stations at residential and commercial locations in order to support the purchase and use of EVs. 185 publically accessible units are planned to be completed by end of the year that includes the CEC grant locations (LADOT, LAPD, Libraries, and LAWA). There is also a plan to install 200 curbside charges for the City's Disadvantaged Community EV Car Sharing program over the next 24 months. These locations will be mapped on the next report.



LADWP EQUITY METRIC – *Electric Vehicle Infrastructure (Power)*

RESPONSIBLE MANAGER: Scott Briasco *SB/BK*
EQUITY CORE CATEGORY: Customer Incentive Programs/Services

REPORTING PERIOD: April 2018

1. NARRATIVE / BACKGROUND

Source data: Jobs C5175 and P6059
(KPI No. 05.03.03.04)

- The primary program goal is to promote more electric vehicles (EV) in the City of Los Angeles and to have them charging at the right time.
- This program will facilitate EV adoption and usage to support LADWP's Integrated Resource Plan (IRP). According to LADWP's IRP, accelerating transportation electrification is the most impactful component of reducing overall Green House Gases (GHG) emissions.
- Infrastructure Goal: 10,000 commercial chargers in the City of Los Angeles by 2022 through the Los Angeles Department of Water and Power's (LADWP) *Charge-Up LA!* Rebate Program. This includes public, workplace, and multi-unit dwelling (MUD) chargers. Of those chargers, 4,000 will be on City property.
- Off-peak charging is encouraged through Time Of Use (TOU) rates. LADWP is developing a residential smart EV charging pilot to incentivize customers not on the TOU rate to charge at off-peak times.
- Promote EV Adoption through Incentives, Customer Education, Outreach, and Ride and Drive events.
- Provide Positive Customer Experience to encourage purchasing an EV through a seamless and positive process.
- Maintain the utility grid integrity.

2. CRITERIA

- Residential EV charging: LADWP's Charger Rebate program provides residential customers up to \$500 per installed charger and an extra \$250 for a dedicated TOU meter.

- Commercial EV charging: LADWP's Charger Rebate program provides commercial customers up to \$4,000 per installed charger for up to 40 chargers per property. This number was increased from 20 as of January 24th, 2018. This applies to public, workplace, and MUD.
- Medium and Heavy Duty EV Fleet: LADWP's Charger Rebate program will provide a rebate to medium and heavy duty customers. The rebate amount is to be determined based on vehicle type and charging infrastructure used.
- Install EV charging stations including public, workplace, and fleet chargers at City and LADWP locations based on applications and grants.
- Rebates Terms and Conditions determine eligibility: 1) Level 2 charger with J1772 connector; 2) Recognized electrical testing laboratory approved charger; 3) Proof of EV charger purchase.
- Collaborate with all LA City agencies for grants/rebates installations.
- Administer agreements between third party EV Supply Equipment (EVSE) service providers and LADWP properties.

3. ACHIEVEMENTS

Commercial Charger Installations:

| FYTD as of: | Target | Actual | Variance | | Re- Estimate |
|----------------|--------|--------|----------|-------|-----------------|
| | | | Unit | % | |
| 17-Jul | 34 | 0 | (34) | -100% | |
| 17-Aug | 68 | 27 | (41) | -60% | |
| 17-Sep | 102 | 61 | (41) | -40% | |
| 17-Oct | 136 | 99 | (37) | -27% | |
| 17-Nov | 170 | 156 | (14) | -8% | |
| 17-Dec | 204 | 186 | (18) | -8% | |
| 18-Jan | 238 | 194 | (44) | -18% | |
| 18-Feb | 272 | 208 | (64) | -24% | |
| 18-Mar | 306 | 260 | (46) | -15% | |
| 18-Apr | 340 | 305 | (35) | -10% | |
| 18-May | 371 | | | | 350 |
| 18-Jun | 405 | | | | 405 |

Rebates Issued:

| FYTD as of: | Residential | Commercial | Total |
|----------------|-------------|------------|-------|
| 17-Jul | 95 | 0 | 95 |
| 17-Aug | 173 | 0 | 173 |
| 17-Sep | 173 | 6 | 179 |
| 17-Oct | 239 | 6 | 245 |
| 17-Nov | 291 | 63 | 354 |
| 17-Dec | 349 | 63 | 412 |
| 18-Jan | 349 | 71 | 420 |
| 18-Feb | 391 | 71 | 462 |
| 18-Mar | 474 | 89 | 563 |
| 18-Apr | 560 | 119 | 679 |
| 18-May | | | |
| 18-Jun | | | |

Attachment A indicates the quantity of rebates issued and total charging stations rebated per zip code since August 2013.

4. ISSUES

- The EV program is in the process of hiring staff into the seventeen newly approved positions. A team of service planning engineers was reassigned to support the EV program in December 2017. Three positions were filled in April for program management and facilities engineering. Two positions are being requested through the New Engineering Associate Trainee Program for service planning. Three positions are pending allocation for electric service inspections, meter spotting, and education and outreach. One position is pending transfer in June for program management. One position is on hold pending the hiring of a supervisor for facilities engineering. Two positions are pending approval of a hiring freeze exemption (HFE) for electric vehicle charger maintenance. Five positions are expected to begin in July for charger installations on power poles and meter installations.
- There were low Commercial Rebate applications through most of the fiscal year, but applications are now increasing and are

expected to continue to increase over the final months of FY17-18 as a result of more education and outreach, rebate terms and conditions enhancements, and increased staffing of service planning.

- Lengthy rebate process has delayed payments to customers. Many applications are received incomplete. However, it is improving now with further education and outreach. Further solutions are planned for FY18-19 such as website enhancements, which include process flow diagrams, checklists, and properly completed application samples.
- New Americans with Disabilities Act (ADA) requirements.
- Some LA City Departments do not budget for EV maintenance resulting in neglected faulty chargers. This creates a negative EV experience.
- Some customers cannot afford to front the initial cost of charger installations. A program to provide front funding is being considered.
- Vandalism.

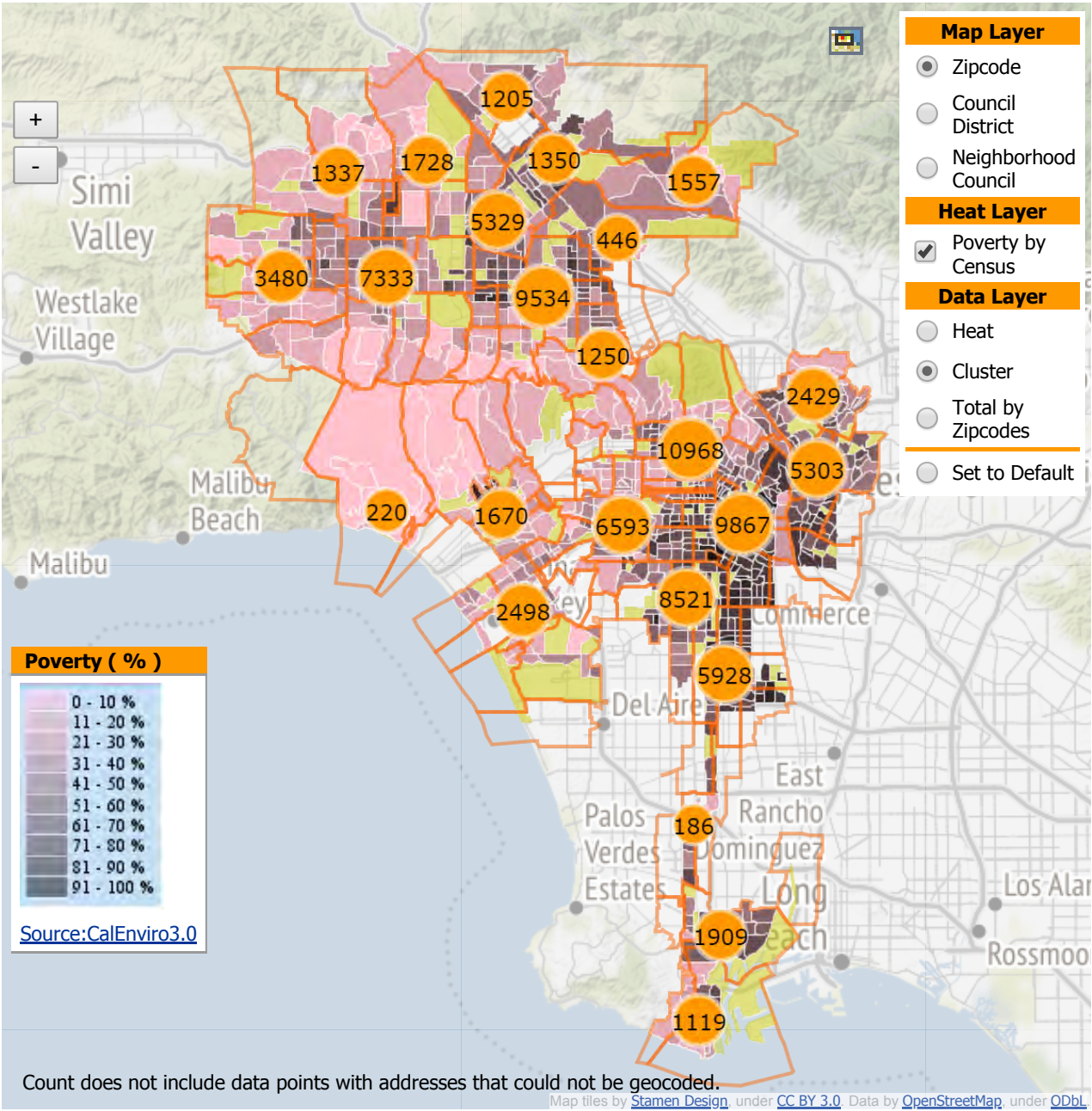
5. OUTREACH STRATEGY / PLAN

- Outreach efforts will include print collateral in customer centers, website content, social media posts, and ads in customer bills.
- EV program information will be presented to homeowner associations and at neighborhood council meetings.
- LADWP will participate in a minimum of 4 major EV Events including the National Drive Electric Week, LA Auto Show, and ride and drive events.
- LADWP will participate in at least 10 community events to promote electric transportation. Some events already attended by LADWP included the Watts National Drive Electric Week, Larchmont Family Fair, Prove It! campaign at Calvary Baptist Church and Centro De Vida Victoriosa, the Sherman Oaks Green and Beautification Committee meeting, BlueLA car sharing launch, and the Earth Day event at Grand Park.

- Membership in CalETC, CalStart, and Veloz to develop and implement critical incentives for our customers such as state EV rebates, and HOV lane access.
- Support legislation and policy through CalETC, CalStart, and Veloz to promote EV adoption.
- Customers can access LADWP's EV Rebate Program through LADWP.com/EV. Website improvements to be developed for an improved user experience.
- Improve outreach/public education portion of the Program through targeted marketing and a regional website working with other utilities and Original Equipment Manufacturers (OEMs). Outreach is done partially with the regional effort, and partially with DWP Communications, Marketing & Community Affairs.
- Work with agencies to market Air Quality Management District's (AQMD) modified Rule 2202 to support EV charging.
- Participate in the LA City EV Task Force to promote charging infrastructure installations on other City properties.

Lifeline Discount Program

Lifeline Program: Customers who are 62 years of age or older or permanently disabled may qualify, based solely on their income, to have a discount applied to their electric and/or water bills.



LADWP EQUITY METRIC – *Lifeline Discount Metric*

RESPONSIBLE MANAGER: Nasim Ghaffari
EQUITY CORE CATEGORY:

REPORTING PERIOD: FY 2017-2018

1. NARRATIVE / BACKGROUND

LADWP has partnered with the City of Los Angeles Office of Finance to offer customers who are 62 years of age or older or permanently disabled a discount on their electric and/or water bills. The program customers receive subsidies of \$17.71 per month (\$35.42 bi-monthly) for electricity and of \$10.00 per month (\$20.00 bi-monthly) water. Renters paying for electric service only, are eligible to receive the low income water subsidy credit. These programs are designed to make water and electricity more affordable for qualifying families.

2. CRITERIA

- 1) Residential customer within the City of Los Angeles
- 2) Either
 - a. Senior Citizen - 62 years of age or older, or
 - b. Disabled Citizen
- 3) Combined adjusted gross household income of less than \$36,050 for the prior calendar year

**Applications are submitted directly to the City of Los Angeles Office of Finance.*

3. ACHIEVEMENTS

- As of April 2018, there are approximately 105,600 participants enrolled in the program
- The Office of Finance periodically reviews and increases the adjusted gross household income amount based on cost of living.

4. ISSUES

- Online application submission process can be challenging

5. OUTREACH STRATEGY / PLAN

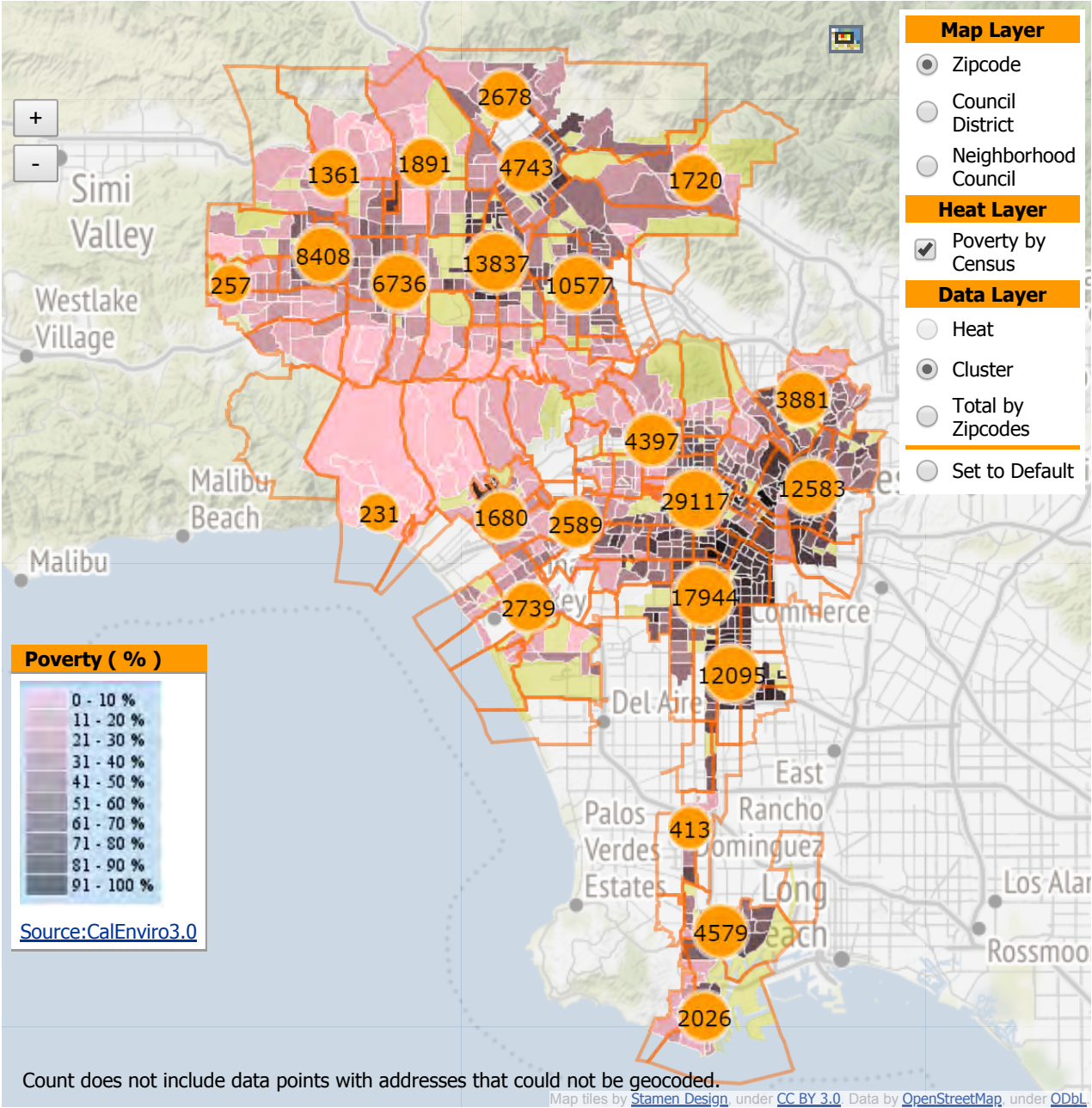
Lifeline Applications can be obtain by the following:

- Mailed via contact with Customer Contact Center
- Online at LADWP.com and CITYOFLA.org
- Local community outreach events and at any of the 15 Customer Contact Centers
- Call Contact Center employees assist customers with program questions. Future Plan
- Increase outreach through governmental agencies
- Increase use of newer technology for faster application submission and approval.

Low Income Discount Program

Low Income Program: Customers may qualify to have a discount applied to their electric and/or water bills based on their income and household size. Household Income Requirements Effective July 1, 2017

| Members in Household | Maximum Annual Gross Income* |
|---|------------------------------|
| 1 | \$32,480 |
| 2 | \$32,480 |
| 3 | \$40,840 |
| 4 | \$49,200 |
| 5 | \$57,560 |
| 6 | \$65,920 |
| 7 | \$74,280 |
| 8 | \$82,640 |
| Each additional member: Add \$8,320 to income | |



LADWP EQUITY METRIC – *Low Income Discount Metric*

RESPONSIBLE MANAGER: Nasim Ghaffari
EQUITY CORE CATEGORY:

REPORTING PERIOD: FY 2017-2018

1. NARRATIVE / BACKGROUND

Since 1991, LADWP has offered a residential discount Low Income Discount rate, for customers with qualifying income levels. Program customers receive subsidies of \$8.17 per month (\$16.34 bi-monthly) for electricity and \$5.00 per month (\$10.00 bi-monthly) for water, increased by a \$1.00 per month for additional occupants above three up to \$10.00 a month. Renters paying for electric service only, are eligible to receive the low income water subsidy credit. The total annual Low Income subsidy is about \$158. This is designed to make water and electricity more affordable for qualifying families.

2. CRITERIA

| Income Guidelines* | |
|--|--------------------------------|
| Household Size | Income Eligibility Upper Limit |
| 1-2 | \$32,480 |
| 3 | \$40,840 |
| 4 | \$49,200 |
| 5 | \$57,560 |
| 6 | \$65,920 |
| 7 | \$74,280 |
| 8 | \$82,640 |
| Each Additional Person | \$8,360 |
| * Effective June 1, 2017 to May 31, 2018 | |

3. ACHIEVEMENTS

- As of April 2018, there are approximately 152,900 participants enrolled in the program.
- Since 2008, the LADWP has increased the Low Income subsidy from 15% to 20%.

4. ISSUES

- Online applications have a longer processing duration
- Application submission tracking needs to be updated

5. OUTREACH STRATEGY / PLAN

Low Income Applications can be obtain by the following:

- Mailed via contact with Customer Contact Center
- Online at LADWP.com
- Local community outreach events and at any of the 15 Customer Contact Centers Future Plan
- Increase outreach through governmental agencies
- Increase use of newer technology for faster application submission and approval.

LADWP EMDI - Procurement

RESPONSIBLE MANAGER:Karyn Son

REPORTING PERIOD: Jul 2017 - Apr 2018

LADWP's SBE/DVBE Program

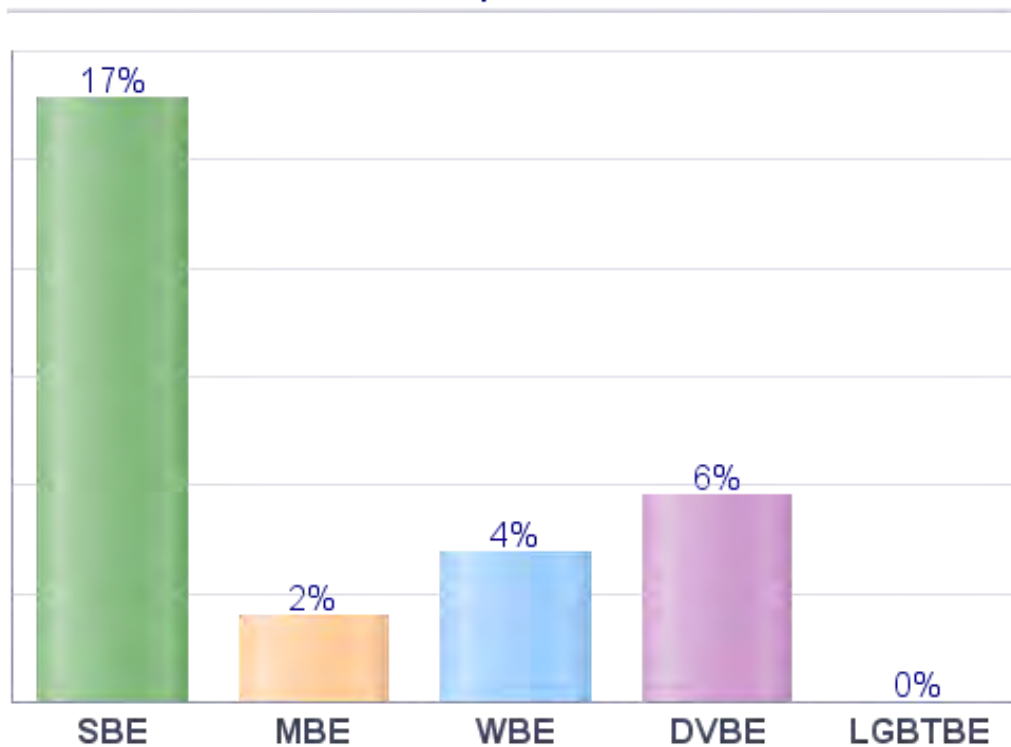
Commitment percentages based on Board-awarded contracts that had SBE/DVBE participation requirements.

Firms with multiple certifications are counted in each category in which they were certified.

Current data reflects a significant change from previous reports due to a correction made in source data.

| Cert Status | Dollar Amount | Percentage |
|---------------|---------------|------------|
| SBE | 107,242,413 | 16.69% |
| MBE | 15,505,470 | 2.41% |
| WBE | 26,592,089 | 4.14% |
| DVBE | 36,902,411 | 5.74% |
| LGBTBE | 0 | 0.00% |

Contract Participation Commitments



LADWP EQUITY METRIC – *Contract Participation (Joint)*

RESPONSIBLE MANAGER: Karyn Son
EQUITY CORE CATEGORY: Procurement

REPORTING PERIOD: July 2017- April 2018

1. NARRATIVE / BACKGROUND

The SBE/DVBE Participation Program was adopted to ensure that all business have an equal opportunity to do business with the Los Angeles Department of Water and Power. This program is in conformance with the Mayor's Executive Directive No. 14, entitled the Business Inclusion Program.

This metric measures the achievement of SBE/DVBE Participation Program goals, which were set with an overall Department goal of 25% SBE participation and 3% DVBE participation.

This metric also measures the participation commitments of MBE/WBE/LGBTE firms in LADWP Board-awarded contracts.

2. CRITERIA

Mandatory SBE/DVBE participation requirements are set in all construction and service contracts valued over \$150,000.

- Only certified SBEs and DVBEs count toward the fulfillment of the minimum mandatory requirement .
- Failure to meet the minimum mandatory SBE/DVBE participation requirement in bids or proposals results in a finding of non-responsiveness.
- Failure to achieve the requirement can result in penalties or termination of the contract.

3. ACHIEVEMENTS

- Kicked off the *2017 Small Business Academy* at USC with a focus on the professional services sector. 187 applications were received and 36 completed the sessions.
- Hosted LADWP's vendor connection event, "*Transforming Connectivity*," on August 24, 2017, to "connect" the elements that make up LADWP's supply chain and to promote networking between small businesses and Prime contractors. Approximately 500 vendors attended.

- Initiated LADWP's *Contractor of the Year Award* program. Two prime contractors and three SBE contractors were recognized as the 2017 awardees.
- Participation in 25 outreach events.
- Hosted 15 Vendor Introduction Meetings.
- Fiscal Year Contract participation commitments through April 2018:
 - SBE 16.7%
 - DVBE 5.7%
 - MBE 2.4%
 - WBE 4.1%

4. ISSUES

Certification status of vendors registered in eRSP not captured at this time, as registrants were not initially required to provide certification status at time of registration. This issue is currently being addressed and the certification status of each vendor will be required as part of the registration process.

5. OUTREACH STRATEGY / PLAN

2018 Objective for the Office of Small Business and Supplier Relations: Increase the participation of small, veteran, and local businesses in LADWP contracts.

- Initiate WBE Vendor Networking event in September 2018. Will facilitate 'matchmaking' workshops for SBE/WBE firms for the upcoming LADWP projects during the event.
- Initiate SBE Professional Services Academy at USC for class of 2018.
- Attend 18 outreach events per year.
- Host 36 vendor introductions per year.

New Hires/Promotions Demographic Composition

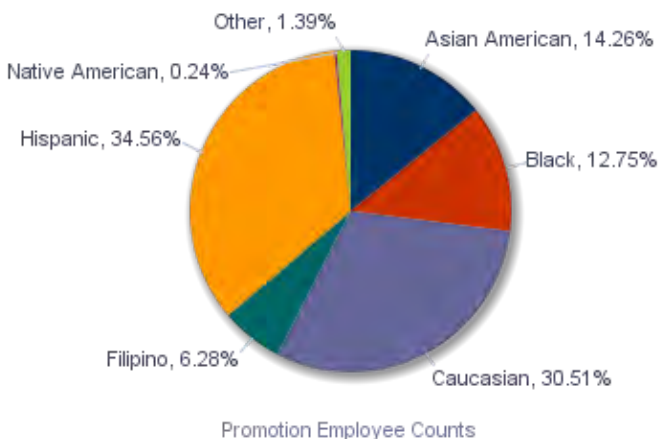
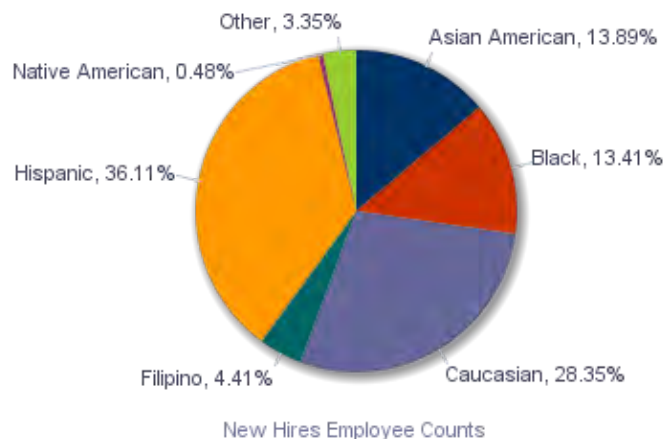
Hiring and Promotions by Ethnic Group

| Ethnic Group | New Hires | | Promotion | |
|--------------------|------------|------------|------------|-------------|
| | F | M | F | M |
| Asian American | 42 | 103 | 87 | 149 |
| Black | 69 | 71 | 106 | 105 |
| Caucasian | 48 | 248 | 68 | 437 |
| Filipino | 11 | 35 | 40 | 64 |
| Hispanic | 82 | 295 | 140 | 432 |
| Native American | | 5 | 1 | 3 |
| Other | 13 | 22 | 8 | 15 |
| Grand Total | 265 | 779 | 450 | 1205 |

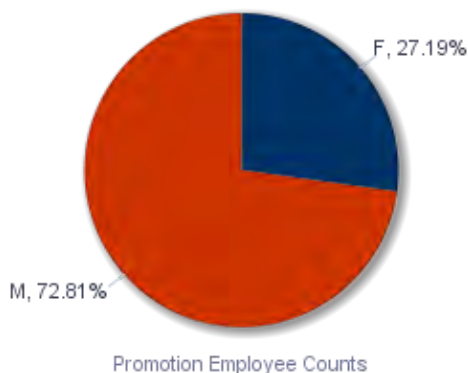
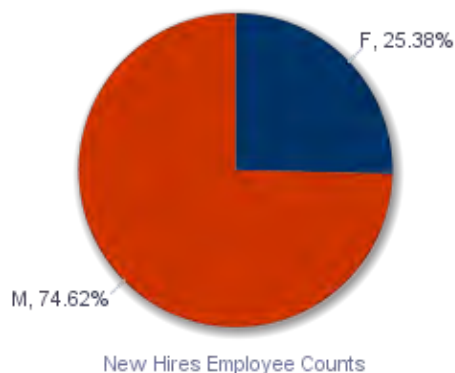
Hiring and Promotions by Gender

| Gender | New Hires | Promotion |
|--------------------|-------------|-------------|
| F | 265 | 450 |
| M | 779 | 1205 |
| Grand Total | 1044 | 1655 |

Hiring and Promotions by Ethnic Group



Hiring and Promotions by Gender



LADWP EQUITY METRIC – *New Hire/Promotion Demographic Composition (Joint)*

RESPONSIBLE MANAGER: Shannon C. Pascual
EQUITY CORE CATEGORY: Employment

REPORTING PERIOD: July 2017 - April 2018

1. NARRATIVE / BACKGROUND

This provides a demographic breakdown of our new hires and promotions to better understand the representation of various demographic groups within our workforce.

2. CRITERIA

- Ethnicity
- Gender

3. ACHIEVEMENTS

- Interviewed engineering students and professionals at the national conferences of SWE, NSBE, and SHPE (see Item #5) in fall 2017 and spring 2018; and the regional conference of SWE in spring 2018.
- Conducted interviews via Skype of attendees at the NSBE national conference who were unable to interview on-site.
- Obtained approval to use this technology going forward for students who are not yet eligible to interview due to the timing of the national conferences of the diversity engineering organizations above.

4. ISSUES

- Lack of gender and ethnic diversity in the engineering and skilled craft classifications.

5. OUTREACH STRATEGY / PLAN

Special recruitment activities include on-site interviewing for engineering classifications at national and regional conferences for the following organizations:

- Society of Women Engineers (SWE)
- National Society of Black Engineers (NSBE)
- Society of Hispanic Professional Engineers (SHPE)

College recruitment has been expanded to include:

- traditionally African-American colleges and universities
- Local diversity-specific events

HR Staff will partner with various organizations, including:

- LAUSD and other school districts to establish recruitment and outreach activities at various local high schools for LADWP skilled craft classifications;
- The Los Angeles Community College District (LACCD) to establish pathways for interested students to meet minimum requirements for targeted skilled craft classes;
- Women in Non-Traditional Employment Roles (WINTER) and Tradeswomen, Inc. to work toward an event for women in the trades;
- Los Angeles Police Department (LAPD) and the Los Angeles Fire Department (LAFD) to explore gender/diversity hiring strategies;
- LADWP Marketing and Economic Development Division to design recruitment material and develop marketing strategies, which will include increasing advertising opportunities and outreach on social media (Facebook, Instagram, Spotify).