Los Angeles Department of Water & Power

INFORMATIONAL BOARD LETTER

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DATE: August 3, 2021

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. 0171 07 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 2020-2021 (Fiscal-Year-To-Date April 2021)

The Rates Metrics currently include 20 for Water System, 27 for Power System, and 9 for Joint System. A summary of the fiscal-year-to-date April 2021 performance status of all these metrics is listed in the Rates Metrics Summary (Attachment I).

LADWP Rates Metrics Status (Fiscal Year to Date April 2021)		
Performance Status		**# Metrics**
Exceeds Target	Blue	**6**
Within Acceptable Variance	Green	**29**
Outside Acceptable Variance	Red	**14**
Needs Attention	Yellow	**1**
Information Only	White	**6**
	Total	**56**

For the period ending April 2021, 63 percent of the metrics are either within the acceptable variance or exceed the target.

Fourteen of the fifty-six Rates Metrics are outside the acceptable variance. Explanations for metrics outside the acceptable variance include:

Power System

Metric	Variance	Explanation
Average Cost of Power System Training Plan per Electrical Mechanic Trainee	64.2% ($328.6K/trainee)	• The monthly cost per trainee varies from month to month based on a number of factors including class size, dropout, terminations, and the final number of graduates. • The cost per trainee is higher due to increased allocations and direct labor spending in classroom training for Electrical Mechanic trainees. Overall costs should stabilize in aggregate as the year progresses.
Power System Reliability Program (PSRP) Generation Capital (Budget vs. Actual)	-19.1% (-$3.1M)	• The Castaic Power Plant Station Service 3 Project had major reduction of resources since the beginning of COVID-19. The reduction of resources has delayed the installation of Station Service 3 and consequently delayed the replacement of Station Service 2, which is now scheduled to be completed by January 2022. • The San Fernando Power Plant Generator Step-up replacement was stopped due to foundation issues, which necessitated a full redesign.
Cost per Circuit Mile for Underground Circuit	-25% (-$1.4M/Mile)	• Actual cost per circuit mile varies significantly each year depending on the circuits to be replaced and the need to use the contingency provisions of the contract. • The actual cost per circuit mile is only available upon completion of the circuit replacement, “trending costs” are provided if the final actuals are not available.

Metric	Variance	Explanation
PSRP Substation Capital (Budget vs. Actual)	-17.9% (-$18.7M)	• The current COVID-19 pandemic resulted in rotational work assignments which ended in March 2021. Construction and test support is limited due to minimum physical and social distancing requirements in spaces such as control rooms.
Average Unit Cost per Transformer	27.3% ($2.5K)	• Transformers are identified for replacement using several different criteria; inspections, programs, power quality, as well as risk of failures. The transformers that are incident driven will fluctuate and will directly affect the cost per unit. • The cost of replacing transformers is increasing due to higher material costs and the location of transformer replacement.
Average Unit Cost per Pole	59.4% ($14.7K)	• The number of crews, the number of employees on each crew, and how time is entered into Work Management Information System (WMIS) by each employee affects WMIS reporting, which consequently affects the cost per unit average. • The cost of the pole replacement is also affected by the complexity/ease of replacement as well as the location and other mitigating factors such as the introduction of alternative poles.
Average Unit Cost per Mile of Cable	40.0% ($453.4K)	• Due to COVID-19 related shortage of materials, Power Transmission and Distribution division has been ramping up material purchases in preparation for summer months. • The increased costs of materials and the need to have enough supplies on hand have contributed to this variance.

Water System

Metric	Variance	Explanation
Number of Full Time Equivalents hired and dedicated to Water Distribution field positions as compared to plan	64.3%	• The division is continuously hiring; however, due to internal transfers, promotions, and attrition, the division has been unable to reduce the number of field vacancies to meet the target for this fiscal year.

Metric	Variance	Explanation
Water Supply Costs - Capital (Budget vs. Actual)	-31.3% (-22.5M)	• The LA Aqueduct System – A&B South Project is below budgeted levels due to COVID-19 which caused planning delays and a large underrun in labor. • The Grant Lake Roto Valve Replacement project is in progress. Labor and material costs are expected in increase in May through June 2021.
Annual quantity of Recycled Water delivered in acre-feet	-17.1%	• Recycled water delivered is outside of the acceptable variance due to delays in connecting new recycled water customers that were expected to receive recycled water by end of 2020.
Aqueduct refurbishment Capital (Budget vs. Actual)	-50.4% ($-14.4M)	• Several capital projects have been postponed due to delays in planning and permitting, as well as Power Construction and Maintenance work being rescheduled due to COVID-19.
Pump Stations (Budget vs. Actual)	-13.3% ($-1.1M)	• Underspending reflects the delay of the equipment delivery for Griffith Park Pump Station No. 115 due to COVID-19 related impacts on the vendor's supply chain. • Victory Pump station has been put on hold until February 2022 • Designs for Garvanza Pump Station and Van Norman Pump Station No. 1 will not begin until Fiscal Year 2021-2022

Joint System

Metric	Variance	Explanation
Financial and Human Resources Replacement Project (Budget vs. Actual)	-41.4% ($-6.7M)	• Progress was temporarily delayed while LADWP reprioritized critical projects and hired needed resources • Enterprise Resource Planning (ERP) labor expenditures were below approved budget levels as hiring continues to fill requested positions • Spending is anticipated to pick up during the last quarter of FY20-21 due to the ERP project kicking-off in April 2021
Energy Efficiency Portfolio (Budget vs. Actual)	-38.2% (-$52.9M)	• Customer site-based Energy Efficiency programs and activities were suspended due to COVID-19 and "Safer at Home" mandate. Programs will resume once uniform safety protocols are developed for customer site-based programs and activities.

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.

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 Board or the Office of Public Accountability.

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, Office of Public Accountability/Ratepayer Advocate, customers, and other stakeholders. For each metric, the corresponding dashboard provides the metric definition; the target for the fiscal year; 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

In August 2016, the LADWP Board approved Resolution No. 017 036 adopting the LADWP's Equity Metrics. The Equity Metrics advances the LADWP's efforts to optimally serve all of our customers with fairness and equity.

In October 2020, the LADWP Board reaffirmed LADWP's commitment to equity by approving an additional resolution that asks the Department to review and expand the current metrics with specific strategies as they relate to baseline, short-term, mid-term, and long-term performance goals. Furthermore, the resolution requires the LADWP to work with internal and external stakeholders in order to enhance Equity Metrics.

Equity Metrics Outreach

LADWP Board Vice President Susana Reyes spearheaded outreach efforts by organizing two virtual stakeholder meetings that were held in January 2021 to gain critical stakeholder input to enhance the Equity Metrics efforts. At the meetings, the LADWP introduced a new and exciting web-based data visualization mapping tool developed by the LADWP Corporate Performance Office. This new interactive data analytics tool allows stakeholders to view the data geographically, interact with the data, and analyze the progress and impact of the Equity Metrics in their specific communities via a website link. The community stakeholders actively participated in the meetings and provided valuable insights and feedback on the current and future Equity Metrics, including ways to enhance their communications of the initiative within their communities.

In addition to the LADWP Board, LADWP program managers, and executives from the Office of the Mayor, the following external stakeholders were invited to the virtual stakeholder meetings.

January 2021 - Virtual Stakeholder Meeting Attendees	
• Asian Americans Advancing Justice Los Angeles	• Little Tokyo Service Center
• Asian Pacific Policy and Planning Council (A3PCon)	• Los Angeles Brotherhood Crusade
• CA Environmental Justice Alliance	• MARAVILLA Foundation
• CA Housing Partnership	• Mobility Development Group
• California Workforce Development Board	• Natural Resources Defense Council
• Climate Resolve	• Neighborhood Council Sustainability Alliance
• Coalition for Clean Air	• Pacific Asian Consortium in Employment
• Community Coalition	• Pacoima Beautiful
• Community for a Better Environment	• Pilipino Workers Center
• East L.A. Community Corporation	• Salvadorean American Leadership & Educational Fund (SALEF)
• Food and Water Action	• Sierra Club
• Greenlining Institute	• Strategic Actions for a Just Economy
• KIWA	• T.R.U.S.T. South L.A.
• L.A. Waterkeeper	• The Greenling Institute
• LAANE and RePower L.A.	• U.S. Green Building Council
• Liberty Hill	• WeTap

Recommendations from Stakeholders Feedback

The feedback, insights and recommendations gathered from the virtual stakeholder meetings were used to develop strategies, improve processes, and modify metrics for the EMDI. In April 2021, the LADWP provided Equity Metrics stakeholders with the list

below of 25 recommended actions and new metrics to solicit their feedback on updated strategies, processes, and metrics.

Topic	Recommended Actions and New Metrics for Consideration
Equity Metrics Working Group	• Review of the proposed EMDI Working Group Structure document.
Equity Metrics Dashboard	• Review of the Equity Metrics Dashboard for reporting enhancement purposes based on stakeholder feedback.
Human Resources	• New metrics for gender and racial equity in the LADWP workforce and in hiring and promotion. (Including non-traditional, executive, and director level positions). • What policy changes has the LADWP made to reflect racial equity? (e.g., interview process; promotions; mentorship program; employee access to training; contracts; supply chain; etc.) • What are LADWP's current efforts and metrics for local hiring? • What is the current conversion rate of Utility Pre-Craft Trainees (UPCTs) to civil service employees? How many UPCTs are taking the civil service exams and are hired by the LADWP? • New metric for number of employee grievances. • New metric for number of employees trained on mandatory Equal Employment Opportunity requirements. • New metric for racial equity training programs (e.g. number of employees trained; number of trainings held). • Equity metric for the LA100 New Economy Jobs Creation Initiative.
Unification of Residential Rebate Program Application	• Create a unified common application platform, with image storage and indexing functionalities, for the LADWP residential rebate programs with the goal of easier access, tracking and reporting to applicants. • End to end application tracking added to reporting dashboard. • Program backlog reporting added to reporting dashboard.
Electric Vehicle (EV) and Electric Vehicle Infrastructure	• EV rebate processing time added to reporting dashboard. • Number of rebates and types of rebates added to reporting dashboard. • Total dollar budgeted vs. spent for EV infrastructure added to reporting dashboard. • Estimated amount of avoided GHG emissions added to reporting dashboard. • Outreach and community engagement for EV programs added to dashboard.
Customer Billing	• New metric for number of customers currently in arrears. • Number of payment arrangement options. Are payment arrangement options adequate? • Other debt relief programs. • Customer Donation "Project Share" for low-income assistance.
Supply Chain	• Minority Business Enterprise (MBE)/Women Business Enterprise (WBE) participation levels added to reporting dashboard. • Number of "new" suppliers receiving contracts and meeting MBE/WBE requirements added to reporting dashboard.
Power Infrastructure	• New reliability metric on CAIDI

It is expected that the newly appointed Senior Assistant General Manager of Diversity, Equity, and Inclusion will provide leadership, guidance, and support on how to proceed with the above recommendations from the Equity Metrics stakeholders.

Goals, Progress, and Explanations

The Board requested additional data for goals and progress toward the goals for programs reported under the EMDI. Corporate Performance worked with EMDI program managers to establish and report the following goals and progress toward the goals:

EMDI Category	November 2020 – April 2021	
Water & Power Infrastructure	**Goals**	**Progress & Explanation**
Water Quality Complaints	Respond to inquiries by end of next business day 95% of the time or better	• Continues to meet this goal • Transactional survey data continues to rate service as "excellent"
Water System Probability of Failure & Planned Replacement	174,000 feet of mainline pipe replacement for FY 20/21 Maintain leak rate to 15 leaks per 100 miles of pipe that is well below the national industry average of 25 leaks per 100 miles of pipe	• Maintained low leak rates at 12 leaks per 100 miles of pipe • As of April 2021, mainline replacement was approximately 71% of the 174,000 feet goal for FY 20/21. • Rotational work assignments due to COVID-19 and reduction of work hours has affected the mainline replacement effort
System Average Interruption Duration Index (SAIDI) & System Average Interruption Frequency Index (SAIFI)	SAIFI Target is 0.78 SAIDI Target is 95 minutes	• Based on the System Reliability, Restoration, and Response (SR3) Report, LADWP's SAIFI and SAIDI were ranked in the 1st quartile in 2019 compared to IOU nationwide • The reliability indices for March 2021 are SAIFI at 0.76 and SAIDI at 152.73 minutes • SAIDI is slightly higher than normal due to adverse weather events such as the heat waves in August and September of 2020, and 100mph windstorms in Jan 2021
Power System Reliability Program – Pole, Transformer, Cable Replacements	FY 20/21 – 3,500 Poles, 850 Transformers, and 50 miles of Cable replacement	• 3,214 poles replaced - exceeded pole replacement target of 1168 • 1,058 transformers replaced - exceeded planned 283 replacement target • 41.1 circuit miles completed – variance of 0.7 circuit mile below target due to delay in job closing

Customer Incentive Programs and Services	Goals	Progress & Explanation
Rain Barrel/Cistern/ Water Tank Rebates	Part of the Green New Deal sustainability plan that calls for sourcing 70% water locally, capture 150k acre ft/yr of stormwater and reduce per capita potable water use by 25% by 2035	• Rebated 144 rain barrels • Rebated 124 cisterns • Created a stormwater capture photo gallery on LADWP California Friendly Landscaping website to assist customers in complying with sustainable landscaping rebate requirements
Turf Removal Rebates	Part of the Green New Deal sustainability plan that calls for sourcing 70% water locally, capture 150k acre ft/yr of stormwater and reduce per capita potable water use by 25% by 2035	• 320,952 sq ft of turf replaced - residential customers • 60,128 sq ft of turf replaced - commercial customers • LADWP expanded virtual workshops for customers in partnerships with MWD on California Friendly Landscape Training, Turf Removal, and Garden Design
City Plants	Goal of 42,000 trees from 2019-2021 Program is critical to achieving the cumulative 15 percent energy savings target for LADWP	• Over 42,000 trees have been distributed/planted under the MOU through April • Tree adoptions have been modified to curbside pick-up events during the pandemic and have now gained momentum, increasing 112% from the prior 6-month period • Energy savings of about 6 GWh annually continue to be achieved
Commercial Direct Install Program	Program has been suspended since March 2020 due to pandemic, except for installations at vacant City of LA Recreations and Parks facilities Goal of 800 installations per month	• 70 businesses completed • Short Term – tentative start date is July 1, 2021 • Mid Term - meet 50% pre-COVID participation (~400 installations per month) • Long Term - if able to meet first two, can easily attain 800 installations per month
Home Energy Improvement Program (HEIP)	Program suspended since March 2020 Goal of 200 installations per month	• Short Term – tentative start date is July 1, 2021 • Mid Term - increase of 25% pre-COVID participation of multi-family dwelling, increase Power resources (PCM, UPCTs), Saturday appointments • Long Term - develop online customer application, attain & exceed pre-COVID levels of 200 homes per month

Customer Incentive Programs and Services	Goals	Progress & Explanation
Refrigerator Exchange Program	Program suspended since March 2020 Goal of 8,165 units to be exchanged annually	• Short Term - restart program, direct mail postcard campaign to eligible customers who have already been identified • Mid Term - total 2,058 refrigerators exchanged in 69 Multi Unit Dwellings, 793 MDUs have been engaged • Long Term - customers are being pre-qualified for refrigerator exchange
Consumer Rebate Program	Average goal of 11,000 rebates every six months	• Short Term - processed 10,243 rebates • Mid Term - increase staff (3 USS-B and 8 emergency USS-C) to meet the increased demand • Long Term – 14,739 applications processed including 16% low-income/ lifeline customers
Electric Vehicle Infrastructure	10,000 commercial chargers by 2022 and 25,000 by 2025 through the LADWP Charge-Up LA! Rebate Program	• 3,439 chargers installed from Nov 2020 to Apr 2021, exceeding the goal of 3,000 for this period • 3,935 rebates issued - 599 for used EV, 603 for Residential Chargers, and 2,733 Commercial Chargers
Low Income & Lifeline Programs	Increase customer enrollment in Low Income Program by 10%	• 122,601 participants enrolled in Low Income Program as of April 2021 • 94,208 participants enrolled in Lifeline Program as of April 2021 • Extend customer recertification period from 3 years to 5 years • As of April 2021, applications have been processed within 2 business days of receipt
Procurement	**Goals**	**Progress & Explanation**
Procurement	25% SBE and 3% DVBE participation for service contracts over $150k	• Annual contract participation commitment percentages: SBE 50.0%, MBE 0.0%, WBE 0.0%, DVBE 0.0% • LADWP partnered with other city agencies to host virtual outreach event series that consisted of 3 webinars • Hosted Castaic Power Plant Soils outreach event • LADWP participated in 7 virtual outreach events
Personnel	**Goals**	**Progress & Explanation**
Personnel		

Equity Research and Studies

In response to the feedback received from the Board and stakeholders at various community meetings recommending the LADWP work with academic and research institutions, LADWP has embarked on the following:

- 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.
- LADWP is working on a study with the National Renewable Energy Laboratory aimed at researching, analyzing, and identifying strategies to achieve just outcomes outlined in the Los Angeles 100 percent Renewable Energy Study (LA100). This study is called LA100-Equity Strategies.

Equity Metrics Reporting Dashboards

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

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
- Goals/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 Office. The dashboards are in Attachment II.

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

ATTACHMENTS

- LADWP Rates Metrics Summary 2020-2021 Fiscal Year to Date April 2021 (Attachment I)
- LADWP Equity Metrics Data Initiative (Attachment II)

ATTACHMENT I
LADWP Rates Metrics Summary
2020-2021 Fiscal Year To Date
(April 2021)

LADWP RATES METRICS SUMMARY

Related Rate Adjustment Factor	Category	#	Board Metric	Definition	FY 20/21 Target	Acceptable Variance	Responsible Manager	April 2021 Performance
Reliability Cost Adjustment Factor	Power System Training Plan	1	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: $686.1K	+/- 15%	Mark Barbula	-8.2%
	Power System Training Plan	2	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: $511.7K	+/- 15%	Mark Barbula	64.2%
	Power System Training Plan	3	Number of trainee graduates against Power System Training Plan	Number of Electric Distribution Mechanic Technician (EDMT) trainees that graduate from each respective training program against the annual training plan	EDMT: 22	+/- 15%	Mark Barbula	18.2%
	Power System Training Plan	4	Number of trainee graduates against Power System Training Plan	Number of Electrical Mechanic Technician (EMT) trainees that graduate from each respective training program against the annual training plan	EMT: 63	+/- 15%	Mark Barbula	7.3%
Energy Cost Adjustment Factor	Renewable Portfolio Standard (Owned)	5	Renewable Portfolio Standard (RPS) Percentage (%)	GWh from RPS plants/GWh for all customers (State requirement)	33% for Calendar Year 2020 35.75% for Calendar Year 2021	+/- 3% of each canlendar year's goal toward state law mandates	Steven Pruett	2.1%
	Renewable Portfolio Standard (Owned)	6	Total RPS cost ($/MWh) vs. plan, by technology (Wind)	Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Wind)	Wind: $110.08/MWh	+/- 15%	Steven Pruett	-4.7%
	Renewable Portfolio Standard (Owned)	7	Total RPS cost ($/MWh) vs. plan, by technology (Solar)	Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Solar)	Solar: $71.93/MWh	+/- 15%	Steven Pruett	-2.0%
	Renewable Portfolio Standard (Owned)	8	Total RPS cost ($/MWh) vs. plan, by technology (Geothermal)	Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Geothermal)	Geothermal: $80.28/MWh	+/- 15%	Steven Pruett	5.6%
	Renewable Portfolio Standard (Owned)	9	Last signed power purchase agreement (PPA) ($/MWh) by technology (Wind)	Last signed PPA ($/MWh) by technology (Wind)	Wind: $28.2/MWh	+30%	Steven Pruett	-9.6%
	Renewable Portfolio Standard (Owned)	10	Last signed power purchase agreement (PPA) ($/MWh) by technology (Solar)	Last signed PPA ($/MWh) by technology (Solar)	Solar: $28.2/MWh	+15%	Steven Pruett	-30.2%
	Renewable Portfolio Standard (Owned)	11	Last signed power purchase agreement (PPA) ($/MWh) by technology (Geothermal)	Last signed PPA ($/MWh) by technology (Geothermal)	Geothermal: $81/MWh	+15%	Steven Pruett	-6.8%

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

Related Rate Adjustment Factor	Category	#	Board Metric	Definition	FY 20/21 Target	Acceptable Variance	Responsible Manager	April 2021 Performance
Reliability Cost Adjustment Factor	Power System Reliability Program (Generation)	12	Budget vs. actual ($M) for capital in the Generation budget	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 15%	Robert Fick	-19.1%
	Power System Reliability Program (Transmission)	13	Budget vs. actual ($M) for capital included in the Transmission budget	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 15%	John Hormozi	10.5%
		14	Budget vs. actual ($M) for O&M expenses included in the Transmission budget	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 15%	Ruben Hauser	10.0%
	Power System Reliability Program (Transmission)	15	Cost per mile of underground circuits	Cost per mile of underground circuits	$5.6 million	+/- 15%	Kishan Kasondra	-25.0%
	Power System Reliability Program (Substation)	16	Budget vs. actual ($M) for capital in the Substation budget	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 15%	Sharat Batra	-17.9%
		17	Budget vs. actual ($M) for O&M expenses in the Substation budget	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 15%	Jonathan Fonti	-2.0%
	Power System Reliability Program (Distribution)	18	Budget vs. actual ($M) for capital in the Distribution budget	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 15%	Sager Farraj	4.2%
		19	Budget vs. actual ($M) for O&M expenses in the Distribution budget	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 15%	Ruben Hauser	12.0%
	Power System Reliability Program (Distribution)	20	Number of fixed assets replaced against plan for critical Distribution assets (Transformers)	Numbers of transformers replaced against plan	Transformer: 850	+/- 15%	Ruben Hauser	49.4%
		21	Number of fixed assets replaced against plan for critical Distribution assets (Poles)	Numbers of poles replaced against plan	Pole: 3,500	+/- 15%	Ruben Hauser	10.1%
		22	Number of fixed assets replaced against plan for critical Distribution assets (Crossarms)	Numbers of crossarms replaced against plan	Cross-arm: 10,000	+/- 15%	Ruben Hauser	0.1%
		23	Number of fixed assets replaced against plan for critical Distribution assets (Cable)	Numbers of miles of cable replaced against plan	Cable: 50 miles	+/- 15%	Sager Farraj	-1.7%

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

Related Rate Adjustment Factor	Category	#	Board Metric	Definition	FY 20/21 Target	Acceptable Variance	Responsible Manager	April 2021 Performance
	Power System Reliability Program (Distribution)	24	Average unit price for critical Distribution assets (Transformers)	Average unit price per transformer	Transformer: $9.27k	+/- 15%	David Hanson	27.3%
		25	Average unit price for critical Distribution assets (Poles)	Average unit price per pole	Pole: $24.72k	+/- 15%	David Hanson	59.4%
		26	Average unit price for critical Distribution assets (Cross-arms)	Average unit price per cross-arm	Cross-arm: $2.06k	+/- 15%	David Hanson	-36.9%
		27	Average unit price for critical Distribution assets (Cable)	Average unit price per mile of cable	Cable: $1,133k	+/- 15%	David Hanson	40.0%
Water (None)	Water System Staffing Program	28	Number of full time equivalents (FTEs) for Water Distribution dedicated to infrastructure field positions as compared to plan	Number of FTEs hired and dedicated to Water Distribution field position as compared to plan	Vacant budgeted Water Distribution infrastructure field positions at 34 vacancies or less by the end of the fiscal year	+/- 15%	Breonia Lindsey/Sandy Foster	64.3%
Water Supply Cost Adjustment Factor	Water Supply	29	Water supply costs budget vs. actual ($M) for capital	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	April Thang	-31.3%
	Water Supply	30	Water supply costs budget vs. actual ($M) for O&M (excluding Purchased Water costs)	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	April Thang	-6.8%
	Water Supply	31	Annual quantity of purchased water in acre-feet (AF) against plan	AF of water purchased against plan	No Target	Info only	April Thang	NA
	Water Supply	32	Annual quantity of recycled water delivered against plan (AF)	AF of recycled water delivered against plan	13,000 AF	+/- 10%	Gregory Reed	-17.1%
	Water Supply	33	Stormwater system capacity milestones (AF) against plan	AF of stormwater system capacity as of a milestone date against plan	78,000 AF	+/- 10%	David Pettijohn	-3.8%
	Water Supply	34	Annual groundwater production in Central Basin (AF) against plan	AF of Groundwater in Central Basin against plan	No Target	Info only	Evelyn Cortez-Davis	NA
	Water Supply	35	Annual groundwater production in San Fernando Basin (AF) against plan	AF of Groundwater in San Fernando Basin against plan	No Target	Info only	Evelyn Cortez-Davis	NA
	Capital Improvement Program	36	Budget vs. actual ($M) for Aqueduct refurbishment capital	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	Darin Willey	-50.4%
	Capital Improvement Program	37	Budget vs. actual ($M) for Aqueduct refurbishment O&M	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	Darin Willey	0.0%
	Water Supply	38	Level of water conservation against target (GPCD)	Gallons per capita per day (GPCD) of water conserved against target	106 Gallons	+/- 10%	Terrence McCarthy	3.8%

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

Related Rate Adjustment Factor	Category	#	Board Metric	Definition	FY 20/21 Target	Acceptable Variance	Responsible Manager	April 2021 Performance
Water Infrastructure Adjustment Factor	Capital Improvement Program	**39**	Budget vs. actual ($M) for fixed assets replacement	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	April Thang	**-5.9%**
	Capital Improvement Program	**40**	Budget vs. actual ($M) for Pump Stations	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	Gregory Reed	**-13.3%**
	Capital Improvement Program	**41**	Budget vs. actual ($M) for Regulator/ Relief Station Retrofits	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	Gregory Reed	**-31.4%**
	Capital Improvement Program	**42**	Assets replaced against plan	Feet of mainline replaced against plan	Mainline: 174,000 Feet	+/- 10%	**Mainline & Meters:** Breonia Lindsey/Sandra Foster	**-13.6%**
	Capital Improvement Program	**43**	Assets replaced against plan	Feet of trunkline replaced against plan	Trunkline: 11,400 Feet	+/- 10%	**Trunkline:** Gregory Reed	**23.5%**
	Capital Improvement Program	**44**	Assets replaced against plan	Number of meters replaced against plan	Meters: 31,500	+/- 10%	**Mainline & Meters:** Breonia Lindsey/Sandra Foster	**-7.7%**
Water Quality Improvement Adjustment Factor	Water Quality Projects	**45**	Total Water Quality Budget vs. actual ($M) for capital	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	Gregory Reed	**23.3%**
Water Quality Improvement Adjustment Factor	Water Quality Projects	**46**	Total Water Quality Budget vs. actual ($M) for O&M	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	Evelyn Cortez-Davis	**-2.1%**
Owens Valley Regulatory Adjustment Factor	Owens Valley	**47**	Budget vs. actual for Owens Lake O&M ($M)	Board Approved Annual Budget vs. Actual expenditures	No Target	Info only	Nelson Mejia	**NA**
	Human Resources	**48**	Human Resources Total FTEs against plan	Total number of full time equivalent positions occupied vs. annual Authorized Personnel Resolution	FY20/21 Board Approved Annual Authorized Personnel Resolution - May 2020	+/- 15%	Shannon Pascual	**-11.9%**
	Financial and Human Resources Replacement Project	**49**	Financial and Human Resources Replacement Project total spending against plan	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 20%	Rita Khurana-Carwile	**-41.4%**

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

Related Rate Adjustment Factor	Category	#	Board Metric	Definition	FY 20/21 Target	Acceptable Variance	Responsible Manager	April 2021 Performance
Joint (None)	Financial and Human Resources Replacement Project	**50**	Financial and Human Resources Replacement Project progress against schedule	Project milestones met against project schedule	* Response Evaluation & Demos 7/20 * Enterprise Resource Plan (ERP) Software Vendor Selected 8/20 * Vendor Information Day 9/20 * ERP System Integrator (SI) Request for Proposals (RFP) Released 10/20 * ERP SI Bidders' Conference 10/20 * ERP SI RFP Response Due 12/20 * Response Evaluation & Demos 1-2/21 * Best Value ERP SI Vendor Selected 2/21 * ERP SI Blueprint/Protyping 5/21 * Contract Negotiations Completed 9/21	Info only	Rita Khurana-Carwile	**NA**
	LADWP Employee Cost	**51**	LADWP Employee Cost Budget vs. Actual ($M)	LADWP total employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainees) Budget vs. Actual	FY20/21 Board Approved Budget - May 2020	+/- 15%	LADWP Senior Management	**-6.7%**
	LADWP Employees per Customer Meter	**52**	Total Number of Water and Power Employees per Customer Meter	Total number of water and power employees (excluding daily exempt and Utility Pre-Craft Trainees) per water and power meters	No Target	Info only	Corporate Performance	**NA**
Energy Cost Adjustment Factor	Renewable Portfolio Standard (Owned)	**53**	Green House Gas (GHG) emissions reduction ratio	GHG emission for current year/GHG emission in 1990 (in millions of metric tons)	Calendar Year 2020: 52% below LADWP's 1990 levels Calendar Year 2021: 54% below LADWP's 1990 levels	+/- 5%	Mark Sedlacek	**44.0%**
Energy Cost Adjustment Factor	Energy Efficiency	**54**	Energy Efficiency (EE) ratio (%)	GWh installed compared to the 2010 baseline/GWh for all customers	1.60%	+/- 15%	David Jacot	**-12.0%**
	Energy Efficiency	**55**	Budget vs. actual ($M) for the overall EE portfolio	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 15%	David Jacot	**-38.2%**
	Energy Efficiency	**56**	Levelized EE program costs ($/kWh)	Cost per kWh over lifetime of installed energy efficiency solutions	Annual metric: Levelized Cost $0.06/kWh	+/- 15%	David Jacot	

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

Power System

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

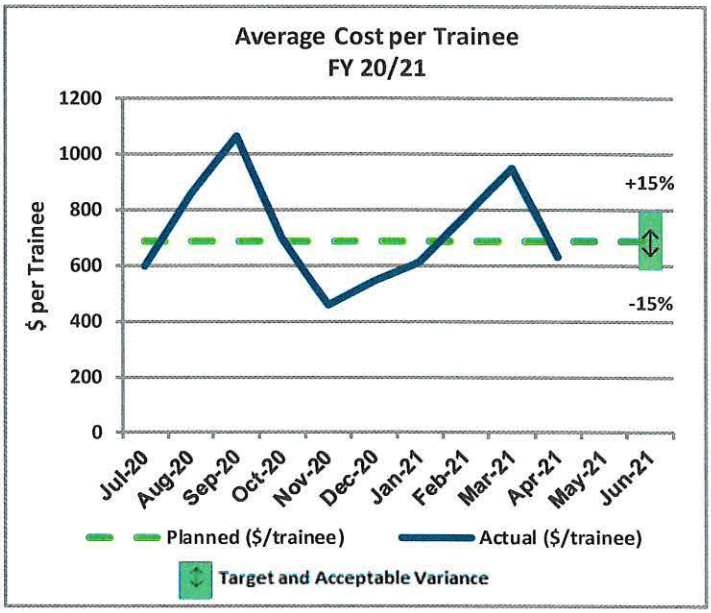
RESPONSIBLE MANAGER: Mark Barbula, Power System Safety and Training (PSST) **REPORTING PERIOD:** April 2021

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 20/21): Target = $686.1 per EDMT; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

FYTD as of:	Planned ($/trainee)	Actual ($/trainee)	Variance $	Variance %	Re-Estimate
Jul-20	686.1	594.5	(91.6)	-13.4%	
Aug-20	686.1	852.6	166.5	24.3%	
Sep-20	686.1	1,065.7	379.6	55.3%	
Oct-20	686.1	697.2	11.1	1.6%	
Nov-20	686.1	458.0	(228.1)	-33.2%	
Dec-20	686.1	545.9	(140.2)	-20.4%	
Jan-21	686.1	610.8	(75.3)	-11.0%	
Feb-21	686.1	779.0	92.9	13.5%	
Mar-21	686.1	947.4	261.3	38.1%	
Apr-21	686.1	629.5	(56.6)	-8.2%	
May-21	686.1				637.9
Jun-21	686.1				637.9
Acceptable Variance			± 15%		-7.0%



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

1. BACKGROUND / PURPOSE

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

2. ACHIEVEMENTS / MILESTONES MET

- The past classes average success rates are based on two calendar years as follows:
  - 2014 to 2015: 56%
  - 2016 to 2017: 59%
  - 2018 to 2019: 60%

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The monthly CPT 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 CPT is lower this month due to decreased actuals in the Classroom Training for EDM Trainees (X7922), Classroom Trainers for EDM Trainees (X7999), and Manage and Administer the PSST Organization (X7955) Jobs, as compared to the month of March. EDMT Class 59 graduated end of March and decreased the costs associated with X7922 and X7999. Overall costs should stabilize in aggregate as the year progresses.
- Annualized Job totals for (X7922/X7999/X7955) vary depending on the tools and materials purchased for subsequent new classes.
- The Re-Estimate of $637.9k was calculated using the final figures of the related Jobs (X7922/X7999/X7955) for the entire fiscal year 19/20 with the 12-month average trainee occupancy.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The screening process is continually being reviewed in an effort to increase the quality of candidates and to reduce the dropout rate. Overhead and underground disciplines are no longer separated and all future trainees are cross-trained in both. EDM trainee candidates are now required to complete two performance tests during the initial certification interviews.

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

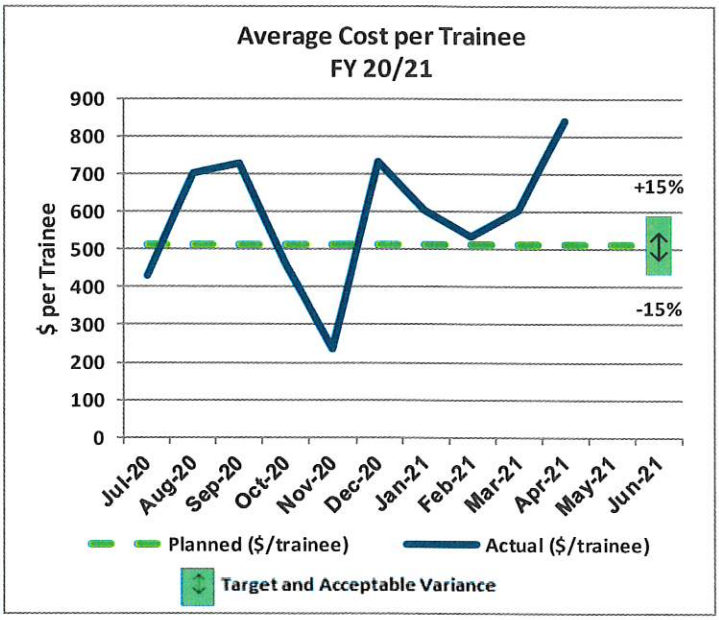
RESPONSIBLE MANAGER: Mark Barbula, Power System Safety and Training (PSST) **REPORTING PERIOD:** April 2021

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 20/21): Target = $511.7K per EMT; Acceptable Variance = ± 15%

STATUS: Outside Acceptable Variance

FYTD as of:	Planned ($/trainee)	Actual ($/trainee)	Variance		Re-Estimate
			$	%	
Jul-20	511.7	428.3	(83.4)	-16.3%	
Aug-20	511.7	703.8	192.1	37.5%	
Sep-20	511.7	726.3	214.6	41.9%	
Oct-20	511.7	460.8	(50.9)	-9.9%	
Nov-20	511.7	236.5	(275.2)	-53.8%	
Dec-20	511.7	733.0	221.3	43.2%	
Jan-21	511.7	602.6	90.9	17.8%	
Feb-21	511.7	533.1	21.4	4.2%	
Mar-21	511.7	601.6	89.9	17.6%	
Apr-21	511.7	840.3	328.6	64.2%	
May-21	511.7				478.4
Jun-21	511.7				478.4
Acceptable Variance			± 15%		-6.5%



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

1. **BACKGROUND / PURPOSE**
   - To effectively calculate a monthly cost per trainee (CPT) for an Electrical Mechanic (EM) completing a 40-month on-the-job and classroom training program.
2. **ACHIEVEMENTS / MILESTONES MET**
   - The past classes average success rates are based on two calendar years as follows:
     - 2014 to 2015: 70%
     - 2016 to 2017: 85%
     - 2018 to 2019: 89%
3. **PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION**
   - The monthly CPT 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 CPT is higher this month due to increased actuals in the Classroom Training for the EM Trainees (X7923) and Classroom Trainers for EM Trainees (X7926) Jobs as compared to the month of March. The main driver for the higher CPT is the increased Allocations and Direct Labor spending for X7923. Moving forward, the calculations for the Allocations actuals will be reviewed and revised by the Budget Office. Overall costs should stabilize in aggregate as the year progresses.
   - Annualized Job totals for (X7923/X7926/X7955) vary depending on the tools and materials purchased for subsequent new classes.
   - The Re-Estimate of $478.4k was calculated using the final figures of the related Jobs (X7923/X7926/X7955) for the entire fiscal year 19/20 with the 12-month average trainee occupancy.
4. **MITIGATION PLAN AND / OR RECOMMENDATIONS**
   - The screening process and all recruitment activities are continually being reviewed in an effort to increase the quality of candidates and to reduce the dropout rate. The Truesdale Training Center staff now works with the Personnel Department to evaluate potential new EM trainee candidates.

LADWP RATES METRIC – *EDMT Graduates (Power)*

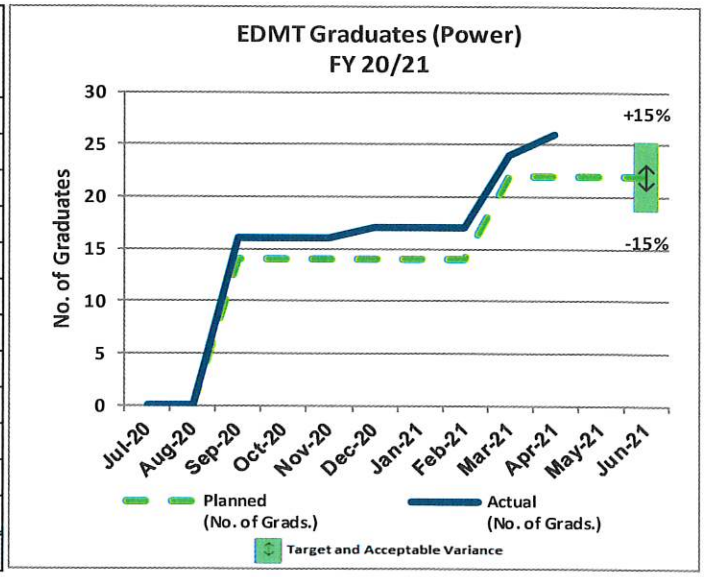
RESPONSIBLE MANAGER: Mark Barbula, Power System Safety & Training (PSST) **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = 22 graduates; Acceptable Variance = ± 15%

STATUS: Exceeds Target

FYTD as of:	Planned (No. of Grads.)	Actual (No. of Grads.)	Variance		Re-Estimate
			No.	%	
Jul-20	0	0	0	0.0%	
Aug-20	0	0	0	0.0%	
Sep-20	14	16	2	14.3%	
Oct-20	14	16	2	14.3%	
Nov-20	14	16	2	14.3%	
Dec-20	14	17	3	21.4%	
Jan-21	14	17	3	21.4%	
Feb-21	14	17	3	21.4%	
Mar-21	22	24	2	9.1%	
Apr-21	22	26	4	18.2%	
May-21	22				26
Jun-21	22				26
Acceptable Variance			± 15%		18.2%



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

1. BACKGROUND / PURPOSE

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

2. ACHIEVEMENTS / MILESTONES MET

- In the FY 19/20, a total of 16 EDMs have graduated.
- The past classes average success rates are based on two calendar years as follows:
  - 2014 to 2015: 56%
  - 2016 to 2017: 59%
  - 2018 to 2019: 60%

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.
- There are currently seven active trainee classes in the Training Program and one of them is expected to graduate in September 2021 with a projected 14 graduates.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The screening process is continually being reviewed in an effort to increase the quality of candidates and to reduce the dropout rate. Overhead and underground disciplines are no longer separated and all future trainees are cross-trained in both. EDMT candidates are now required to complete two performance tests during the initial certification interviews.

LADWP RATES METRIC – EMT Graduates (Power)

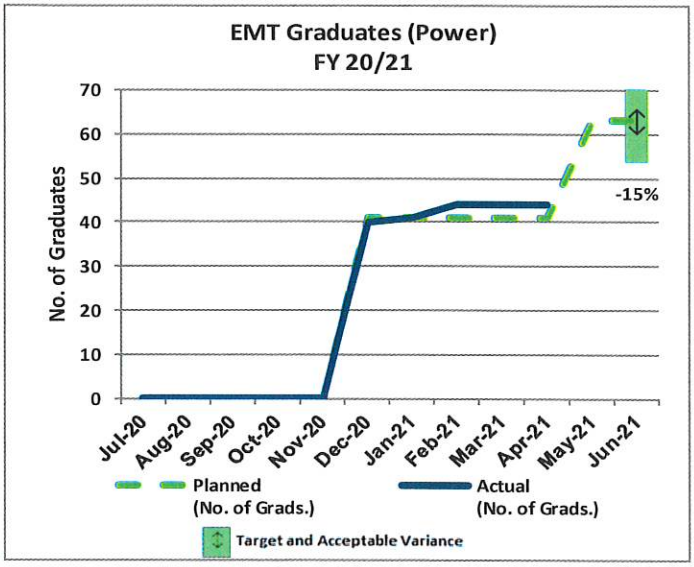
RESPONSIBLE MANAGER: Mark Barbula, Power System Safety & Training **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = 63 graduates; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

FYTD as of:	Planned (No. of Grads.)	Actual (No. of Grads.)	Variance		Re-Estimate
			No.	%	
Jul-20	0	0	0	0.0%	
Aug-20	0	0	0	0.0%	
Sep-20	0	0	0	0.0%	
Oct-20	0	0	0	0.0%	
Nov-20	0	0	0	0.0%	
Dec-20	41	40	(1)	-2.4%	
Jan-21	41	41	0	0.0%	
Feb-21	41	44	3	7.3%	
Mar-21	41	44	3	7.3%	
Apr-21	41	44	3	7.3%	
May-21	63				66
Jun-21	63				66
Acceptable Variance			± 15%		4.8%



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

1. BACKGROUND / PURPOSE

- Power System Safety & Training (PSST) provides the Department with an in-house Training Program designed to produce highly qualified Electrical Mechanics (EMs) to fill the needs of the Power Construction & Maintenance (PC&M) Division. Retirements, promotions, and expected growth in this classification are the basis for hiring practices and training plans. To offset the hiring deficiencies of previous years, the plan is to continue with the aggressive hiring schedule to add approximately 40 to 60 EMTs per year until 2024, and to streamline the Training Program to meet the goals of the Power System and PC&M Division.

2. ACHIEVEMENTS / MILESTONES MET

- The past classes average success rates are based on two calendar years as follows:
  - 2014 to 2015: 70%
  - 2016 to 2017: 85%
  - 2018 to 2019: 89%

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Hiring deficiencies from 2010 through 2013 have resulted in minimal numbers of graduates in recent years.
- There are currently 11 active trainee classes in the Training Program. Two trainee classes are expected to graduate in May 2021 with a projected 22 graduates.
- 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

- There is an aggressive hiring plan to add approximately 40 to 60 EMTs per year until 2024 to meet PC&M's Integrated Human Resource Plan staffing goals. Restructuring of the Training Program and an increase in training staff has enabled PSST to move forward with this hiring plan while still maintaining the quality and integrity of the program.

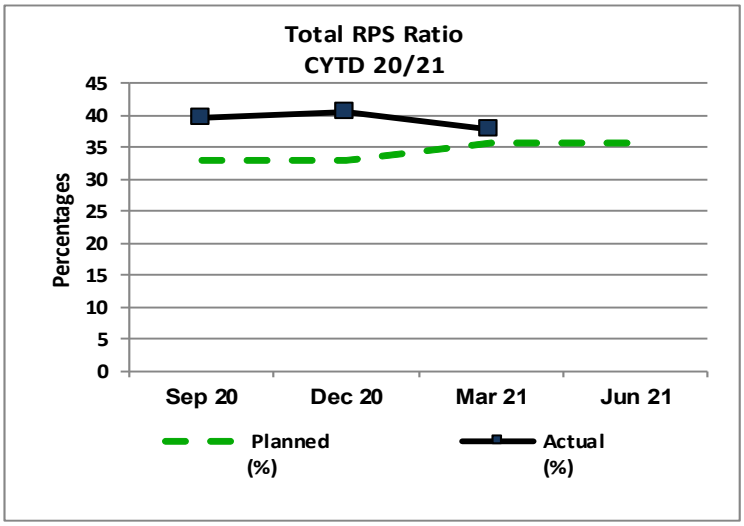
LADWP RATES METRIC – *Total Renewable Portfolio Standard (Power)*

RESPONSIBLE MANAGER: Steven Pruett, Power External Energy Resources SP **REPORTING PERIOD:** April 2021

DEFINITION OF RATES METRIC: GWH from RPS Resource/GWH of Retail Sales (State Requirement), In Percentages (%)
TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = 33.00% for calendar year 2020 and 35.75% for calendar year 2021; Acceptable Variance = ± 3%

STATUS: Within Acceptable Variance

CYTD as of:	Planned (%)	Actual (%)	Variance %	Re-Estimate (If Applicable)
Sep 20	33.00	39.5	6.5%	
Dec 20	33.00	40.7	7.7%	
Mar 21	35.75	37.8	2.1%	
Jun 21	35.75			
Acceptable Variance		± 3%		



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, Geothermal, Biomass, and Small Hydro.
- To comply with the CEC, RPS percentages are calculated over four calendar-years (2021-2024), not fiscal year or fiscal year-to-date basis. The compliance period quantifies the RPS-eligibility of a publicly owned utility.
- There are other RPS-related Rates Metric Reports for Wind, Solar, Geothermal, and Biomass.

2. ACHIEVEMENTS / MILESTONES MET

- Compliance Period 3 concluded on 12/31/2020.
- The 2019 Power Content Label was completed to provide a percentage breakdown of the fuel types utilized for service. The final summary was sent to LADWP ratepayers via mail.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Actuals for the fourth quarter of FY 20/21 will be available in August 2021.

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.

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

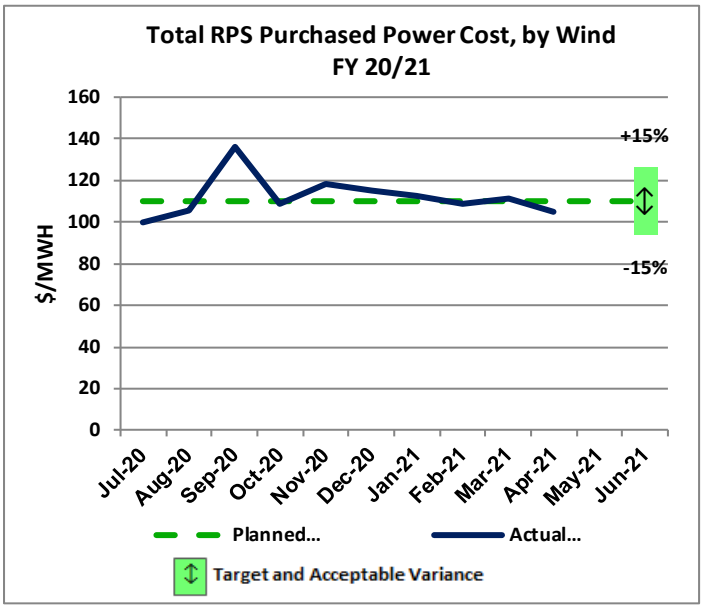
RESPONSIBLE MANAGER: Steven Pruett, PEER External Energy Resources **REPORTING PERIOD:** April 2021

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 20/21): Target = $110.08/MWH; Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned ($/MWH)	Actual ($/MWH)	Variance		Re-Estimate
			$	%	
Jul-20	110.08	99.56	-10.52	**-9.6%**	
Aug-20	110.08	105.67	-4.41	**-4.0%**	
Sep-20	110.08	135.98	25.90	**23.5%**	
Oct-20	110.08	109.01	-1.07	**-1.0%**	
Nov-20	110.08	118.08	8.00	**7.3%**	
Dec-20	110.08	115.44	5.36	**4.9%**	
Jan-21	110.08	112.79	2.71	**2.5%**	
Feb-21	110.08	108.66	-1.42	**-1.3%**	
Mar-21	110.08	111.09	1.01	**0.9%**	
Apr-21	110.08	104.9	-5.18	**-4.7%**	
May-21	110.08				
Jun-21	110.08				
Acceptable Variance			± 15%		



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 is currently estimated to represent 31% of the Calendar Year 2020 RPS portfolio.

2. ACHIEVEMENTS / MILESTONES MET

- No updates.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Actual is within acceptable variance.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

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

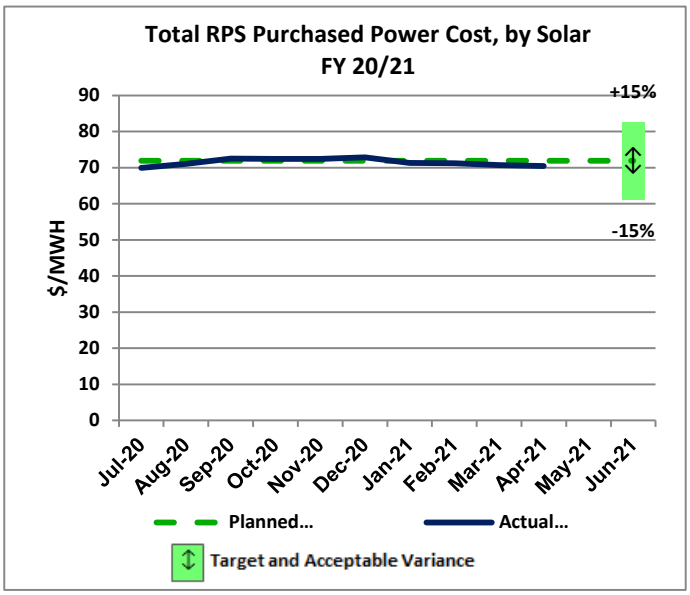
RESPONSIBLE MANAGER: Steven Pruett, PEER External Energy Resources SP **REPORTING PERIOD:** April 2021

DEFINITION OF RATES METRIC: Total RPS Solar Purchased Power Cost ($/MWH) as Compared To Plan

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $71.93/MWH; Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned ($/MWH)	Actual ($/MWH)	Variance		Re-Estimate
			$	%	
Jul-20	71.93	69.91	-2.02	**-2.8%**	
Aug-20	71.93	71.04	-0.89	**-1.2%**	
Sep-20	71.93	72.53	0.6	**0.8%**	
Oct-20	71.93	72.42	0.49	**0.7%**	
Nov-20	71.93	72.46	0.53	**0.7%**	
Dec-20	71.93	72.90	0.97	**1.3%**	
Jan-21	71.93	71.35	-0.58	**-0.8%**	
Feb-21	71.93	71.27	-0.66	**-0.9%**	
Mar-21	71.93	70.74	-1.19	**-1.7%**	
Apr-21	71.93	70.48	-1.45	**-2.0%**	
May-21	71.93				
Jun-21	71.93				
Acceptable Variance			± 15%		



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 and weighted by actual generation.
- Solar energy supports meeting Renewable Portfolio Standard (RPS) goals. Solar energy is currently estimated to represent 41% of the Calendar Year 2020 RPS portfolio.

2. ACHIEVEMENTS / MILESTONES MET

- No updates.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Actual is within acceptable variance.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

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

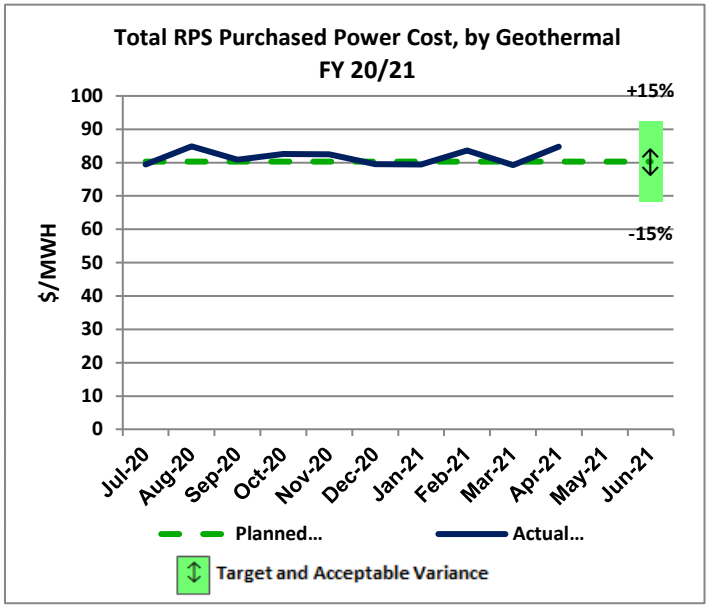
RESPONSIBLE MANAGER: Steven Pruett, PEER External Energy Resources SDP **REPORTING PERIOD:** April 2021

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 20/21): Target = $80.28/MWH; Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned ($/MWH)	Actual ($/MWH)	Variance		Re-Estimate
			$	%	
Jul-20	80.28	79.45	-0.83	**-1.0%**	
Aug-20	80.28	84.89	4.61	**5.7%**	
Sep-20	80.28	80.90	0.62	**0.8%**	
Oct-20	80.28	82.57	2.29	**2.9%**	
Nov-20	80.28	82.49	2.21	**2.8%**	
Dec-20	80.28	79.56	-0.72	**-0.9%**	
Jan-21	80.28	79.42	-0.86	**-1.1%**	
Feb-21	80.28	83.65	3.37	**4.2%**	
Mar-21	80.28	79.21	-1.07	**-1.3%**	
Apr-21	80.28	84.75	4.47	**5.6%**	
May-21	80.28				
Jun-21	80.28				
Acceptable Variance			± 15%		



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 six 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 25% of the Calendar Year 2020 RPS portfolio.

2. ACHIEVEMENTS / MILESTONES MET

- No updates.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Actual is within acceptable variance.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

LADWP RATES METRIC – *Last Signed PPA ($/MWH) by Technology, Wind (Power)*

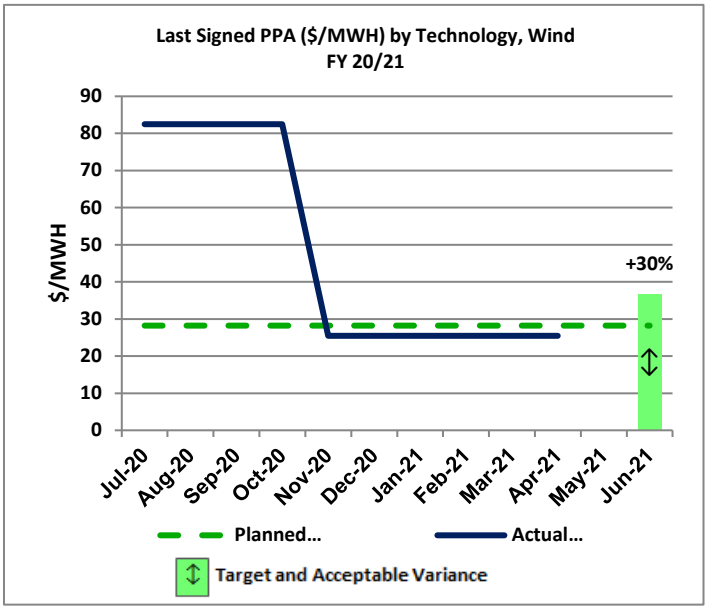
RESPONSIBLE MANAGER: Steven Pruett, PEER External Energy Resources SDP **REPORTING PERIOD:** April 2021

DEFINITION OF RATES METRIC: Last Signed PPA ($/MWH) by Technology, Wind

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $28.20/MWH; Acceptable Variance = + 30%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned ($/MWH)	Actual ($/MWH)	Variance		Re-Estimate
			$	%	
Jul-20	28.20	82.50	54.30	**192.6%**	
Aug-20	28.20	82.50	54.30	**192.6%**	
Sep-20	28.20	82.50	54.30	**192.6%**	
Oct-20	28.20	82.50	54.30	**192.6%**	
Nov-20	28.20	25.50	-2.70	**-9.6%**	
Dec-20	28.20	25.50	-2.70	**-9.6%**	
Jan-21	28.20	25.50	-2.70	**-9.6%**	
Feb-21	28.20	25.50	-2.70	**-9.6%**	
Mar-21	28.20	25.50	-2.70	**-9.6%**	
Apr-21	28.20	25.50	-2.70	**-9.6%**	
May-21	28.20				
Jun-21	28.20				
Acceptable Variance			+ 30%		



SOURCE OF DATA: Executed Power Purchase Agreement (KPI # 01.03.01.22)

1. BACKGROUND / PURPOSE

- PPA = Power Purchase Agreement. The $43.00 energy cost is accounted for at the Navajo 500kV switchyard, in dollars per mega-watt-hour ($/MWh)
- The reported value of $25.50 is a final calculated contract cost after removing an estimated transmission cost amount of $17.50.

2. ACHIEVEMENTS / MILESTONES MET

- Red Cloud Wind PPA was executed on 11/02/2020.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The target is based on CPUC's 2020 Padilla Report which reflects current trends and does not include transmission costs.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

LADWP RATES METRIC – *Last Signed PPA ($/MWH) by Technology, Solar (Power)*

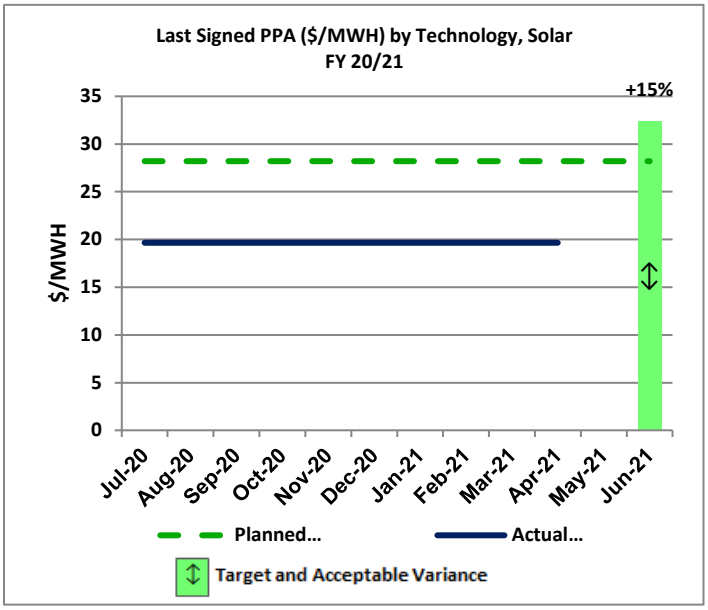
RESPONSIBLE MANAGER: Steven Pruett, PEER External Energy Resources **REPORTING PERIOD:** April 2021

DEFINITION OF RATES METRIC: Last Signed PPA ($/MWH) by Technology, Solar

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $28.20/MWH; Acceptable Variance = + 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned ($/MWH)	Actual ($/MWH)	Variance		Re-Estimate
			$	%	
Jul-20	28.20	19.67	-8.53	**-30.2%**	
Aug-20	28.20	19.67	-8.53	**-30.2%**	
Sep-20	28.20	19.67	-8.53	**-30.2%**	
Oct-20	28.20	19.67	-8.53	**-30.2%**	
Nov-20	28.20	19.67	-8.53	**-30.2%**	
Dec-20	28.20	19.67	-8.53	**-30.2%**	
Jan-21	28.20	19.67	-8.53	**-30.2%**	
Feb-21	28.20	19.67	-8.53	**-30.2%**	
Mar-21	28.20	19.67	-8.53	**-30.2%**	
Apr-21	28.20	19.67	-8.53	**-30.2%**	
May-21	28.20				
Jun-21	28.20				
Acceptable Variance			+ 15%		



SOURCE OF DATA: Executed Power Purchase Agreement (KPI # 01.03.01.23)

1. BACKGROUND / PURPOSE

- PPA = Power Purchase Agreement. The $39.62 energy cost is accounted for at the plant's "bus-bar", in dollars per mega-watt-hour ($/MWH).
- Per Exhibit V of the PPA, the energy storage cost adder is $19.95, resulting in the above reported value of $19.67.

2. ACHIEVEMENTS / MILESTONES MET

- The last signed solar PPA included battery storage.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The target is based on CPUC's 2020 Padilla Report which reflects current trends and does not include the cost of the energy storage adder.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

LADWP RATES METRIC – *Last Signed PPA ($/MWH) by Technology, Geothermal (Power)*

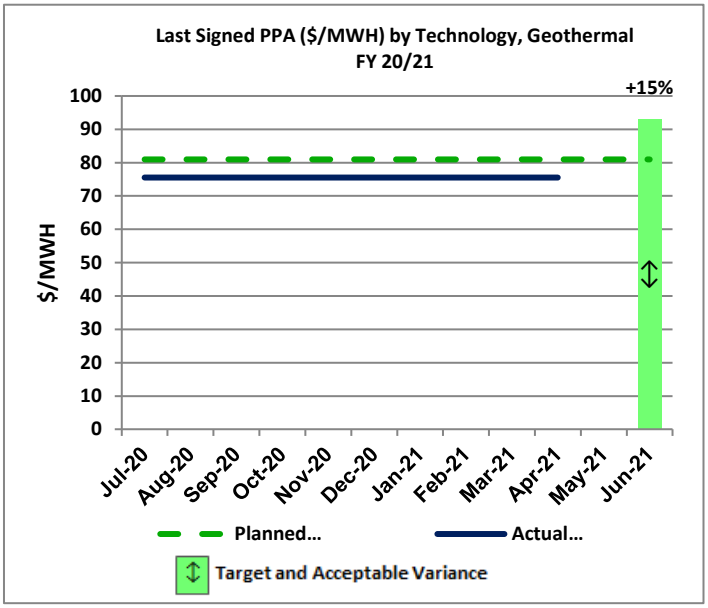
RESPONSIBLE MANAGER: Steven Pruett, PEER External Energy Resources SP **REPORTING PERIOD:** April 2021

DEFINITION OF RATES METRIC: Last Signed PPA ($/MWH) by Technology, Geothermal

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $81.00/MWH; Acceptable Variance = + 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned ($/MWH)	Actual ($/MWH)	Variance		Re-Estimate
			$	%	
Jul-20	81.00	75.50	-5.50	**-6.8%**	
Aug-20	81.00	75.50	-5.50	**-6.8%**	
Sep-20	81.00	75.50	-5.50	**-6.8%**	
Oct-20	81.00	75.50	-5.50	**-6.8%**	
Nov-20	81.00	75.50	-5.50	**-6.8%**	
Dec-20	81.00	75.50	-5.50	**-6.8%**	
Jan-21	81.00	75.50	-5.50	**-6.8%**	
Feb-21	81.00	75.50	-5.50	**-6.8%**	
Mar-21	81.00	75.50	-5.50	**-6.8%**	
Apr-21	81.00	75.50	-5.50	**-6.8%**	
May-21	81.00				
Jun-21	81.00				
Acceptable Variance			+ 15%		



SOURCE OF DATA: Executed Power Purchase Agreement (KPI # 01.03.01.24)

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.

2. ACHIEVEMENTS / MILESTONES MET

- No updates.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The last signed geothermal PPA was executed in June 2017 for $75.50/MWH. The target is based on CPUC's 2020 Padilla Report which reflects current trends.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

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LADWP RATES METRIC – *Power System Reliability Program Generation, Capital (Power)*

Robert M. Fick Digitally signed by Robert M. Fick Date: 2021.06.10 13:34:40 -07'00'

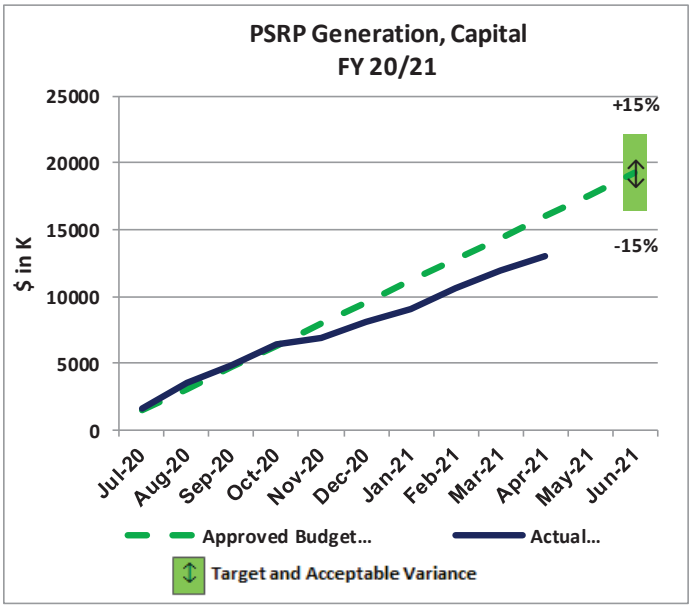
RESPONSIBLE MANAGER: Robert Fick, Power Supply Operations **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $19.224.5K; Acceptable Variance = ± 15%

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget ($ in K)	Actual (S in K)	Variance		Re-Estimate (If Applicable)
			$ in K	%	
Jul-20	1,464.0	1,581.0	117.0	8.0%	
Aug-20	3,078.6	3,564.0	485.4	15.8%	
Sep-20	4,693.2	4,830.0	136.8	2.9%	
Oct-20	6,307.8	6,399.0	91.2	1.4%	
Nov-20	7,922.4	6,925.0	-997.4	-12.6%	
Dec-20	9,537.0	8,022.0	-1,515.0	-15.9%	
Jan-21	11,151.5	9,099.0	-2,052.5	-18.4%	
Feb-21	12,766.1	10,642.0	-2,124.1	-16.6%	
Mar-21	14,380.7	11,920.0	-2,460.7	-17.1%	
Apr-21	15,995.3	12,945.0	-3,050.3	-19.1%	
May-21	17,609.9				
Jun-21	19,224.5				
Acceptable Variance			± 15%		



SOURCE OF DATA: FI 21186 (KPI # 01.03.01.08)

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 Project complete in October. Work completed on Unit 2, 3, 6, and 7. In April crews continue Major Overhaul on Unit 5. The Stator was inspected. Thrust bearings, turbine, Stator Coolers and Thrust Runner were removed.
- Harbor Generating Station – Work completed on Unit 1 Major Outage and Unit 2 mentioned in previous reports since July. In April, crews repaired, replaced, and pressure tested new sodium hypochlorite piping for Unit 5. Completed inspections on turbine fittings/flanges, Variable Bleed Valve (VBV) ducting, Sprint Water piping interface, and stage 8 cooling line. Completed wiring in 125 Volts of Direct Current (VDC) cabinet for Unit 14 Automatic Voltage Regulator (AVR) upgrade.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The Castaic PP Station Service 3 Project had major reduction of resources since the beginning of COVID-19. The reduction of resources has delayed the installation of Station Service 3 and consequently delayed the replacement of Station Service 2, which is now scheduled to be completed by January 2022. The Station Service 3 Transformer replacement work has resumed in February, and completion date is May 2021, followed by the start of Station Service 2 replacement.
- The San Fernando PP Generator Step-up (GSU) replacement was stopped due to foundation issues, which necessitated a full redesign. The planned schedule for the San Fernando GSU Installation is to resume construction in March 2022 and complete the installation by June 2022.

Total Project Approved From Inception to FY28/29	$334.8M
Total Project Estimates	$290.5M
Projects Approved to Date	$172.8M
Project Actuals to Date	$95.9M

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Division continues to coordinate with Mechanical Repair Services for CPP Unit Overhaul work.

LADWP RATES METRIC – *PSRP Transmission, Capital (Power)*

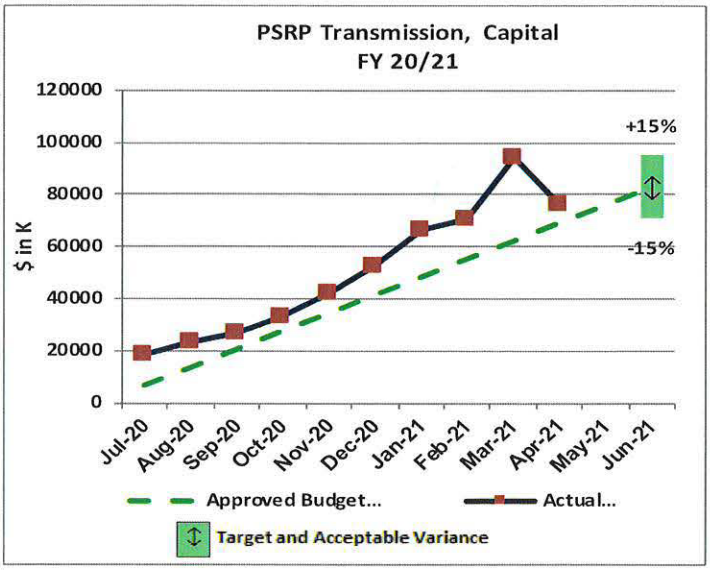
RESPONSIBLE MANAGER: John Hormozi, Power Transmission & Distribution Division **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $83,034.3K; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget ($ in K)	Actual ($ in K)	Variance		Re-Estimate
			$ in K	%	
Jul-20	6,919.5	18,452.0	11,532.5	166.7%	
Aug-20	13,839.0	23,526.0	9,687.0	70.0%	
Sep-20	20,758.5	26,425.0	5,666.5	27.3%	
Oct-20	27,678.0	33,313.0	5,635.0	20.4%	
Nov-20	34,597.5	42,362.0	7,764.5	22.4%	
Dec-20	41,517.0	52,375.0	10,858.0	26.2%	
Jan-21	48,436.5	66,370.0	17,933.5	37.0%	
Feb-21	55,356.0	70,445.0	15,089.0	27.3%	
Mar-21	62,275.5	94,102.0	31,826.5	51.1%	
Apr-21	69,195.1	76,460.0	7,264.9	10.5%	
May-21	76,114.7				
Jun-21	83,034.3				
Acceptable Variance			± 15%		-2.7%



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**
   - Filter bank demolition at Sylmar West began in September 2020 and concluded in March 2021.
   - Systematic line insulator replacements on the Pacific DC Intertie resumed in October-November 2020.
   - Commenced cable replacement of Tarzana-Olympic Lines 1A & 1B in November 2020; in-service January 2021.
   - Commenced cable replacement of Fairfax-Airport Line 2 in January 2021; in-service March 2021.
   - Commenced 2nd cable replacement of Scattergood-Airport Line 1 in March 2021 and is scheduled to be completed in May 2021.

3. **PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION**
   - Actual costs exceed the approved budget by 10.5%, which is within the acceptable variance. April 2021's cumulative overrun reflects the lingering impact from July 2020's significantly high overrun.
   - Overrun is primarily caused by **Sylmar Filter Replacement Project (Job O1373), Tower Climbing Guards (Job O9765), Install Pacific DC Intertie Line Improvements (B9011), and Replace 138-kV Underground Cables (B1062)**. Work budgeted under Job O1373 for FY19/20 will be completed later than planned (anticipated completion in July 2021). Reimbursement for O1373 in the amount of $23.6M was received which partially offsets the overrun in this job/FI. O9765 was erroneously charged $4.2M (which will be journal vouchered by June 2021) to purchase a future Transmission Line Patrol construction and maintenance headquarters in Fernley, Nevada. Expedited replacement of 3 bowed transmission towers (not originally budgeted in B9011 for FY 20/21) was completed in February 2021. Another non-straightlined progress payment was made to the prime contractor for B1062 (about $9M for April 2021), but the year-end actual expenditure should still be in line with the budget for this job.
   - The latest year-end budget re-estimate is $117M, excluding REIMB.

Total Project Approved from Inception to FY 28/29	$1,574.5M
Projects Approved to Date	$1,271.3M
Project Actuals to Date	$1,020.6M

4. **MITIGATION PLAN AND / OR RECOMMENDATIONS**
   - Review and re-estimate Year-to-Date expenditures for FI 21212 as FY 20/21 progresses, recognizing that, due to the fiscal impact of the pandemic, the FY 20/21 budget was cut in last year's budget cycle to accommodate the new Power Rate Case.
   - Continue to support progress on these jobs according to their respective milestone schedules.

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

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

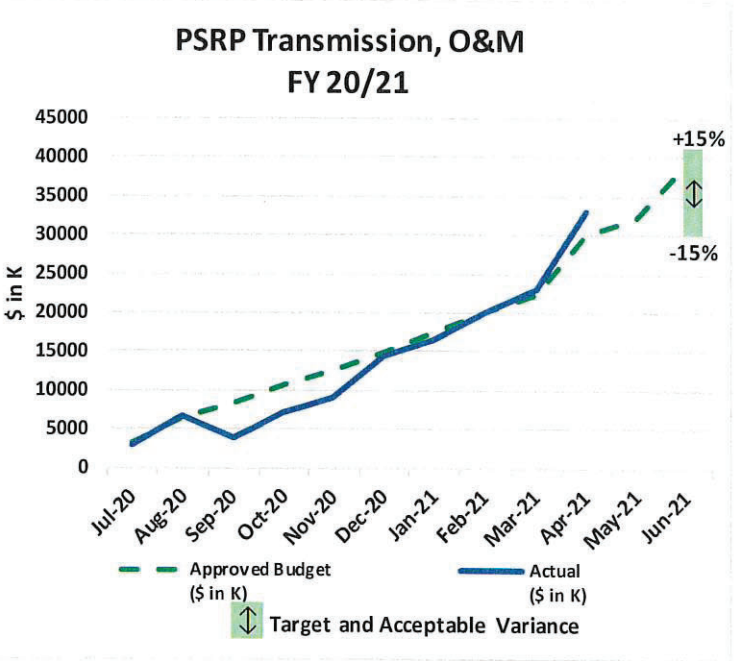
RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $39,499.9K; 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-20	3,269.0	2,986	-283.0	-8.7%	
Aug-20	6,538.4	6,753	214.6	3.3%	
Sep-20	8,294.9	3,927	-4367.9	-52.7%	
Oct-20	10,664.8	7,139	-3525.8	-33.1%	
Nov-20	12,560.8	9,072	-3488.8	-28%	
Dec-20	14,930.8	14,472	-458.8	-3%	
Jan-21	17,379.7	16,401	-978.7	-6%	
Feb-21	20,065.7	20,027	-38.7	0%	
Mar-21	22,317.2	23,110	792.8	4%	
Apr-21	30,138.0	33,150	3012.0	10%	
May-21	32,192.0				
Jun-21	39,499.9				
Acceptable Variance			±15%		



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) aids in the hardening and replacement of critical infrastructure.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The KPI is within the 15% threshold set for its goal.
- April 2021 YTD actuals are slightly over due to the following:
  - Job B1232 (Overhead Transmission Lines O&M). The overrun is due to the large amount of work required to clear homeless encampments from the right of ways as well as brush removal. Power Transmission Division has had to respond to numerous complaints from Real Estate, Right of Way Engineering and the Council Districts.
  - Job B2241 (Transmission Assessment). The overrun is due to ongoing projects crucial to power system reliability. The groups handle various transmission assessments and special projects such as retiring the One Through Cooling (OTC) units and the impact in the system; Regulatory compliance work for the purpose of Western Electric Coordinating Counsel (WECC) and North America Reliability Corporation (NERC); and other special projects as assigned by senior management. The variance will continue until next fiscal year. Projects are ongoing and do not decrease.
  - Job B1061 (Secondary Land Use Expenses). The overrun is due to various assignments in engineering, surveying, and drafting for governmental agencies, the public, and other DWP groups.
  - Job B1123 (XMSN Station Equipment O&M). The overrun is due to the large amount of work to maintain XMSN Equipment for system protection located within various receiving stations.
  - The overrun is partially offset by Job B1280 (Maintenance Sylmar Converter Station East) – the job's underrun is due to a $6.4M reimbursement from Participants on Joint Venture projects (Southern California

Edison, Burbank, Glendale, and Pasadena) due to the Pacific DC Intertie.

- The overrun is also offset by Job B1275 (Operation of Sylmar Converter Station East) – this job's underrun is primarily due to the timing of major insurance renewals; the Property Insurance Program just renewed in October (approximately $300K). With increased Excess Liability insurance (wildfire insurance premiums and the purchase of Cyber Liability Insurance), it is expected that expenditures will align with the budgeted amounts by fiscal year-end. The job also received a $7.7M reimbursement from Participants on Joint Venture projects (Southern California Edison, Burbank, Glendale, and Pasadena) due to the Pacific Direct-Current (DC) Intertie.
- The overrun is also offset by Job B0200 (LA Basin Tower Painting Program) – the $1.1M contract is still under development and a purchase order is expected to be issued in FY 21/22. The job's underrun exists due to no contract in place and no service work occurring. Job B0200 labor/resources will be transitioned into other projects, such as Job B9010 (Improvements to In-Basin Towers and Right of Ways).

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD management will monitor this FI and address any variations.

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

RESPONSIBLE MANAGER: Kishan Kasondra
Power Planning, Development, and Engineering Division

REPORTING PERIOD: April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $5.6M per mile; Acceptable Variance = ± 15%

STATUS **Outside Acceptable Variance**

Kishan Kasondra
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	Start	Finish	1Q FY20/21	2Q FY20/21	3Q FY20/21	4Q FY20/21
Tarzana – Olympic Lines 1A and 1B	10/2020	1/2021				
Fairfax-Airport Line 2	01/2021	03/2021				
Scattergood – Airport Line 1 (230 kV Upgrade)	03/2021	05/2021				

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. Due to the Mayor's declaration on February 12, 2019, three (3) of the in-basin coastal plants will not be repowered. As a result, LADWP needs to upgrade six (6) of the ten (10) cable replacements from 138 kV to 230-kV to improve reliability and increase circuit rating by 80 percent. This upgrade will provide the capability to support system demands, maintain grid reliability, and be in line with the Clean Grid LA initiatives.
- The first circuit replacement at 230-kV was Fairfax-Airport Line 1 completed in FY18/19. The remaining four (4) circuits will also be replaced at 230-kV.
- The sixth 230-kV replacement is Scattergood-Airport Line 1 (completed in April 2019 at 138-kV). As the upgrades must be done in pairs, this circuit line will be upgraded to 230-kV to match Scattergood-Airport Line 2.
- 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. However, due to the upgraded voltage and cable size for six (6) of the circuit replacements, it is anticipated that the cumulative cost per mile at the end of the 5th year will be $5.3M for all ten (10) circuits when they are completed in FY20/21. This cumulative cost now includes contingency costs in the contract amendment approved by the LADWP Board in June 2019.
- The ten (10) circuits included in this project are:
  - Fairfax-Airport Line 1, 2.56 miles (230-kV, completed in FY18/19)
  - Fairfax-Airport Line 2, 2.52 miles (230-kV, completed in March 2021)
  - Fairfax-Gramercy Line 1, 5.59 miles (138-kV, completed in FY16/17)
  - Fairfax-Gramercy Line 2, 5.6 miles (138-kV, completed in FY17/18)
  - Fairfax-Olympic Cable A, 5.89 miles (138-kV, completed FY18/19)
  - Fairfax-Olympic Cable B, 5.87 miles (138-kV, completed in FY18/19)
  - Scattergood-Airport Line 1, 5.05 miles (138-kV, completed in FY18/19, will be replaced at 230-kV)
  - Scattergood-Airport Line 2, 5.04 miles (230-kV, completed in FY 19/20)
  - Tarzana-Olympic Line 1A, 3.21 miles (230-kV, completed in January 2021)
  - Tarzana-Olympic Line 1B, 3.21 miles (230-kV, completed in January 2021)

2. ACHIEVEMENTS / MILESTONES MET

- During the month of April 2021, 33.8% of the Scattergood-Airport Line 1 was completed, for a total of 94.8% circuit completion.
- As of April 2021, 100% of the Scattergood-Airport Line 1 cable system has been installed, 67% of the splices have been completed, and 100% of the terminations have been completed.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

	Types	Target	Actuals/ Trending Cost[2]	Variance (%)
FY16/17	Contract Cost	$2.7M/mile[1]	$2.6M/mile	-3.7%
	Station Cost	-	$0.6M/mile	-
FY17/18	Contract Cost	$2.5M/mile	$2.3M/mile	+12%
	Station Cost		$0.5M/mile	
FY18/19	Contract Cost	$2.8M/mile	$3.9M/mile	+57.1%
	Station Cost		$0.5M/mile	
FY19/20 (YTD)	Contract Cost	$5.5M/mile	$10.3 M/mile	+109.1%
	Station Cost		$1.2M/mile	
FY20/21 (YTD)	Contract Cost	$5.6M/mile	$3.5M/mile	-25.0%
	Station Cost		$0.7M/mile	
Cumulative Cost	Contract Cost	$5.3M/mile[3]	$4.0M/mile	-13.2%
	Station Cost		$0.6M/mile	

Notes:

1. *$2.7M/mile target was based on the total contract cost for the replacement of 10 circuits. It was reforecast to $2.9M/mile due*

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

to the use of larger cable to increase the line operating capacity.

2. *Trending costs are costs incurred year-to-date while the circuit replacement is still on-going.*
3. *Target cumulative cost is updated from $4.4M/mile to $5.3M/mile in June 2019 reporting due to upgrade from 138kV to 230kV rated cable and including contingency costs.*

- Los Angeles World Airports reimbursed LADWP $7.7M in October 2020 for Scattergood-Airport Lines 1 and 2 projects. This reimbursement was originally shown as part of the station cost in October through December 2020 reports, causing the station costs to reflect negative. Now it has been moved into the contract cost and will be reflected there going forward. Corrections to previous reports:
    - YTD October Trending: $1.7M (Contract) / $0.4M (Station) for (62.5%) variance. Cumulative Trending: $3.9M (Contract) / $0.6M (Station) for (15.1%) variance
    - YTD November Trending: $2.7M (Contract) / $0.6M (Station) for (41.1%) variance. Cumulative Trending: $4.0M (Contract) / $0.6M (Station) for a (13.2%) variance
    - YTD December Trending: $2.0M (Contract) / $0.6M (Station) for (53.6%) variance. Cumulative trending: $3.8M (Contract) / $0.6M (Station) for a (15.1%) variance
- Because the actual cost per circuit mile will only be available upon completion of the circuit replacement, which may not fall within the current fiscal year, “trending costs” are provided if the final actuals are not available.
- The actual cost per circuit mile may vary significantly each year depending on the circuits to be replaced and the need to use the contingency provisions of the contract.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- There is no mitigation plan at this time.

LADWP RATES METRIC – *PSRP Substation, Capital (Power)*

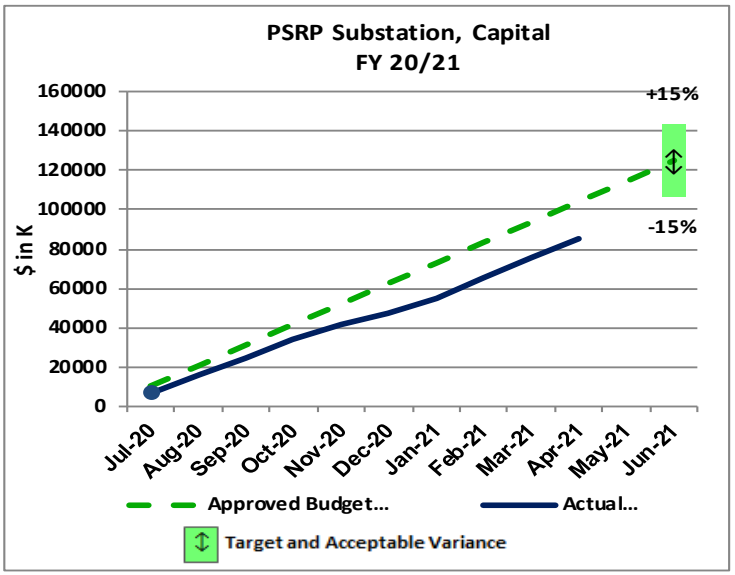
RESPONSIBLE MANAGER: Sharat Batra *Sharat Batra* 5/24/21 **REPORTING PERIOD:** April 2021
Power Planning, Development, and Engineering Division

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $125,006.6K; 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-20	10,417.2	6,987.0	-3,430.2	**-32.9%**	
Aug-20	20,834.4	16,429.0	-4,405.4	**-21.1%**	
Sep-20	31,251.6	24,395.0	-6,856.6	**-21.9%**	
Oct-20	41,668.8	34,020.0	-7,648.8	**-18.4%**	
Nov-20	52,086.0	41,463.0	-10,623.0	**-20.4%**	
Dec-20	62,503.2	47,397.0	-15,106.2	**-24.2%**	
Jan-21	72,920.4	55,334.0	-17,586.4	**-24.1%**	
Feb-21	83,337.6	65,472.0	-17,865.6	**-21.4%**	
Mar-21	93,754.8	75,667.0	-18,087.8	**-19.3%**	
Apr-21	104,172.0	85,503.0	-18,669.0	**-17.9%**	
May-21	114,589.3				
Jun-21	125,006.6				
Acceptable Variance			± 15%		-5.9%



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

- Transformer, circuit breaker replacement, substation automation, feeders and trunklines progress are captured in the KPIs in the table below:

KPI	PSRP Replacements or Upgrades:	FYTD Actual	FYTD Target	FYE Target
	TRANSFORMER REPLACEMENT:			
04.01.01.76	Extra High Voltage(high side >230kV – Receiving Station (RS), Switching Station (SS), High Voltage Direct Current Converter Stations)	3	2	2
04.01.01.81	High Voltage Transformers (high side 100kV to 230kV - RS, SS)	0	1	2
04.01.01.77	Medium Voltage Transformers (high side below 100kV – Distributing Station - DS)	9	15	21
	CIRCUIT BREAKER REPLACEMENT:			
04.01.01.78	Transmission Circuit Breakers (>100kV - RS, SS, High Voltage Alternate Current Switchyards)	1	0	2
04.01.01.79	Sub-transmission Circuit Breakers (34.5kV - RS, DS)	10	24	28
04.01.01.80	Distribution Circuit Breakers (4.8kV - DS)	13	15	16
	SUBSTATION AUTOMATED :			
04.01.03.01	Distributing or Receiving Station Upgrade/Automation	6	9	12
	FEEDERS AND TRUNKLINES:			
04.01.01.82	34.5kV Line Positions (Reported Quarterly)	3	3	4
04.01.01.83	4.8kV Feeder Positions (Reported Quarterly)	5	18	20

Additional year-to-date achievements and milestones include:

- **Substation Equipment Life Extensions:** (1) RS Transformer, (46) 34.5 kV circuit breakers, and (12) 4.8kV circuit breakers completed.

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- This Functional Item (FI) is projected to underspend due to the current COVID-19 pandemic which resulted in Rotational Work Assignments for the months of July and August 2020 and continued from December 2020 into February 2021. Rotational assignments ended by March 2021.It is estimated that construction and test support will be limited due to minimum physical and social distancing requirements in spaces such as control rooms, which will result in certain KPI targets not to be met for the fiscal year, such as Substation Automation. The projected year-end expenditure for FI 211-95 is $104M, approximately $21M below the approved budget.
- FI 211-95 includes Annual (perpetual) jobs, so single estimated lifetime expenditure does not apply.

Total Project Approved From Inception to FY28/29	$2,743.3M
Project Approved to Date	$1,668.4M
Project Actuals to Date	$1,394.8M

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Conduct coordination meetings with various supporting divisions to align resources from the planning, design, procurement, construction, and commissioning phases of projects.
- Perform long-term planning to identify future resource needs to support the Substation Power System Reliability Program.
- Convene bi-monthly Power System Resiliency planning, design, construction, and commissioning meetings necessary to elevate priority of substation reliability jobs.
- Continue to progress most other Substation Power System Reliability Program jobs as resources allow.

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

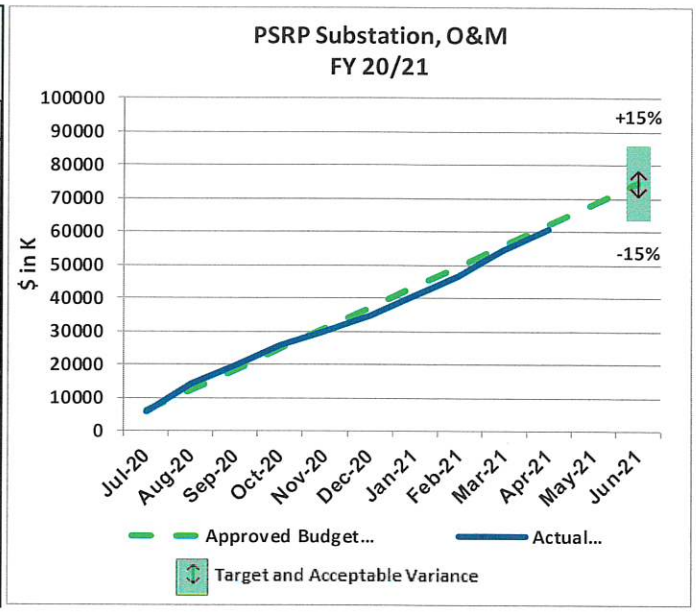
RESPONSIBLE MANAGER: Jonathan Fonti, Power Construction & Maintenance **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $74,655.2K; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget ($ in K)	Actual ($ in K)	Variance		Re-Estimate
			$ in K	%	
Jul-20	6,221	5,996	-225	-4%	
Aug-20	12,443	14,096	1,653	13%	
Sep-20	18,664	19,699	1,035	6%	
Oct-20	24,885	25,740	855	3%	
Nov-20	31,107	30,244	-863	-3%	
Dec-20	37,328	34,880	-2,448	-7%	
Jan-21	43,549	40,718	-2,831	-7%	
Feb-21	49,770	47,131	-2,639	-5.3%	
Mar-21	55,992	54,781	-1,211	-2.2%	
Apr-21	62,213	60,939.0	-1,274	-2.0%	
May-21	68,434				69,012.2
Jun-21	74,655				75,286.0
Acceptable Variance			± 15%		0.8%



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.
- Electrical Station Maintenance (ESM) serves as facility manager of over 5,000 facilities in the Los Angeles basin and is responsible for maintenance and for staying in compliance with California Public Utility Commission (CPUC) regulatory obligations. As part of this compliance, ESM performs inspections for all facilities as required by CPUC. For example, CPUC General Order 174 requires that ESM perform monthly inspections on all Distributing Stations on a monthly basis.

2. ACHIEVEMENTS/MILESTONES MET

- See attached Supplemental Summary for the monthly breakdown of restorations and work completed.

3. PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION

- Overall underspending is mainly due to Electrical Station Maintenance (ESM) continued spending considerable time on priority Capital projects. ESM will always have Capital work and the percentage (%) of Capital work will fluctuate anywhere from 10% to 45%, depending on the specific work load during a particular month, with the goal to work around 20% Capital. Some of the Capital jobs that affected this month's underrun are: Some of the Capital jobs that affected this month's underrun are: five (5) DS-52, feeder 52-11 circuit breaker repair, DS-137 Bank 1 low side cable replacement and transformer testing, DS-84 4.8kV circuit breaker repair, Mobile Home MHP13 cable replacement, and Harbor Generation Station support during the S.I.R. (Service, Inspect, Repair) outage.

4. MITIGATION PLAN AND/OR RECOMMENDATIONS

- Electrical Mechanics (EMs) and Electrical Testers that support this FI can only be hired after completing the corresponding training programs. ESM competes with other sections to hire EMs. In December 2020, ESM received 18 new EMs from the Training Center and will receive additional new EMs around May 2021.

ACHIEVEMENTS / MILESTONES MET

The following table details the monthly breakdown of Substation O&M activity since JULY 2020.

	JULY 2020	AUG 2020	SEPT 2020	OCT 2020	NOV 2020	DEC 2020	JAN 2021	FEB 2021	MAR 2021	APR 2021	MAY 2021	JUNE 2021	TOTAL
NO. OF RESTORATIONS OF CUSTOMER CIRCUITS:													
Receiving Stations (RS) Circuit Outages	39	62	75	44	40	45	48	41	60	25			**479**
Distributing Station (DS) Circuit Outages	95	109	110	106	79	91	129	141	110	84			**1054**
5-kV Circuit Grounds	53	67	76	57	51	66	66	42	47	36			**561**
NO. OF INSULATOR WASHINGS:													
Generating Stations	0	0	0	0	1	0	0	0	0	0			**1**
Receiving Stations	6	4	6	3	2	3	1	4	8	5			**42**
Distributing Stations	11	10	5	15	7	0	5	5	20	20			**98**

*Achievements/ Milestones met for the PSRP Substation O&M (Power) Rates Metric

CJB
SAF

LADWP RATES METRIC – *PSRP Distribution, Capital (Power)*

RESPONSIBLE MANAGER: Sager Farraj
Power Planning Development and Engineering Division

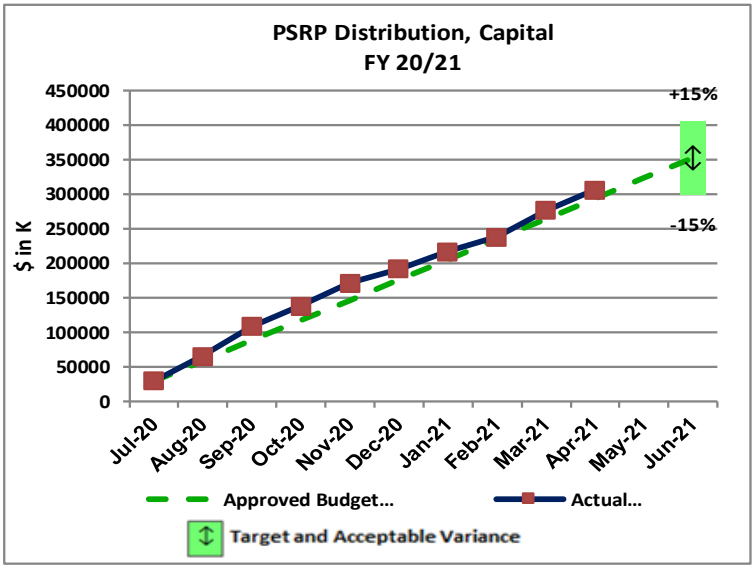
REPORTING PERIOD: April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $352,273.3K; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget ($ in K)	Actual ($ in K)	Variance		Re-Estimate
			$ in K	%	
Jul-20	29,356.1	30,149.0	792.9	2.7%	
Aug-20	58,712.2	65,802.0	7,089.8	12.1%	
Sep-20	88,068.3	108,983.0	20,914.7	23.7%	
Oct-20	117,424.4	138,488.0	21,063.6	17.9%	
Nov-20	146,780.5	171,535.0	24,754.5	16.9%	
Dec-20	176,136.6	192,020.0	15,883.4	9.0%	
Jan-21	205,493.0	217,021.0	11,528.0	5.6%	
Feb-21	234,848.8	238,070.0	3,221.2	1.4%	
Mar-21	264,204.9	276,991.0	12,786.1	4.8%	
Apr-21	293,561.0	305,999.0	12,438.0	4.2%	
May-21	322,917.1				325,162.8
Jun-21	352,273.3				340,391.0
Acceptable Variance			± 15%		-3.4%



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 (PSRP) distribution capital projects.
- Below is the approved budget % of four major functions:
  - Transformers: 3% (Jobs P6309 & P6394)
  - Poles: 37% (Job P6322)
  - Crossarms: 15% (Job P6318)
  - Cables: 21% (Job P6306)

2. ACHIEVEMENTS / MILESTONES MET

- The Distribution Reliability spent 104% of the budget through the month of April to work on and complete the following:
  - New rack & bank installation RS-Rinaldi, RS-B, and RS-M
  - 1058 transformer installations
  - 3,214 pole replacements
  - 8,296 deteriorated crossarm replacements
  - 41.1 circuit-mile of cable replacements
  - 8,575 FIX-IT tickets (Jobs P6318, P6322, P6394, P6306, P6309 & O1357)
  - Work continued on Owens Valley-overhead/underground installations and removals, asbestos removals, trouble ticket repairs and service restorations due to outages

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Variance through the month of April is $12.4M, 4.2% over budget. This is due to District crews focusing resources on PSRP distribution capital projects. Estimates increased for Replacement of 4.8kV and 34.5kV cables (P6306), Reinforcement of 4.8kV Feeders (P6308), Install, Reinforce and Modify 34.5kV Trunk and Peddler Circuits (P6325), and Identify and Replace Distribution Transformers (P6394) while re-estimates were reduced for crossarm Replacement (P6318). The re-estimates were needed to budget for contract crews to focus on meeting PSRP replacement goals which are all projected to be met or exceeded.

Total Project Approved from Inception to FY28/29	$6,189.1M
Projects Approved to Date	$3,560.0M
Project Actuals to Date	$3,083.5M

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

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No mitigation plan at this point.

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

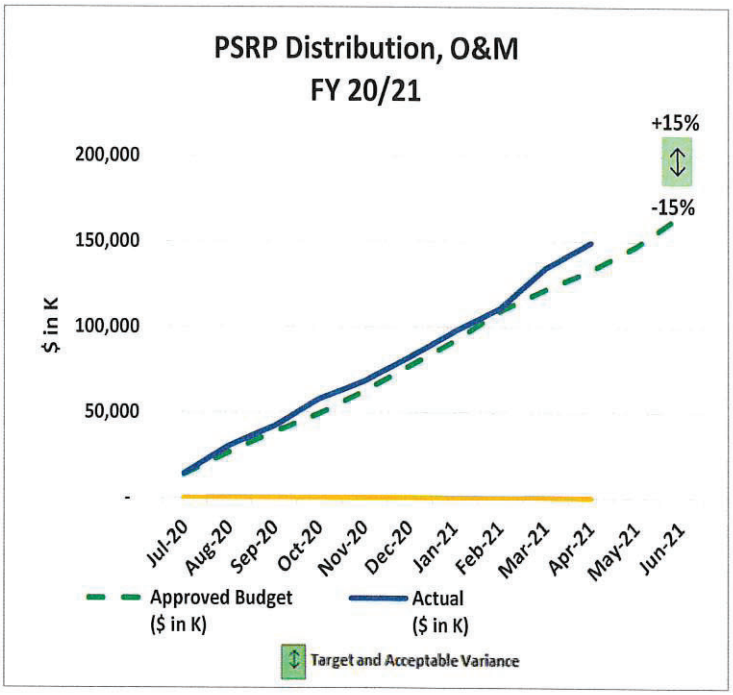
RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $165,490K; 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-20	13,675	14,331.0	656.0	4.8%	
Aug-20	26,732	30,752.0	4,020.0	15.0%	
Sep-20	38,632	41,909.0	3,277.0	8.5%	
Oct-20	49,353	58,045.0	8,692.0	17.6%	
Nov-20	62,444	68,322.0	5,878.0	9.4%	
Dec-20	77,060	82,250.0	5,190.0	6.7%	
Jan-21	91,653	97,400.0	5,747.0	6.3%	
Feb-21	109,243	111,005.00	1,762.0	1.6%	
Mar-21	122,047	134,427.00	12,380.0	10%	
Apr-21	133,343	149,353.00	16,010.0	12%	
May-21	147,480				
Jun-21	165,490				
Acceptable Variance			±15%		



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) aids in the hardening and replacement of critical infrastructure.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- This KPI is 12% above the approved budget for this metric. PTD is over the approved budget due to focusing on the inspection of facilities after the heat storms, which occurred from March until October 2020, and identifying old overloaded transformers. The inspection of these facilities is an ongoing process due to new load being added to existing transformers.
- The increased variance from February to April can be attributed to increased work activity and the delayed processing of invoices for Job P6341 (Vegetation Management Contract) from last fiscal year. The invoices that have been processed so far have totaled $8.35M.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD management will monitor this FI and address any variations.

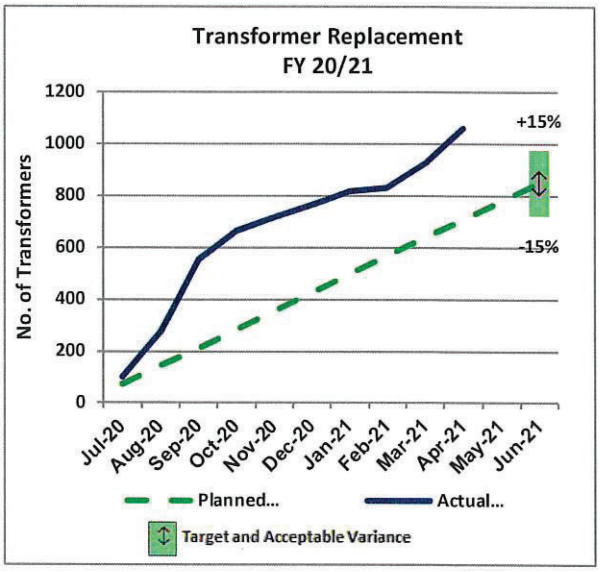
LADWP RATES/EQUITY METRIC – *Transformer Replacement (Power)*

RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** April 2021
EQUITY CORE CATEGORY: Water and Power Infrastructure Investment

DEFINITION OF RATES METRIC: Number of Transformers Replaced Against Plan
TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = 850; Acceptable Variance = ± 15%

STATUS: Exceeds Target

FYTD as of:	Planned (No.)	Actual (No.)	Variance		Re-Estimate
			No.	%	
Jul-20	71	100	29	40.8%	
Aug-20	142	271	129	90.8%	
Sep-20	212	553	341	160.8%	
Oct-20	283	661	378	133.6%	
Nov-20	354	717	363	102.5%	
Dec-20	425	764	339	79.8%	
Jan-21	496	818	322	64.9%	
Feb-21	566	830	264	46.6%	
Mar-21	637	926	289	45.4%	
Apr-21	708	1,058	350	49.4%	
May-21	779				
Jun-21	850				
Acceptable Variance			± 15%		



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

1. BACKGROUND / PURPOSE

- Replace 850 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 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).
- The Transformer Replacement target of 800 reflects the planned transformer replacement for job P6394 (Identify and Replace Distribution Transformers and Related Equipment). Additionally, there is a planned replacement of 50 transformers under job P6309 (System Transformer Installation/Upgrades). The actual transformer replacements reflect the transformers replaced under both Job P6394 and Job P6309.

2. CRITERIA

- Transformer replacements are identified through DC&M inspection programs or due to transformer failures or are at risk of failing. This includes wildlife hardening which has been identified and based on the urgency, includes replacement.

3. ACHIEVEMENTS / MILESTONES MET

- To date, the target was to replace 708 transformers and the current actual number of transformers replaced is 1,058.

4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual number of transformers replaced exceeds the ±15% threshold due to heat storms.
- An unusually large number of transformers were replaced during the heat storms in August and September.
- There were two heat storms this FY. August and September. The storms caused a lot of damage to OH transformers in the field, which we had to replace. After the August heat storm, we continued to replace old or overloaded transformers that had previously been identified by Distribution reliability. We suspected that there would be another heat wave so we wanted to be better prepared. Then the September heat wave hit and more transformers failed, which we had to change out. This caused a spike in the replacement numbers.
- The transformers are replaced after failure is identified or regular scheduled maintenance is required. The transformers are counted after being replaced whether due to heat or scheduled work.

5. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD will continue to monitor the job as the year progresses and will adjust priorities and resources accordingly. PTD will continue to monitor transformer

replacements throughout the FY.

- We will continue to replace transformers that have been targeted for replacement, but not at the amount we were doing this past summer. The variance has dropped since October and will continue until the summer heat begins in 2021. Adjustments are typically not made on a month to month basis. PTD is constantly monitoring the transformers and evaluating what needs to be replaced. Weather conditions may change throughout the year, affecting the amount of activity in any given month.

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 access to facilities for transformer replacements.

LADWP RATES/EQUITY METRIC – *Pole Replacement (Power)*

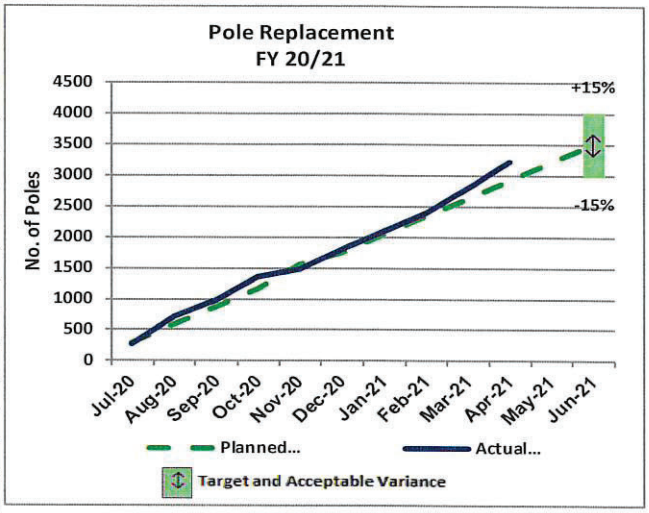
RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** April 2021
EQUITY CORE CATEGORY: Water and Power Infrastructure Investment

DEFINITION OF RATES METRIC: Number of Poles Replaced Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = 3,500; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

FYTD as of:	Planned (No.)	Actual (No.)	Variance		Re-Estimate
			No.	%	
Jul-20	292	272	-20	-6.8%	
Aug-20	583	711	128	22.0%	
Sep-20	876	981	105	12.0%	
Oct-20	1,168	1,355	187	16.0%	
Nov-20	1,549	1,483	-66	-4.3%	
Dec-20	1,752	1,813	61	3.5%	
Jan-21	2,043	2,089	46	2.3%	
Feb-21	2,335	2,397	62	2.7%	
Mar-21	2,628	2,811	183	7.0%	
Apr-21	2,919	3,214	295	10.1%	
May-21	3,212				
Jun-21	3,500				
Acceptable Variance			± 15%		



SOURCE OF DATA: Jobs P6322 (KPI # 04.01.01.03)

1. BACKGROUND / PURPOSE

- Replace 3,500 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 are prioritized for replacement by age and if they are rotten
- The DC&M Inspection program tests and identifies poles that need replacement.
- Fire mitigation and wildfire hardening also play a role in pole replacement

3. ACHIEVEMENTS / MILESTONES MET

- To date, the target was to replace 2,919 poles and the current actual number of poles replaced is 3,214.

4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual number of poles replaced is within the 15% threshold target.
- Replacements will vary month to month due to some jobs taking over a month to complete.

5. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD will evaluate the progress of the job and make necessary adjustments to assure goals are achieved.

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.

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

LADWP RATES METRIC – *Crossarm Replacement (Power)*

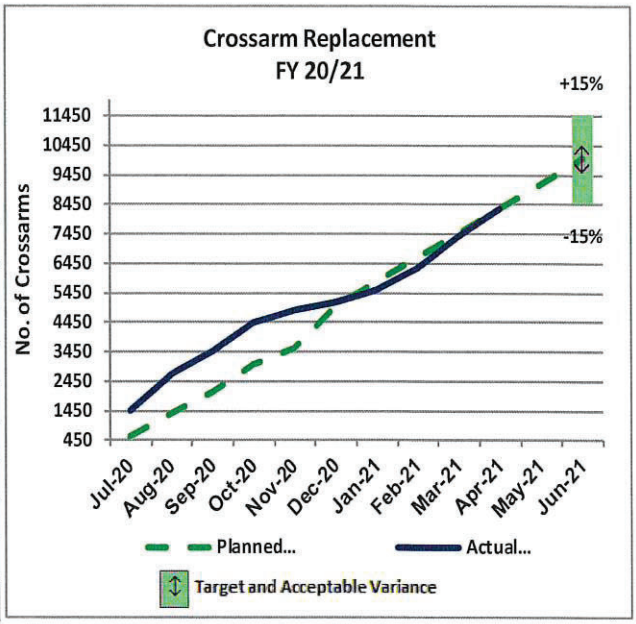
RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** April 2021

DEFINITION OF RATES METRIC: Number of Crossarms Replaced Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = 10,000; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

FYTD as of:	Planned (No.)	Actual (No.)	Variance		Re-Estimate
			No.	%	
Jul-20	600	1,449	849	141.5%	
Aug-20	1,350	2,698	1,348	99.9%	
Sep-20	2,100	3,457	1,357	64.6%	
Oct-20	3,000	4,460	1,460	48.7%	
Nov-20	3,550	4,869	1,319	37.2%	
Dec-20	5,000	5,110	110	2.2%	
Jan-21	5,800	5,550	-250	-4.3%	
Feb-21	6,630	6,303	-327	-4.9%	
Mar-21	7,460	7,395	-65	-0.9%	
Apr-21	8,290	8,296	6	0.1%	
May-21	9,120				
Jun-21	10,000				
Acceptable Variance			± 15%		



SOURCE OF DATA: Jobs P6318 (KPI #04.01.01.21)

1. BACKGROUND / PURPOSE

- Replace 10,000 deteriorated crossarms due to age or other damage. Power Transmission and Distribution (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. 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 crossarms and the current actual number of crossarms replaced is 8,296. This includes wildfire hardening which has been identified and based on the urgency, includes replacement.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The number of crossarms replaced falls within the ±15% threshold. During summer months, replacements usually decrease due to heat storms causing the majority of field crews to focus on replacing overloaded transformers. During the months of October and November.
- PTD was more accurate in capturing completed work using WMIS and as resources were prioritized in other areas. During the months of December through February, due to COVID and other work activities, resources were reassigned in other areas resulting in less production for those months, in particular the months of January and February. PTD will focus resources according for the operating needs of the distribution system and will work to meet the target goals for all our KPI's.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD will monitor this job to ensure goals are met.

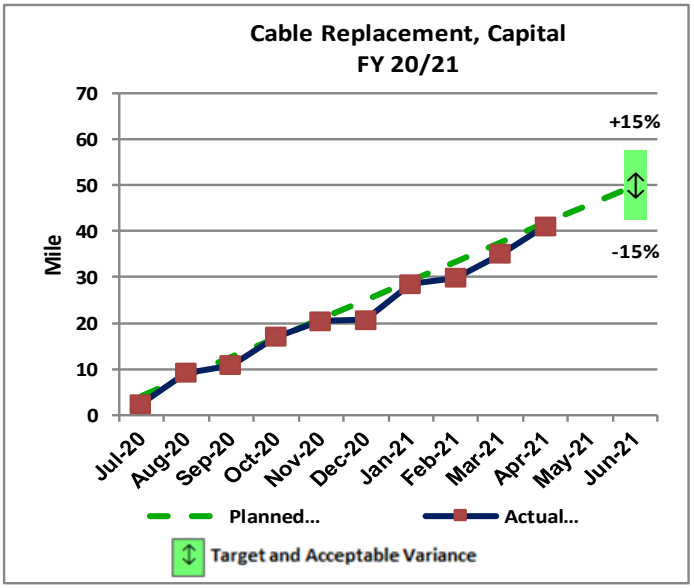
LADWP RATES/EQUITY METRIC – *Cable Replacement (Power)*

RESPONSIBLE MANAGER: Sager Farraj
Power Planning Development and Engineering Division
REPORTING PERIOD: April 2021
EQUITY CORE CATEGORY: Water & Power Infrastructure Investment

DEFINITION OF RATES METRIC: No. of Miles of Cable Replaced Against Plan
TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = 50 miles; Acceptable Variance = ±15%

STATUS: Within Acceptable Variance

FYTD as of:	Planned (Mile)	Actual (Mile)	Variance		Re-Estimate
			Mile	%	
Jul-20	4.2	2.4	-1.8	-42.9%	
Aug-20	8.4	9.2	0.8	9.5%	
Sep-20	12.6	10.8	-1.8	-14.3%	
Oct-20	16.8	17.0	0.2	1.2%	
Nov-20	21.0	20.5	-0.5	-2.4%	
Dec-20	25.0	20.7	-4.3	-17.2%	
Jan-21	29.2	28.5	-0.7	-2.4%	
Feb-21	33.4	29.8	-3.6	-10.8%	
Mar-21	37.6	35.0	-2.6	-6.9%	
Apr-21	41.8	41.1	-0.7	-1.7%	
May-21	46.0				46.0
Jun-21	50.0				50.0
Acceptable Variance			± 15%		0.0%



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

1. NARRATIVE / BACKGROUND

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

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 goal is to complete 50 circuit-miles for Fiscal Year 20/21.

4. PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION

- Variance through the month of April is 0.7 circuit-mile, 1.7% below target. Variance may vary month to month due to the timing of the District crews administratively closing the completed jobs in the system. Expenditures for cable replacement have incurred $4.6M overrun in the corresponding budget in Job P6306. Actual circuit-miles recorded are expected to be higher when the District crews close the completed jobs.

5. MITIGATION/RECOMMENDATION

- Distribution circuit design engineers have been compiling lists of cable replacement jobs under construction, identifying which jobs are completed or close to being completed and working with Districts crews to close the completed jobs.

6. OUTREACH STRATEGY / PLAN

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

LADWP RATES METRIC – Average Unit Cost per Transformer [Power]

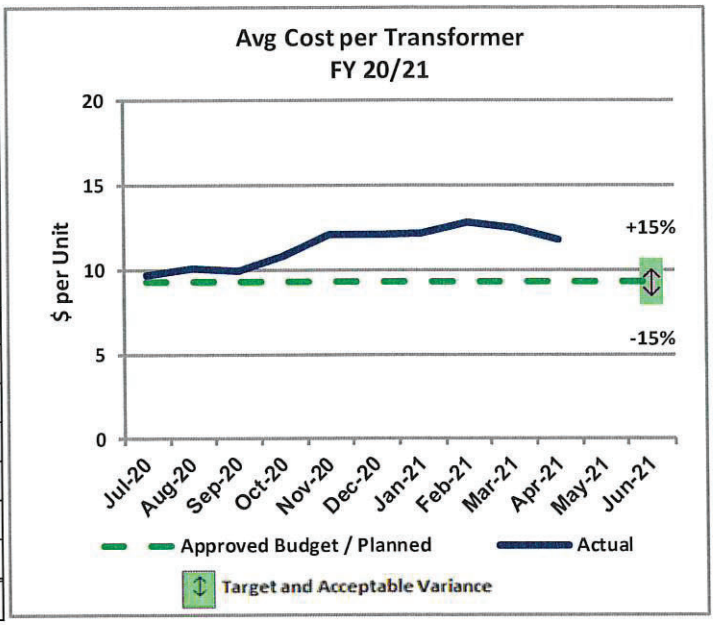
RESPONSIBLE MANAGER: David Hanson, Power Transmission and Distribution **REPORTING PERIOD:** APRIL 2021

DEFINITION OF RATES METRIC: Average Unit Cost per Transformer

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $9.3K per transformer: Acceptable Variance = ± 15%

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-20	9.3	9.7	0.4	4.6%	
Aug-20	9.3	10.1	0.8	9.0%	
Sep-20	9.3	9.9	0.6	6.8%	
Oct-20	9.3	10.8	1.5	16.5%	
Nov-20	9.3	12.1	2.8	30.5%	
Dec-20	9.3	12.1	2.8	30.5%	
Jan-21	9.3	12.2	2.9	31.6%	
Feb-21	9.3	12.8	3.5	38.1%	
Mar-21	9.3	12.5	3.2	34.8%	
Apr-21	9.3	11.8	2.5	27.3%	
May-21	9.3				
Jun-21	9.3				
Acceptable Variance			± 15%		



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

1. BACKGROUND / PURPOSE

- Identify and replace 850 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) has a target replacement cost of $9.3K per unit.

2. ACHIEVEMENTS / MILESTONES MET

- As of April 30, the target was to replace 708 transformers at 83% of the FY goal. PTD has completed replacement of 1,058 transformers, which is 124% of the fiscal year goal with a current average cost of $11.8 per unit.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Transformers are identified for replacement using several different criteria; inspections, programs, power quality, as well as risk of failures. The transformers that are incident driven will fluctuate and will directly affect the cost per unit. Due to incident-driven replacements, PTD does not have complete control over the excess of units replaced.
- The cost of replacing transformers is increasing due to cost of materials as well as location of transformer replacement. PTD is conducting a lot of replacement in high fire areas, which requires specialized equipment. There has been an increase in material costs across the board, the adjustments normally take place every quarter. Transformer replacements in rugged areas that are inaccessible with traditional equipment require large cranes or the use of other methods such as block and tackle, this requires larger crews.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Power New Business Development and Technical Application (PNBDTA) business group continues to make advancements on a strategic goal to improve Work Management Information System (WMIS) mapping of Accelerated Code (AC) jobs. Some improvements have been implemented. Methods of capturing costs in the appropriate jobs has been implemented and will require more training for new crew leaders and supervisors and continued monitoring and adjusting.
- PTD is working with PNBDTA on refining the mapping of AC jobs and providing the most accurate cost per unit.

- PTD is monitoring and providing recommendations as needed.

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

LADWP RATES METRIC – *Average Unit Cost per Pole [Power]*

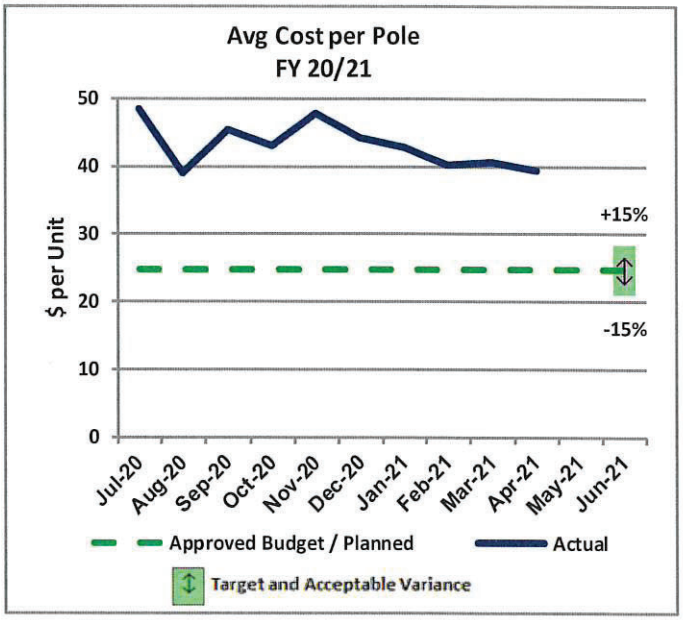
RESPONSIBLE MANAGER: David Hanson, Power Transmission and Distribution **REPORTING PERIOD**: APRIL 2021

DEFINITION OF RATES METRIC: Average Unit Cost per Pole

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $24.7K per pole: Acceptable Variance = ± 15%

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-20	24.7	48.5	23.8	96.2%	
Aug-20	24.7	39	14.3	57.8%	
Sep-20	24.7	45.5	20.8	84.1%	
Oct-20	24.7	43	18.3	73.9%	
Nov-20	24.7	47.9	23.2	93.8%	
Dec-20	24.7	44.3	19.6	79.2%	
Jan-21	24.7	42.8	18.1	73.1%	
Feb-21	24.7	40.3	15.6	63.0%	
Mar-21	24.7	40.6	15.9	64.2%	
Apr-21	24.7	39.4	14.7	59.4%	
May-21	24.7				
Jun-21	24.7				
Acceptable Variance			± 15%		



SOURCE OF DATA: Jobs P6322 (KPI # 04.01.01.72)

1. BACKGROUND / PURPOSE

- Replace 3,500 deteriorated power poles due to age or other damage. Power Transmission and Distribution (PTD) maintains approximately 321,000 poles in its system. Power poles have an average life span of fifty years. Power 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 $24.7K per unit.

2. ACHIEVEMENTS / MILESTONES MET

- As of April 30, our current year to date target was a replacement of 2,919 power poles at 83% of the FY goal. PTD has completed replacement of 3,214 power poles, which is 92% of the FY goal with a current average cost of $39.4K per unit.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- PTD's Contract Operations personnel, which includes outside contractors, are outside the acceptable variance for this month and since July due to the necessity to increase crew sizes and increase the use of specialized equipment (helicopters, oversized cranes, etc.) to perform the more complex pole replacements.
- PTD is replacing poles in high fire hazard areas, necessitating the use of specialized equipment. There has been an increase in material costs across the board, the adjustments normally take place every quarter. Pole replacements in rugged areas that are inaccessible with traditional equipment require large cranes or the use of other methods such as block and tackle, this requires larger crews.
- WMIS is the system used to capture time and work orders from employees working on the pole replacements. The number of crews and number of employees that make up each crew may vary based on the location, type of poles being replaced, specialized equipment utility, and other factors that the pole replacement job entails. The number of crews, the number of employees on each crew, and how time is entered by each employee affects WMIS reporting and consequently affects the average cost per unit average, which is 59.4% over the target replacement cost and outside the acceptable variance on this Multi-Year Expenditure.

- The cost of the pole replacement and the number of crews needed to perform these jobs are affected by the following: complexity/ease of replacement, location and other mitigating factors, such as the introduction of alternative poles.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD will monitor and audit unit costs as we work with Power New Business Development and Technical Application (PNBDTA) to refine accounting for these jobs.
- PTD will work with Work Management Information System (WMIS) administrators on refining and evaluating how pole replacement costs are captured and how the cost per unit is affected.

LADWP RATES METRIC – Average Unit Cost per Crossarm [Power]

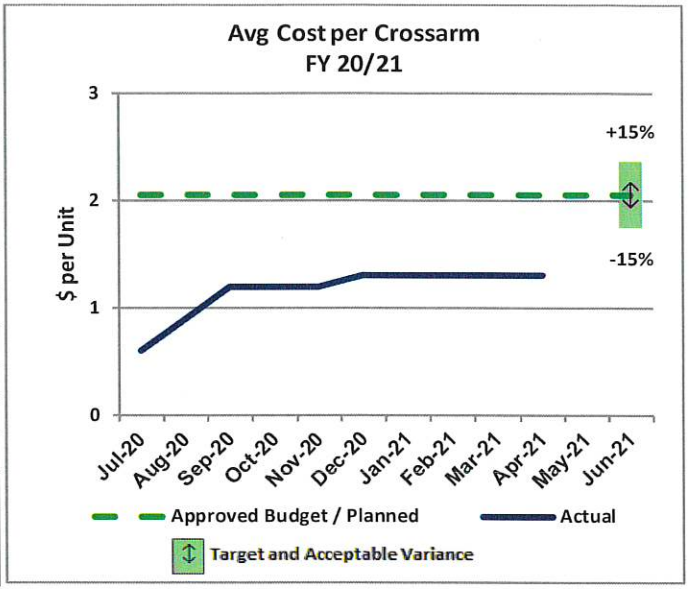
RESPONSIBLE MANAGER: David Hanson, Power Transmission and Distribution **REPORTING PERIOD:** APRIL 2021

DEFINITION OF RATES METRIC: Average Unit Cost per Crossarms

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $2.1K per crossarm: Acceptable Variance = ± 15%

STATUS: Exceeds Target

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-20	2.1	0.6	(1.5)	-70.9%	
Aug-20	2.1	0.9	(1.2)	-56.3%	
Sep-20	2.1	1.2	(0.9)	-41.7%	
Oct-20	2.1	1.2	(0.9)	-41.7%	
Nov-20	2.1	1.2	(0.9)	-41.7%	
Dec-20	2.1	1.3	(0.8)	-36.9%	
Jan-21	2.1	1.3	(0.8)	-36.9%	
Feb-21	2.1	1.3	(0.8)	-36.9%	
Mar-21	2.1	1.3	(0.8)	-36.9%	
Apr-21	2.1	1.3	(0.8)	-36.9%	
May-21	2.1				
Jun-21	2.1				
Acceptable Variance			± 15%		



SOURCE OF DATA: Jobs P6318 (KPI # 04.01.01.73)

1. BACKGROUND / PURPOSE

- Replace 10,000 deteriorated crossarms due to age or other damage. Power Transmission and Distribution (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 $2.1K per unit.

2. ACHIEVEMENTS / MILESTONES MET

- As of April 30, our current year to date target was to replace 8,290 crossarms which is 83% of the FY goal. PTD has completed the replacement of 8,296 crossarms, which is 83% of the FY goal, with a current average cost of $1.3K per unit.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- PTD is exceeding the target and there is a variance of $0.8K per unit. For the month of April, the average cost is $1.3K, which is 36.9% under the acceptable target. Crossarm replacement costs will fluctuate depending on the difficulty factor of the crossarm replacement. Contributing factors can be conductor size, whether or not equipment is installed on crossarm, if conductor terminates on crossarm or if crossarm has conductor carrying more than one voltage.
- Crews have increased replacement of crossarms more than poles or transformers to prevent outages during inclement weather.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD will monitor and work with Power New Business Development and Technical Application business group on the Work Management Information System (WMIS) mapping of work requests targeting this job.
- PTD will monitor and ensure efficient work practices and proper capturing of costs to ensure that all costs are being captured correctly.

LADWP RATES METRIC – Average Unit Cost per Mile of Cable [Power]

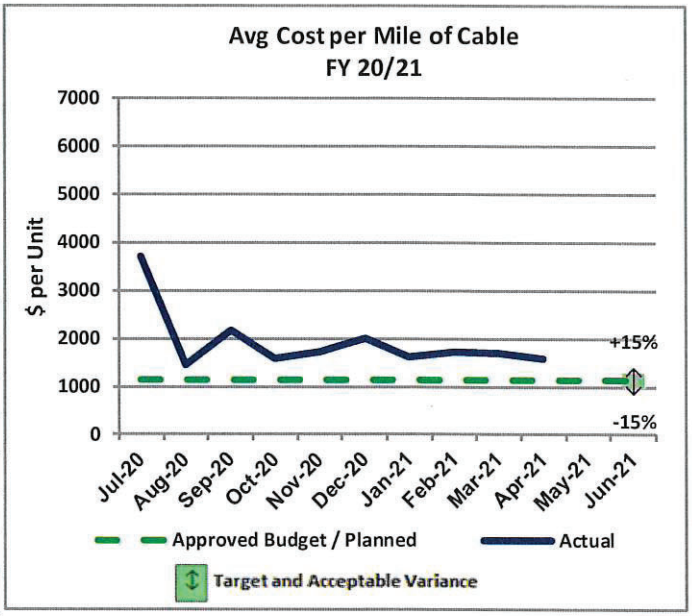
RESPONSIBLE MANAGER: David Hanson, Power Transmission and Distribution **REPORTING PERIOD**: APRIL 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = $1133K per mile of cable replaced; : Acceptable Variance = ± 15%

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-20	1133.0	3691.6	2558.6	225.8%	
Aug-20	1133.0	1459.3	326.3	28.8%	
Sep-20	1133.0	2163.0	1030.0	90.9%	
Oct-20	1133.0	1587.0	454.0	40.1%	
Nov-20	1133.0	1729.8	596.8	52.7%	
Dec-20	1133.0	1990.8	857.8	75.7%	
Jan-21	1133.0	1617.3	484.3	42.7%	
Feb-21	1133.0	1733.6	600.6	53.0%	
Mar-21	1133.0	1687.6	554.6	48.9%	
Apr-21	1133.0	1586.4	453.4	40.0%	
May-21	1133.0				
Jun-21	1133.0				
Acceptable Variance			± 15%		



SOURCE OF DATA: Jobs P6306 (KPI # 04.01.01.74)

1. BACKGROUND / PURPOSE

- Replace 50 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. Power Transmission and Distribution (PTD) has a target replacement cost of $1133.0K per mile.

2. ACHIEVEMENTS / MILESTONES MET

- PTD's annual target is replacement of 50 miles of cable. The actual cable replacement accounted for in April totals 41.1 miles.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Average cost per mile of cable is $1,586.4K which is outside the acceptable target for the month of April, due to an increase in material costs.
- In preparation for expected shortage of materials across the nation due to COVID-19, PTD has been ramping up in material purchases in preparation for the summer months. All materials have increased in price, the increase costs and need to have enough supplies on hand has caused this variance.
- The primary driver has been material cost not the overtime as stated in previous reports or mischarges.
- Since actual cable replacement mileage is only accounted for upon the completion of Task 145 in Work Management Information System (WMIS), Task 145 is completed in WMIS by the crew leader indicating all work is completed. While labor is accounted for daily and materials are accounted for through Supply Chain entries after the completion of Requests Material Services (RMS), the variances may fluctuate greatly with total cost taking several weeks or months to come in line.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD will monitor job performance and ensure that time, materials, and labor are being accounted for accurately and appropriately.
- PTD will work with Power New Business Development and Technical Application business group to ensure all work and costs are accounted for with the highest accuracy possible.

Water System

LADWP RATES METRIC – WATER DISTRIBUTION INFRASTRUCTURE POSITIONS (WATER)

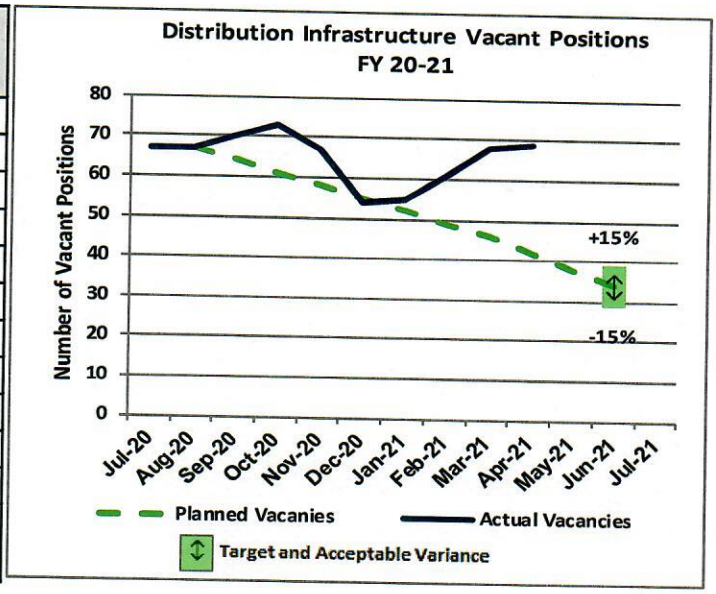
RESPONSIBLE MANAGER: Breonna Lindsey/Sandra Foster AC **REPORTING PERIOD:** April 2021

DEFINITION OF RATES METRIC: Number of Full Time Equivalents (FTEs) hired and dedicated to Water Distribution field position as compared to plan.

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Vacant budgeted Water Distribution Infrastructure field positions at 34 or less by the end of the fiscal year/, ±15%

STATUS: Outside Acceptable Variance

FYTD as of:	Planned Vacanies	Actual Vacancies	Variance		Re-Estimate (If Applicable)
			# Vacancies	%	
Jul-20	67	67	0	0.0%	
Aug-20	67	67	0	0.0%	
Sep-20	64	70	6	9.4%	
Oct-20	61	73	12	19.7%	
Nov-20	58	67	9	15.5%	
Dec-20	55	54	-1	-1.8%	
Jan-21	52	55	3	5.8%	
Feb-21	49	61	12	24.5%	
Mar-21	46	68	22	47.8%	
Apr-21	42	69	27	64.3%	
May-21	38				68
Jun-21	34				69
Acceptable Variance			± 15%		102.9%



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 to reduce vacant budgeted Water Distribution infrastructure field positions to 34 vacancies or less by the end of the fiscal year.

2. ACHIEVEMENTS/MILESTONES MET

- The Division continues hiring infrastructure employees in fiscal year 2020/21, filling existing vacancies in critical infrastructure crews.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Current rate of hiring budgeted positions is outside the acceptable variance. The Division continues targeted hiring of field positions to ensure adequate staffing dedicated to infrastructure replacement. However, due to retirements, internal transfers, promotions, and attrition the Division does not anticipate reducing the number of vacant budgeted field positions to 34 or less by the end of the fiscal year.

4. MITIGATION PLAN AND/OR RECOMMENDATIONS

- The Division continues efforts to backfill critical infrastructure positions and reduce budgeted vacancies to meet its future mainline replacement goal.

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

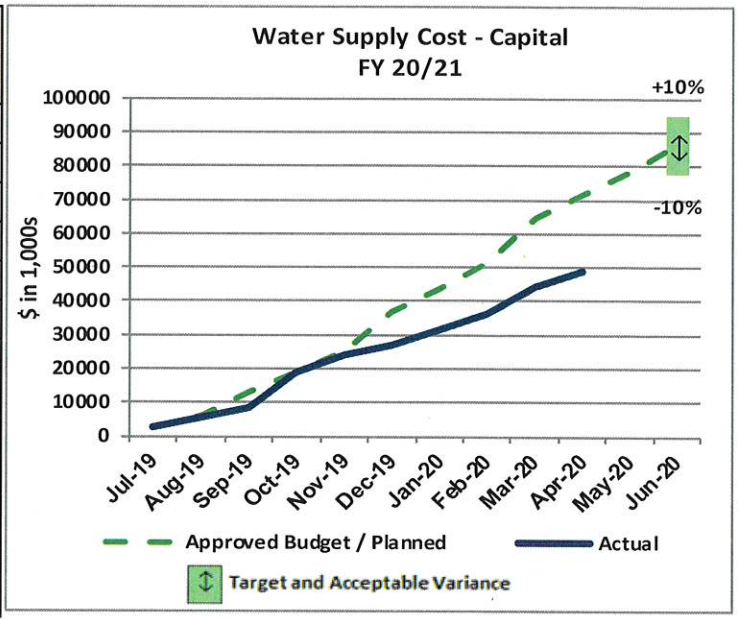
RESPONSIBLE MANAGER: April Thang **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): $86,453K, 10 percent

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-19	2,578	2,577	-1	0.0%	
Aug-19	5,810	5,337	-473	-8.1%	
Sep-19	13,072	8,674	-4,398	-33.6%	
Oct-19	18,819	18,541	-278	-1.5%	
Nov-19	24,953	24,097	-856	-3.4%	
Dec-19	36,751	27,046	-9,705	-26.4%	
Jan-20	43,633	31,852	-11,781	-27.0%	
Feb-20	51,273	35,941	-15,332	-29.9%	
Mar-20	64,678	44,414	-20,264	-31.3%	
Apr-20	71,654	49,192	-22,462	-31.3%	
May-20	78,510				52,170
Jun-20	86,453				56,047
Acceptable Variance			± 10%		-35.2%



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

1. BACKGROUND / PURPOSE

- Water supply costs include both current supply of water and the development of future supplies necessary to make more resilient and reliable sources of water.
- In addition, water supply costs-capital include capital expenditures from LA Aqueduct A&B South and North, Eastern Sierra Environmental, Water Recycling, Groundwater Management, Watershed-Stormwater Capture, and Water Conservation.

2. ACHIEVEMENTS / MILESTONES MET

- Met the Mayor's Executive Directive No. 5 and Sustainable City pLAn's goals of reducing dependency on imported water by 20 percent in January 2017. The Department is still on track to meet the 2025 goals.
- In August 2020, LADWP commenced recycled water delivery to West Basin Water Recycling Facility. This service connection will yield an additional 10 AFY of recycled water deliveries.
- In October 2020, began initial design of the Stormwater Capture Parks Programs; which consists of nine project programs with a 3,088 AFY yield.
- In December 2020, the Mission Wells Improvement Job's Regulation Crew adjusted relief valves in order to accommodate system changes which allowed the Mission Wells Water to be sent to the City Trunk Line South.
  - Two submersible pump replacements were completed at the Rinaldi Toluca Well Field.
- In February 2021, the LA Groundwater System A&B job, completed the destruction of three inactive wells and the repair of one active production well.
- In March 2021, the Owens Valley Pump & Weld Shop was able to complete the last of the well maintenance on approximately 150 Deep Wells/Production Wells and bring them all online by the April 1st, irrigation season deadline.

- In April 2021, the Mission Wells began pumping groundwater continuously from the Sylmar Basin for the first time since 2016

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The LA Aqueduct System – A&B South Project is below budgeted levels due to COVID-19 which caused planning delays and a large underrun in labor. Work slated for the Power Construction and Maintenance Division was rescheduled for spring (March through June 2021). The Aqueduct Old Top Removal was deferred so crews can complete the Cascades job.
- The Aqueduct Old Top Removal was deferred so crews can complete the Cascades job.
- The LA Aqueduct System – A&B North Project is below budgeted levels. The Grant Lake Roto Valve Replacement project is in progress. Labor and material costs are expected to increase in May through June 2021.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The Water System will continue monitoring the costs to ensure they are in line with the approved budget. Budget re-estimates have been made.

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

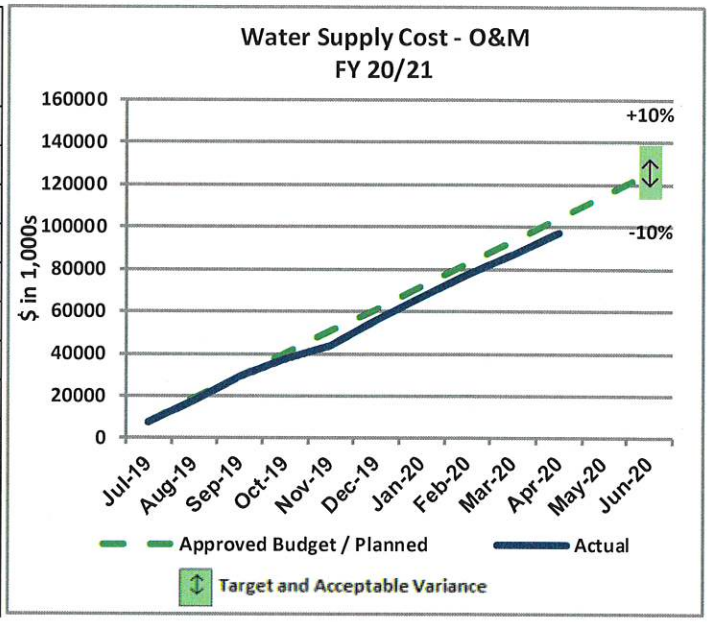
RESPONSIBLE MANAGER: April Thang **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): $126,273K, 10 percent

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-19	7,838	7,839	1	0.0%	
Aug-19	18,839	17,554	-1,285	-6.8%	
Sep-19	29,420	29,235	-185	-0.6%	
Oct-19	39,998	37,793	-2,205	-5.5%	
Nov-19	50,571	44,123	-6,448	-12.8%	
Dec-19	61,344	56,269	-5,075	-8.3%	
Jan-20	72,117	66,555	-5,562	-7.7%	
Feb-20	82,890	77,906	-4,984	-6.0%	
Mar-20	93,663	87,356	-6,307	-6.7%	
Apr-20	104,436	97,359	-7,077	-6.8%	
May-20	115,305				
Jun-20	126,273				
Acceptable Variance			± 10%		



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

1. BACKGROUND / PURPOSE

- Operation and maintenance costs (excluding Purchased Water cost) necessary to sustain a resilient and reliable water supply.

- Water supply costs include operation and maintenance expenditures from LA Aqueduct Operations North and South, LA Aqueduct Maintenance North and South, Resources Management, Stormwater Management, Water Conservation, Water Recycling, Groundwater Pump O&M North, LA Groundwater Pump & SRCE Facility, Pump Booster, Hazardous Substance Management Program, Eastern Sierra Environmental, Groundwater O&M, and Southern District Engineering & Operations.

2. ACHIEVEMENTS / MILESTONES MET

- Completed 361 preventative maintenance tasks for 96 pump station facilities and 140 regulatory bi-weekly maintenance on 45 emergency backup IC Engine units located throughout the Water System.

- There have been six complete retro fits at both the Valley and Metro Pressure Regulating Stations.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Some of the wells in the Central Basin are currently off due to construction work being performed at the wellfield. This has led to an underrun in the water replenishment fee, Utility Services, and in Materials & Supplies.

- Recycled water demands have exceeded expectations which resulted in an increased cost of reimbursements to LASAN; this has resulted in over-expenditures for outside services for Harbor Water Recycling O&M.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue to monitor the water supply expenditure carefully to ensure it is in line with the approved budget.

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

LADWP RATES METRIC – Purchased Water (Water)

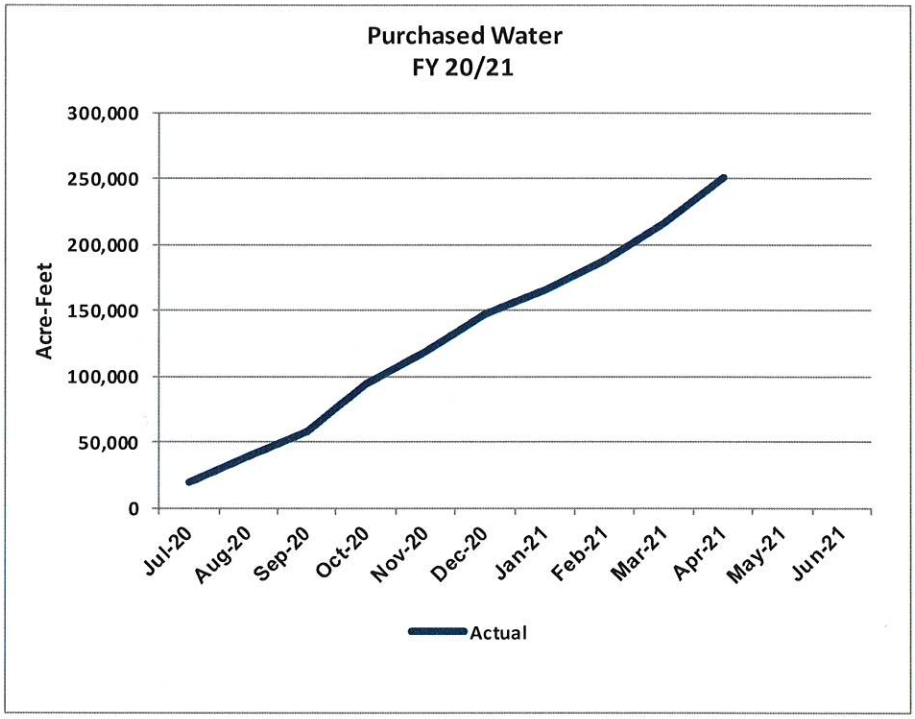
RESPONSIBLE MANAGER: April Thang **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): N/A - for information only

STATUS: Information Only

FYTD as of:	Actual
Jul-20	19,235
Aug-20	39,229
Sep-20	58,245
Oct-20	94,340
Nov-20	118,528
Dec-20	146,650
Jan-21	164,658
Feb-21	187,589
Mar-21	216,015
Apr-21	251,304
May-21	
Jun-21	



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 purchased water supply.

2. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- During normal weather conditions annual amount of purchased water is 150,808 AF.
- Due to drier weather conditions, the amount of purchased water is currently higher than in years with normal conditions.

3. MITIGATION PLAN AND / OR RECOMMENDATIONS

- 20% conservation has reduced the overall water use, minimizing purchased water.
- As of April 30, 2021, the combined average of the snow courses measured 3.26 inches, down from the combined average of 10.03 inches of April 1. The 2020-2021 snowfall season closed as a 46% of normal year.

LADWP RATES METRIC – RECYCLED WATER DELIVERED (Water)

RESPONSIBLE MANAGER: Gregory R. Reed **REPORTING PERIOD:** April 2021

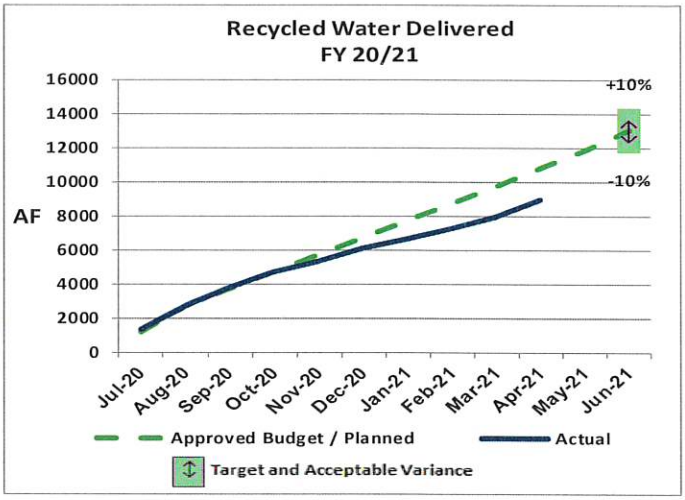
DEFINITION OF RATES METRIC: Annual quantity of recycled water delivered in acre-feet (AF) against plan.

TARGET & ACCEPTABLE VARIANCE (Fiscal Year FY 20/21): 13,000 AF, 10%

GREGORY REED
JUN 16 2021

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			AF	%	
Jul-20	1,200	1,298	98	8.1%	
Aug-20	2,700	2,716	16	0.6%	
Sep-20	3,700	3,786	86	2.3%	
Oct-20	4,700	4,747	47	1.0%	
Nov-20	5,700	5,318	-382	-6.7%	
Dec-20	6,700	6,112	-588	-8.8%	
Jan-21	7,700	6,630	-1070	-13.9%	
Feb-21	8,700	7,282	-1418	-16.3%	
Mar-21	9,700	7,941	-1759	-18.1%	
Apr-21	10,800	8,951	-1849	-17.1%	
May-21	11,900				11,000
Jun-21	13,000				12,000
Acceptable Variance			± 10%		-7.7%



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 7,941 AF of recycled water, which is approximately 18.1% below the planned goal for FY 20-21.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The recycled water delivered for the reporting period is outside of the acceptable variance due to delays in connecting new recycled water customers that were expected to receive recycled water by end of 2020. The recycled water deliveries are expected to be below the FY 20/21 goal by fiscal year-end.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue to deliver recycled water to existing customers.
- Identify barriers and challenges to work with recycled water customers within close proximity to RW infrastructure to expedite RW delivery.

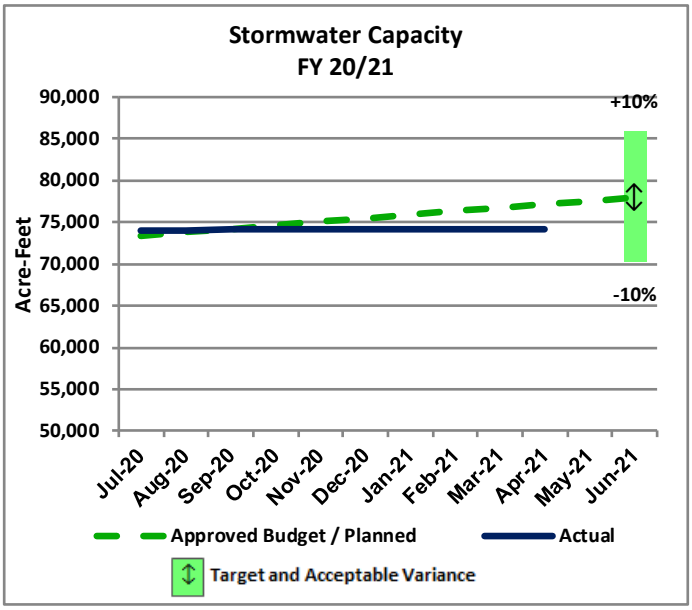
LADWP RATES METRIC – STORMWATER CAPACITY (Water)

RESPONSIBLE MANAGER: David R. Pettijohn **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): 78,000 AFY; 10% variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-20	73,417	74,179	762	**1.0%**	
Aug-20	73,833	74,179	346	**0.5%**	
Sep-20	74,250	74,210	-40	**-0.1%**	
Oct-20	74,667	74,210	-457	**-0.6%**	
Nov-20	75,083	74,210	-873	**-1.2%**	
Dec-20	75,500	74,210	-1,290	**-1.7%**	
Jan-21	75,917	74,210	-1,707	**-2.2%**	
Feb-21	76,333	74,210	-2,123	**-2.8%**	
Mar-21	76,750	74,210	-2,540	**-3.3%**	
Apr-21	77,167	74,210	-2,957	**-3.8%**	
May-21	77,583				
Jun-21	78,000				
Acceptable Variance			± 10%		



SOURCE OF DATA: Summary of Major Stormwater Capture Projects Report

1. BACKGROUND / PURPOSE

- Projects to meet the Water System's long term strategic goals for improved water supply reliability, consistent with the 2020 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

- Projects in construction include:
  - Tujunga Spreading Grounds (8,000 AFY) is 85% complete.
  - San Fernando Valley Distributed Stormwater Capture Projects: Lankershim Boulevard Great Street Dry Wells (49.3 AFY), Victory Goodland Median Stormwater Capture Project (97 AFY), Glenoaks & Filmore Stormwater Capture Project (86 AFY), Agnes Avenue Stormwater Capture Project (60 AFY), 95% complete.
  - Ben & Victory Green Street Project (67 AFY), 95% complete.
- Projects in Design/Planning include:
  - San Fernando Regional Park Stormwater Capture Project (200 AFY), 100% design completion, awaiting Bid & Award process.
  - Silver Lake Reservoir Stormwater Capture Project (63 AFY), 60% design in progress.
  - Stormwater Capture Parks Program: Fernangeles Park (202 AFY), Valley Village Park (136 AFY), Strathern Park North (225 AFY), Valley Plaza Park North (398 AFY), Valley Plaza Park South (158 AFY), David M. Gonzales (448 AFY), North Hollywood Park (1,150 AFY), Alexandria Park (72 AFY), Whitsett Fields Park North (185 AFY), 60% design plans in progress.
  - Pacoima Spreading Grounds Improvement Project (5,300 AFY), 100% design completion, awaiting Bid & Award process.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- On target.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue ongoing work as planned.

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

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

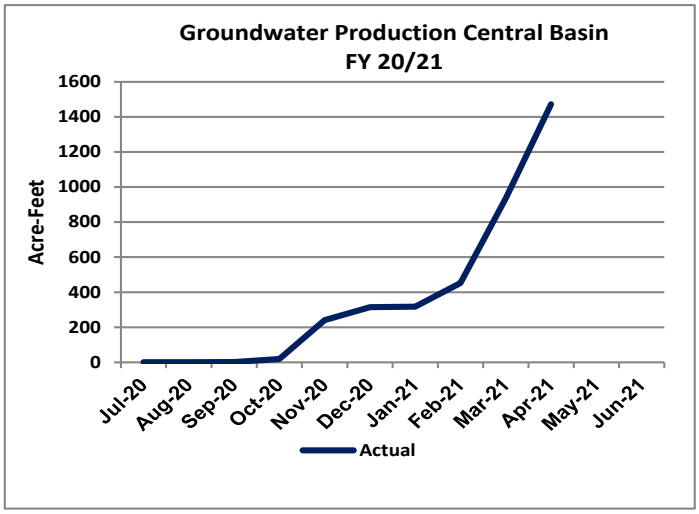
RESPONSIBLE MANAGER: Evelyn Cortez-Davis **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY20/21): N/A for information only.

STATUS: **Information Only**

FYTD as of:	Actual
Jul-20	0.00
Aug-20	0.25
Sep-20	2.00
Oct-20	19.00
Nov-20	240.00
Dec-20	315.00
Jan-21	317.00
Feb-21	453.00
Mar-21	937.00
Apr-21	1,472.00
May-21	
Jun-21	



SOURCE 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 6,476 AF (39% 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.

2. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- 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 iron/manganese filtration removal systems are constructed.

- A small amount of flow has been used monthly, starting in September 2019, in order to hydro test the forebay as well as for sampling purposes.

- The Manhattan Well Project is in the commissioning phase; starting in October 2020, some wells were put into production.

3. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Manhattan Wells Improvement Project to install monitoring and production wells is in the commissioning phase. The estimated completion date is October 2021.
- The project to construct iron/manganese filtration removal systems for the 99th St Well Field is in the construction phase. Demolition started in June 2020. The anticipated in-service date is June 2022.

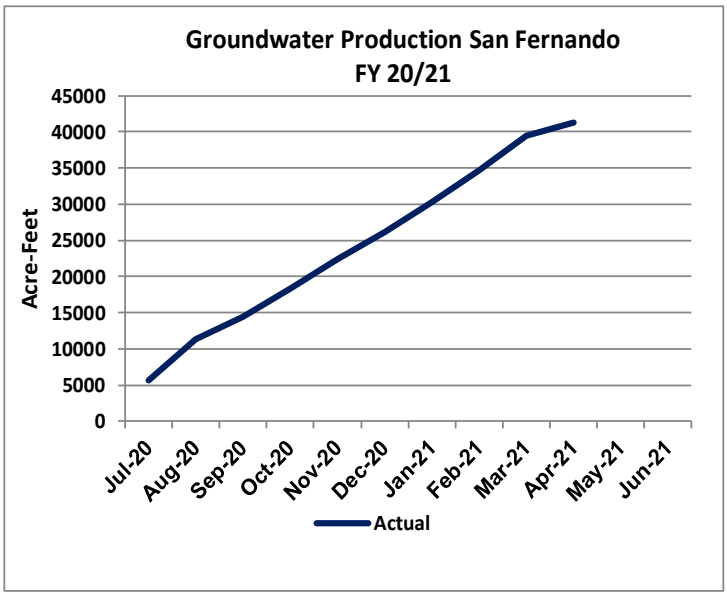
LADWP RATES METRIC – ANNUAL GROUNDWATER PRODUCTION
SAN FERNANDO (Water)

RESPONSIBLE MANAGER: Evelyn Cortez-Davis **REPORTING PERIOD:** April 2021

DEFINITION OF RATES METRIC: Annual groundwater production in the San Fernando in acre-feet (AF) against the plan. Information only.
TARGET & ACCEPTABLE VARIANCE (FY 20/21): N/A for information only.

STATUS: Information Only

FYTD as of:	Actual
Jul-20	5,683
Aug-20	11,366
Sep-20	14,485
Oct-20	18,334
Nov-20	22,428
Dec-20	26,146
Jan-21	30,352
Feb-21	34,759
Mar-21	39,459
Apr-21	41,232
May-21	
Jun-21	



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 63,100 AF which is based on groundwater quality and the depth of the water table.

2. **PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION**
   - The pumping goal is expected to be achieved by the end of the fiscal year.

3. **MITIGATION PLAN AND / OR RECOMMENDATIONS**
   - Local groundwater water is used conjunctively with lower cost Los Angeles Aqueduct water and can be stored for future use.

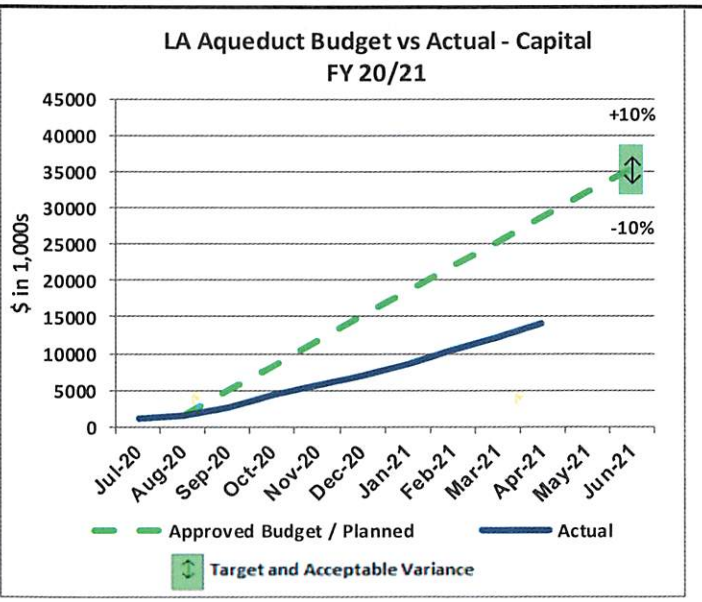
LADWP RATES METRIC – LA AQUEDUCT BUDGET VS ACTUAL - CAPITAL (Water)

RESPONSIBLE MANAGER: Darin Willey **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): $14,659, 10 percent

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			$	%	
Jul-20	1,037	1,037	0	0.0%	
Aug-20	1,606	1,605	-1	-0.1%	
Sep-20	4,978	2,698	-2,280	-45.8%	
Oct-20	8,351	4,291	-4,060	-48.6%	
Nov-20	11,723	5,713	-6010	-51.3%	
Dec-20	15,096	6,928	-8168	-54.1%	
Jan-21	18,467	8,574	-9893	-53.6%	
Feb-21	21,839	10,429	-11410	-52.2%	
Mar-21	25,211	12,140	-13071	-51.8%	
Apr-21	28,583	14,189	-14394	-50.4%	
May-21	31,955				16,238
Jun-21	35,326				18,278
Acceptable Variance			± 10%		-48.3%



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

- West Portal Building is complete.
- C6 Diversion Structure on Pine Creek has been completed.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Aqueduct Capital is expected to be below budgeted levels at fiscal year-end. The Cascades Rehabilitation Project has taken the place of Aqueduct Top Removal this fiscal year, however several capital projects have been postponed due to delays in planning, permitting, and PCM work being rescheduled due to Covid-19. The budget has been re-estimated to reflect reduced spending in capital expenditures for FY 20/21.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Work on the Owens Valley Groundwater Development Plan and the Groundwater Banking Project along the Los Angeles Aqueduct is anticipated to increase in May and June 2021.

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

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

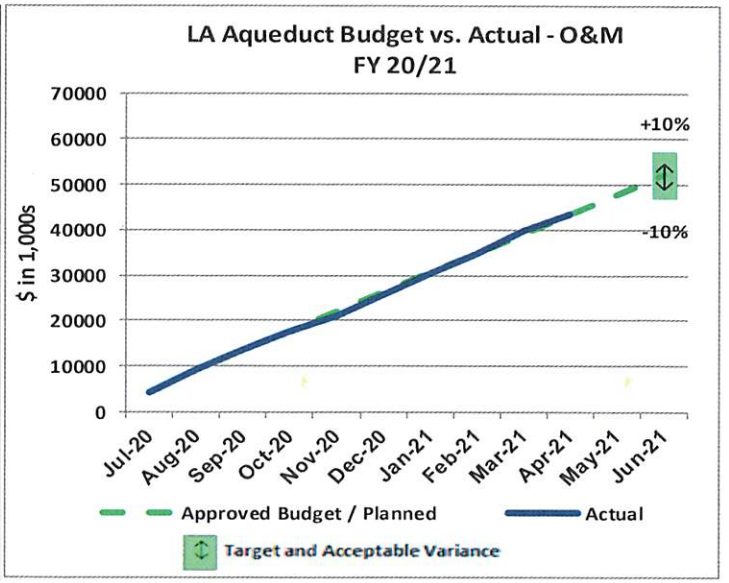
RESPONSIBLE MANAGER: Darin Willey **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): $52,092, 10 percent

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			$	%	
Jul-20	4,261	4,262	1	0.0%	
Aug-20	9,072	9,071	-1	0.0%	
Sep-20	13,381	13,501	120	0.9%	
Oct-20	17,688	17,449	-239	-1.4%	
Nov-20	21,989	20,957	-1032	-4.7%	
Dec-20	26,291	25,698	-593	-2.3%	
Jan-21	30,593	30,297	-296	-1.0%	
Feb-21	34,894	34,884	-10	0.0%	
Mar-21	39,196	39,706	510	1.3%	
Apr-21	43,497	43,494	-3	0.0%	
May-21	47,795				
Jun-21	52,092				
Acceptable Variance			± 10%		



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. During times of high flow in the Aqueduct (as per the first two months of the year), operations and maintenance focus is to manage the run-off.

2. ACHIEVEMENTS / MILESTONES MET

Fiscal Year to date Aqueduct crews have:

- Mowed 696 acres for resource clearing;
- Graded 395 miles of roads;
- Mowed 257 miles of canals and ditches;
- Cleaned 116 miles of canals and ditches;
- Installed 14 miles of fencing along LAA. Cain Rach perimeter fence completed;
- Installed 4 check structures at Locust South and, 1 check structure at Tatum Return. Installed 2 measuring structures at Blackrock and Winterton ditches. Installed 2 diversion structures at Holland and Freeman ditches;
- Installed 91 data logger/station retrofits.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- On target.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- In May and June 2021, crews will continue performing substantial facility maintenance at Mojave and Dry Canyon.

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

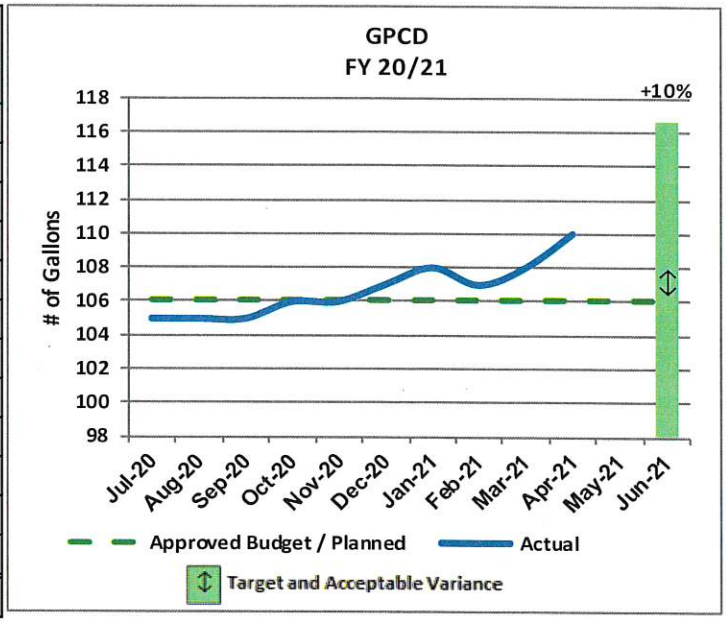
RESPONSIBLE MANAGER: Terrence McCarthy **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): 106 GPCD & 10% Acceptable Variance

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate of Budget/Planned
			GPCD	%	
Jul-20	106	105	-1	-0.9%	
Aug-20	106	105	-1	-0.9%	
Sep-20	106	105	-1	-0.9%	
Oct-20	106	106	0	0.0%	
Nov-20	106	106	0	0.0%	
Dec-20	106	107	1	0.9%	
Jan-21	106	108	2	1.9%	
Feb-21	106	107	1	0.9%	
Mar-21	106	108	2	1.9%	
Apr-21	106	110	4	3.8%	
May-21	106				
Jun-21	106				
Acceptable Variance			± 10%		



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 Sustainable City pLAn set GPCD reduction goals of 20, 22.5, and 25 percent by 2017, 2025, and 2035, respectively.

2. ACHIEVEMENTS / MILESTONES MET

- On January 1, 2017, LADWP met the pLAn goal of 20 percent reduction in GPCD.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Customer water per capita use has increased due to lower than normal precipitation observed through April.
- 12-month rolling GPCD is anticipated to remain the same through the summer months.

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 identified in the draft 2020 Urban Water Management Plan.

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

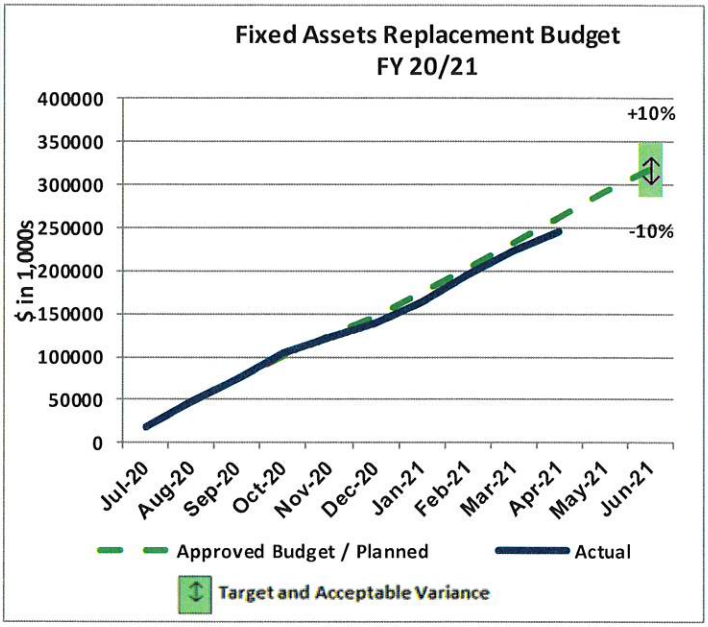
RESPONSIBLE MANAGER: April Thang **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): $317,550K, 10 percent

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			$	%	
Jul-20	18,731	18,729	-2	0.0%	
Aug-20	48,155	48,194	39	0.1%	
Sep-20	73,794	73,736	-58	-0.1%	
Oct-20	99,821	104,750	4,929	4.9%	
Nov-20	124,475	122,216	-2,259	-1.8%	
Dec-20	147,017	138,932	-8,085	-5.5%	
Jan-21	174,525	163,684	-10,841	-6.2%	
Feb-21	201,794	194,502	-7,292	-3.6%	
Mar-21	233,163	223,148	-10,015	-4.3%	
Apr-21	261,704	246,232	-15,472	-5.9%	
May-21	292,075				
Jun-21	317,550				
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, trunk line replacement, pump stations, regulator stations, tanks and other key Water System facilities.

2. ACHIEVEMENTS / MILESTONES MET

- As of April 2021, installed 122,887 feet of mainline.

- As of April 2021, installed 4,595 feet of the open trench portion of the 54-inch diameter steel pipe, Foothill TL Unit 3 Phase I and 4,489 feet of the open trench portion of 54-inch diameter earthquake resistant pipe Foothill TL Unit 3 Phase II.

- Geotechnical and geological field investigation work for the Tinemaha Dam Replacement Project was completed on January 29, 2021. The Project was approved to proceed to the Final Planning Phase at the Gate 1 meeting held on March 30, 2021.

- The North Haiwee Dam No. 2 Project was awarded to Road & Highway Builders and approved by the Board in September and City Council in October. The Notice to Proceed was issued on January 20, 2021.

- Green Verdugo Reservoir Project:

  - The Green Verdugo Project construction is 80% complete. The Purchase Order and Notice to Proceed for the reservoir floating cover were issued in March 2021.

  - LADWP crews continued working on the reservoir floor and control building. The project team completed the Functional Description user reviews and the pre-construction meeting with the

- floating cover contractor. The contractor is anticipated to mobilize in time on May 3rd.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The rate of Fixed Assets Replacement was within acceptable variance for the reporting period.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

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

RESPONSIBLE MANAGER: Gregory R. Reed **REPORTING PERIOD:** April 2021

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

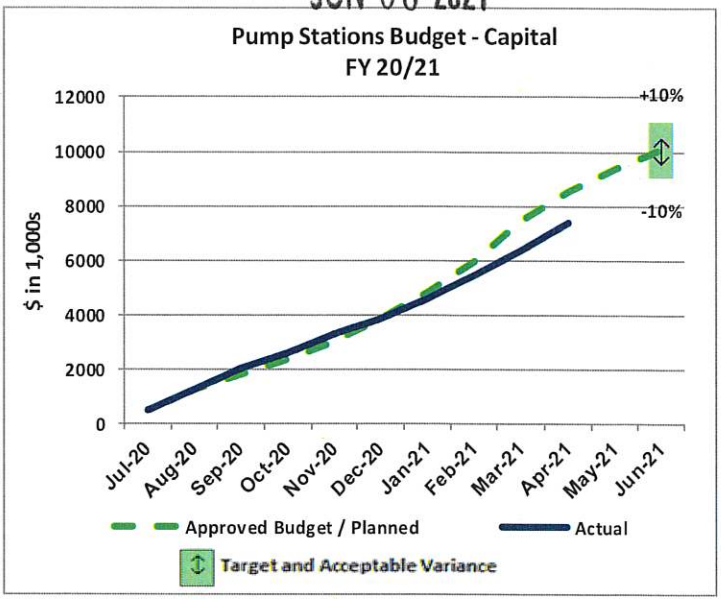
TARGET & ACCEPTABLE VARIANCE (FY 20/21): $10.1M, 10 percent

GREGORY REED

JUN 06 2021

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			$	%	
Jul-20	477	477	0	0.0%	
Aug-20	1,234	1,234	0	0.0%	
Sep-20	1,810	2,053	243	13.4%	
Oct-20	2,399	2,602	203	8.5%	
Nov-20	3,016	3,275	259	8.6%	
Dec-20	3,861	3,849	-12	-0.3%	
Jan-21	4,821	4,584	-237	-4.9%	
Feb-21	5,937	5,444	-493	-8.3%	
Mar-21	7,424	6,379	-1,045	-14.1%	
Apr-21	8,495	7,362	-1,133	-13.3%	
May-21	9,381				8,491
Jun-21	10,055				8,920
Acceptable Variance			± 10%		-11.3%



SOURCE OF DATA: FI 23220

1. BACKGROUND / PURPOSE

- The Pump Stations program includes pump and motor replacement projects, pump station retrofit, and major upgrades/replacement of pump station facilities.
- FY20/21 goals include replacing eight pumps and/or motors.
- Goals also include completing design of Redmont Pump Station, completing procurement and installation of Griffith Park Pump Station No.115, completing final planning of Van Norman Pump Station No.1, finalizing the preliminary planning of Garvanza Pump Station Building Replacement, and completing the geotechnical investigation and survey work needed to make a recommendation on property acquisition needed for Victory Pump Station.

2. ACHIEVEMENTS / MILESTONES MET

- Through April 2021, eleven pumps and/or motors have been replaced.
- Griffith Park Pump Station No.115 pump skid system contract was awarded in July 2020.

3. PERFORMANCE / VARIANCE ANALYSIS AND YEAR-END PROJECTION

- Budget has been re-estimated to reflect the delay of the equipment delivery for Griffith Park Pump Station No.115. The expected delivery date, now March 2022, was delayed due to COVID-19 related impacts on the vendor's supply chain.
- Victory Pump Station was put on hold until February 2022 to complete geotechnical investigations and potential land acquisition.
- Garvanza Pump Station design has been delayed by three months and will start in March 2022.
- Van Norman Pump Station No.1 design has been delayed by four months and will start in August 2021.

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

- The Victory Pump Station team will continue working on Survey and Geotechnical reports, slope stability analysis, mainline American Iron & Steel requirement waiver, Earthquake Resistant Ductile Iron Pipe reservation, and Mitigated Negative Declaration documentation.

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

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

RESPONSIBLE MANAGER: Gregory R. Reed **REPORTING PERIOD:** April 2021

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

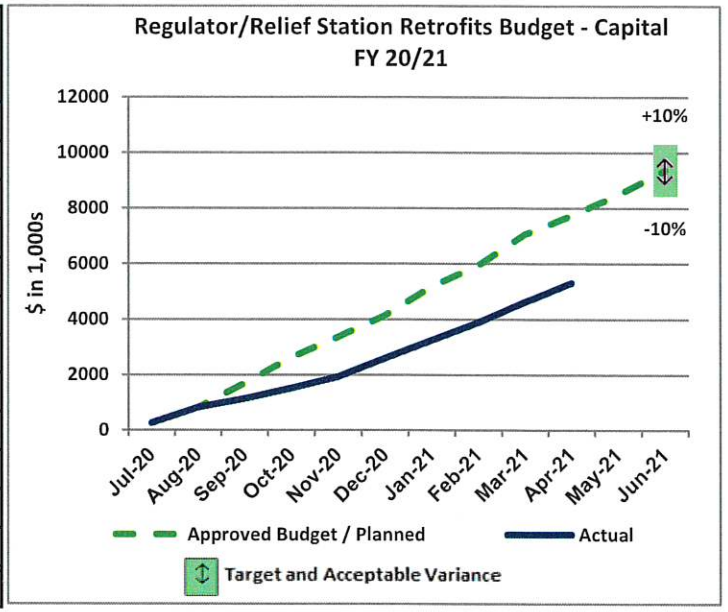
TARGET & ACCEPTABLE VARIANCE (FY 20/21): $9.4M, 10 percent

GREGORY REED

JUN 06 2021

STATUS: Exceeds Target

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			$	%	
Jul-20	249	249	0	0.0%	
Aug-20	811	811	0	0.0%	
Sep-20	1,678	1,126	-552	-32.9%	
Oct-20	2,617	1,507	-1,110	-42.4%	
Nov-20	3,348	1,912	-1,436	-42.9%	
Dec-20	4,125	2,585	-1,540	-37.3%	
Jan-21	5,163	3,225	-1,938	-37.5%	
Feb-21	5,938	3,877	-2,061	-34.7%	
Mar-21	7,050	4,620	-2,430	-34.5%	
Apr-21	7,721	5,300	-2,421	-31.4%	
May-21	8,482				
Jun-21	9,357				
Acceptable Variance			± 10%		



SOURCE OF DATA: FI 24150

1. BACKGROUND / PURPOSE

- Regulator/relief stations are necessary to maintain and preserve reliable supply and pressure throughout the Water Distribution System.
- Regulator station retrofit goals for this fiscal year are to replace or rehabilitate eight regulator stations.

2. ACHIEVEMENTS / MILESTONES MET

- Through April 2021, seven regulator stations have been retrofitted.

3. PERFORMANCE / VARIANCE ANALYSIS AND YEAR-END PROJECTION

- One retrofit was completed during the month of April.
- On track to meet annual goal to replace or rehabilitate eight regulator stations. Due to the ability to rebuild valves and use existing valves in stock, rather than buying new ones, expenditures have been reduced.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue ongoing work as planned.

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

LADWP RATES METRIC – MAINLINE REPLACEMENT (Water)

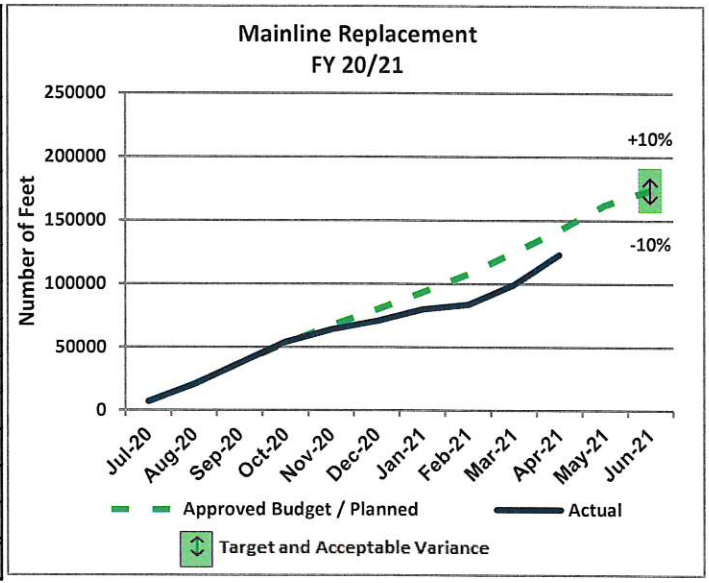
RESPONSIBLE MANAGER: Breonia Lindsey/Sandra Foster SF **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): 174,000 feet, ±10%

STATUS: Needs Attention

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Feet	%	
Jul-20	6,895	6,895	0	0.0%	
Aug-20	20,580	20,580	0	0.0%	
Sep-20	37,006	37,093	87	0.2%	
Oct-20	52,801	54,190	1389	2.6%	
Nov-20	66,980	63,889	-3091	-4.6%	
Dec-20	79,269	70,408	-8861	-11.2%	
Jan-21	92,861	79,674	-13187	-14.2%	
Feb-21	107,306	83,462	-23844	-22.2%	
Mar-21	124,590	99,308	-25282	-20.3%	
Apr-21	142,161	122,887	-19274	-13.6%	
May-21	161,766				
Jun-21	174,000				
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.

2. ACHIEVEMENTS / MILESTONES MET

- As of April 2021, 122,887 feet of mainline have been installed.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The rate of mainline replacement for this reporting period is outside the acceptable variance. Due to the Covid-19 pandemic, field work was reduced to enable physical distancing and help stop the spread of Covid-19. In addition, mainline crews were assigned to perform service installations and leak repairs to limit prolonged noise and exposure to residents with school-aged children. Field work has since resumed at full capacity and the Division continues targeted hiring of field positions to ensure adequate staffing dedicated to infrastructure replacement.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The Division will continue with planned hiring and training for mainline crews to reach the replacement rate of 230,000 feet of pipe per year, resulting in a replacement cycle of 150 years and meet customer demand for new installations.

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

LADWP RATES METRIC – TRUNK LINE REPLACEMENT (Water)

RESPONSIBLE MANAGER: Gregory R. Reed **REPORTING PERIOD:** April 2021

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

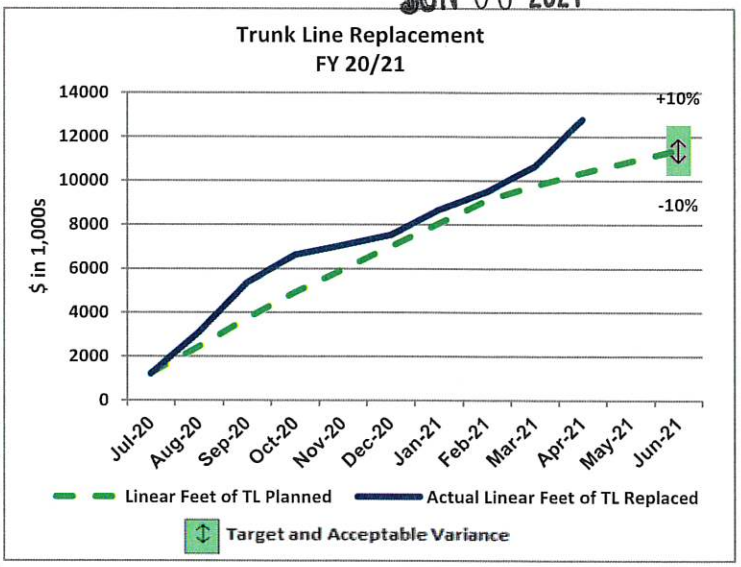
TARGET & ACCEPTABLE VARIANCE (FY 20/21): 11,400 feet, 10 percent

GREGORY REED

JUN 06 2021

STATUS: Exceeds Target

FYTD as of:	Linear Feet of TL Planned	Actual Linear Feet of TL Replaced	Variance		Re-Estimate (If Applicable)
			ft	%	
Jul-20	1,225	1,200	-25	-2.0%	
Aug-20	2,450	3,095	645	26.3%	
Sep-20	3,725	5,351	1,626	43.7%	
Oct-20	4,900	6,611	1,711	34.9%	
Nov-20	5,950	7,051	1,101	18.5%	
Dec-20	7,000	7,525	525	7.5%	
Jan-21	8,050	8,662	612	7.6%	
Feb-21	9,100	9,493	393	4.3%	
Mar-21	9,775	10,657	882	9.0%	
Apr-21	10,350	12,780	2,430	23.5%	
May-21	10,875				11,235
Jun-21	11,400				11,800
Acceptable Variance			± 10%		3.5%



SOURCE OF DATA: FI 23222 - Jobs 23204, 23117, 23435; FI 26220 - Jobs 23213, 23137, 23528, 23548, 23549; FI 29130 - Jobs 20058; FI 29140 - Job 41026

1. BACKGROUND / PURPOSE

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

2. ACHIEVEMENTS / MILESTONES MET

- 2,676 feet of trunk line was installed on City Trunk Line South Unit 3 through April 2021.
- 514 feet of trunk line was installed on Foothill Trunk Line through April 2021.
- 382 feet of trunk line was installed on MWD-LA 30 through April 2021.
- 1,668 feet of trunk line was installed on Machado Lake Pipeline through April 2021.
- 4,248 feet of trunk line was installed on Century Trunk Line Unit 1 Phase 1 through April 2021. Phase 2 of Century Trunk Line Unit 1 reached 100% completion on October 16, 2020.
- 406 feet of trunk line was installed on RSC 7 through April 2021. RSC 7 reached 50% construction in September 2020.
- 2,854 feet of trunk line was installed on Coronado through April 2021.

3. PERFORMANCE / VARIANCE ANALYSIS AND YEAR-END PROJECTION

- Goal was revised to include trunk line installation for Machado Lake Pipeline for an expected total year-end target of approximately 11,800 feet.
- Century Trunk Line Unit 1 is progressing quicker than originally anticipated.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue ongoing work as planned.

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

LADWP RATES METRIC – METER REPLACEMENT (Water)

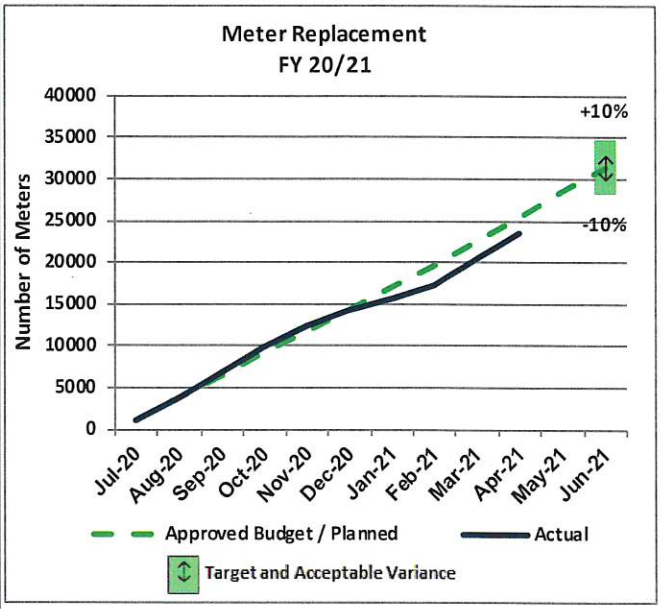
RESPONSIBLE MANAGER: Breonia Lindsey/Sandra Foster SF **REPORTING PERIOD:** April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): 31,500 meters, ±10%

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Meters	%	
Jul-20	1,141	1,141	0	0.0%	
Aug-20	3,860	3,860	0	0.0%	
Sep-20	6,387	6,751	364	5.7%	
Oct-20	9,245	9,893	648	7.0%	
Nov-20	11,763	12,450	687	5.8%	
Dec-20	14,356	14,299	-57	-0.4%	
Jan-21	17,135	15,744	-1391	-8.1%	
Feb-21	19,682	17,290	-2392	-12.2%	
Mar-21	22,540	20,551	-1989	-8.8%	
Apr-21	25,435	23,467	-1968	-7.7%	
May-21	28,531				
Jun-21	31,500				
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

- As of April 2021, 23,467 meters of the 31,500 fiscal year goal have been replaced.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The rate of meter replacement for this reporting period is within the acceptable variance. The rate of meter replacement has improved. The Division anticipates meeting the meter replacement goal by the end of the fiscal year.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The Division will continue efforts to fill vacancies to provide the needed support for meter replacement and continues to make progress on increasing the rate of meter replacement.

LADWP RATES METRIC – WATER QUALITY CAPITAL BUDGET VS ACTUAL (Water)

RESPONSIBLE MANAGER: Gregory R. Reed **REPORTING PERIOD:** April 2021

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

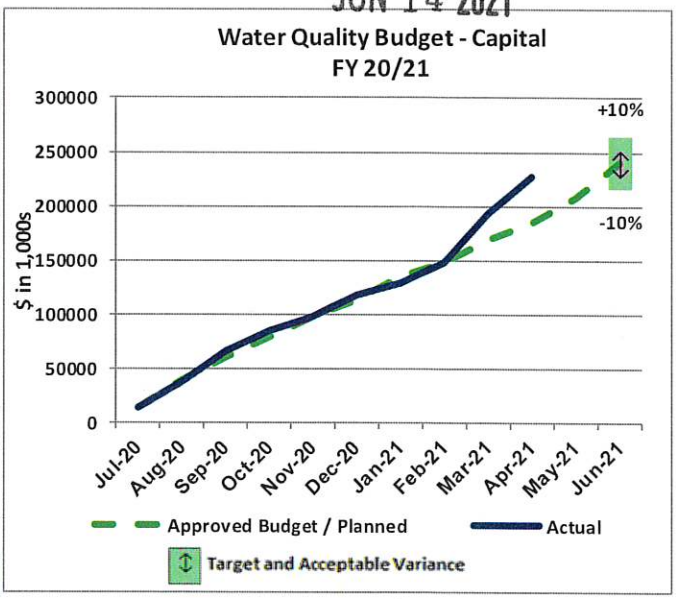
TARGET & ACCEPTABLE VARIANCE (FY 20/21): $240M, 10 percent

GREGORY REED

JUN 14 2021

STATUS: Exceeds Target

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			$	%	
Jul-20	14,464	14,464	0	0.0%	
Aug-20	39,223	38,604	-619	-1.6%	
Sep-20	60,940	67,022	6,082	10.0%	
Oct-20	79,837	84,639	4,802	6.0%	
Nov-20	97,675	97,542	-133	-0.1%	
Dec-20	113,029	117,505	4,476	4.0%	
Jan-21	134,176	129,345	-4,831	-3.6%	
Feb-21	147,881	147,974	93	0.1%	
Mar-21	169,271	192,822	23,551	13.9%	
Apr-21	184,214	227,088	42,874	23.3%	
May-21	206,999				
Jun-21	240,080				
Acceptable Variance			± 10%		



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

1. BACKGROUND / PURPOSE

- Water System's water quality program includes projects required to meet water quality regulations and accomplish groundwater remediation goals.
- Goals for this fiscal year include reaching 90% construction of LA Reservoir UV Disinfection Plant, completing design of 99th Street Wells Filtration Plant, and completing design of San Fernando Groundwater Basin Remediation Projects - North Hollywood Centralized Treatment and Tujunga Centralized Treatment.

2. ACHIEVEMENTS / MILESTONES MET

LA Reservoir UV Disinfection Plant:

- As of April 2021, Field Acceptance Testing of the facility has commenced.
- As of February 2021, Performance testing of UV disinfection equipment has completed. Programming and testing of chlorine systems continues in preparation for functional, integration, and performance testing of the entire UV facility.
- As of December 2020, integration testing of UV reactors and control systems for the LA Reservoir UV Disinfection Plant has been completed.
- Project is at 93% construction completion.
- Functional testing of UV reactors was completed in September 2020.

99th St. Wells Filtration Plant:

- PCM General Construction started grading the site and trenching for pipe locations in April 2021.
- Demolition and Mobilization were completed on February 22, 2021.
- The Construction Work Package was submitted to and approved by Power Construction and Maintenance (PCM) on January 9, 2021.
- Final design drawings for the 99th St. Wells Filtration Plant were completed on December 18, 2020.

- 100% Design Constructability Review was conducted in September 2020.

San Fernando Groundwater Basin Remediation Projects – North Hollywood Centralized and Tujunga Centralized Treatment:

- Project is at 11% construction completion.
- 100% Design was completed on February 4, 2021.
- 100% user review meetings were completed in December 2020.
- The Notice to Proceed was issued for the construction of both sites on November 2, 2020.
- Design reached 95% completion on October 14, 2020.

3. PERFORMANCE / VARIANCE ANALYSIS AND YEAR-END PROJECTION

- The rate of Water Quality Capital Budget for the reporting period is exceeding the target.
- The projects' design phase was completed ahead of schedule and all projects are now in the construction phase and the added expenditures are due to construction costs, which are normally higher than design costs.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue ongoing work as planned.

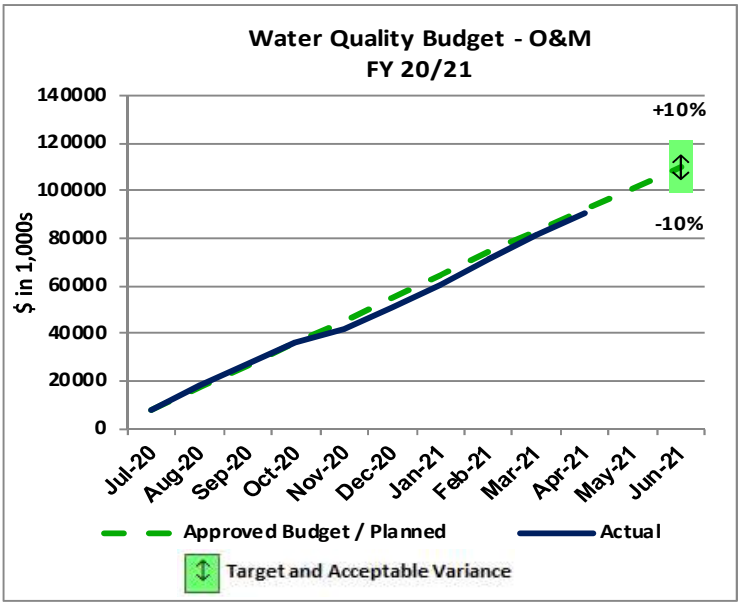
LADWP RATES METRIC – WATER QUALITY BUDGET VS ACTUAL-O&M (Water)

RESPONSIBLE MANAGER: Evelyn Cortez-Davis **REPORTING PERIOD:** April 2021

DEFINITION OF RATES METRIC: Board approved annual budget vs actual expenditures.
TARGET & ACCEPTABLE VARIANCE (FY 20/21): $110,142K, 10 percent

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			$	%	
Jul-20	7,775	7,774	-1	0.0%	
Aug-20	17,818	17,853	35	0.2%	
Sep-20	26,643	27,356	713	2.7%	
Oct-20	35,868	35,811	-57	-0.2%	
Nov-20	45,292	41,978	-3,314	-7.3%	
Dec-20	55,017	50,609	-4,408	-8.0%	
Jan-21	64,542	60,801	-3,741	-5.8%	
Feb-21	74,066	70,587	-3,480	-4.7%	
Mar-21	83,391	81,634	-1,757	-2.1%	
Apr-21	92,116	90,162	-1,954	-2.1%	
May-21	101,110				
Jun-21	110,142				
Acceptable Variance			± 10%		



SOURCE OF DATA: FIs 3212500, 3212520, 3212530, 3212540, 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

Fiscal Year-to-Date

- Water Quality Groundwater O&M completed 7,402 groundwater samplings required for regulatory permits and Prop 1 Grant Program projects; developed and submitted 97-005 Permit for the North Hollywood-West Groundwater Remediation Facility.
- Water Quality Control collected 23,364 regulatory required water quality samples from distribution system and supply sources, and made significant operational adjustments as well as developed safety protocols in light of COVID-19, wildfires, and other events.
- Water Quality Regulatory Affairs and Consumer Protection successfully completed 2020 Lead & Copper Rule residential sampling.
- Water Quality received two new permit amendments from the Division of Drinking Water (DDW) to operate new wells at the Manhattan and Mission Well Fields.
- Water System received delivery of first NO-DES Flushing Truck on 2/26/2021. Water Quality, Water Operations, and Water Distribution Divisions continue development of a Flushing Program.
- Water Quality received approval from Division of Drinking Water (DDW) to incorporate NO-DES flushing system into Water Distribution System Operations.

- Water Quality received approval from Division of Drinking Water (DDW) to construct and operate North Hollywood temporary Ammoniation and Fluoridation Stations located at the North Hollywood Pump Station.

- The Water Quality Customer Care has currently processed the approval of three (3) additional Memoranda Of Understanding and now has agreements with Recreation and Parks, General Services Department, Los Angeles World Airport, Los Angeles Public Library, and Los Angeles Zoo for the Hydration Station Initiative Program.

- Community Outreach-Water developed multiple public outreach materials for COVID-19 and safeguarding against sitting-standing water due to business/facility closures and launched a premise plumbing initiative for the Mayor's Green New Deal.

- Chlorine reduction at the Los Angeles Reservoir is at 95%.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Water Quality O&M expenditures are within acceptable variance.

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

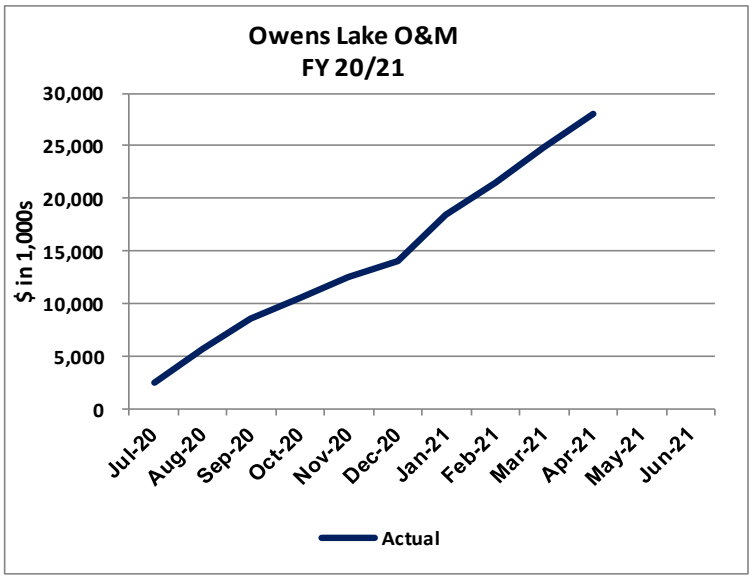
[Water]

RESPONSIBLE MANAGER: Nelson Mejia **REPORTING PERIOD: April 2021**

DEFINITION OF RATES METRIC: Board approved annual budget vs. actual expenditures
TARGET& ACCEPTABLE VARIANCE (FY 20/21): N/A – for information only

STATUS: **Information Only**

FYTD as of:	Actual
Jul-20	2,511
Aug-20	5,753
Sep-20	8,639
Oct-20	10,540
Nov-20	12,582
Dec-20	14,143
Jan-21	18,470
Feb-21	21,578
Mar-21	24,823
Apr-21	27,983
May-21	
Jun-21	



SOURCE OF DATA: FIs 3022002 and 4013006

1. BACKGROUND / PURPOSE

- Proper operation and maintenance of dust control facilities at Owens Lake is necessary to comply with regulatory requirements. Dust control during the dust season, which lasts from October 16th through June 30th, is a regulatory mandate to ensure air quality in the area.

2. ACHIEVEMENTS / MILESTONES MET

- Shallow Flood Maintenance – A few areas came out of compliance due to high wind events. Crews have been performing maintenance to bring those areas into shallow flood compliance.

- Managed Vegetation (MV) – Crews continue monitoring vegetation areas to ensure required vegetative coverage during the dust season.

- Berm Road Maintenance – Road maintenance continues. This is a year-round effort to maintain safe driving conditions throughout Owens Lake.

3. PERFORMANCE / VARIANCE ANALYSIS &YEAR END PROJECTION

- Expenditures are expected to be at budget level by fiscal year-end.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Staff will continue to monitor operations and maintenance of dust control activities to ensure efficient and appropriate O&M expenditures.

- Continue to hire staff.

Joint System

LADWP RATES METRIC – *Total FTEs Against Plan*

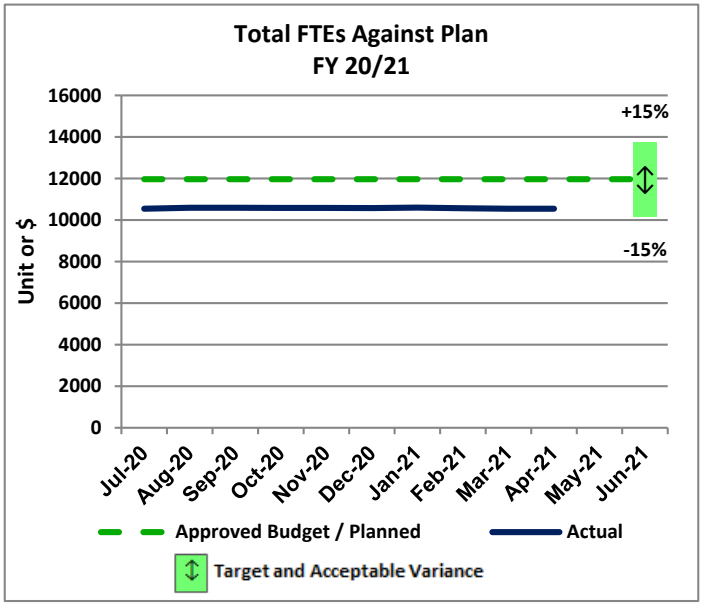
RESPONSIBLE MANAGER: Shannon C. Pascual **REPORTING PERIOD: April 2021**

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): +/- 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-20	11,963	10,541	-1422	**-11.9%**	
Aug-20	11,963	10,587	-1376	**-11.5%**	
Sep-20	11,963	10,587	-1376	**-11.5%**	
Oct-20	11,963	10,580	-1383	**-11.6%**	
Nov-20	11,963	10,582	-1381	**-11.5%**	
Dec-20	11,963	10,577	-1386	**-11.6%**	
Jan-21	11,963	10,598	-1365	**-11.4%**	
Feb-21	11,963	10,566	-1397	**-11.7%**	
Mar-21	11,963	10,548	-1415	**-11.8%**	
Apr-21	11,963	10,542	-1421	**-11.9%**	
May-21	11,963				
Jun-21	11,963				
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.

2. ACHIEVEMENTS / MILESTONES MET

- External Hires = 23
- Attrition = 38
- Net New Employees = -15

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

LADWP's staffing level remains within the acceptable limits this month.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

N/A

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

RESPONSIBLE MANAGER: Rita Khurana-Carwile
Information Technology Program Management Office

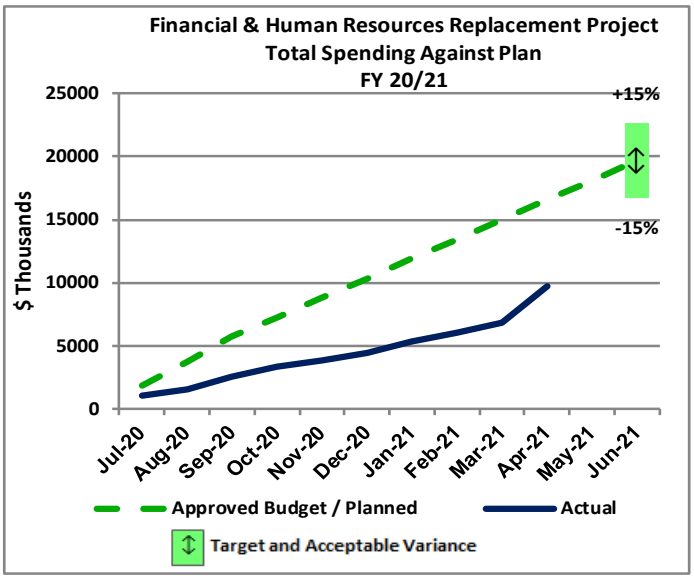
REPORTING PERIOD: April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): +/-20% of FY 20/21 Board Approved Budget

STATUS: **Outside Acceptable Variance**

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-20	1,870.8	1,115.2	-756	**-40.4%**	
Aug-20	3,741.6	1,541.9	-2200	**-58.8%**	
Sep-20	5,720.2	2,602.3	-3118	**-54.5%**	
Oct-20	7,267.9	3,365.4	-3903	**-53.7%**	
Nov-20	8,815.6	3,833.7	-4982	**-56.5%**	
Dec-20	10,363.3	4,513.2	-5850	**-56.5%**	
Jan-21	11,911.0	5,335.0	-6576	**-55.2%**	9647.2
Feb-21	13,458.7	6,029.8	-7429	**-55.2%**	11025.3
Mar-21	15,006.4	6,895.6	-8111	**-54.0%**	12403.5
Apr-21	16,554.1	9,693.7	-6860	**-41.4%**	13781.7
May-21	18,101.8				15160.0
Jun-21	19,698.7				16538.0
Acceptable Variance			± 15%		-16.0%



SOURCE OF DATA: FI 29401 and 28189

1. BACKGROUND/PURPOSE

- This Software as a Service (SaaS) Project establishes the Department's (Dept.) integrated Enterprise Resource Planning (ERP) Program consisting of Financial, Payroll and Human Resources Management
  - Procurement was removed from the ERP project in October 2020 due to selected ERP SaaS limitations. Procurement will deploy Ivalua, also SaaS, & integrate it to ERP
- The ERP program is an enterprise-level initiative to enable the Dept. to update/improve its business processes & support its strategic goals by migrating/replacing outdated technologies & platforms to an integrated & sustainable set of modern, robust & easy-to-use Software (SW) solutions
- To establish the ERP program, the Dept. has engaged in a two-stage procurement process:
  - Stage One (Completed): Request for Qualification for best fit SW: Workday
  - Stage Two: Piggyback of City of LA System Integrator (SI) contract with Workday

2. ACHIEVEMENTS/MILESTONES MET

- June 22 to July 9, 2020: Shortlist Demo & Interviews conducted
- July 29, 2020: Workday SaaS Selected
- September, 2020: Determination to piggyback on the City of LA's SI contract and open negotiations with Workday for statement of work/contract development
- March 9, 2021: ERP Contract Negotiations & Statement of Work Development Concludes
- April 15, 2021: ERP Project Kick-Off

3. PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION

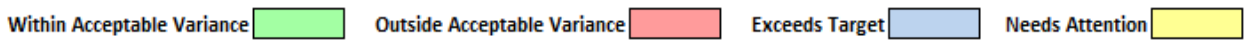
- Stay at Home Order & Social Distancing requirements, due to COVID-19, postponed hiring & SW selection
- Project progress was temporarily delayed while the Dept. reprioritized critical projects & hired needed resources
- ERP labor expenditures were below approved budgets as hiring for additional positions is ongoing

4. MITIGATION PLAN AND/OR RECOMMENDATIONS

- Decision to piggyback on City of LA's SI contract, rather than put out a Request for Proposal, was made to speed up deployment of ERP Modules due to pending retirement of key staff & all current modules risk of failure. Failure of any of these legacy systems would have significant impact on LADWP operations
- Continue proceeding with achieving ERP Program milestones by utilizing tools that enable remote access, such as WebEx, in lieu of face to face meetings. Use of these tools enable the project to continue & to stay in compliance with the Stay at Home Order & Social Distancing requirements

- Spending is picking up the last quarter of Fiscal Year 20/21 with the ERP project kick-off
    - Note: Ivalua SaaS deployment expenses will continue to be charged to the ERP Project

*FI 28189 added as a source of data that impacts the ERP Project.
This FI is for Personnel funded by Water that can't charge to FI 29401.



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

RESPONSIBLE MANAGER: Rita Khurana-Carwile
Information Technology Program Management Office

REPORTING PERIOD: April 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 20/21): N/A

STATUS **Information Only**

Milestone/Deadline Description	Planned	Actual
ERP Draft RFQ Released to Steering Committee for Review	October 4, 2019	October 4, 2019
ERP RFQ Draft approved by the LADWP General Manager	October, 2019	October 23, 2019
ERP RFQ Draft approved by the Steering Committee	October, 2019	October 30, 2019
ERP Software (SW) RFQ Released	November 19, 2019	November 19, 2019
ERP SW Bidders' Conference	December 4, 2019	December 4, 2019
ERP SW RFQ Responses Due	January 14, 2020	January 14, 2020
Response Evaluation & Demos	April, 2020	June 22-July 9, 2020
ERP Software Selection Made	May, 2020	July 2020
Decision to piggyback on City of LA's System Integrator contract made	September 2020	September 2020
ERP Contract Negotiations & Statement of Work Development	February, 2021	March 9, 2021
ERP Project Kick-Off	April 2021	April 15, 2021
ERP Deployment of HR and Payroll Modules (Phase I)	January, 2024	
ERP Deploy of Financials Module (Phase II)	July, 2024	

SOURCE OF DATA: FI 29401 and 28189*

1. BACKGROUND/PURPOSE

- This Software as a Service (SaaS) Project establishes the Department's (Dept.) integrated Enterprise Resource Planning (ERP) Program consisting of Financial, Payroll and Human Resources Management
  - Procurement was removed from the ERP project in October 2020 due to selected ERP SaaS limitations. Procurement will deploy Ivalua, also SaaS, & integrate it to ERP
- The ERP program is an enterprise-level initiative to enable the Dept. to update/improve its business processes & support its strategic goals by migrating/replacing outdated technologies & platforms to an integrated & sustainable set of modern, robust & easy-to-use Software (SW) solutions
- To establish the ERP program, the Dept. has engaged in a two-stage procurement process:
  - Stage One (Completed): Request for Qualification for best fit SW: Workday
  - Stage Two: Piggyback of City of LA System Integrator (SI) contract with Workday

2. ACHIEVEMENTS/MILESTONES MET

- June 22 to July 9, 2020: Shortlist Demo & Interviews conducted
- July 29, 2020: Workday SaaS Selected
- September, 2020: Determination to piggyback on the City of LA's SI contract and open negotiations with Workday for statement of work/contract development
- March 9, 2021: ERP Contract Negotiations & Statement of Work Development Concludes
- April 15, 2021: ERP Project Kick-Off

3. PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION

- Stay at Home Order & Social Distancing requirements, due to COVID-19, delayed all of the milestone/ deadlines by approximately three months
- Project progress was temporarily delayed while the Dept. reprioritized critical projects & hired needed resources

4. MITIGATION PLAN AND /OR RECOMMENDATIONS

- Decision to piggyback on City of LA's SI contract, rather than put out a Request for Proposal, was made to speed up deployment of ERP Modules due to pending retirement of key staff & all current modules risk of failure. Failure of any of these legacy systems would have significant impact on LADWP operations
  - The Milestone/Deadline Description chart above was updated to reflect changes due to decision to piggyback
- Continue proceeding with achieving ERP Program milestones by utilizing tools that enable remote access, such as WebEx, in lieu of face to face meetings. Use of these tools enable the project to continue & to stay in compliance with the Stay at Home Order & Social Distancing requirements

*FI 28189 added as a source of data that impacts the ERP Project. This FI is for Personnel funded by Water that can't charge to FI 29401.

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

RESPONSIBLE MANAGER: LADWP Senior Management **REPORTING PERIOD: April 2021**

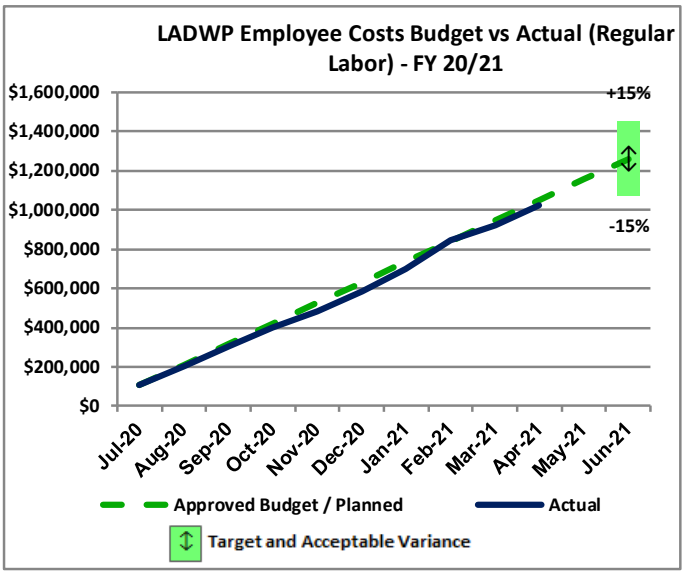
DEFINITION OF RATES METRIC: LADWP employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual ($M)

TARGET & ACCEPTABLE VARIANCE (FY 20/21): +/- 15%

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

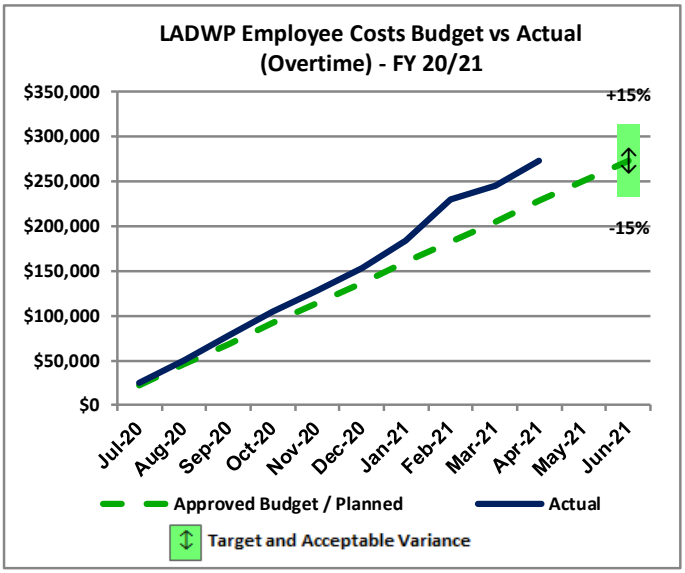
REGULAR LABOR STATUS: **Within Acceptable Variance**

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-20	105,120	107,762	2,642	2.5%	
Aug-20	210,240	204,759	-5481	-2.6%	
Sep-20	315,360	307,555	-7805	-2.5%	
Oct-20	420,480	398,629	-21852	-5.2%	
Nov-20	525,600	481,543	-44057	-8.4%	
Dec-20	630,720	581,858	-48862	-7.7%	
Jan-21	735,840	697,550	-38290	-5.2%	
Feb-21	840,960	847,498	6537	0.8%	
Mar-21	946,080	920,345	-25736	-2.7%	
Apr-21	1,051,200	1,023,191	-28010	-2.7%	
May-21	1,156,320				
Jun-21	1,261,441				
Acceptable Variance			± 15%		



OVERTIME STATUS: **Outside Acceptable Variance**

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-20	22,787	24,408	1,621	7.1%	
Aug-20	45,574	50,213	4639	10.2%	
Sep-20	68,361	78,398	10037	14.7%	
Oct-20	91,148	104,769	13620	14.9%	
Nov-20	113,935	128,090	14155	12.4%	
Dec-20	136,722	153,151	16429	12.0%	
Jan-21	159,509	183,919	24409	15.3%	
Feb-21	182,296	229,314	47018	25.8%	
Mar-21	205,083	245,204	40121	19.6%	
Apr-21	227,870	273,037	45167	19.8%	
May-21	250,657				
Jun-21	273,444				
Acceptable Variance			± 15%		



	YTD as of April 2021				
Employee Cost Category	**Budget**	**Actual**	**Variance**	**Variance %**	**FY 20/21 Approved**
Regular Labor	1,051,200	1,023,191	-28,010	-2.7%	1,261,441
Overtime	227,870	273,037	45,167	19.8%	273,444
Regular Labor + Overtime	**1,279,071**	**1,296,228**	**17,157**	**1.3%**	**1,534,885**
Health Care Allocation	314,290	293,210	-21,080	-6.7%	377,148
Retirement & Death Benefit	491,410	355,977	-135,433	-27.6%	589,692
Total	**2,084,771**	**1,945,415**	**-139,356**	**-6.7%**	**2,501,725**

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** 2021

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 20/21): 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.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

As of April 2021:
Total Number of Water and Power Employees per Customer Meter 10,542/2,315,451 = .0046

Total Number of Water and Power Employees (excluding daily exempt and utility pre-craft trainees) as of April 2021.

System	Occupied
Power	5,210
Water	2,120
Joint	3,212
Total	10,542

Total Number of Water and Power Meters as of April 2021.

	Total
Power	1,604,087
Water	711,364
Total	2,315,451

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.

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

LADWP RATES METRIC – GHG Emissions Reduction Ratio (Joint)

RESPONSIBLE MANAGER: Mark Sedlacek, Katherine Rubin *Katherine Rubin* **REPORTING PERIOD:** As of April 2021

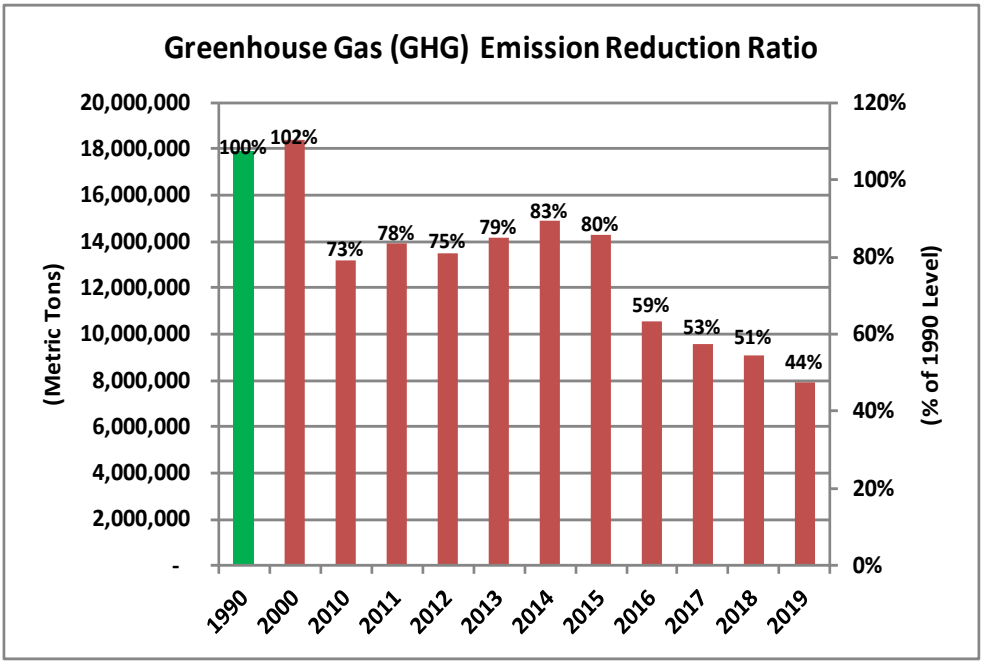
DEFINITION OF RATES METRIC: Current Year GHG Emissions /1990 GHG Emissions

TARGET & ACCEPTABLE VARIANCE (CY 2020): 46%; +5%

STATUS: **Within Acceptable Variance**

- CY 2020 Target: 46% of 1990 GHG Emission level CY 2020 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	13,165,764	73%
2011	13,900,590	78%
2012	13,519,339	75%
2013	14,174,036	79%
2014	14,911,781	83%
2015	14,312,947	80%
2016	10,566,904	59%
2017	9,554,640	53%
2018	9,077,848	51%
2019	7,901,532	44%



SOURCE OF DATA: Internal LADWP GHG emissions inventory based on The Climate Registry voluntary reporting protocol, CARB GHG emission reports and Power Source Disclosure/Power Content Label data

1. BACKGROUND / PURPOSE

- The State of California has set goals to reduce GHG emissions to 1990 levels by 2020, 40% below 1990 by 2030, and 80% below 1990 by 2050. GHG reduction efforts from the electricity sector, including LADWP, are a critical component in meeting these statewide goals.
- California Senate Bill 100 (De Leon, 2018) set a target to supply end-use customers with 60 percent renewable energy by 2030, and 100% zero-carbon electricity by 2045.
- California Governor Jerry Brown signed Executive Order B-55-18 setting a goal for California to achieve carbon neutrality by 2045.

2. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- No variance explanation needed.

3. LADWP ACHIEVEMENTS / MILESTONES

- Early divestiture of Navajo Generating Station effective July 1, 2016.
- Beginning January 1, 2016, LADWP incorporated carbon cost into the economic dispatch of its generating units, which prioritized use of zero GHG and natural gas over coal resources.
- LADWP's electricity supply in 2019 included 34% renewable energy.
- LADWP's 2019 emissions are 56% below its 1990 emissions baseline.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No mitigation needed. GHG emissions have been significantly reduced as a result of the measures listed under #3.

LADWP RATES METRIC – *Energy Savings Variance Report (Joint)*

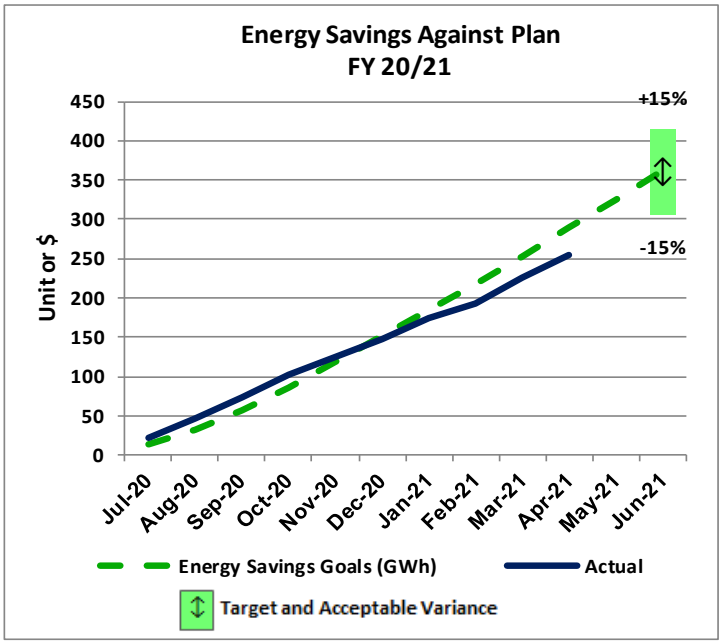
RESPONSIBLE MANAGER: David Jacot **REPORTING PERIOD: April 2021**

DEFINITION OF RATES METRIC: Energy Savings Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 20/21): GWh Installed Compared to the 210 baseline/GWh for all customers. 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Energy Savings Goals (GWh)	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-20	14.4	21.4	7	**48.2%**	
Aug-20	32.5	47.8	15	**47.2%**	
Sep-20	57.7	74.0	16	**28.2%**	
Oct-20	86.6	101.8	15	**17.5%**	
Nov-20	119.1	125.6	7	**5.5%**	
Dec-20	151.6	148.3	-3	**-2.2%**	
Jan-21	184.1	173.6	-10	**-5.7%**	
Feb-21	216.5	193.3	-23	**-10.7%**	
Mar-21	252.6	226.4	-26	**-10.4%**	
Apr-21	288.7	254.0	-35	**-12.0%**	
May-21	324.8				
Jun-21	360.9				
Acceptable Variance			± 15%		



SOURCE OF DATA: Efficiency Solutions KPI FY 20-21 Report

1. BACKGROUND / PURPOSE

Efficiency Solutions' (ES) energy savings goals are a key performance metric related to the Energy Cost Adjustment Factor, a critical power rate component. Energy Savings are compiled monthly into a Key Performance Indicators database encompassing measures installed by participants in ES programs and initiatives. 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

Despite COVID 19 and the "Safer at Home" mandate, some programs have moved forward, including the Consumer Rebate Program, Commercial Lighting Incentive Program, Custom Performance Program, Upstream HVAC, and the LAUSD Direct Install.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

Total energy savings as of April 2021, is 254 GWh, 12% below the FYTD energy savings target because of suspended programs/activities, as a result of COVID 19 & "Safer at Home" mandate.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Customer site-based Energy Efficiency programs/activities were suspended second week of March 2020, due to COVID 19 and "Safer at Home" mandate. Programs will resume as soon as uniform safety protocols are developed for customer site-based programs/activities.

Note: Cumulative actuals starting December 2020 were revised after conducting an audit and numbers were corrected.

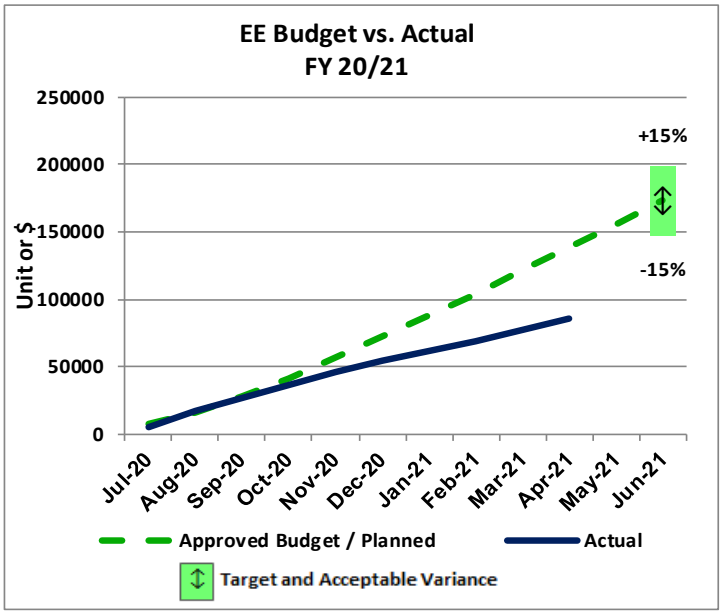
LADWP RATES METRIC – *BUDGET VARIANCE ENERGY EFFICIENCY (JOINT)*

RESPONSIBLE MANAGER: David Jacot **REPORTING PERIOD: January 2021**

DEFINITION OF RATES METRIC: Budget vs. Actual for the overall Energy Efficiency Portfolio
TARGET & ACCEPTABLE VARIANCE (FY 20/21): +/- 15%

STATUS: **Outside Acceptable Variance**

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-20	6,916	5,478	-1438	-20.8%	
Aug-20	15,561	16,666	1105	7.1%	
Sep-20	27,663	26,285	-1378	-5.0%	
Oct-20	41,495	35,928	-5567	-13.4%	
Nov-20	57,056	46,346	-10710	-18.8%	
Dec-20	72,616	54,010	-18606	-25.6%	
Jan-21	88,177	62,060	-26117	-29.6%	
Feb-21	103,738	68,543	-35195	-33.9%	
Mar-21	121,027	77,268	-43759	-36.2%	
Apr-21	138,317	85,462	-52855	-38.2%	
May-21	155,606				
Jun-21	172,896				
Acceptable Variance			± 15%		



SOURCE OF DATA: Efficiency Solutions KPI FY 20-21 Report

1. BACKGROUND / PURPOSE

Efficiency Solutions' (ES) energy savings goals are a key performance metric related to the Energy Cost Adjustment Factor, a critical power rate component. Energy Savings are compiled monthly into a Key Performance Indicator (KPI) database encompassing measures installed by participants in ES programs and initiatives. A budget is established annually, in support of energy efficiency programs, and actual spending is also compiled monthly into the KPI database, to track spending and energy savings. The OPA has requested this metric be reported to the Board and the OPA on a regular basis, ensuring actual spending meets established targets.

2. ACHIEVEMENTS / MILESTONES MET

Despite COVID 19 and the "Safer at Home" mandate, some energy efficiency programs continued to move forward such as the Consumer Rebate Program, Commercial Lighting Incentives Program, Custom Performance Program, Upstream HVAC, and LAUSD Direct Install.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

Energy efficiency program expenditures are at $ 85M as of April 2021, 38% below the FYTD approved budget due to the suspension of some programs and activities as a result of COVID 19 and the "Safer at Home" mandate.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Customer site-based Energy Efficiency programs/activities were suspended due to COVID 19 and "Safer at Home" mandate. Programs will resume as soon as uniform safety protocols are developed for customer site-based programs/activities.

Note: Cumulative actuals starting December 2020 were revised after conducting an audit and numbers were corrected.

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

RESPONSIBLE MANAGER: David Jacot **REPORTING PERIOD: April 2021**

DEFINITION OF RATES METRIC: Cost per kWh over lifetime of installed energy efficiency solutions or measures.
TARGET & ACCEPTABLE VARIANCE (FY 20/21): Annual metric: Levelized Cost $.0.060 +/- 15%

STATUS **Within Acceptable Variance**

SOURCE OF DATA: ESP Portfolios Report FY 19/20

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 (the most recent is FY 19-20) using the ESP Portfolios (ESP) tool developed by Energy Platforms, LLC 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 19-20 was $0.0451 per kWh saved resulting in a variance of -25% from the established $0.060 target.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

LADWP's portfolio of energy efficiency programs has historically been very cost effective, with a levelized cost of $0.0451, well below the $0.060 target.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Customer site-based Energy Efficiency programs/activities were suspended due to COVID 19 and "Safer at Home" LA City mandate. Programs will resume as soon as uniform safety protocols are developed for customer site-based programs/activities.

ATTACHMENT II
LADWP Equity Metrics Data Initiative

Equity Metrics Data Initiative

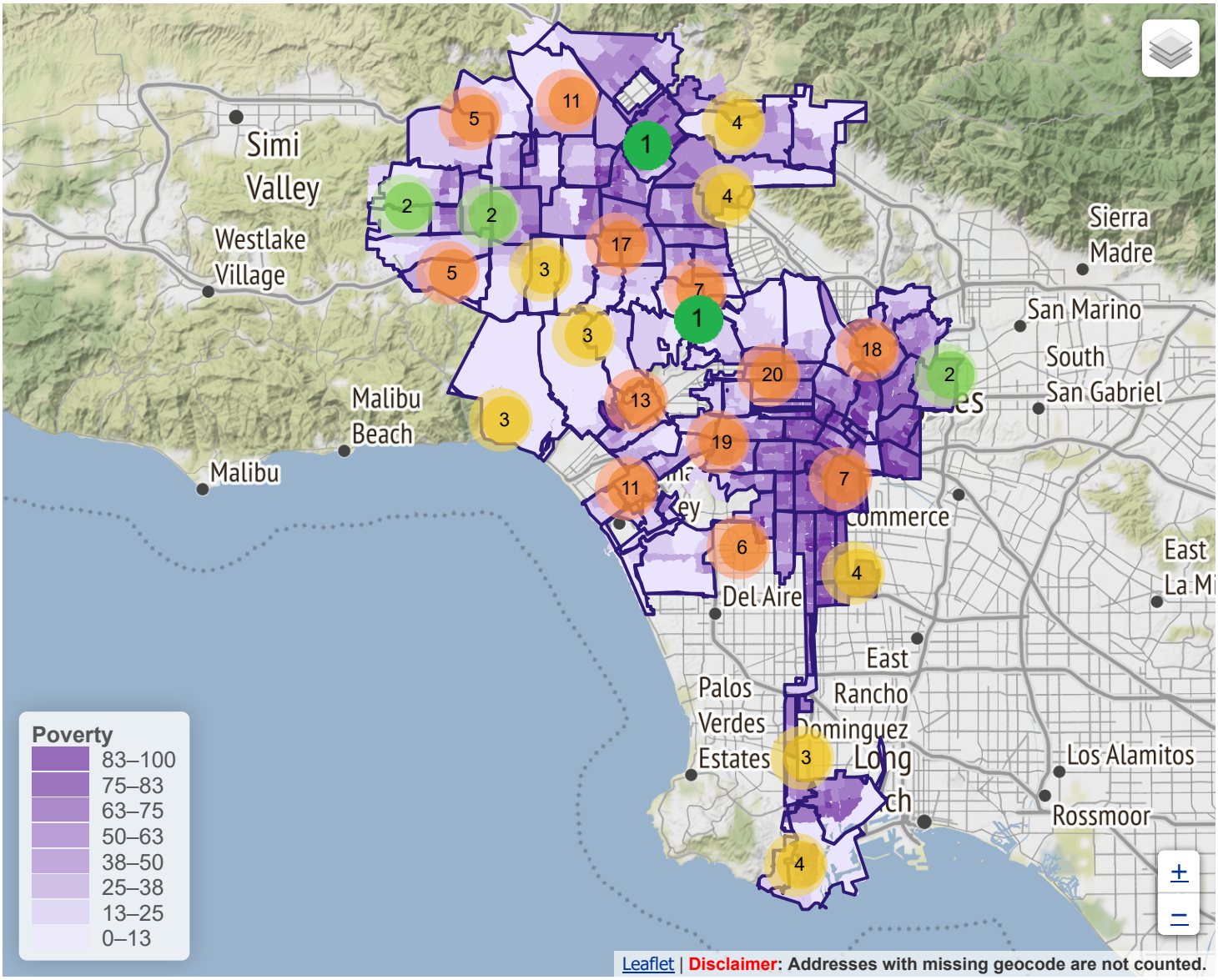
LADWP EMDI - Water & Power Infrastructure Investment

RESPONSIBLE MANAGER:Serge Haddad

(Reporting Period: Nov 2020 - Apr 2021)

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 Inquiries*

RESPONSIBLE MANAGER: Serge Haddad **REPORTING PERIOD: Nov 2020 - Apr 2021**
EQUITY CORE CATEGORY: Responding to Customer Inquiries Before the End of the Next Business Day

1. **NARRATIVE / BACKGROUND**

During the period November 2020 to April 2021, a total of 161 water quality inquiries were received by the Water Quality Division including 68 inquiries regarding taste and/or odor 93 for discolored water.

2. **CRITERIA**

- Taste/Odor inquiries
- Discolored water inquiries

3. **GOALS and PROGRESS**

- Goal: The Water Quality Division's goal is to respond to customer inquiries before the end of the next business day, 95% of the time or more.
- Progress: During the reporting period, the Water Quality Division met the goal.
- Progress: With data from the recent transactional surveys, customers continue to rate their experience as "excellent".

4. **ISSUES**

- With the current COVID-19 safety protocols, the Water Quality Division is limited in ability to do sampling during customer site inspections.

5. **OUTREACH STRATEGY / PLAN**

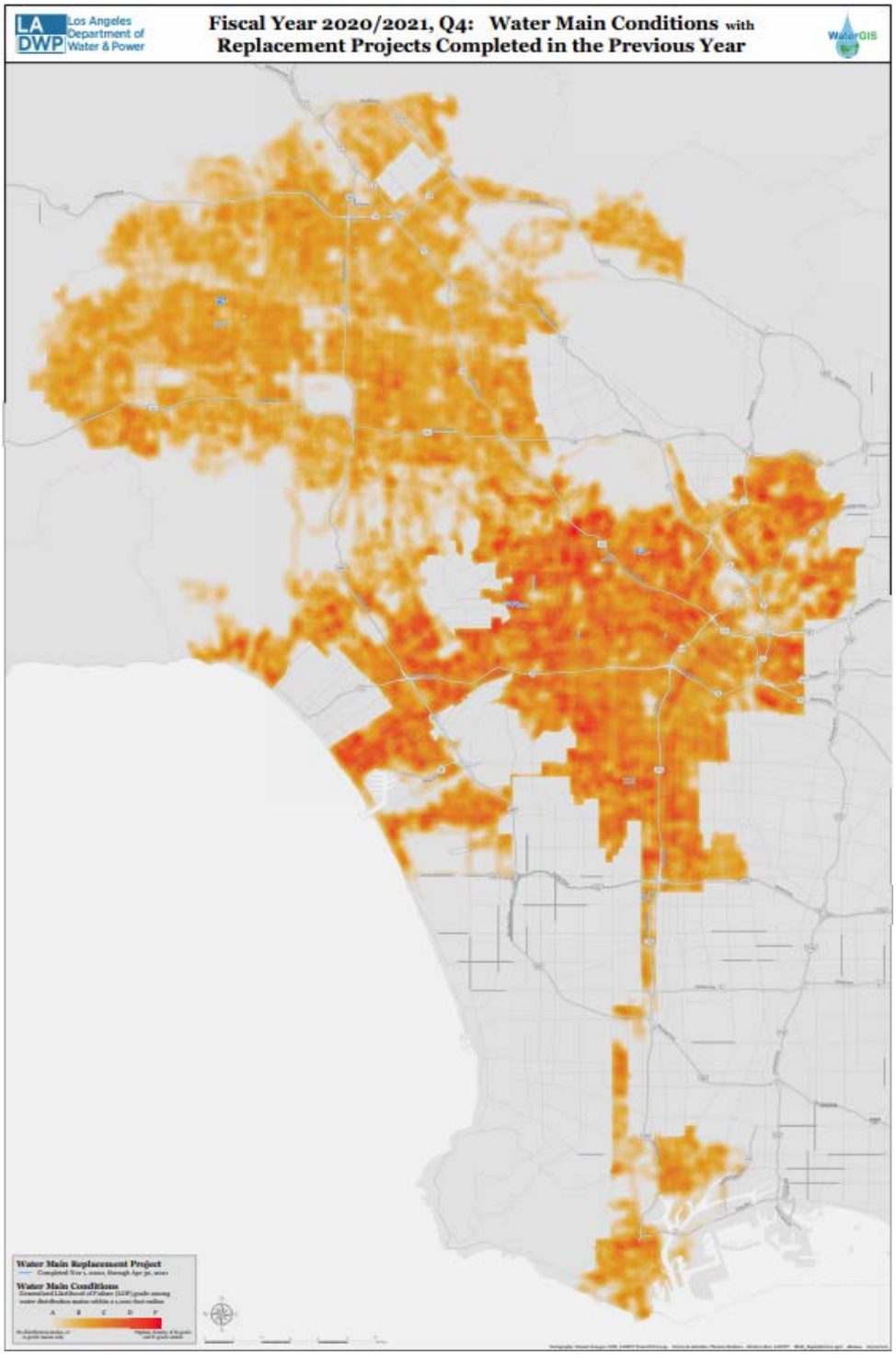
- The Water Quality Division has expanded the Hydration Station Initiative Program to other City and non-City entities to further improve access to high quality tap water throughout the City.
- In addition to RAP and GSD, LADWP has executed MOUs with LA Zoo, LAWA, and LAPL to support the Hydration Station Initiative Program as part of Mayor Garcetti's Green New Deal to install 200 hydration stations city-wide.
- Through the LADWP Community Partnerships Water Quality Grant, WeTap developed the Tap Water Talks series using an online platform to inform communities about LADWP's high quality water.

RESPONSIBLE MANAGER: Alvin Bautista Reporting Period: Nov 2020 – Apr 2021

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.



LADWP EQUITY METRIC – *Water System Probability of Failure & Planned Replacements (Water)*

RESPONSIBLE MANAGER: Alvin Bautista **REPORTING PERIOD: Nov 2020 – April 2021**
EQUITY CORE CATEGORY: Water Infrastructure Investment – Mainline Replacement

1. NARRATIVE / BACKGROUND

There are approximately 6,700 miles of water mains (pipes less than 24 inches in diameter) that make up 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 typically corroded cast-iron pipes that demonstrate frequent leaks and/or breaks. The Water System's mainline replacement program is critical towards providing continuous water service reliability to LADWP customers. Equity is achieved by focusing efforts to replace pipes throughout the City in areas that experience higher-than-normal pipe break rates, causing frequent water service disruptions to customers.

2. CRITERIA

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

3. GOALS and PROGRESS

- Replaced approximately 2.1 million feet of mainline since Mainline Replacement Program inception (2006)
- Pilot-tested alternative earthquake resilient pipe manufacturer to develop a competitive and diverse supplier base for resilient pipes
- Maintained a leak rate that, at under 12 leaks per 100 miles of pipe, is well below the national industry average of 25 leaks per 100 miles
- Set goals for mainline replacement effort to upgrade pipe infrastructure in parts of the City with the highest leak density.
- As of the end of April 2021, mainline replacement was approximately 71% of the 174,000 feet goal for Fiscal Year 2020/21. Crews are fully deployed as of this report, and achieving the footage goal will be strongly influenced by issues described below.

4. ISSUES

Rotational work assignments for field crews to minimize risks of transmission of the COVID19 virus have affected momentum for construction projects. Labor staffing, regulations, and additional work measures necessary to increase overall safety are other issues that are dealt with on a regular basis, which impact mainline replacement efforts.

5. OUTREACH STRATEGY / PLAN

- Utilize resource sharing among districts to systematically replace pipes in areas of greatest leak density
- Aggressively seek eligible candidates to hire and fill vacant and open positions
- Develop a Safety and Training Program that will continue to provide and promote safety and training to all existing and newly-hired employees
- 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

LADWP EMDI - Water & Power Infrastructure Investment

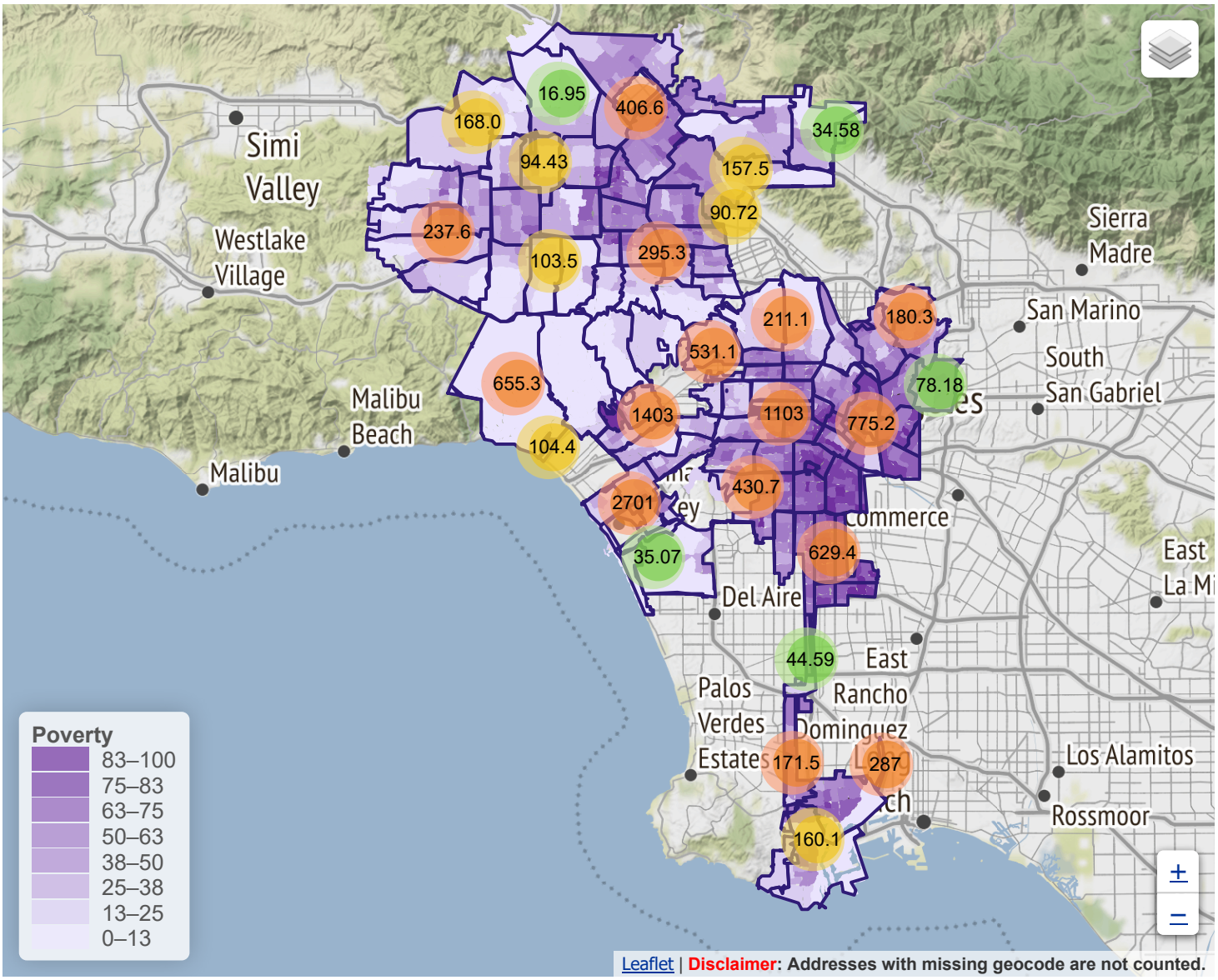
RESPONSIBLE MANAGER:Herman Cheng (Reporting Period: Nov 2020 - Apr 2021)

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

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 EMDI - Water & Power Infrastructure Investment

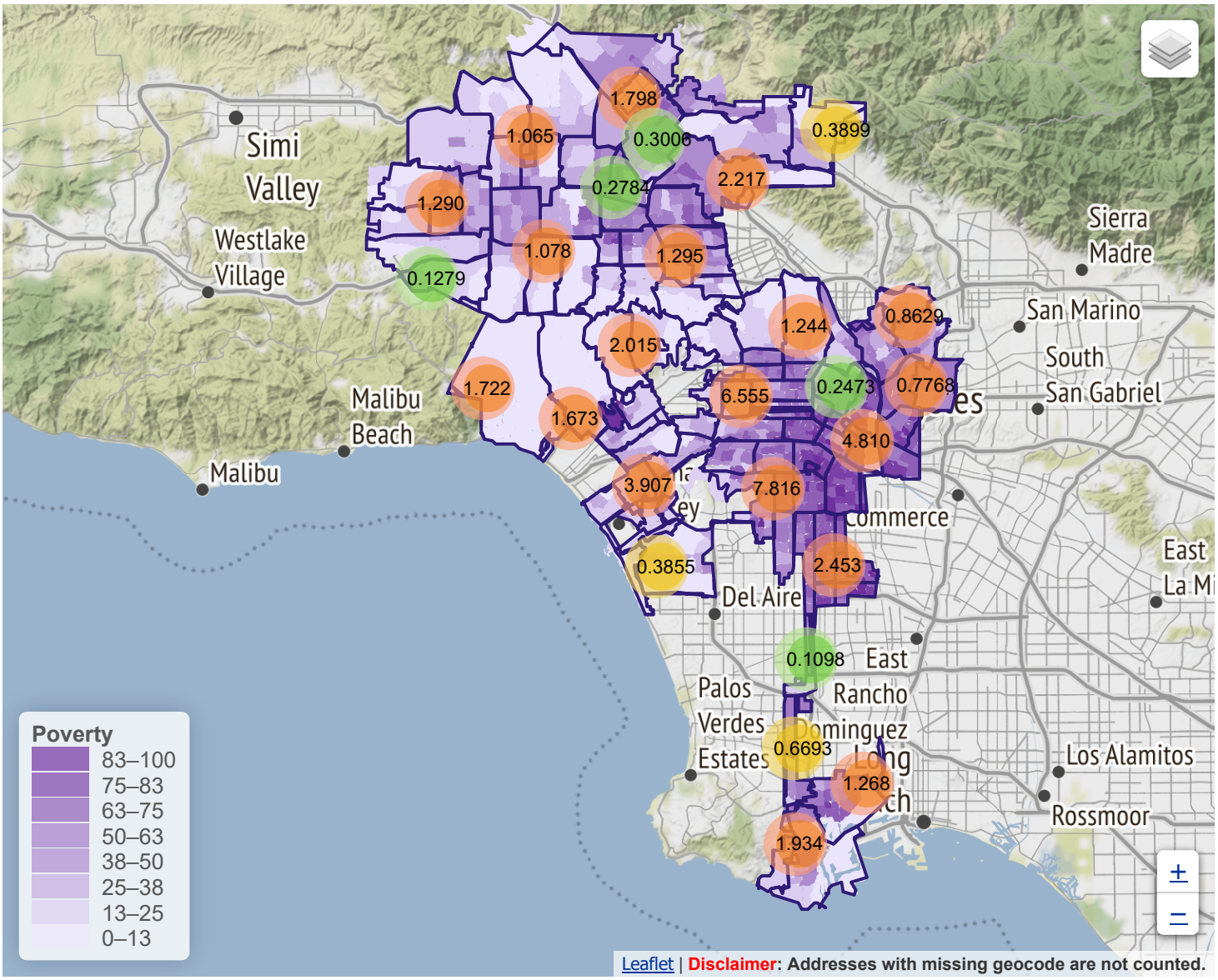
RESPONSIBLE MANAGER:Herman Cheng (Reporting Period: Nov 2020 - Apr 2021)

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.

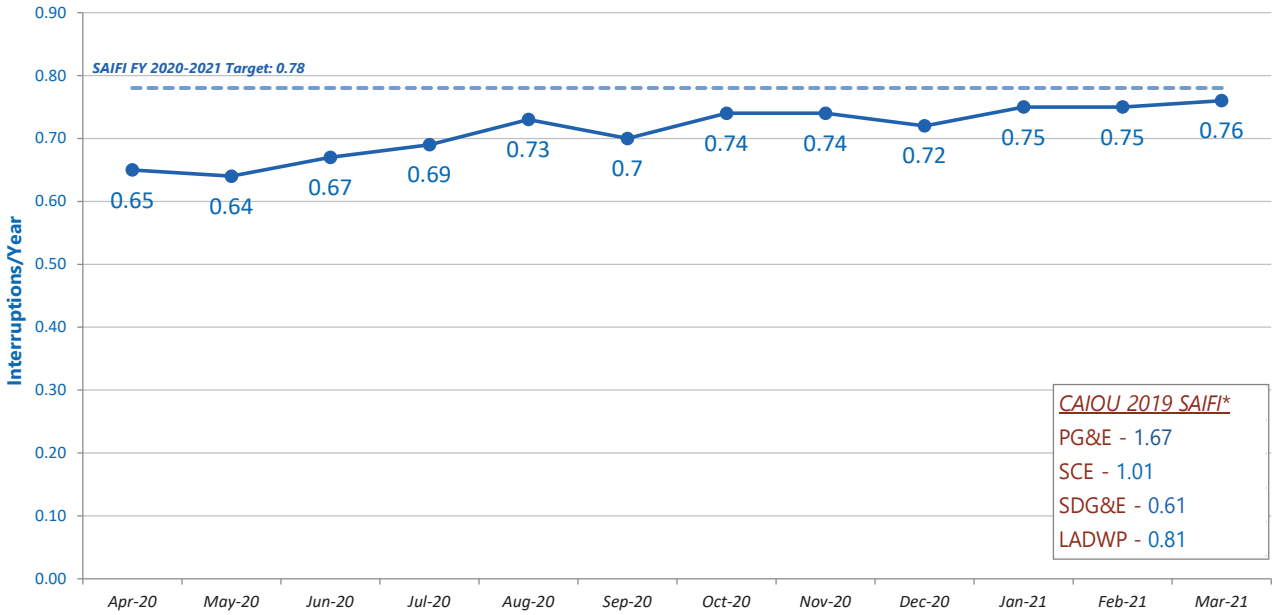


LADWP EQUITY METRIC – *SAIFI AND SAIDI (POWER)*

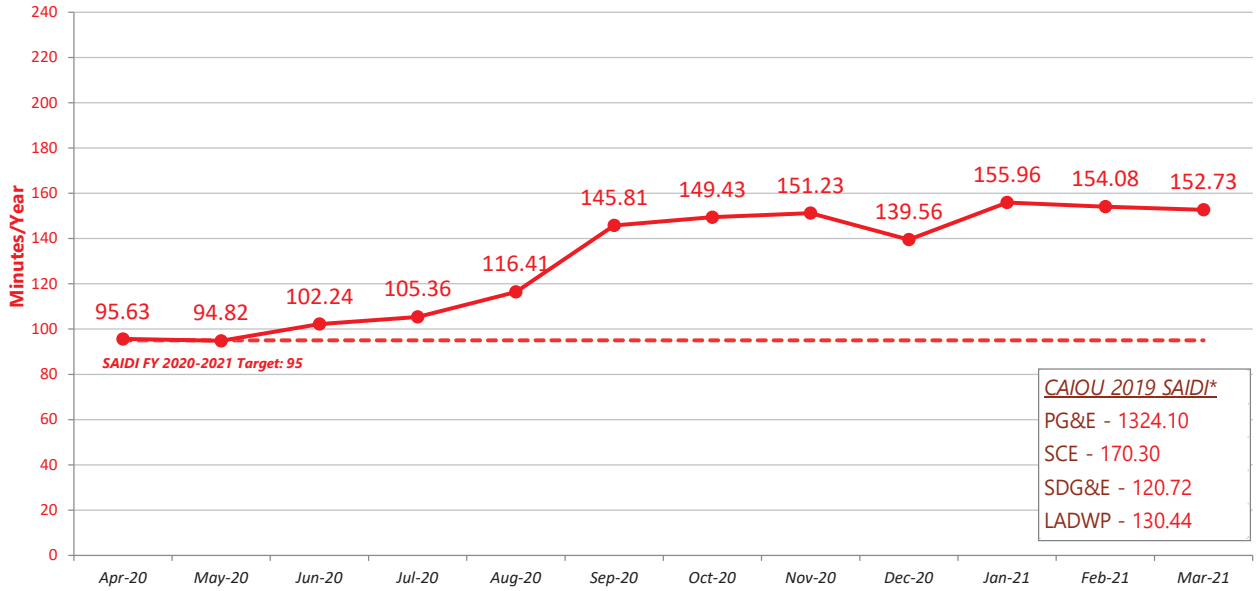
RESPONSIBLE MANAGER: Herman Cheng
EQUITY CORE CATEGORY: Water and Power Infrastructure Investment

REPORTING PERIOD: Apr 2021 **(**Rolling Data Ending Mar 2021)

Power Distribution Service Reliability Indices
System Average Interruption Frequency Index (SAIFI)



Power Distribution Service Reliability Indices
System Average Interruption Duration Index (SAIDI)



***CPUC is the source of CAIOU data (http://www.cpuc.ca.gov/General.aspx?id=4529).**
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 average number of sustained interruptions per year for each customer served during the 12-month period ending with the indicated month. Sustained interruptions are longer than 5 minutes in duration.

- SAIDI is the System Average Interruption Duration Index, which is the average duration of sustained interruptions (measured in minutes) per year for each customer served during the 12-month period ending with the indicated month. Sustained interruptions are longer than 5 minutes in duration.

- SAIFI and 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.

- SAIFI and SAIDI have to be combined together to accurately reflect the reliability performance of the distribution system.

- Updates to historical outage information during the preceding 12-month period may result in slight changes to SAIFI and SAIDI.

- 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, the Power Reliability Program (PRP) and Power System Reliability Program (PSRP) were enacted in 2007 and 2014, respectively, to assess LADWP's reliability performance through strategic replacement and maintenance of various assets. In addition to distribution assets, the PSRP 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. GOALS and ACHIEVEMENTS

- For FY20/21, the goal for SAIFI is 0.78 and SAIDI is 95.00 minutes.

- Based on the System Reliability, Restoration, and Response (SR3) Report conducted by Pandora Consulting Associates, LADWP's SAIFI and SAIDI were ranked in the 1st quartile in 2019 when compared to investor-owned utilities nationwide and in California.

4. ISSUES

- The reliability indices for March 2021 are SAIFI at 0.76 and SAIDI at 152.73 minutes.

- SAIDI is higher than normal due to severe weather events causing outages for prolonged durations, such as heat waves that lasted multiple days in August and September 2020, and wind storms of almost 100 mph in January 2021.

- Circuit Breaker (CB) failures, due to aging equipment and maintenance efforts continue to be a problem since 2014.

- Balloon-related outages were on a steady rise since 2014. Assembly Bill (AB) 2450 was introduced on February 14, 2018 and was approved by the Governor on September 5, 2018. AB 2450 requires 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. There were fewer than 340 balloon outages in 2019, a reduction of nearly 25% compared to the previous year. In June 2020, DS-32 Bank 1 tripped off due to balloons and affected 6 feeders.

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.

- LADWP has reached out to various Neighborhood Councils (NC), Neighborhood Associations (NA), and Homeowner Associations (HOA), including Westwood NC, Silver Lake NC, Venice NC, Palms NC, Crestview NA, Larchmont-Windsor Square, Bel Air-Beverly Crest NC, Doheny-Sunset NA, Brookside HOA, and Cheviot Hills HOA on reliability performance issues and improvement plans. LADWP has also conducted workshops for Key Accounts customers to educate them about our power reliability programs.

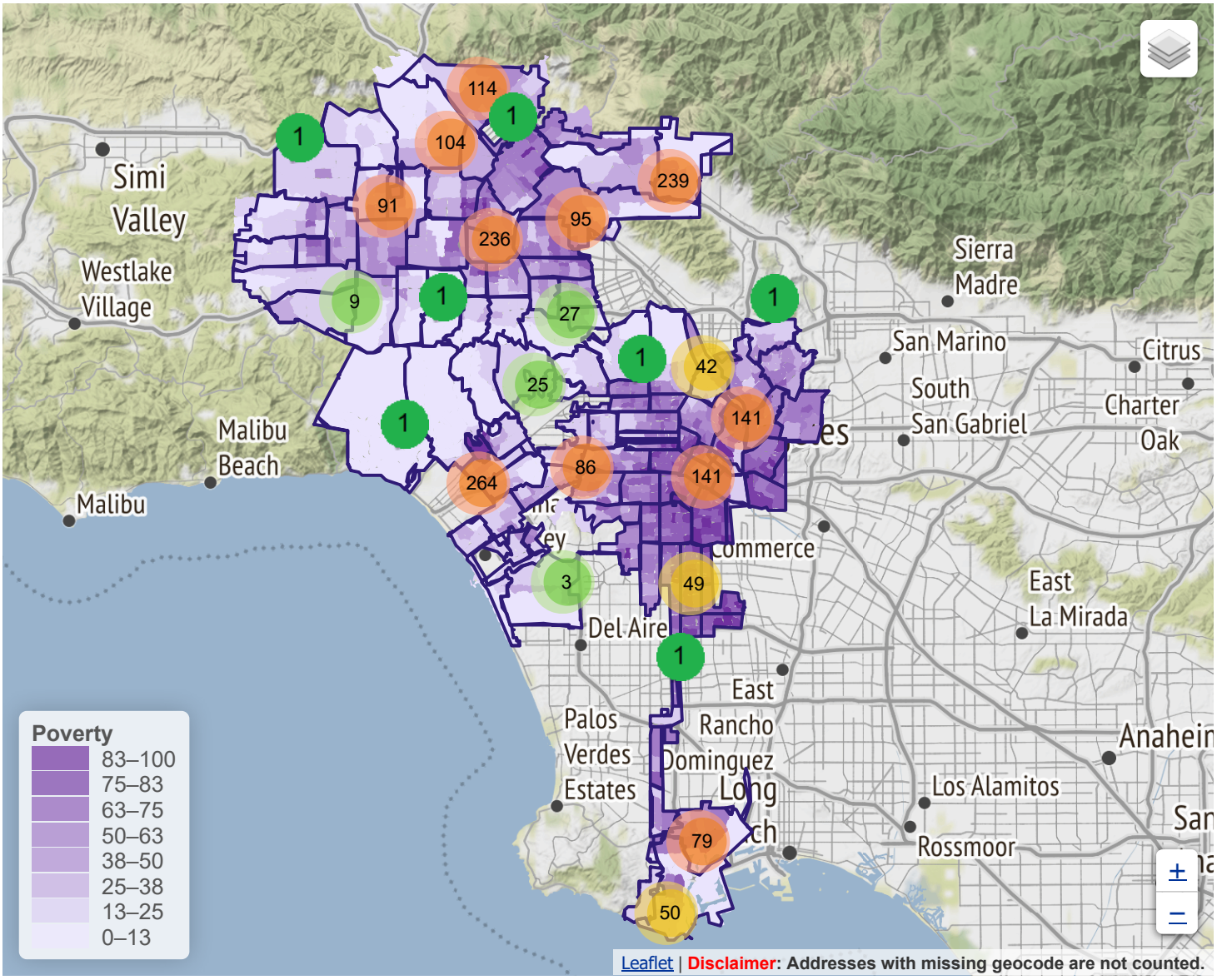
LADWP EMDI - Water & Power Infrastructure Investment

RESPONSIBLE MANAGER: Ruben Hauser

(Reporting Period: Nov 2020 - Apr 2021)

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)*

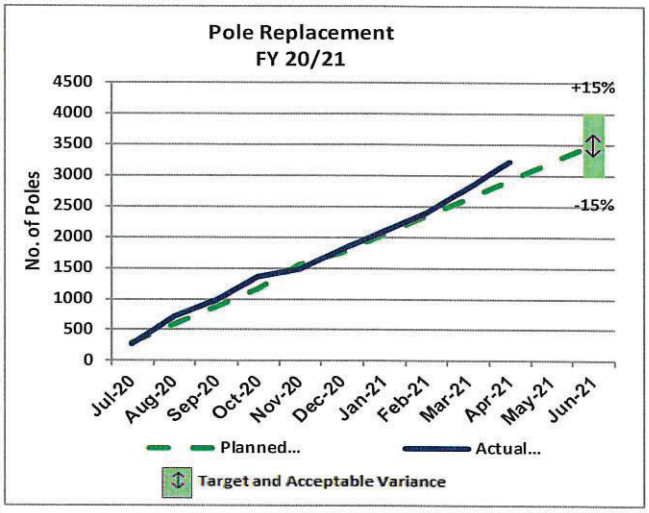
RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** April 2021
EQUITY CORE CATEGORY: Water and Power Infrastructure Investment

DEFINITION OF RATES METRIC: Number of Poles Replaced Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = 3,500; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

FYTD as of:	Planned (No.)	Actual (No.)	Variance		Re-Estimate
			No.	%	
Jul-20	292	272	-20	-6.8%	
Aug-20	583	711	128	22.0%	
Sep-20	876	981	105	12.0%	
Oct-20	1,168	1,355	187	16.0%	
Nov-20	1,549	1,483	-66	-4.3%	
Dec-20	1,752	1,813	61	3.5%	
Jan-21	2,043	2,089	46	2.3%	
Feb-21	2,335	2,397	62	2.7%	
Mar-21	2,628	2,811	183	7.0%	
Apr-21	2,919	3,214	295	10.1%	
May-21	3,212				
Jun-21	3,500				
Acceptable Variance			± 15%		



SOURCE OF DATA: Jobs P6322 (KPI # 04.01.01.03)

1. BACKGROUND / PURPOSE

- Replace 3,500 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 are prioritized for replacement by age and if they are rotten
- The DC&M Inspection program tests and identifies poles that need replacement.
- Fire mitigation and wildfire hardening also play a role in pole replacement

3. ACHIEVEMENTS / MILESTONES MET

- To date, the target was to replace 2,919 poles and the current actual number of poles replaced is 3,214.

4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual number of poles replaced is within the 15% threshold target.
- Replacements will vary month to month due to some jobs taking over a month to complete.

5. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD will evaluate the progress of the job and make necessary adjustments to assure goals are achieved.

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.

Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

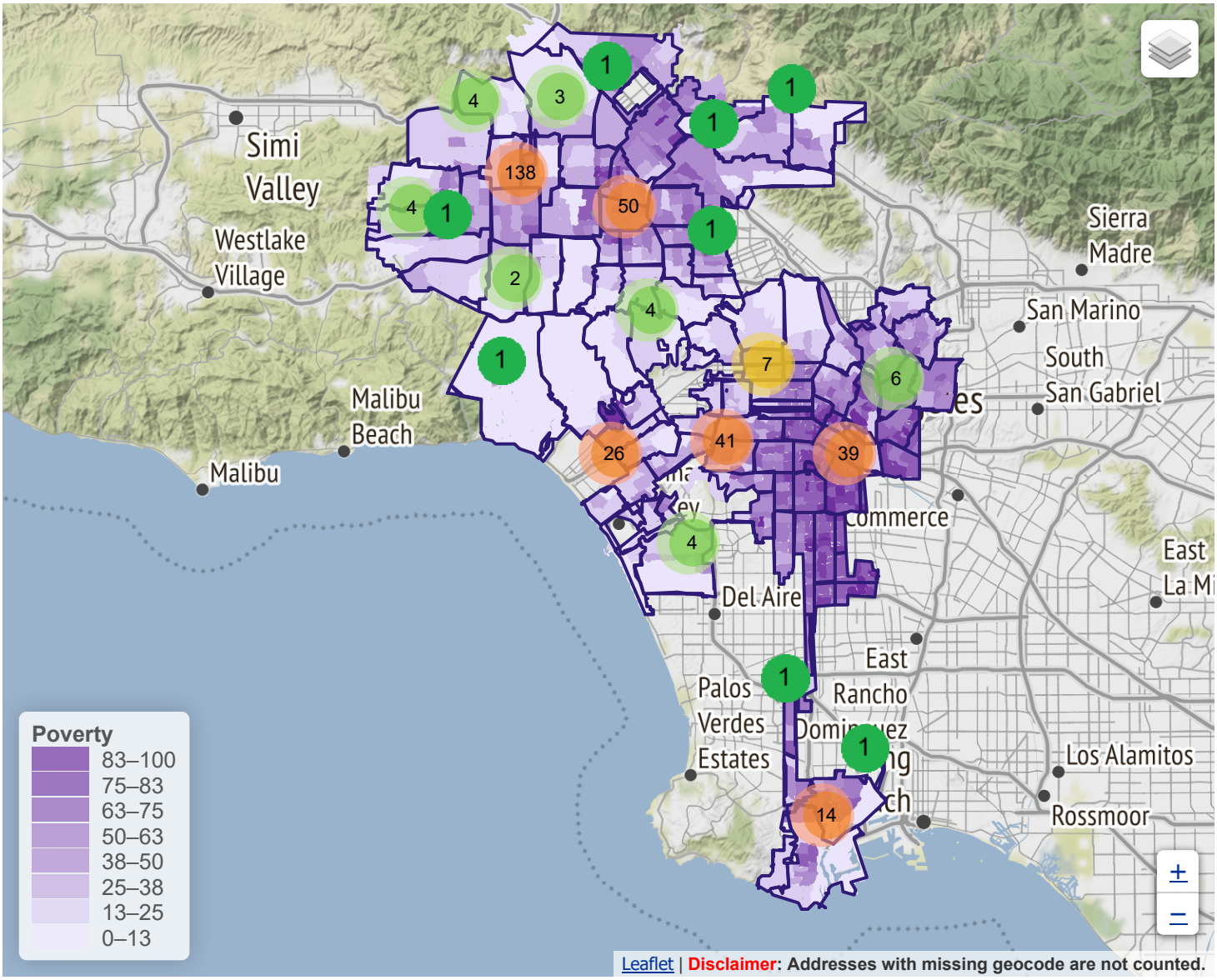
LADWP EMDI - Water & Power Infrastructure Investment

RESPONSIBLE MANAGER: Ruben Hauser

(Reporting Period: Nov 2020 - Apr 2021)

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



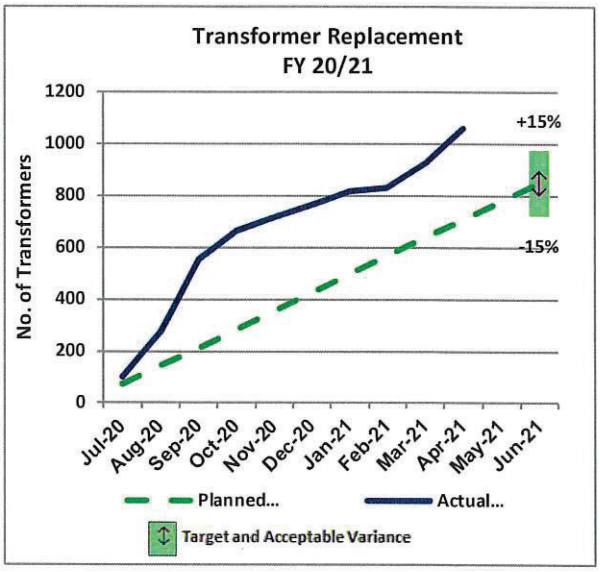
LADWP RATES/EQUITY METRIC – *Transformer Replacement (Power)*

RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** April 2021
EQUITY CORE CATEGORY: Water and Power Infrastructure Investment

DEFINITION OF RATES METRIC: Number of Transformers Replaced Against Plan
TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = 850; Acceptable Variance = ± 15%

STATUS: Exceeds Target

FYTD as of:	Planned (No.)	Actual (No.)	Variance		Re-Estimate
			No.	%	
Jul-20	71	100	29	40.8%	
Aug-20	142	271	129	90.8%	
Sep-20	212	553	341	160.8%	
Oct-20	283	661	378	133.6%	
Nov-20	354	717	363	102.5%	
Dec-20	425	764	339	79.8%	
Jan-21	496	818	322	64.9%	
Feb-21	566	830	264	46.6%	
Mar-21	637	926	289	45.4%	
Apr-21	708	1,058	350	49.4%	
May-21	779				
Jun-21	850				
Acceptable Variance			± 15%		



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

1. BACKGROUND / PURPOSE

- Replace 850 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 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).
- The Transformer Replacement target of 800 reflects the planned transformer replacement for job P6394 (Identify and Replace Distribution Transformers and Related Equipment). Additionally, there is a planned replacement of 50 transformers under job P6309 (System Transformer Installation/Upgrades). The actual transformer replacements reflect the transformers replaced under both Job P6394 and Job P6309.

2. CRITERIA

- Transformer replacements are identified through DC&M inspection programs or due to transformer failures or are at risk of failing. This includes wildlife hardening which has been identified and based on the urgency, includes replacement.

3. ACHIEVEMENTS / MILESTONES MET

- To date, the target was to replace 708 transformers and the current actual number of transformers replaced is 1,058.

4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual number of transformers replaced exceeds the ±15% threshold due to heat storms.
- An unusually large number of transformers were replaced during the heat storms in August and September.
- There were two heat storms this FY. August and September. The storms caused a lot of damage to OH transformers in the field, which we had to replace. After the August heat storm, we continued to replace old or overloaded transformers that had previously been identified by Distribution reliability. We suspected that there would be another heat wave so we wanted to be better prepared. Then the September heat wave hit and more transformers failed, which we had to change out. This caused a spike in the replacement numbers.
- The transformers are replaced after failure is identified or regular scheduled maintenance is required. The transformers are counted after being replaced whether due to heat or scheduled work.

5. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD will continue to monitor the job as the year progresses and will adjust priorities and resources accordingly. PTD will continue to monitor transformer

replacements throughout the FY.

- We will continue to replace transformers that have been targeted for replacement, but not at the amount we were doing this past summer. The variance has dropped since October and will continue until the summer heat begins in 2021. Adjustments are typically not made on a month to month basis. PTD is constantly monitoring the transformers and evaluating what needs to be replaced. Weather conditions may change throughout the year, affecting the amount of activity in any given month.

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 access to facilities for transformer replacements.

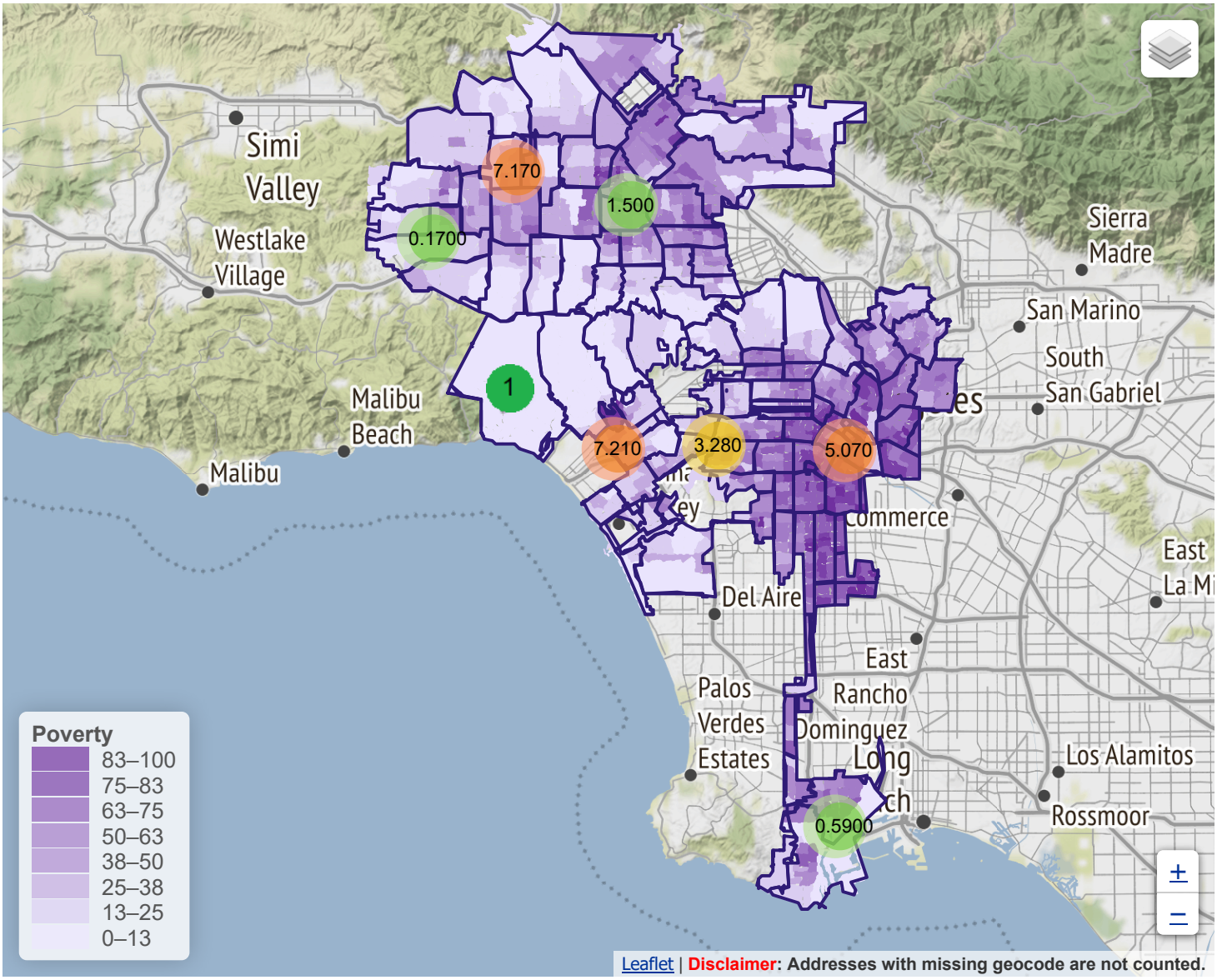
Within Acceptable Variance | Outside Acceptable Variance | Exceeds Target | Needs Attention

LADWP EMDI - Water & Power Infrastructure Investment

RESPONSIBLE MANAGER: Sager Farraj (Reporting Period: Nov 2020 - Apr 2021)

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.



CJB
SAF

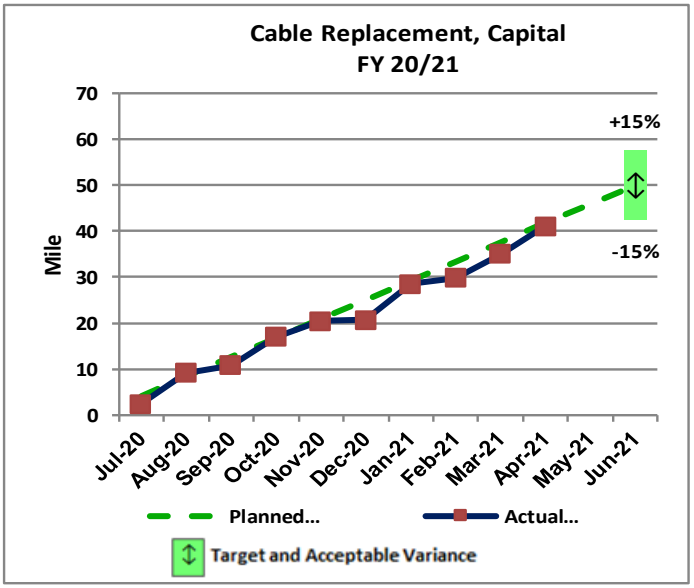
LADWP RATES/EQUITY METRIC – *Cable Replacement (Power)*

RESPONSIBLE MANAGER: Sager Farraj
Power Planning Development and Engineering Division
REPORTING PERIOD: April 2021
EQUITY CORE CATEGORY: Water & Power Infrastructure Investment

DEFINITION OF RATES METRIC: No. of Miles of Cable Replaced Against Plan
TARGET & ACCEPTABLE VARIANCE (FY 20/21): Target = 50 miles; Acceptable Variance = ±15%

STATUS: Within Acceptable Variance

FYTD as of:	Planned (Mile)	Actual (Mile)	Variance		Re-Estimate
			Mile	%	
Jul-20	4.2	2.4	-1.8	-42.9%	
Aug-20	8.4	9.2	0.8	9.5%	
Sep-20	12.6	10.8	-1.8	-14.3%	
Oct-20	16.8	17.0	0.2	1.2%	
Nov-20	21.0	20.5	-0.5	-2.4%	
Dec-20	25.0	20.7	-4.3	-17.2%	
Jan-21	29.2	28.5	-0.7	-2.4%	
Feb-21	33.4	29.8	-3.6	-10.8%	
Mar-21	37.6	35.0	-2.6	-6.9%	
Apr-21	41.8	41.1	-0.7	-1.7%	
May-21	46.0				46.0
Jun-21	50.0				50.0
Acceptable Variance			± 15%		0.0%



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

1. NARRATIVE / BACKGROUND

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

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 goal is to complete 50 circuit-miles for Fiscal Year 20/21.

4. PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION

- Variance through the month of April is 0.7 circuit-mile, 1.7% below target. Variance may vary month to month due to the timing of the District crews administratively closing the completed jobs in the system. Expenditures for cable replacement have incurred $4.6M overrun in the corresponding budget in Job P6306. Actual circuit-miles recorded are expected to be higher when the District crews close the completed jobs.

5. MITIGATION/RECOMMENDATION

- Distribution circuit design engineers have been compiling lists of cable replacement jobs under construction, identifying which jobs are completed or close to being completed and working with Districts crews to close the completed jobs.

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

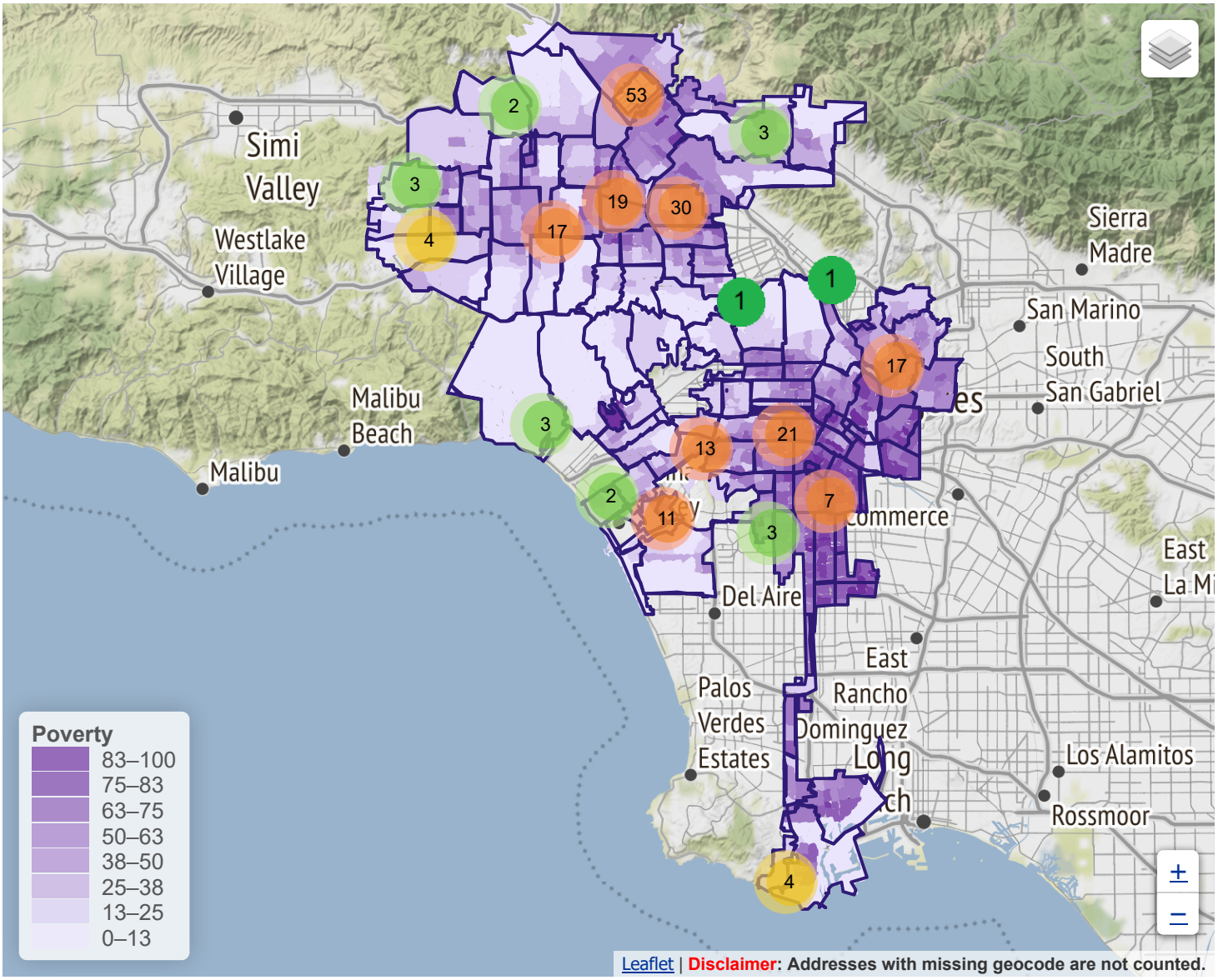
LADWP EMDI - Customer Incentive Programs/Services

RESPONSIBLE MANAGER:Terrence McCarthy (Reporting Period: Nov 2020 - Apr 2021)

Rain Barrel Rebates

LADWP provides residential customers rebates for up to two 50-gallon rain barrels or one cistern.

The numbers shown on the map are the number of rebates provided by geographic area.



LADWP EQUITY METRIC – *Rain Barrel Cistern Rebates (Water System)*

RESPONSIBLE MANAGER: Terrence McCarthy **REPORTING PERIOD: November 2020 – April 2021**
EQUITY CORE CATEGORY:

1. NARRATIVE / BACKGROUND

On April 29, 2019, Mayor Garcetti announced a revised sustainability plan called the Green New Deal. This plan tasked LADWP with sourcing 70% of water locally, capturing 150,000-acre ft/yr of stormwater, reducing per capita potable water use by 25% (GPCD) by 2035.

Rain Barrel and Cistern rebates not only work towards the goal of capturing stormwater for reuse, but also offsets potable water demands for landscaping irrigation.

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 Rebates
  - Rebated 144 rain barrels
  - Rebated 124 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, etc. Customers can access a video on proper rain barrel installation on the Department's YouTube Sustainable Landscaping playlist.

- LADWP also partners with non-profit organizations and external organizations to promote sustainable landscaping practices, such as stormwater capture at Hands on Workshops, California Friendly Landscape Training classes, Turf Removal classes and Garden Design classes.

- LADWP created a stormwater capture photo gallery on our California Friendly Landscaping website to assist customers in complying with sustainable landscaping rebate requirements.

- 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, etc.

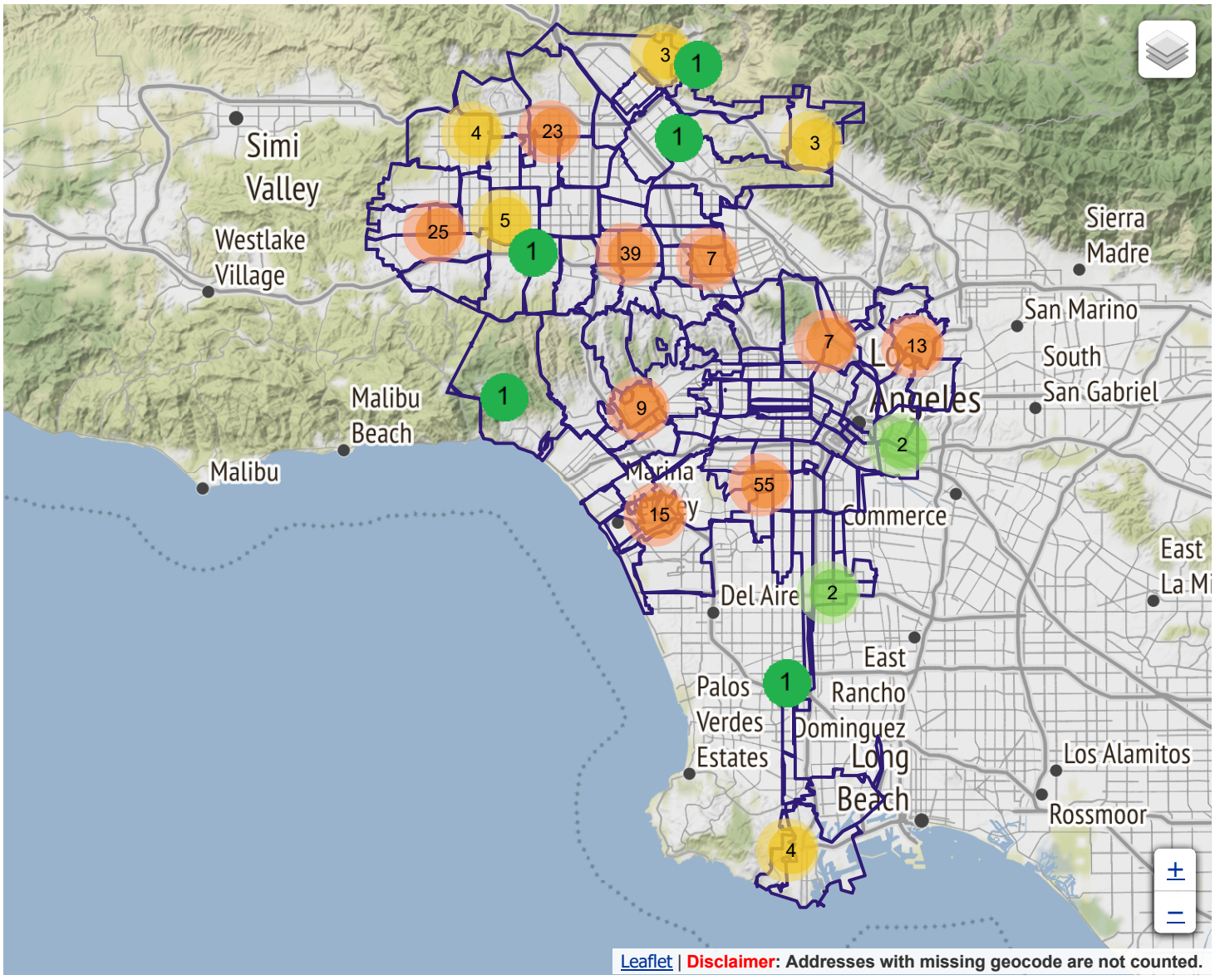
LADWP EMDI - Water & Power Infrastructure Investment

RESPONSIBLE MANAGER: Terrence McCarthy (Reporting Period: Nov 2020 - Apr 2021)

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.

The numbers shown on the map are the number of customers participating in the program by geographic area.



LADWP EQUITY METRIC – *Turf Replacement Rebates (Water System)*

RESPONSIBLE MANAGER: Terrence McCarthy 
EQUITY CORE CATEGORY:

REPORTING PERIOD: November 2020 – April 2021

1. NARRATIVE / BACKGROUND

On April 29, 2019, Mayor Garcetti announced a revised sustainability plan called the Green New Deal. This plan tasked LADWP with sourcing 70% of water locally, capturing 150,000 acre ft/yr of stormwater, reducing per capita potable water use by 25% (GPCD) by 2035.

Turf replacement efforts by LADWP customers help reduce potable water demand for landscape irrigation and bring us closer to our 25% GPCD reduction goal in 2035. In addition, the inclusion of stormwater capture features required for all our turf replacement rebates contributes towards our stormwater capture goals.

2. CRITERIA

- Residential Turf Replacement Rebate:
  - $3.00 per square foot (up to a maximum of 5,000 square feet)
- Commercial Turf Replacement Rebate
  - $3.00 per square foot for 250 to 50,000 square feet replaced
  - $1.00 per square foot for 50,001 to 7 acres replaced

3. ACHIEVEMENTS

- Residential Turf Replaced
  - 320,952 square feet of turf
- Commercial Turf Replaced
  - 60,128 square feet of turf

4. ISSUES

- None

5. OUTREACH STRATEGY / PLAN

- Despite the pandemic, LADWP has expanded workshops available to customers. In partnership with Metropolitan Water District, customers can virtually attend California Friendly Landscape Training (CFLT), Turf Removal workshops and Garden Design workshops. These series of workshops help customers gain the skills necessary to replace their turf with a sustainable California Friendly landscape.

- LADWP is authorizing another extension of its successful series of Hands on Workshops (HOWs) for an additional two years. HOWs educate customers on how to remove turf, grade for rainwater capture, install low water use plants, and convert to efficient drip irrigation. HOWs are expected to resume in the fall. In the meantime, customers can access the HOW curriculum via an online workbook.

- LADWP preliminarily launched the Turf Replacement Design Services program for select customers in March. Social distancing measures are being followed to allow LADWP and consultants to safely assess properties to provide a planting plan, irrigation plan, and a low water use plant list for customers at no cost. Full scale launch of the program is expected to occur in the summer timeframe.

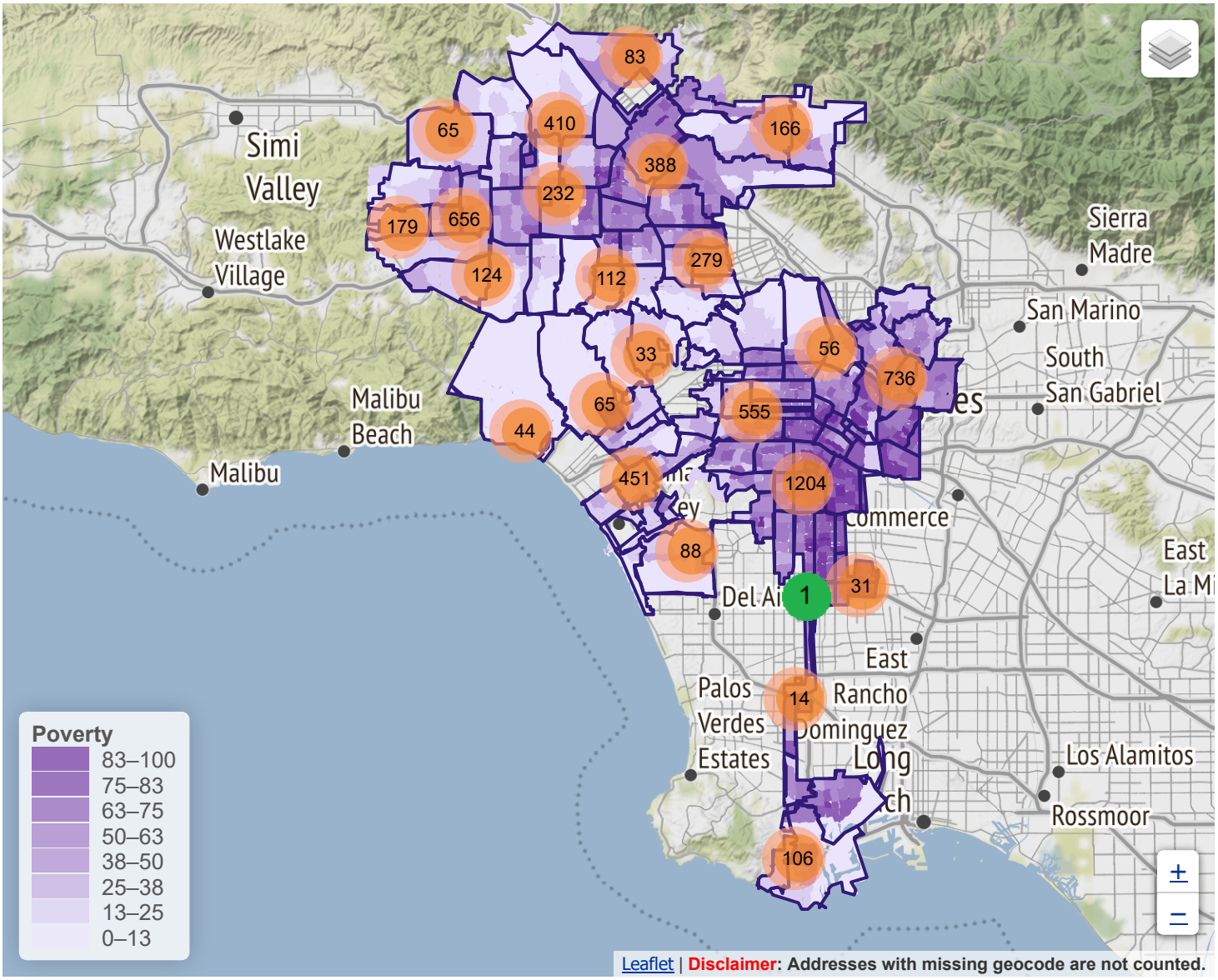
- LADWP offers planting templates, individual plant profiles and virtual tours of sustainable landscaping through the Lawn-to-Garden Transformation Section of our website. This site provides customers with design suggestions and installation instructions.

LADWP EMDI - Customer Incentive Programs/Services

RESPONSIBLE MANAGER:Craig Tranby (Reporting Period: Nov 2020 - Apr 2021)

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: 11/20 – 4/21**
EQUITY CORE CATEGORY: Customer Incentive Program/Services

1. NARRATIVE / BACKGROUND

The City Plants (CP) Program provides free shade trees for residents and property owners in Los Angeles to improve the city's tree canopy, air quality, stormwater retention and importantly, building energy efficiency. This program is operated by the City Plants team under the City's Board of Public Works and supported by LADWP. This program is critical to achieving the cumulative 15 percent energy savings target for LADWP, as it allows LADWP to partner with City Plants to prioritize and accelerate implementation of energy savings resulting from trees shading buildings. City Plants focuses on low-canopy communities, promoting healthy living and creating jobs.

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
- Street trees require commitment to water form (for 3 years) signed by customer
- Low canopy and low-income areas targeted
- Coordinates with LADWP Community Affairs and Council Offices to schedule distribution events in areas of need

3. GOALS AND PROGRESS

- 2019-21 MOU was approved in August 2019 and efforts outlined therein are well underway toward the distribution/planting of over 42,000 trees. However, the COVID-19 pandemic slowed down progress for a number of key months. Almost 26,000 trees have been distributed/planted under the MOU through April, the greenhouse gas equivalent to removing ~4,000 cars from the road for one year.
- Program continues to leverage CalFire grants to fund watering, pavement cuts, and additional plantings.
- Energy savings of about 6 GWh annually continue to be achieved.
- Tree adoptions have been modified to curbside pick-up events during the pandemic and have now gained momentum., increasing 112% from the prior 6-month period.
- The enhancement and expansion of the Griffith Park Commonwealth Nursery continues toward sourcing more local high quality trees in species desired. Several thousand donated seedlings are being grown and collaboration continues with partners regarding a local propagation strategy.

4. ISSUES

- Program was adjusted to accommodate social distancing and safety precautions, causing temporary delays in progress. Large tree adoption events were converted to online event with tree pickup. Canvassing of neighborhoods has been limited, with online and phone outreach increased.
- Disease, particularly shothole borer related, remains a central concern among urban forest professionals. The local USFS research center continues to focus research on the problem and potential mitigations.
- Easy opportunities for placing trees have become less frequent. Additional marketing and data-driven efforts have been focusing on low income communities in particular, a grassroots tree ambassador program is launching.

5. OUTREACH STRATEGY / PLAN

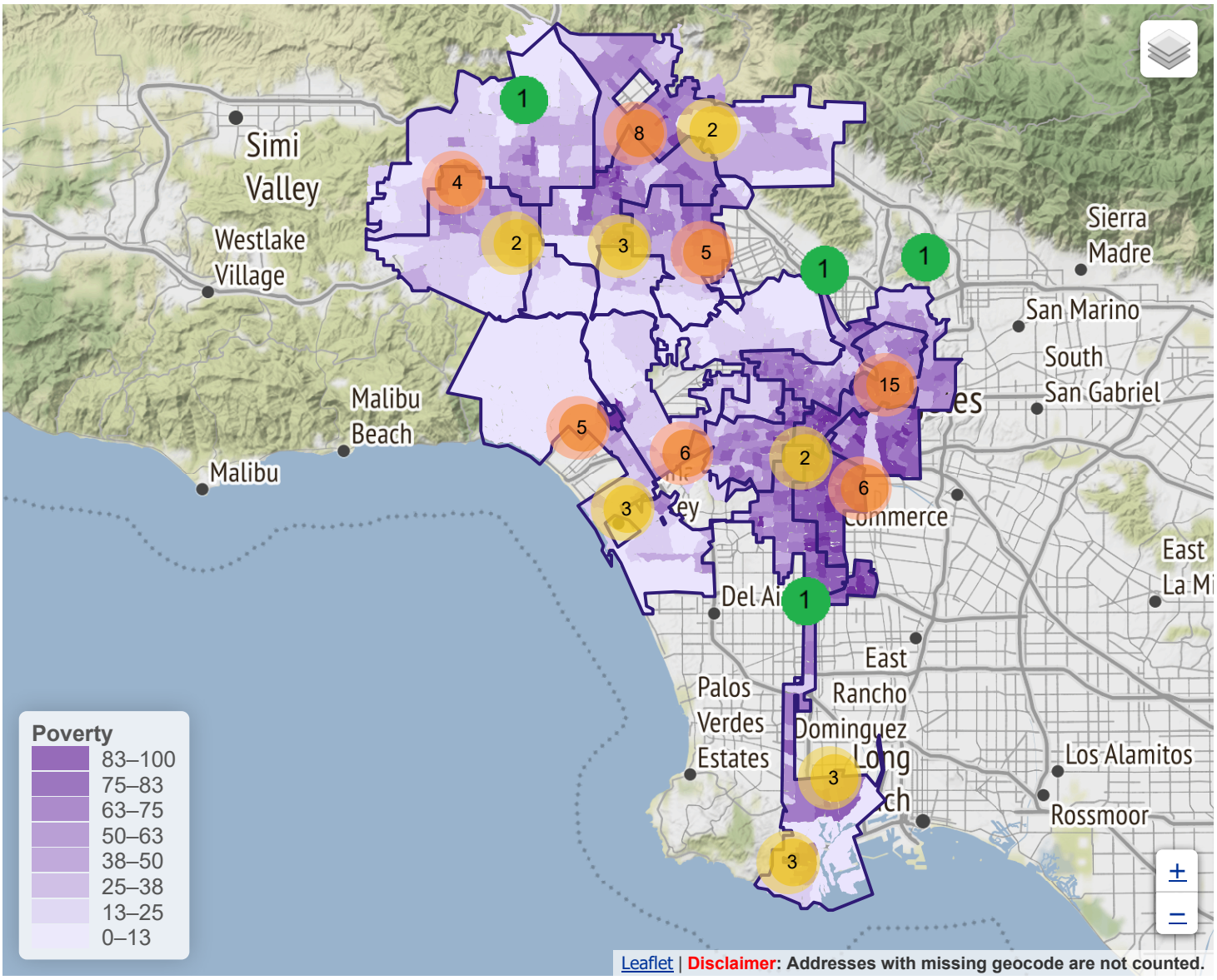
- Continue to use new co-branded collateral and materials with LADWP
- Coordination with LADWP efficiency programs, such as Home Energy Improvement Program, Turf Replacement incentive, and outreach grantees. These channels provide free tree information to new high propensity participants having relating interests.
- Coordination with several City Plants non-profit planting/distribution partners and elected City offices and neighborhood councils.
- During pandemic, adoption events converted to online events with tree pickup
- Website/Social Media
- Advertising

LADWP EMDI - Customer Incentive Programs/Services

RESPONSIBLE MANAGER:Steven Starks (Reporting Period: Nov 2020 - Apr 2021)

Commercial Direct Install

LADWP's Commercial Direct Install Program is available to qualifying businesses whose average monthly electrical demand is 250 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: 11-01-20 through 04-30-21**
EQUITY CORE CATEGORY: Customer Incentive Programs EQ KPI ID 14

1. NARRATIVE / BACKGROUND

The direct install program offers qualifying LADWP business customers free lighting and water efficiency upgrades resulting in a reduction of utility costs, electricity and water use, while improving operational efficiency. This program utilizes a third-party contractor, Lime Energy, to administer the enrollment of customers and assign subcontractors to perform the lighting retrofits. The program also utilizes LADWP Power, Construction and Maintenance (PCM) employees to perform the water measure upgrades. LADWP partners with the 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 250kW or lower

3. GOALS and PROGRESS

CDI has been suspended since March 2020 due to the pandemic, except for installations at vacant City of Los Angeles Recreation and Parks facilities.

FY 20/21 11-01-20 through 04-30-21

- Savings 1,688,314 kWh
- Savings 24 kW
- Savings 0 HCF
- 70 businesses completed

Short Term Target:
The restart of CDI is tentatively scheduled for July 1, 2021. The start may be delayed based on availability of skilled resources familiar with the program.

1. Reinvigorate the program post Covid-19 by engaging the local Community Based Organizations (CBO) to canvas under served service territories.
2. Reinstate and rehire sub-contractors familiar with the program through Local 11
3. Increase marketing and emphasize efforts toward the small business customers whom have been greatly impacted by the pandemic.

Mid-Term Target:

1. Meet 50% of pre-Covid-19 participation. Prior to Covid-19 CDI installations were close to 800 completions per month. This could be achieved by enrolling more small businesses as well as targeting educational facilities outside of LAUSD (colleges, trade-schools, private schools, etc.)
2. Reengage customer contact following COVID-19 safety protocols by resuming Field Verification appointments with internal Direct Install and Efficiency Solution Field Support staff.

Long-Term Target:
Provided short and mid-term targets are met, the long-term targets would be attainable seamlessly. A specific time frame is not possible to provide. When is contingent on the full reinstatement of CDI.

1. Attain pre-Covid-19 participation of 800 or more installation per month.
2. By meeting this target, CDI could report energy savings in excess of an estimated 7.2M kWh per month.

4. ISSUES

- Expectations of business customers (wanting services that the program does not offer)
- Projects that do not meet the established cost effectiveness requirements

5. OUTREACH STRATEGY / PLAN

Outreach to promote CDI has been severely impacted due to COVID-19 restrictions other than maintaining the program email in-box and compiling an interest notification list to contact customers once the program resumes.

- Outbound Canvassing – ***Currently on hold***; Existing Community Based Organizations (CBO) and other community organizations market the program and its availability to LADWP business customers
- Flyers – ***Distribution currently on hold***; Program flyers are distributed via outbound canvassing, community events support, and any other appropriate outreach channel likely to build program awareness
- Website – ***Website is periodically refreshed with program status to keep interested businesses updated;*** Program information in English and Spanish is available on the LADWP website

LADWP EQUITY METRIC – *Home Energy Improvement (Joint)*

RESPONSIBLE MANAGER: Steven Starks **REPORTING PERIOD: 11-01-20 through 04-30-21**
EQUITY CORE CATEGORY: Customer Incentive Programs EQ KPI ID 8

1. NARRATIVE / BACKGROUND

The direct install whole-house program offers LADWP residential customers free lighting and water efficiency upgrades to improve the home's envelope and core systems. The program is not limited to the low-income customer segment; however, this segment, which has the greatest need for efficiency measures, is prioritized. LADWP partners with the 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 residential customers
  - Single Family Homes
  - Multi-Residential Properties
- LADWP electric account holders

3. GOALS and PROGRESS

HEIP has been suspended since March 2020 due to COVID-19 restrictions and zero customer interaction.

FY 20/21 11-01-20 through 04-30-2021

- Savings 0 kWh
- Savings 0 kW
- Savings 0 HCF
- 0 installations completed

Short-Term Target:

The ramp up period may take 30 to 60 days provided skilled resources familiar with the program are reinstated. The restart of HEIP is tentatively scheduled for July 1, 2021:

1. Planning and implementation discussions with Power, Construction, and Maintenance (PCM) staff have commenced.
2. Currently consulting with Marketing - CPA team to redesign and update collateral program materials.
3. Reinvigorate the program post Covid-19 by engaging the local Community Based Organizations (CBO) working with the Shared Solar Program to enroll more multi-family apartment building.
4. Increase marketing and emphasize efforts toward the multi-family dwellings, specifically apartment buildings.

Mid-Term Target:

1. Resume pre-pandemic efforts to focus on multi-unit residential dwellings with the implementation of a separate application for this customer segment.
2. Power, Construction and Maintenance (PCM) will increase staff to fulfil concentration on multi-unit residential dwellings.
3. With Power, Construction and Maintenance (PCM) approval, make Saturday appointments available to participating customers.

Long-Term Target:

1. Create an online customer application.
2. Attain and exceed pre-Covid-19 installation which average 200 homes per month of single residential dwellings as well as showing significant increase in multi-residential dwellings.
3. Achieve customer energy savings of 4.5M kWh annually.

4. ISSUES

- Lack of customer trust that program is at no cost to them.
- Landlord refusal to allow participation
- Low participation in multi-residential buildings

- Homes with hazardous conditions (asbestos, mold, hazardous material, etc.) that prevent LADWP staff from completing the prescribed work.
- Lack of customer availability during the work week.
- Continued program suspension due to pandemic.
- Customer concerns with their personal and home's safety as work is performed.

5. OUTREACH STRATEGY / PLAN

Program outreach and promotion is suspended, except for response to inbound customer telephone and email inquiries.

- Direct Mail – ***Currently on hold;*** Mail batches are created according to council districts and zip codes and delivered to our vendor for mailing
- Flyers – ***Distribution currently on hold;*** Program flyers are distributed via direct mail, utilized for community events support, and any other appropriate outreach channel likely to build program awareness
- Website – ***Website is periodically refreshed with program status to keep interested customers updated;*** Program information is in English and Spanish, including both HEIP and HEIP Multi-Residential Applications are available on the LADWP website
- Program Outreach & Community Partnership Program – ***Currently on hold;*** Some of the grantees that participate in the POCP program provide services to hard-to-reach customers that help them participate in the program

LADWP EQUITY METRIC – *Refrigerator Exchange Program (Joint)*

RESPONSIBLE MANAGER: Steven Starks

REPORTING PERIOD: FY 20-21 (11/01/20 to 04/30/21)

EQUITY CORE CATEGORY: Customer Incentive Programs/Services

1. NARRATIVE / BACKGROUND

Refrigerator Exchange Program (REP) is a free refrigerator replacement program for low income customers to replace their existing older and inefficient refrigerators. The program was expanded beyond customers on the Low Income and Lifeline rates to include multi-family and mobile home communities; civic, community, and faith-based organizations as well as educational institutions. This program utilizes a third-party contractor, Appliance Recycling Centers of America (ARCA), to administer the pick-up of customers' old refrigerators, and their replacement with energy efficient units.

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, 2021, there were approximately 219,082 customers who are receiving services on a qualifying rate schedule (low income or lifeline) who may have qualifying units.

3. GOALS AND PROGRESS

PROGRAM IS CURRENTLY SUSPENDED DUE TO THE CORONAVIRUS PANDEMIC

- Since program inception, May 1, 2007 to April 30, 2020, a total of 134,443 refrigerators were exchanged for a savings of 108,198,884 kWh. Although the program remains suspended, 342 customers were in queue to receive program services prior to program shutdown, with an additional 522 customers who have been confirmed to be eligible to participate once the program resumes.
- Short Term Goal: Collaborate with Marketing and Communications team to create a program specific marketing plan which targets MUDs as well as increases program awareness.
  - Progress: Draft plan created. Plan is currently being revised by CMCA, to take into account possible modifications due to concerns regarding the spread of COVID 19. FY 21-22 Goal: Finalize marketing plan, present to the Board, and implement.
- Short Term Goal: Restart Program and Initiate a direct mail postcard campaign to promote program awareness to customers.

    - Progress: Identified the targeted customer demographic; customers on eligible rate schedules who have yet to participate in the program.
      FY 21-22 Goal: Compile the eligible customer list, initiate, and complete direct mail postcard campaign to all qualified customers.
- Mid-Term Goal: Work collaboratively with Vendor to identify potential qualifying customers within Multi-Unit Dwellings, MUDs. Focusing on MUDs located in Disadvantaged Communities, DACs, as well as those that are rented in accordance with Low-Income and Affordable Housing policies.
    - Progress: Thru this engagement 793 MUDs were engaged, 69 have been completed, totaling 2058 units exchanged.
      FY 21-22 Goal: Identify and engage 10 MUDs per month – 120 MUDs/yr. Although the program remains suspended, 7 facilities totaling 347 units have been pre-qualified.
- Long-Term Goal: Exchange 8,165 annually, once program has been restarted.
    - Identify additional avenues to increase program promotion, such as cross-promotion with the Home Energy Improvement Program, and collaboration with recognized entities that support income qualified customers, such as HUD.

4. <u>BARRIERS/ISSUES</u>

- Due to the concerns regarding the spread of COVID19, the Program was suspended March 19, 2020 and remains suspended. It is uncertain if customer demand for the program will remain the same as it was prior to the suspension or decrease due to concerns regarding the spread of the virus. In addition, due to Supply Chain disruption as a result of the pandemic, the wait time may be higher than pre-pandemic.
- Lack of individual customer awareness of program
- Lack of multi-family property awareness of the program
- Customer 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 inconvenience with coordinating and being present for two separate site visits, pre-inspection and delivery.
    - Lack of refrigerator features and options.

5. <u>OUTREACH STRATEGY / PLAN (ALL OUTREACH HAS BEEN SUSPENDED UNTIL PROGRAM IS RESTARTED)</u>

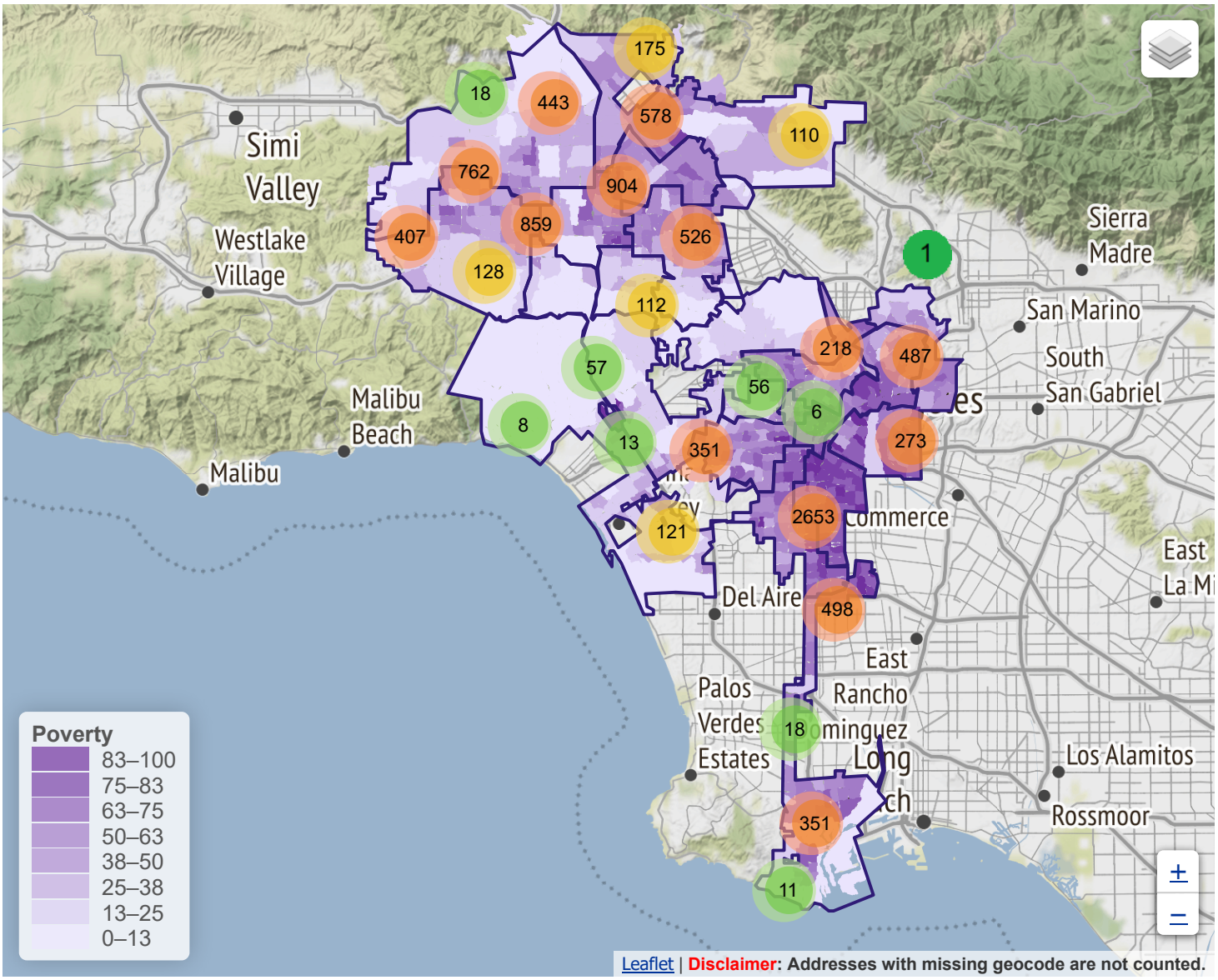
- Continued Marketing Campaigns via,
    - Reengagement of previous program applicants that ultimately cancelled their participation prior to receiving a new unit.
    - Direct Mailing
    - Customer Service Events
    - Bill On-serts
    - E-mail Blast
    - CBOs
    - Neighborhood Council Newsletters
    - 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

LADWP EMDI - Customer Incentive Programs/Services

RESPONSIBLE MANAGER: Steven Starks (Reporting Period: Nov 2020 - Apr 2021)

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: Steven Starks **REPORTING PERIOD: 11-1-20 – 4-30-21**
EQUITY CORE CATEGORY: Customer Incentive Program

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 and multi residential customers
- Customers who purchase and install qualifying equipment are eligible to participate

3. GOALS AND PROGRESS

Immediate Goals

Goal: Encourage the use of energy efficient options for certain home improvements, such as Attic Insulation. By keeping the program active and incentive levels static during the current economic situation, we continued to maintain a steady flow of rebate payments.

Progress: For the reporting period, the program is on average 40% below Efficiency Solutions' rising projected monthly targets.

Progress: Paid 10,243 rebates with energy savings of 3.4303 GWh in current reporting period (11-01-20 through 4-30-21)

Challenges/Barriers: Redirecting of experienced staff to EV Processing impacted CRP production and payments. Staff reporting restrictions due to COVID-19 presents challenges to prepare 1 weeks' worth of work and limits capability of addressing processing issues as they arise. Admin support was also very limited with only 1 of 3 team members reporting once a week.

Goal: Maintain production at 90% to 100% percent of pre-COVID 19 levels through execution of the CRU Telecommuting Plan.

Progress: The implementation of process improvements (internal processing checklist, internal CRM productivity report, visual samples, and contractor education) allowed our team to exceed pre-COVID 19 production levels. **Progress:** Rebate payments still continue to be mostly on-track despite COVID-19 restrictions. Maintaining monthly average of $2.1 million dollars in rebate payments.

Challenges/Barriers: Balancing two very robust programs (CRP & EV portfolio) with only USS-Bs, Emergency Appointment USS-C's, and 1 Senior USS. Also, having to redirect staff resources to assist program support team to maintain timely customer communications and mitigate customer complaints.

Mid-Range Goals.

Goal: Fill vacancies and train staff to meet sustained customer demand and ensure rebate processing and payments to residential customers, in a timely and efficient manner.

Progress: Onboarded 3 permanent USS-B staff. These staff have reached proficiency before the end of the reporting period.

Progress: Onboarded 8 new Emergency Appointment USS-C's in March 2021. They are continuing to develop proficiency and increase production levels.

Challenges/Barriers: Onboarding numerous employees in a short period of time while telecommuting without lead USS support created challenges for training and the QA process.

Goal: During the reporting period the Attic Insulation Program was suspended for redesign to better serve all stakeholders. The goal is to

relaunch the program in the 4th quarter of the current fiscal year.

Progress: We are in the initial planning stage. Planning delayed due to focus on EV rebate and CRP rebate backlogs.

Challenges/Barriers: The absence of a dedicated EV Processing Team hinders our ability to allocate time to developing the redesigned Attic Insulation program.

Long Term Goals.

Goal: Increase awareness of the Consumer Rebate Program in disadvantaged communities to improve equity of program offerings..

Progress: For current reporting period overall program participation was 14,739 applications. Of that total 16% were low income/lifeline customers.

Challenges/Barriers: Lack of adequate staffing limits our ability to establish channels with CMCA to develop collateral materials and participate in community outreach events.

Goal: Create a seamless customer service experience for customer inquiry and participation across the primary customer support channels.

Progress: Continuing to develop and fine tune our relationship with the CCC EV/Solar Program Support team to assist with phone calls and emails.

Challenges/Barriers: Not on track as a result of Program Support's continued staffing shortages and lack of dedicated positions, leading to high turnover which creates gaps and loss of institutional knowledge which affects the customer experience.

Goal: Complete the manuals of standard practice and visual sample application packages for the two remaining measures: Whole House Fan and Windows.

Progress: Continued development of manuals of standard practice for processing Consumer Rebate Program staff

Progress: Continued development of visual sample application packages and provided to participating contractors and customers to mitigate processing delays and reduce documentation resubmittals

Challenges/Barriers: Lack of adequate staffing limits our ability to accomplish desired deliverables.

Goal: Increase low income customer awareness to enhance participation. Work with Public Affairs and Customer Service to develop an email and mail campaign targeting low income customers 9/1/2021.

Progress: We are waiting on the new Income Qualified Customer Program team to be ready to develop strategies to increase awareness and participation through outreach

Challenges/Barriers: Balancing two very robust programs (CRP & EV portfolio) with only USS-Bs, Emergency Appointment USS-C's, and 1 Senior USS hinders our ability to dedicate time to this effort.

4. ISSUES

- Lack of an automated customer notification system for the purpose of expediting response to customer inquiries for applications submitted by mail and email due to CRU & CSS resource limitations.
- Ongoing COVID-19 Reporting restrictions for Admin and Staff availability continues to impact unit production
- Adequately developing 11 new staff members without lead resources
- The absence of customer workshops to assist them in completing rebate applications results in higher levels of incomplete applications
- The lack of educational workshops for contractors to assist with criteria needed for application packet submission creates avoidable communications to resolve application deficiencies.
- Current CRP Online Application does not contain all program offerings/measures.

5. OUTREACH STRATEGY / PLAN

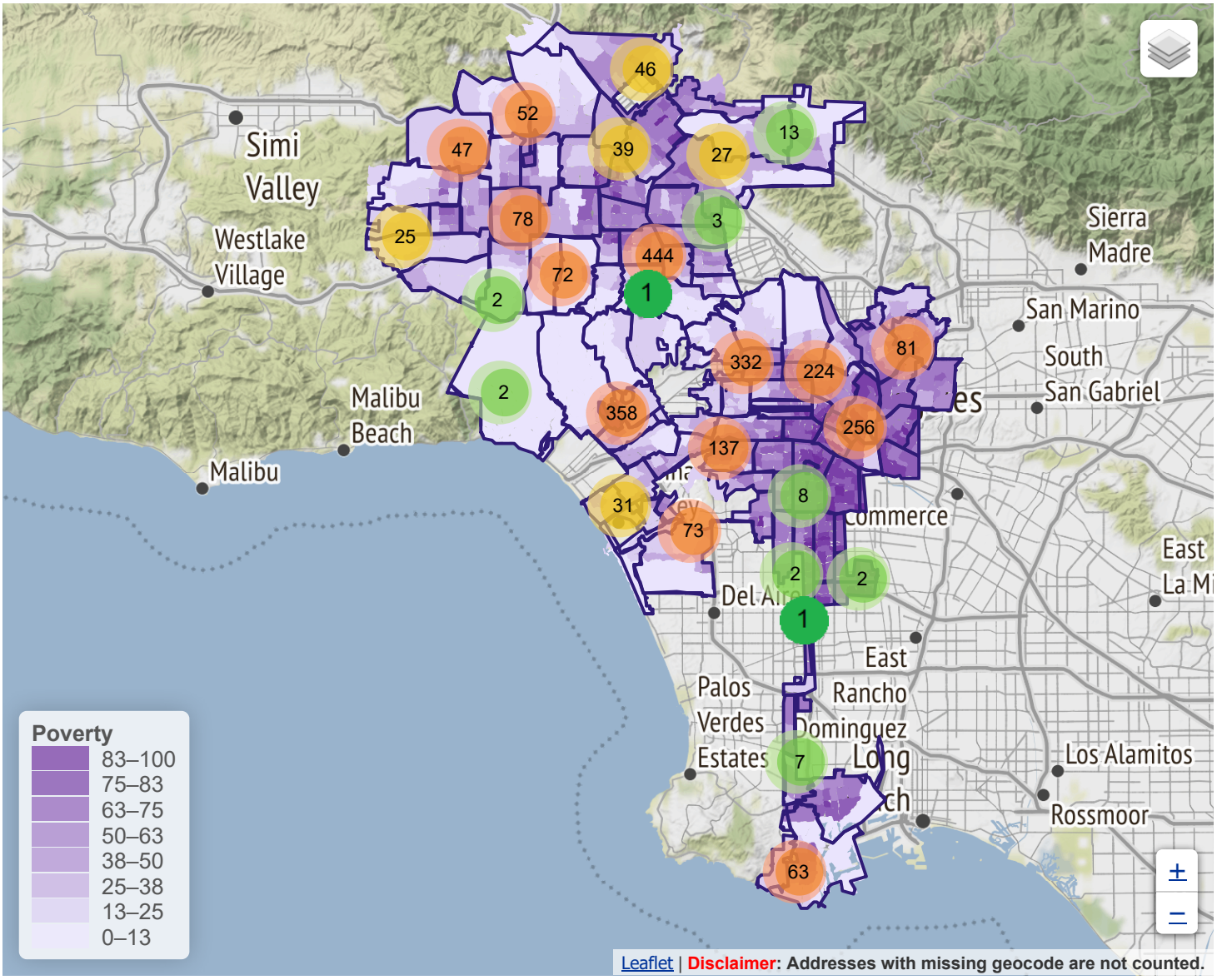
- Current outreach strategy to increase customer awareness of the program consists of utilizing LADWP website, email blast, customer contact, service center, and Consumer Rebate Program staff
- Partner with Community Based Organizations to raise program awareness and identify underserved communities, and to work with Public Affairs to develop specific targeted outreach efforts Future outreach strategy may include partnering with big box stores to promote rebate-eligible products
- Increase presence in more vendor and trade show events to market our program to a greater spectrum of LADWP customers

LADWP EMDI - Customer Incentive Programs/Services

RESPONSIBLE MANAGER:Scott Briasco (Reporting Period: Nov 2020 - Apr 2021)

Electric Vehicle Infrastructure

In support of LA's Sustainable City plan 2019 and LADWP's Clean GRID LA plan, the Electric Transportation Program seeks to promote the adoption of electric vehicles (EV) in the City of Los Angeles and to ensure EV charging infrastructure is distributed equitably throughout the City of Los Angeles in collaboration with other City Department and State Agencies. Infrastructure Goal: 10,000 commercial charges in the City of Los Angeles by 2022 through the Los Angeles Department of Water and Power's (LADWP) Charge-Up LA! As of Oct 2019, there were 3,439 EV Charging Stations installed, throughout Los Angeles.



LADWP EQUITY METRIC – *Electric Vehicle Infrastructure (Power)*

RESPONSIBLE MANAGER: Scott Briasco Scott Briasco
Power Planning, Development, and Engineering Division
EQUITY CORE CATEGORY: Customer Incentive Programs/Services

REPORTING PERIOD: April 2021

1. **NARRATIVE / BACKGROUND**

Source data: Jobs M5014, M5015, M5020, M5021, and P6059 (KPI No. 05.03.03.04)

- In support of LA's Sustainable City pLAn 2019 and the Los Angeles Department of Water and Power's (LADWP) Clean GRID LA plan, the Electric Transportation Program seeks to promote the adoption of electric vehicles (EV) in the City of Los Angeles and to ensure EV charging infrastructure is distributed equitably throughout the City of Los Angeles in collaboration with other City departments and state agencies.
- This program will facilitate EV adoption and usage to support LADWP's Strategic Long-Term Integrated Resource Plan (SLTIRP). According to LADWP's IRP, accelerating transportation electrification is the most impactful component of reducing overall Green House Gas (GHG) emissions.
- Infrastructure Goal: 10,000 commercial chargers in the City of Los Angeles by 2022 and 25,000 by 2025 through the LADWP *Charge-Up LA!* Rebate Program. This includes public, workplace, and multi-unit residential dwelling (MUD) chargers. Of those chargers, 4,000 will be targeted for installation on City property.
- Off-peak charging is encouraged through Time of Use (TOU) rates. LADWP is planning to develop a residential smart EV charging pilot to incentivize customers not on the TOU rate to charge at off-peak times. However, priority was given to launching new DC fast charging and medium/heavy-duty rebates, delaying the development of the smart charging pilot. Third party options are being explored to launch a smart charging rewards pilot by Q1 2022.
- 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.
- Minimize impact to the Distribution System.

2. **CRITERIA**

- Install or support the installation of EV charging stations, including public, workplace, and fleet chargers at City and LADWP locations using a combination of rebates and funds from the sale of Low Carbon Fuel Standard (LCFS) credits.
- Residential: LADWP's Residential EV Charger Rebate Program provides residential customers up to $500 per installed charger and an extra $250 for a dedicated TOU meter.
- Commercial: LADWP's commercial Level 2 EV charger Rebate Program provides commercial customers up to $4,000 per installed charger for up to 40 chargers per property. Starting Q4 2020, LADWP offered an additional $1,000 rebate per Level 2 charging station installed in disadvantaged communities in order to increase access to charging in these underserved communities. This applies to public, workplace, and MUDs. In August 2019, LADWP launched DC Fast Charging rebates for light-duty EVs up to $75,000 depending on the power output of the charging station. Medium/heavy-duty rebates were also launched for equipment to charge Class 3 through Class 8 EVs, providing up to $125,000 depending on the power output of the charging station. Rebate Terms and Conditions determine eligibility.
- Used EV: LADWP's Used EV Rebate Pilot Program provides residents in LADWP service territory up to $1,500 towards the purchase of a qualifying used electric vehicle or plug-in hybrid electric vehicle.
- Collaborate with all LA City agencies, creating partnerships which enable the

installation of more EV chargers through a combination of grants, rebates, and LCFS funds.

- Administer agreements between third party EV Supply Equipment (EVSE) service providers and LADWP properties.
- Site selection for the installation of new EV chargers are made based on an evaluation of electrical capacity, available parking, and operational considerations. Sites located in CalEnviroScreen which are designated as disadvantaged communities are given greater priority where possible.

3. ACHIEVEMENTS

Charger Installations*:

FYTD as of:	Target	Actual	Variance		Re-Estimate
			Unit	%	
20-Jul	300	246	-54	**-18%**	
20-Aug	600	652	52	**9%**	
20-Sep	900	934	34	**4%**	
20-Oct	1200	1439	239	**20%**	
20-Nov	1500	1497	-3	**0%**	
20-Dec	1800	1875	75	**4%**	
21-Jan	2100	2029	-71	**-3%**	
21-Feb	2400	2717+	317+	**13%**+	
21-Mar	2700	3037	337	**12%**	
21-Apr	3000	3439	439	**15%**	
21-May	3300				
21-Jun	3600				

*This table counts charger installations that LADWP has supported either through direct installs or incentives. It is the sum of installations that were completed by LADWP crews and those that were incentivized by LADWP EV charging station rebates (Residential and Commercial) this Fiscal Year.

Rebates Issued**:

FYTD as of:	Used EV	Residential	Commercial	Total
20-Jul	43	0	230	273
20-Aug	81	95	541	717
20-Sep	204	95	818	1117
20-Oct	204	267	1138	1609
20-Nov	278	267	1191	1736
20-Dec	370	334	1502	2206
21-Jan	370	424	1507	2301
21-Feb	430	487	2132+	3049+
21-Mar	465	578	2359	3402
21-Apr	599	603	2733	3935
21-May				
21-Jun				

** **Attachment A** indicates the quantity of rebates issued and total charging stations rebated per zip code.

- Used EV rebate program had limited participation at $450 and was increased to $1,500 in November 2019 to encourage participation. In addition, an electronic application was launched for the Used EV Rebate Program in November 2019 to improve customer experience in applying for the Used EV rebate. Over 1,100 applications were received for the program in calendar year 2020. Additionally, LADWP is working on revising the program to have a rebate adder of $1,500 for customers that are currently on the low income rate or residing in affordable housing within the City of Los Angeles.

4. ISSUES

- The EV program was approved for seventeen (17) positions in FY 18/19. Fourteen (14) positions have been filled.
- To encourage more EV adoption by customers in disadvantaged and low income communities, LADWP is developing a revised Used EV Rebate Program for Q4 of calendar year 2021 to include an additional rebate amount for customers who qualify for the low income discount rate.
- The residential charging station rebate program has had limited participation in 2020. Some customers cannot afford to front the initial cost of charger installations.
- LADWP Electric Transportation Program staff are recommending to revise the current residential charging station rebate amount from $500 to up to $1,000 to cover the cost of purchasing and installing a Level 2 smart charging station, and an additional $1,000 to cover the cost of installing a dedicated meter. A dedicated EV meter is required to make the customer eligible for the offpeak charging rate, which provides a 2.5 cents per kilowatt-hour discount for charging after 8:00pm.
- An electronic application for the Residential EV Charging Station Rebate was in development to be launched in Sept 2020. However, this has been postponed to Q3 of calendar year 2021 due to a delay in obtaining a third party agreement needed

+Data from Feburary 2021 is a new number. There were discrepancies in previous month's actuals. To provide the most accurate data, amounts in the Charger Installations and Rebates Issued tables were adjusted. Discrepancies sometimes occur when changes are made to rebate orders that are retroactively dated.

for the programming resources to modify Customer Connect.
- Vandalism remains an issue in some areas.
- LADWP did not have the ability to provide an electronic application for the Commercial EV Charging Stations Rebate Program. As of April 2021, Customer Service Division has now obtained the technical expertise through a third party contract for the resources necessary to perform the programming needed to provide the web interface for the electronic application, and will be launching a kickoff to initiate those projects.

5. **OUTREACH STRATEGY / PLAN**
   - Outreach efforts include print collateral in customer centers, website content, social media posts, ride and drives and community events.
   - EV program information will continue to be presented at neighborhood council virtual meetings, non-profit and environmental organizations and at various community and business events.
   - LADWP participates in a minimum of four major in-person EV events including the National Drive Electric Week, LA Auto Show, and various other ride and drive events. These have been put on hold due to COVID-19 restrictions. The program staff are exploring other avenues for outreach, such as virtual engagements and webinars with various community groups.
   - After restrictions are lifted, LADWP will continue to participate at various community events to promote electric transportation.
   - Membership in CalETC, CalStart, and Veloz to conduct outreach and develop market research needed to implement critical incentives for our customers such as state EV rebates, and other benefits such as HOV lane access.
   - Support legislation and policy through CalETC, CalStart, and Veloz to promote EV adoption.
   - A draft marketing and educational outreach plan has been developed in collaboration with Communications and Marketing team to increase awareness and participation in the program in underserved and disadvantaged communities (DACs). The plan is targeted for completion by Q3 2021 and will begin implementation in FY 21/22.
   - Customers can access LADWP's EV Rebate Program through LADWP.com/EV.
   - The Electric Transportation Program staff is working with the Communication and Marketing team to issue a task order for a third party vendor to deploy a centralized web platform to provide up to date content on EVs and charging stations with a focus on making information more accessible to LADWP's customers living in DACs and designated low-income communities.
   - Participate in the LA City EV Task Force to promote charging infrastructure installations on other City properties.

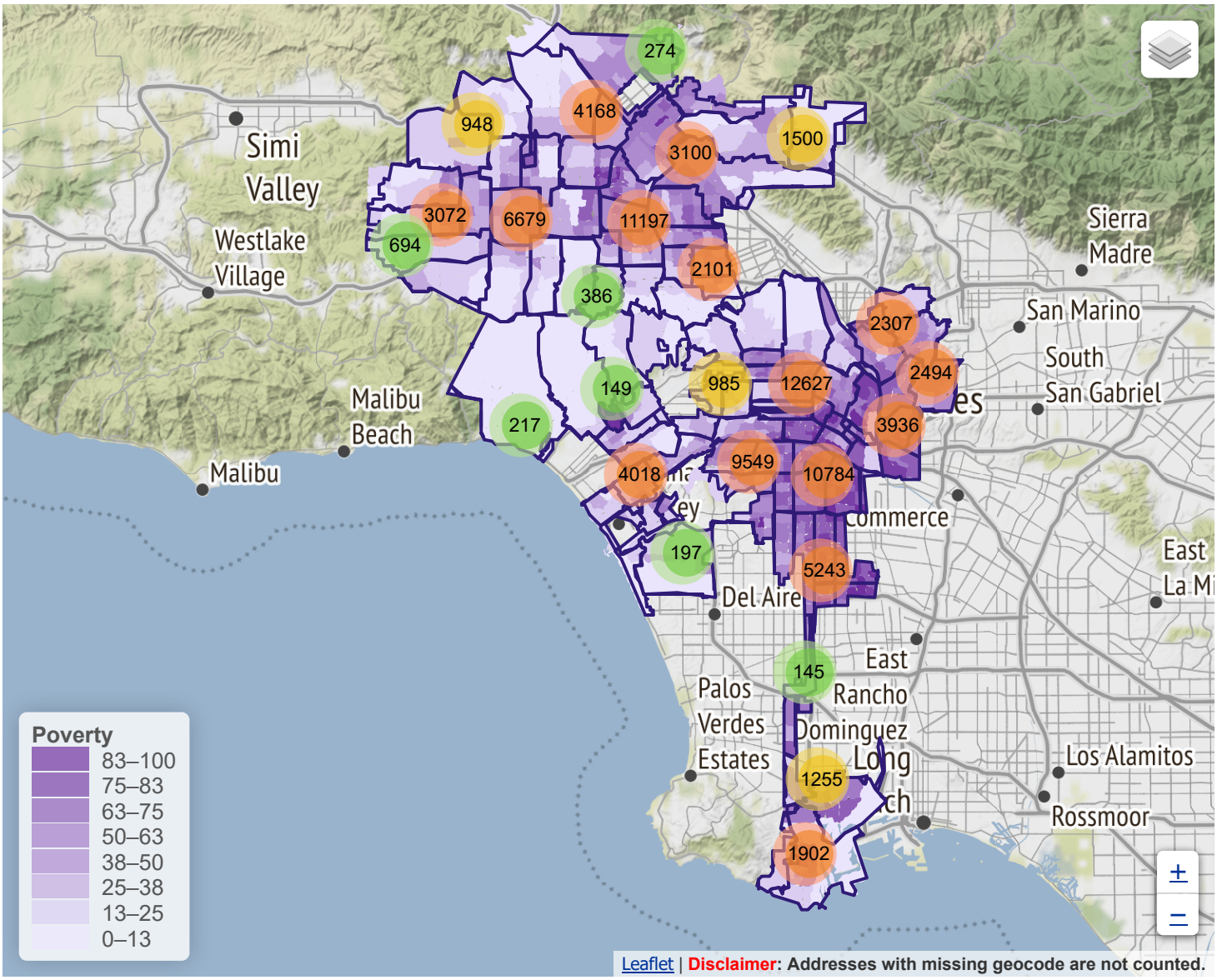
LADWP EMDI - Customer Incentive Programs/Services

RESPONSIBLE MANAGER: Gerren Edwards (Reporting Period: Apr 2021 - Apr 2021)

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 based on their income and household size.

The numbers shown on the map are the number of customers participating in the program by geographic area.



LADWP EQUITY METRIC – *Lifeline Discount Metric*

RESPONSIBLE MANAGER: Gerren Edwards – Assistant Director, Billing **REPORTING PERIOD: FY 2020-2021**
EQUITY CORE CATEGORY: Customer Incentive Programs/Services

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 are exempted from paying the Utility Users Tax (UUT) and 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 customers.

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 $41,800 for the prior calendar year

**Applications are submitted directly to the City of Los Angeles Office of Finance.*

3. ACHIEVEMENTS

- As of April 2021, there are approximately 94,208 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

- No Online application submission process
- Limited visibility into customer application submittals, which are managed by the Office of Finance, until they are approved

5. OUTREACH STRATEGY / PLAN

Lifeline Applications can be obtained by the following:

- Mailed via contact with Customer Contact Center
- Online at LADWP.com and FINANCE.LACITY.org (available in both English and Spanish)
- Local community outreach events and at any of the 15 Customer Service Centers

Future Plan:

- Increase outreach through governmental agencies

LADWP EMDI - Customer Incentive Programs/Services

RESPONSIBLE MANAGER: Gerren Edwards (Reporting Period: Nov 2020 - Apr 2021)

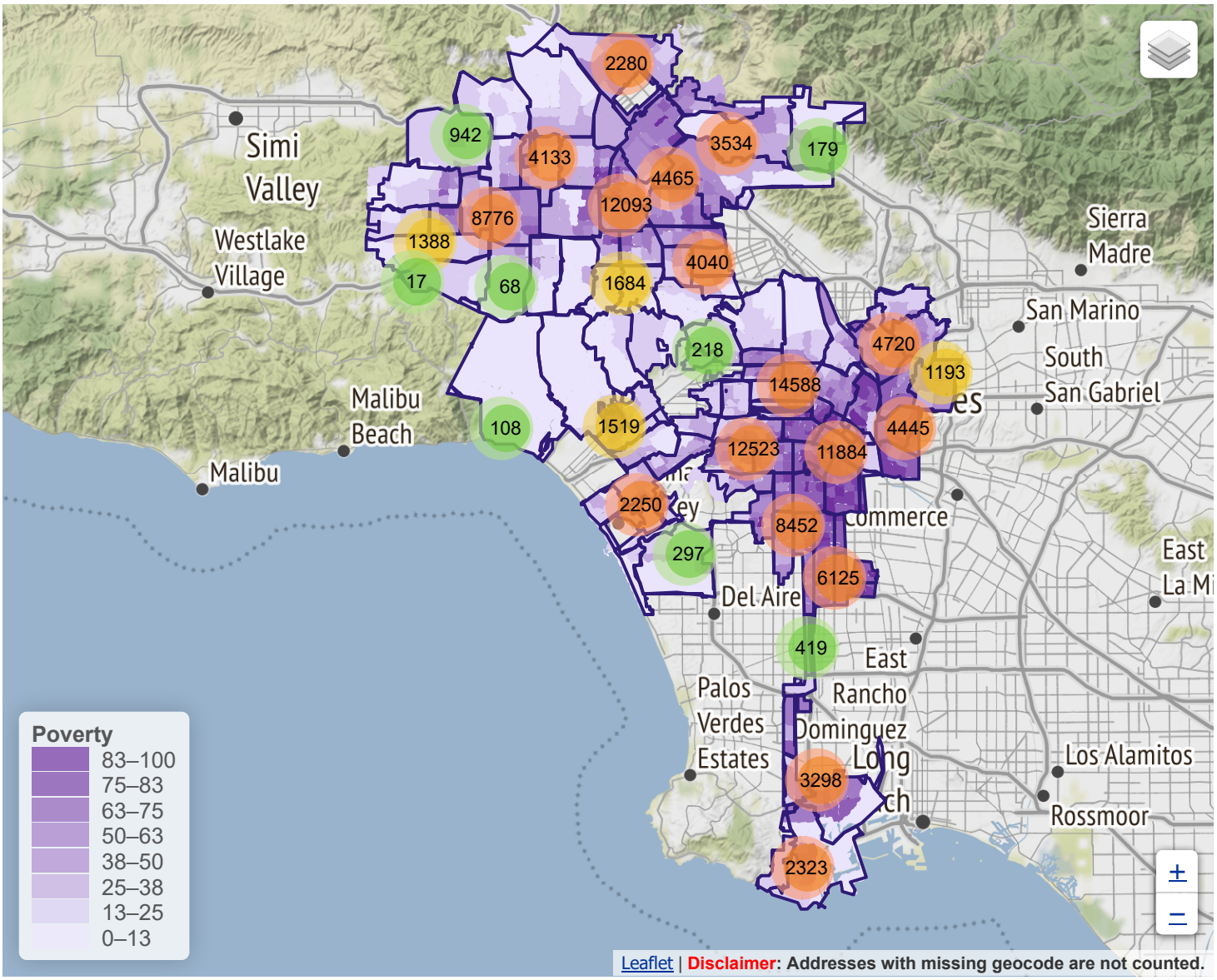
Low Income Discount Program

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.

The numbers shown on the map are the number of customers participating in the program by geographic area.

Household Income Requirements Effective July 1, 2020

Members in Household	Maximum Annual Gross Income*
1	$34,480
2	$34,480
3	$43,440
4	$52,400
5	$61,360
6	$70,320
7	$79,280
8	$88,240
Each additional member:	Add $8,960 to income



LADWP EQUITY METRIC – *Low Income Discount Metric*

RESPONSIBLE MANAGER: Gerren Edwards – Assistant Director, Billing **REPORTING PERIOD: FY 2020-2021**
EQUITY CORE CATEGORY: Customer Incentive Programs/Services

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 may range from $158 to $218. This is designed to make water and electricity more affordable for qualifying customers.

2. CRITERIA

Income Guidelines*	
Household Size	**Income Eligibility Upper Limit**
1-2	$34,480
3	$43,440
4	$52,400
5	$61,360
6	$70,320
7	$79,280
8	$88,240
Each Additional Person	$8,960

* Effective July 1, 2020 to June 30, 2021

3. GOALS

- Increase customer enrollment in the program by 10%.

4. ACHIEVEMENTS

- As of April 2021, there are approximately 122,601 participants enrolled in the program, which is a 9.27% difference from the start of the fiscal year. Participant number trends go up and down due to waves in recertification.
- Online and Fax applications have been partially automated.
- As of April 2021, applications have been processed within 2 business days of receipt.

5. ISSUES

- Mail in applications have a longer processing duration.
- Application submission tracking needs to be updated.
- Minimal outreach efforts by LADWP to customers, just generic pamphlets and online information.
- No targeted communications to customers.
- No formal engagement with community-based organizations.
- Reduction in customers recertifying for the program.

6. OUTREACH STRATEGY / PLAN

Low Income Applications can be obtained through the following customer support channels:

- Customer Contact Center who can mail the application to the customer;
- LADWP.com to access an online application;
- Customer Service Center to receive the application; and
- Local community outreach events to receive the application.

Planned Improvements:

- Increase outreach through governmental agencies.
- Implement board approved self-attestation for program qualification
- Extend customer recertification period from 3 years to 5 years
- Increase use of newer technology for faster application submission and approval.

RESPONSIBLE MANAGER: Karyn Son Reporting Period: Nov 2020 – Apr 2021

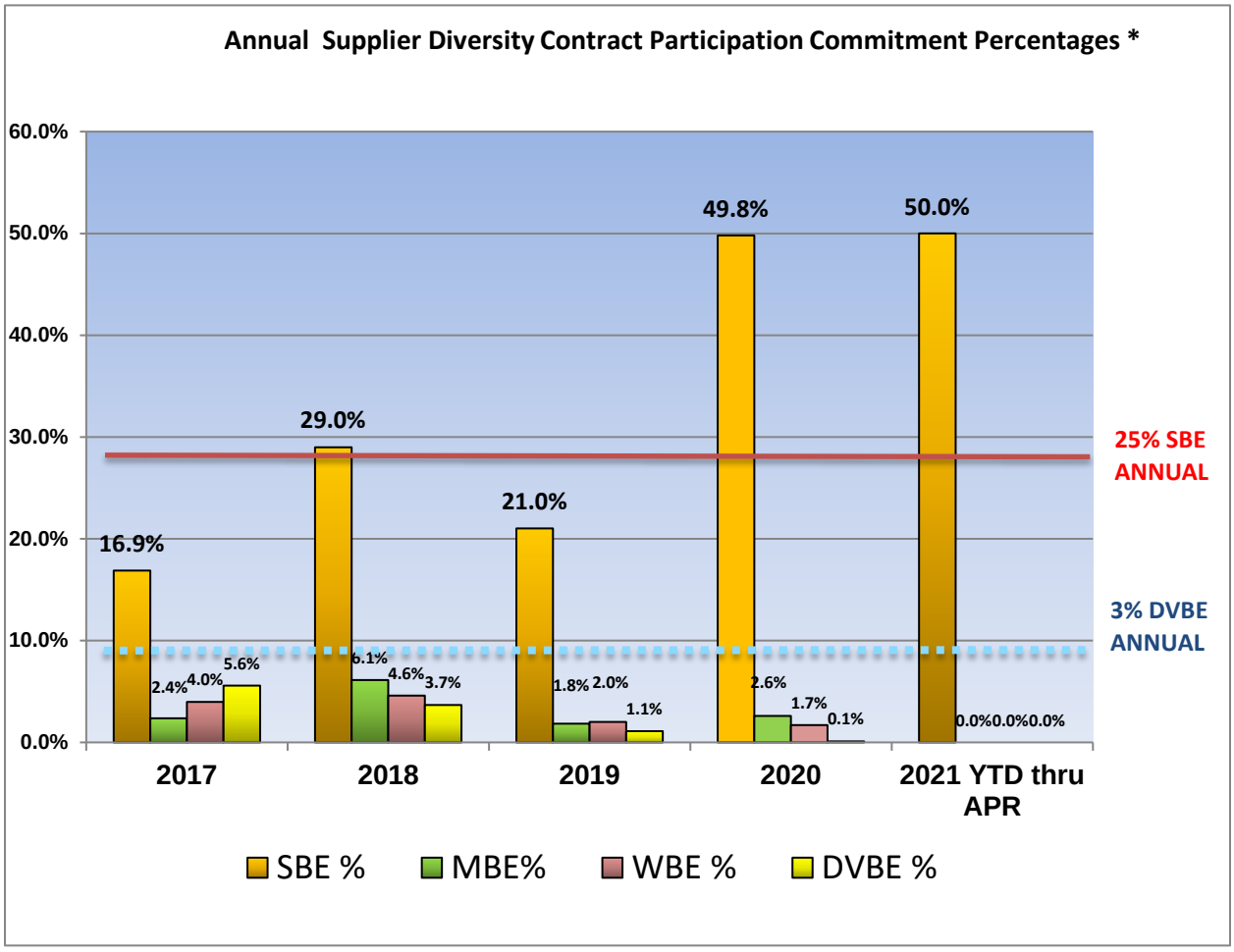
LADWP's SBE/DVBE Program

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.

Supplier Diversity Contract Participation Commitments*

CALENDAR YEAR	Contracts Awarded with SBE/DVBE Requirements	SBE $	SBE %	MBE $	MBE%	WBE $	WBE %	DVBE $	DVBE %
2017	$ 570,184,675	$ 96,235,820	16.9%	$ 13,496,986	2.4%	$ 22,666,390	4.0%	$ 31,800,468	5.6%
2018	$ 191,155,227	$ 55,412,322	29.0%	$ 11,708,761	6.1%	$ 8,785,695	4.6%	$ 7,020,876	3.7%
2019	$ 716,882,361	$ 150,691,643	21.0%	$ 13,170,151	1.8%	$ 14,405,861	2.0%	$ 7,908,158	1.1%
2020	$ 824,234,007	$ 410,370,926	49.8%	$ 21,034,341	2.6%	$ 14,151,066	1.7%	$ 823,494	0.1%
2021 YTD thru APRIL	**$ 75,391,830**	**$ 11,353,775**	**50.0%**	**$ -**	**0.0%**	**$ -**	**0.0%**	**$ -**	**0.0%**

*Firms certified as SBE/DVBE and MBE/WBE are counted as SBE or DVBE and also counted as either MBE or WBE



*Only includes contracts with mandatory SBE/DVBE participation requirements.

LADWP EQUITY METRIC – *Contract Participation (Joint)*

RESPONSIBLE MANAGER: Karyn Son **REPORTING PERIOD: November 2020– April 2021**
EQUITY CORE CATEGORY: Procurement

1. NARRATIVE / BACKGROUND

The SBE/DVBE Participation Program was adopted to ensure that all businesses 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 service contracts over $150k.

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 fulfilment 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

- Annual contract participation commitment percentages YTD from January 2021 through April 2021:
    - SBE 50.0%
    - MBE 0.0%
    - WBE 0.0**%**
    - DVBE 0.0%
- Launched new online video education program series in March 2020, aimed at small and diverse businesses, titled '*Lighting the Way to Business with LA.*' The first video published in the series was "*Contracting Basics: How to do Business with the City of LA",* which is accessible on the 'Lighting the Way' Youtube Channel. Two months after initial publication, the *Contracting Basics* video had over 1,000 views.
- Hosted a LADWP project-specific outreach event centered around an upcoming procurement opportunity (Castaic Power Plant Soils) to encourage additional interest and facilitate networking. This event is in advance of the solicitation release with an aim to increase diversity in subcontracting participation.
- Participated in 7 virtual contractor outreach events in conjunction with other government and advocacy agencies.

4. ISSUES

- Reporting is currently done manually as the procurement system does not currently capture the certification status of vendors nor does it capture subcontractor certification status and payment information.
- Social distancing measures due to COVID-19 restricts participation in, and hosting of, in-person networking and outreach events.

5. OUTREACH STRATEGY / PLAN

- Continue in the development of additional educational videos for the *Lighting the Way* series covering a full range of topics related to contracting with LADWP and the City to reach a larger audience and meet social distancing requirements.
- Implement new eProcurement system to allow for easier access to bidding opportunities for all businesses. The ability to capture vendor certification and demographic information in the vendor registration process will be incorporated in the new eProcurement system for targeted outreach and better diversity reporting.

New Hires/Promotions Demographic Composition

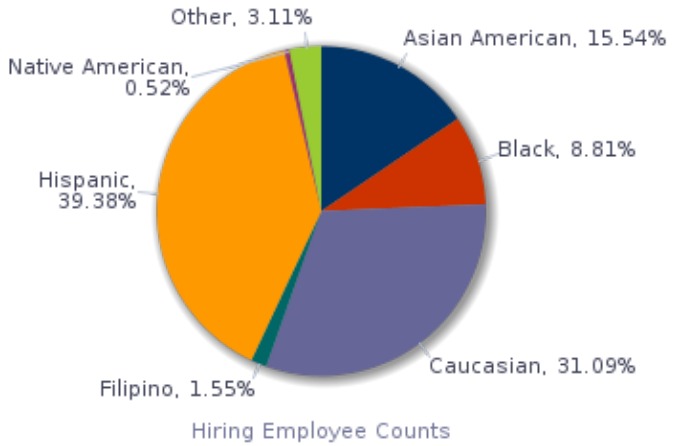
Hiring and Promotions by Ethnic Group

	Hiring		Promotion	
Ethnic Group	Female	Male	Female	Male
Asian American	10	20	38	66
Black	2	15	26	45
Caucasian	8	52	29	188
Filipino		3	19	18
Hispanic	11	65	36	208
Native American		1		2
Other		6	4	13
Grand Total	**31**	**162**	**152**	**540**

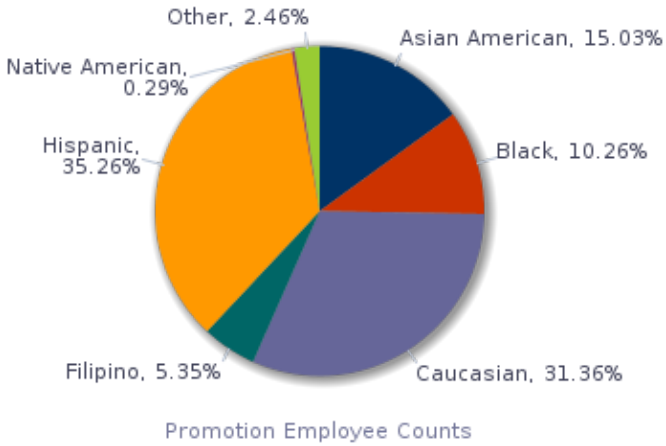
Hiring and Promotions by Gender

Gender	Hiring	Promotion
Female	31	152
Male	162	540
Grand Total	**193**	**692**

Hiring and Promotions by Ethnic Group

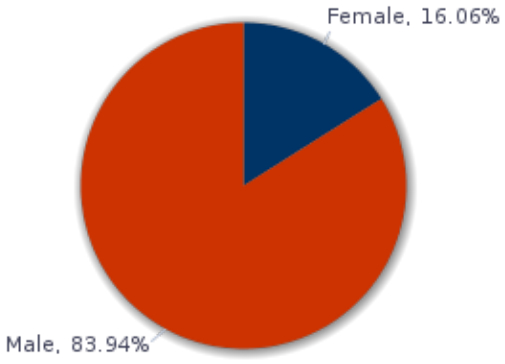


Hiring Employee Counts

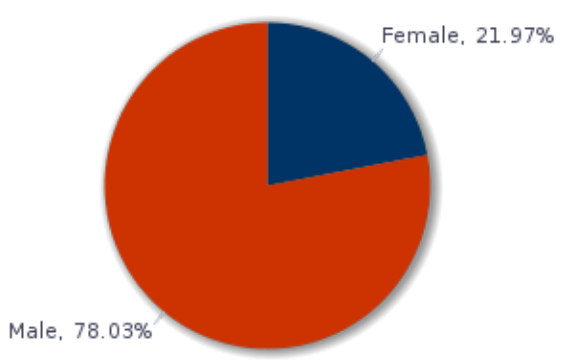


Promotion Employee Counts

Hiring and Promotions by Gender



Hiring Employee Counts



Promotion Employee Counts