Los Angeles Department of Water & Power

INFORMATIONAL BOARD LETTER

ANN M. SANTILLI
Chief Financial Officer

MARTIN L. ADAMS
General Manager and Chief Engineer

DATE: January 25, 2022

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 2021-2022 (Fiscal-Year-To-Date October 2021)

The Rates Metrics currently include 16 for Water System, 29 for Power System, and 14 for Joint System. A summary of the fiscal-year-to-date October 2021 performance status of all these metrics is listed in the Rates Metrics Summary (Attachment I).

LADWP Rates Metrics Status (Fiscal Year to Date October 2021)		
Performance Status		**# Metrics**
Exceeds Target	Blue	**4**
Within Acceptable Variance	Green	**31**
Outside Acceptable Variance	Red	**16**
Needs Attention	Yellow	**0**
Information Only	White	**8**
	Total	**59**

For the period ending October 2021, 59 percent of the metrics are either within the acceptable variance or exceed the target.

Sixteen of the 59 Rates Metrics are outside the acceptable variance. Explanations for metrics outside the acceptable variance include:

Power System

Metric	Variance	Explanation
Average Cost of Training for Electrical Mechanic Trainee (EMT)	37.8%	• The cost per trainee is higher this month as compared to September due to a decrease in October EMT occupancy resulting from a recent class graduation. As the occupancy decreases, the average cost per trainee increases.
Total Renewable Portfolio Standard (RPS) cost ($/MWh) by Wind (Plan vs. Actual)	27.6%	• Milford Wind and Windy Flats have entered into their excess energy phase, causing an increase in price. • The Pacific DC Intertie was down for part of October, which led to an increase in curtailments for the month of October. Contracts were charged for the total energy output (delivered and curtailment), resulting in an increase in $/MWh.
Power System Reliability Program (PSRP) Generation Capital (Budget vs. Actual)	-44.1% (-$3.4M)	• Scheduled Inspection & Repair (SIR) of Harbor Generating Station Units 1, 2, and 5 began in October 2021, Unit 1 and 5 will finish in January 2022 and Unit 2 will finish in April 2022. • Materials and Electrical Repair Services costs should increase by end of the calendar year. Once Unit 2 SIR is complete, actuals should align with fiscal year budget.

Metric	Variance	Explanation
PSRP Transmission Capital (Budget vs. Actual)	-49.9% (-$10.3M)	• Underrun is primarily caused by Scattergood-Pershing-Olympic Cable B which is slated to begin construction in the latter half of this FY and the Sylmar Ground Return System Replacement, Atwater-Westlake Cables A and B, and Capital Improvements to Pacific DC Intertie Transmission Lines. • Net expenditures are projected to be backloaded in FY 21-22 with the majority of activity occurring in the latter half of the FY.
PSRP Transmission O&M (Budget vs. Actual)	28.0% ($2.7M)	• In August 2021, Job B1232 (Overhead Transmission Lines O&M) incurred additional charges due to a vehicle collision that caused considerable damage to a tower and required immediate repairs. These repairs are being incurred throughout October and will continue to do so until a new tower is manufactured and installed, which is ultimately contributing to the overrun.
PSRP Substation Capital (Budget vs. Actual)	-20.6 (-$8.5M)	• The Functional Item is currently underspending due to a lack of Construction and Test Lab resources and competing capital jobs. • Due to high customer power needs during summer time and limited outages, circuits were not de-energized to be worked on.
Number of Miles of Cable Replaced Against Plan	-61.3%	• Variance is due to district crews focusing on other priorities such as customer line extension, relocation, and conversion work. • Some current and future cable replacement projects require installation of new conduit and underground structures since new cable and equipment cannot be accommodated in existing deteriorated conduit and structures, causing delays in completion of projects. • Due to circuit loading issues during summer months ranging from June through October, the crews are limited on receiving clearances from Electric Trouble to perform the work.
Average Unit Cost per Mile of Cable	189.3% ($2.5K)	• Average cost per mile is outside the acceptable target for the month of October due to an increase in labor costs driven by an increase of projects requiring additional underground infrastructure, and district crews needing to close completed jobs and finalize jobs close to completion.

Metric	Variance	Explanation
Distribution Automation Project (Budget vs. Actual)	-57.3% (-$8.5M)	• The program has experienced delays with installation of the communication equipment and delays with equipment delivery. Although installation crews are ramping up, a reduction in spending to $23.6M by year-end is being forecasted.

Water System

Metric	Variance	Explanation
Water Supply Costs - Capital (Budget vs. Actual)	-49.0% (-14.1M)	• The LA Aqueduct System – A&B North Project is below budgeted levels due to environmental delays on the North Haiwee Dam project, additional time needed to prepare the scope of work for the Grant Lake Roto Valve Replacement Project, and work on Mono Basin structures and facility improvements has been pushed out until Spring of 2022. • Most of the Water Conservation collaborative programs with other participating utilities were put on hold for safety concerns during COVID-19 pandemic. A significant decrease in demand for commercial and residential rebates has also contributed to the underrun. However, the goal is to increase participation in rebate programs through marketing and incentive amounts.
Aqueduct refurbishment Capital (Budget vs. Actual)	-37.1% ($-3.8M)	• The start of the Los Angeles Aqueduct Top Removal Project was delayed in July and August due to operational needs to keep water flowing in the Los Angeles Aqueduct. • Several capital projects have been postponed due to delays in planning, permitting, and PCM work being rescheduled due to COVID-19.
Trunk Line Replacement	-17.4%	• City Trunk Line South Unit 3 experienced delays due to unforeseen interfering substructures.

Joint System

Metric	Variance	Explanation
Total Number of Occupied Full-Time Equivalent positions (FTEs) Against Plan	-17.7%	• The variance is caused by newly added positions for Fiscal Year 21-22. Acceptable variance target is expected to be achieved as Systems fill positions to their APR levels.

Metric	Variance	Explanation
Financial and Human Resources Replacement Project (Budget vs. Actual)	-60.4% (-$15.0M)	• The Stay at Home order and social distancing requirements, due to COVID-19, postponed hiring and software selection. • Enterprise Resource Planning (ERP) labor expenditures were below approved budgets as hiring for additional positions continues. • Planning Stage sign-off was delayed from September 2021 to December 2021 pending final review of deliverables.
Cyber Security Capital Projects (Budget vs. Actual)	-34.2% (-$1.9M)	• A number of invoices are still outstanding due to minor billing related issues but are actively being addressed.
Customer Information System (CIS) Upgrades, Enhancements and System Integrations (Budget vs. Actual)	-42.8% (-$2.7M)	• Labor costs being charged to operations work orders for the reporting period will transition to CIS enhancements and upgrades as the design and build phases for various capital projects are initiated.

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 Fiscal Year 2020-2021

The Rates Metrics for Fiscal Year 2020-2021 included 20 for Water System, 27 for Power System, and 9 for Joint System. A summary of the fiscal-year-to-date June 2021 performance status of all these metrics is listed in the Rates Metrics Summary (Attachment II).

LADWP Rates Metrics Status (Fiscal Year to Date June 2021)		
Performance Status		**# Metrics**
Exceeds Target	Blue	**8**
Within Acceptable Variance	Green	**30**
Outside Acceptable Variance	Red	**11**
Needs Attention	Yellow	**1**
Information Only	White	**6**
	Total	**56**

For the period ending June 2021, 68 percent of the metrics are either within the acceptable variance or exceeds the target. Achievements highlighted in the metrics include:

Power System

- Met Renewable Portfolio Standard goals and spending targets for wind, solar and geothermal.
- Completed the five-year project to replace ten aging underground transmission circuits.
- Met Power System Reliability Program asset replacement targets for distribution assets (transformers, poles, crossarms, and cable).

Water System

- Exceeded asset replacement goals for trunk line by 43.1%.

Eleven of the 56 Rates Metrics are outside the acceptable variance. Explanations for metrics remaining outside the acceptable variance at the end of the fiscal year include:

Power System

Metric	Variance	Explanation
Power System Reliability Program (PSRP) Generation Capital (Budget vs. Actual)	-20.7% (-$4.0M)	• 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 February 2022. • The San Fernando Power Plant Generator Step-up replacement was stopped due to foundation issues, which necessitated a full redesign. The planned schedule to is resume construction in March 2022.
PSRP Substation Capital (Budget vs. Actual)	-17.6% (-$22.1M)	• The current COVID-19 pandemic resulted in rotational work assignments which ended in March 2021. Construction and test support were limited due to minimum physical and social distancing requirements in spaces such as control rooms, which resulted in certain targets not being met for the fiscal year, such as Substation Automation.

Metric	Variance	Explanation
Average Unit Cost per Transformer	26.2% ($2.4K)	• 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	59.8% ($14.8K)	• The cost is outside acceptable variance due to increased crew sizes and increased use of specialized equipment to perform more complex pole replacements. • The cost of the pole replacement is 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	18.6% ($210.9K)	• The increased costs of materials and the need to have enough supplies on hand have contributed to this variance. • The primary driver has been material cost, construction services, and repairs to deteriorated cables.

Water System

Metric	Variance	Explanation
Number of Full Time Equivalents hired and dedicated to Water Distribution field positions as compared to plan	105.9%	• The division continues targeted hiring of field positions to ensure adequate staffing. 209 field positions have been hired in FY 20/21 and netted 24 new field employees; however, due to internal transfers, promotions, and attrition, the division was not able to reduce the number of field vacancies to meet the target for this fiscal year.
Water Supply Costs - Capital (Budget vs. Actual)	-35.0% (-30.2M)	• 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 Aqueduct Old Top Removal was deferred so screws can complete the Cascades job.
Aqueduct refurbishment Capital (Budget vs. Actual)	-56.0% ($-19.8M)	• 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.

Joint System

Metric	Variance	Explanation
Financial and Human Resources Replacement Project (Budget vs. Actual)	-30.5% ($-6.0M)	• 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.
Energy Savings Against Plan	-16.8%	• Energy savings is below target because of suspended program/activities, as a result of COVID-19.
Energy Efficiency Portfolio (Budget vs. Actual)	-38.9% (-$67.3M)	• Customer site-based Energy Efficiency programs and activities were suspended due to COVID-19 and "Safer at Home" mandate.

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.

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	May 2021 – October 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	Three-year goal to install 10 miles of earthquake resilient piping from July 1, 2021 to June 30, 2024	• Maintained a leak rate that continues to be well below the national industry average of 25 leaks per 100 miles • As of the end of October 2021, mainline replacement was approximately 27% of the 195,000 feet goal for Fiscal Year 2021/22.
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 September 2021 are SAIFI at 0.76 and SAIDI at 132.02 minutes • The increase in SAIFI in April 2021 was due to DS-13 being de-energized due to a line down hazardous situation in the field. The sharp decrease in SAIFI and SAIDI for September 2021 was due to the September 2020 heat wave falling outside the 12-month rolling annual window.

Power System Reliability Program – Pole, Transformer, Cable Replacements	FY 21/22 – 3,500 Poles, 1050 Transformers, and 50 miles of Cable replacement	• 1,288 poles replaced - exceeded pole replacement target of 1,168 • 336 transformers replaced of the planned 352 replacement target • 6.5 circuit miles completed – variance of 10.3 circuit miles below target due district crews focusing on other priorities such as customer line extension, relocation, and conversion work.
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	• 53 rain barrels/cisterns rebated of the 150 rain barrels/cisterns target
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	• 214,352 sq ft of turf replaced (residential customers) of the 350,000 sq ft goal • 5,963 sq ft of turf replaced (commercial customers) of the 48,000 sq ft goal • Impacts from the pandemic continue to cause lower than average program participation • Launched Turf Replacement Design Services program for Single-Family Residential customers in June
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 34,000 trees have been distributed/planted under the MOU through October • Tree adoptions have been modified to curbside pick-up events during the pandemic with traditional adoptions now resuming, showing a further tree increase of 38% from the prior 6-month period. • The enhancement and expansion of the Griffith Park Commonwealth Nursery continues toward sourcing more local high-quality trees. Collaboration continues with partners regarding gathering local native seed to grow the next generation of trees. • Energy savings of about 6 GWh annually continue to be achieved

Customer Incentive Programs and Services	Goals	Progress & Explanation
Home Energy Improvement Program (HEIP)	Program suspended since March 2020 Goal of 200 installations per month	• Short Term – resume the program • Mid Term - resume pre-pandemic efforts to focus on multi-unit residential dwellings with the implementation of a separate application for this customer segment, make Saturday appointments available • Long Term - develop online customer application, attain & exceed pre-COVID levels of 200 homes per month
Refrigerator Exchange Program	Program reopened June 28, 2021 Goal of 8,165 units to be exchanged annually	• Short Term - collaborate with Marketing and Communications team to create a program specific marketing plan which targets Multi-Unit Dwellings (MUDs) as well as increases program awareness • Mid Term - identify potential qualifying customers within MUDs, focusing on MUDs located in Disadvantaged Communities in accordance with Low-Income and Affordable Housing policies • Long Term - to date 1,237 units have been exchanged for the year
Consumer Rebate Program	Average goal of 11,000 rebates every six months	• Short Term – paid 11,840 rebates from May through October • Mid Term - fill vacancies and train staff to meet sustained customer demand, work on relaunch of Attic Insulation program • Long Term – increase awareness of the Consumer Rebate Program in disadvantaged communities to improve equity of program offerings
Electric Vehicle Infrastructure	10,000 commercial chargers by 2022 and 25,000 by 2025 through the LADWP Charge-Up LA! Rebate Program	• 3,648 chargers installed from Jul 2021 to Oct 2021, exceeding the goal of 2,208 for this period • 3,794 rebates issued - 176 for used EV, 479 for Residential Chargers, and 3,139 Commercial Chargers
Low Income & Lifeline Programs	Increase customer enrollment in Low Income Program by 10%	• 123,344 participants enrolled in Low Income Program as of October 2021 • 91,469 participants enrolled in Lifeline Program as of October 2021

		• In September 2021, LADWP updated the Low Income Discount Program guidelines to remove the Proof of Income Requirement from the application process and allow board approved self-attestation • As of October 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 from Jan 2021 through Oct 2021: SBE 27.1%, MBE 0.2%, WBE 20.0%, DVBE 0.0% • Launched the LA Small Business Academy in a virtual format with participants attending weekly classes for 5 weeks • LADWP participated in 13 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 2021-2022 Fiscal Year to Date October 2021 (Attachment I)
- LADWP Rates Metrics Summary 2020-2021 Fiscal Year to Date June 2021 (Attachment II)
- LADWP Equity Metrics Data Initiative (Attachment II)

Los Angeles Department of Water & Power

BUILDING A STRONGER L.A.

January 4, 2022

Dr. Frederick H. Pickel, Ph.D.
Executive Director/Ratepayer Advocate
Office of Public Accountability
Room 1736, City Hall
STOP: 130-20

Dear Dr. Pickel:

Subject: Rates Metrics - Transmittal July 2021 Through October 2021

Background and Purpose

The Mayor, City Council, the Board of Water and Power Commissioners (Board), Office of Public Accountability/Ratepayer Advocate (OPA), and the Los Angeles Department of Water and Power (LADWP) management adopted new Water and Electric Rate Ordinances, effective April 15, 2016, that significantly increase the accountability, transparency, and ultimately the performance of the LADWP through the required and consistent reporting of key performance metrics. These rates performance metrics are used to evaluate the LADWP's progress toward its operational, financial, strategic, and policy goals or parameters.

In accordance with the Rates Ordinances, the Board and City Council adopted Resolution No. 016 157 that established the initial 48 rates metrics, the corresponding targets and estimated potential variances. The Rates Ordinances require that LADWP provide written reports to OPA on a quarterly basis, and to the Board on a semi-annual basis starting in January 2017. These ongoing evaluations will provide early warnings as to which programs are ahead, behind, or in line with targets/expectations.

Rates Metrics

The Rates Metrics currently include 16 for Water System, 29 for Power System, and 14 for Joint System. A summary of the fiscal-year-to-date October 2021 performance status of all these metrics is listed in the Rates Metrics Summary (Attachment I).

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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 OPA.

If you have any questions or require further information, please call me at (213) 367-4319.

Sincerely,

Ann M. Santilli
Chief Financial Officer

AS/JC:sc
Enclosure

ATTACHMENT I
LADWP Rates Metrics Summary
2021-2022 Fiscal Year To Date
(October 2021)

LADWP RATES METRICS SUMMARY

Related Rate Adjustment Factor	Category	#	Board Metric	Definition	FY 21/22 Target	Acceptable Variance	Responsible Manager	October 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: $700.5K	+/- 25%	Nazir Fazli	-33.5%
	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: $553.1K	+/- 25%	Nazir Fazli	37.8%
	Power System Training Plan	3	Number of trainee graduates against Power System Training Plan	Number of Electric Distribution Mechanic Technician (EDMT) trainees that graduate from each respective training program against the annual training plan	EDMT: 23	+/- 15%	Nazir Fazli	70.0%
	Power System Training Plan	4	Number of trainee graduates against Power System Training Plan	Number of Electrical Mechanic Technician (EMT) trainees that graduate from each respective training program against the annual training plan	EMT: 30	+/- 15%	Nazir Fazli	-5.3%
None	Power Distribution Staffing Program	5	Number of Full Time Equivalents (FTEs) for Power Distribution field positions as compared to plan	Number of Full Time Equivalents (FTEs) for Power Distribution field positions as compared to plan	Vacant budgeted Power Distribution field positions at 443 vacancies or less by the end of the fiscal year	+/- 15%	Brian Wilbur	7.2%
Energy Cost Adjustment Factor	Renewable Portfolio Standard (Owned)	6	Renewable Portfolio Standard (RPS) Percentage (%)	GWh from RPS plants/GWh for all customers (State requirement)	35.75% for Calendar Year 2021 38.50% for Calendar Year 2022	+/- 3% of each canlendar year's goal toward state law mandates	Steven Pruett	3.6%
	Renewable Portfolio Standard (Owned)	7	Total RPS cost ($/MWh) vs. plan, by technology (Wind)	Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Wind)	Wind: $110.08/MWh	+/- 15%	Marlon Santa Cruz	27.6%
	Renewable Portfolio Standard (Owned)	8	Total RPS cost ($/MWh) vs. plan, by technology (Solar)	Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Solar)	Solar: $71.93/MWh	+/- 15%	Marlon Santa Cruz	-0.4%
	Renewable Portfolio Standard (Owned)	9	Total RPS cost ($/MWh) vs. plan, by technology (Geothermal)	Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Geothermal)	Geothermal: $80.28/MWh	+/- 15%	Marlon Santa Cruz	-0.9%
	Renewable Portfolio Standard (Owned)	10	Last signed power purchase agreement (PPA) ($/MWh) by technology (Wind)	Last signed PPA ($/MWh) by technology (Wind)	Wind: $28.20/MWh	+30%	Marlon Santa Cruz	-9.6%
	Renewable Portfolio Standard (Owned)	11	Last signed PPA ($/MWh) by technology (Solar)	Last signed PPA ($/MWh) by technology (Solar)	Solar: $28.20/MWh	+15%	Marlon Santa Cruz	-30.2%
	Renewable Portfolio Standard (Owned)	12	Last signed PPA ($/MWh) by technology (Geothermal)	Last signed PPA ($/MWh) by technology (Geothermal)	Geothermal: $81.00/MWh	+15%	Marlon Santa Cruz	-6.8%

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

Related Rate Adjustment Factor	Category	#	Board Metric	Definition	FY 21/22 Target	Acceptable Variance	Responsible Manager	October 2021 Performance
Reliability Cost Adjustment Factor	Power System Reliability Program (Generation)	13	Budget vs. actual ($M) for capital in the Generation budget	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 15%	Robert Fick	-44.1%
	Power System Reliability Program (Transmission)	14	Budget vs. actual ($M) for capital included in the Transmission budget	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 15%	John Hormozi	-49.9%
		15	Budget vs. actual ($M) for O&M expenses included in the Transmission budget	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 15%	Ruben Hauser	28.0%
	Power System Reliability Program (Substation)	16	Budget vs. actual ($M) for capital in the Substation budget	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 15%	Sharat Batra	-20.6%
		17	Budget vs. actual ($M) for O&M expenses in the Substation budget	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 15%	Jonathan Fonti	-5.1%
	Power System Reliability Program (Distribution)	18	Budget vs. actual ($M) for capital in the Distribution budget	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 15%	Sager Farraj	-4.0%
		19	Budget vs. actual ($M) for O&M expenses in the Distribution budget	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 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: 1,050	+/- 15%	Ruben Hauser	-4.5%
		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	10.3%
		22	Number of fixed assets replaced against plan for critical Distribution assets (Crossarms)	Numbers of crossarms replaced against plan	Cross-arm: 11,000	+/- 15%	Ruben Hauser	-9.3%
		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%	Vincent Zabukovec	-61.3%
	Power System Reliability Program (Distribution)	24	Average unit price for critical Distribution assets (Transformers)	Average unit price per transformer	Transformer: $9.1k	+/- 15%	David Hanson	14.3%
		25	Average unit price for critical Distribution assets (Poles)	Average unit price per pole	Pole: $33.9k	+/- 15%	David Hanson	2.7%
		26	Average unit price for critical Distribution assets (Cross-arms)	Average unit price per cross-arm	Cross-arm: $1.7k	+/- 15%	David Hanson	-29.4%
		27	Average unit price for critical Distribution assets (Cable)	Average unit price per mile of cable	Cable: $1,331.7k	+/- 15%	David Hanson	189.3%
None	Distribution Automation Project	28	Distribution Automation Project total spending against plan	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 15%	Kodi Uzomah	-57.3%

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

Related Rate Adjustment Factor	Category	#	Board Metric	Definition	FY 21/22 Target	Acceptable Variance	Responsible Manager	October 2021 Performance
None	Distribution Automation Project progress	**29**	Distribution Automation Project progress against schedule	Project milestones met against project schedule	Project Milestones and Dates: Target date: FY 21/22 Qtr 1 (Jul 2021 – Sept 2021) - Receive Distribution Automation smart meters. Target date: FY 21/22 Qtr 2 (Oct 2021-Dec 2021) - Begin Installation of Distribution Automation smart meters. Target date: FY 21/22 Qtr 3 (Jan 2022-Mar 2022) - Complete installation of pole top communication equipment; and Complete construction of DS-36. Target date: FY 21/22 Qtr 4 (Apr 2022-Jun 2022) - Complete system integration.	Info only	Kodi Uzomah	**N/A**
None	Water Distribution Staffing Program	**30**	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 43 vacancies or less by the end of the fiscal year	+/- 15%	Breonia Lindsey/Sandra Foster	**11.2%**
Water Supply Cost Adjustment Factor	Water Supply	**31**	Water supply costs budget vs. actual ($M) for capital	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 10%	April Thang	**-49.0%**
	Water Supply	**32**	Water supply costs budget vs. actual ($M) for O&M (excluding Purchased Water costs)	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 10%	April Thang	**-8.0%**
	Water Supply	**33**	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	**34**	Annual quantity of recycled water delivered against plan (AF)	AF of recycled water delivered against plan	No Target	Info only	Gregory Reed	**NA**
	Water Supply	**35**	Stormwater system capacity milestones (AF) against plan	AF of stormwater system capacity as of a milestone date against plan	83,000 AFY	+/- 10%	David Pettijohn	**-6.3%**
	Capital Improvement Program	**36**	Budget vs. actual ($M) for Aqueduct refurbishment capital	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 10%	Darin Willey	**-37.1%**
	Capital Improvement Program	**37**	Budget vs. actual ($M) for Aqueduct refurbishment O&M	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 10%	Darin Willey	**-0.9%**
	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	**5.3%**
Water Infrastructure Adjustment Factor	Capital Improvement Program	**39**	Budget vs. actual ($M) for fixed assets replacement	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 10%	April Thang	**4.6%**
	Capital Improvement Program	**40**	Assets replaced against plan	Feet of mainline replaced against plan	Mainline: 195,000 Feet	+/- 10%	**Mainline & Meters:** Breonia Lindsey/Sandra Foster	**0.9%**
	Capital Improvement Program	**41**	Assets replaced against plan	Feet of trunkline replaced against plan	Trunkline: 10,700 Feet	+/- 10%	**Trunkline:** Gregory Reed	**-17.4%**
	Capital Improvement Program	**42**	Assets replaced against plan	Number of meters replaced against plan	Meters: 32,500	+/- 10%	**Mainline & Meters:** Breonia Lindsey/Sandra Foster	**-1.7%**

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

Related Rate Adjustment Factor	Category	#	Board Metric	Definition	FY 21/22 Target	Acceptable Variance	Responsible Manager	October 2021 Performance
Water Quality Improvement Adjustment Factor	Water Quality Projects	43	Total Water Quality Budget vs. actual ($M) for capital	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 10%	Gregory Reed	-2.2%
Water Quality Improvement Adjustment Factor	Water Quality Projects	44	Total Water Quality Budget vs. actual ($M) for O&M	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 10%	Nelson Mejia	-4.0%
Owens Valley Regulatory Adjustment Factor	Owens Valley	45	Budget vs. actual for Owens Lake O&M ($M)	Board Approved Annual Budget vs. Actual expenditures	No Target	Info only	Nelson Mejia	NA
Joint (None)	Human Resources	46	Human Resources Total FTEs against plan	Total number of full time equivalent positions occupied vs. annual Authorized Personnel Resolution	FY21/22 Board Approved Annual Authorized Personnel Resolution - May 2021	+/- 15%	Shannon Pascual	-17.7%
	Financial and Human Resources Replacement Project	47	Financial and Human Resources Replacement Project total spending against plan	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 20%	Rita Khurana-Carwile	-60.4%
	Financial and Human Resources Replacement Project	48	Financial and Human Resources Replacement Project progress against schedule	Project milestones met against project schedule	ERP Project Kick-Off April 2021 Phase 1: Plan Stage Completion Sept 2021 Phase 1: Architect Stage Completion May 2022	Info only	Rita Khurana-Carwile	NA
	Cyber Security Capital Projects	49	Budget vs. Actual ($M) for Cyber Security Capital Projects	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 15%	Stephen Kwok	-28.1%
	Customer Information System Upgrades	50	Budget vs. Actual ($M) for Customer Information System (CIS) Upgrades, Enhancements and System Integrations	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 15%	Terry Halberg/ Annamae Peji	-38.0%
	Information Technology Services Staffing Program	51	Number of Full Time Equivalents (FTEs) for Information Technology Services (ITS) as compared to plan	Number of FTEs for ITS employed as compared to plan	Vacant budgeted ITS positions at 50 vacancies or less by the end of the fiscal year	+/- 15%	Mark S. Northrup	-2.2%
	LADWP Employee Cost	52	LADWP Employee Cost Budget vs. Actual ($M)	LADWP total employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainees) Budget vs. Actual	FY21/22 Board Approved Budget - May 2021	+/- 15%	LADWP Senior Management	-10.7%
	Water Distribution Employees per Water Customer Meter	53	Total Number of Water Distribution Employees per Water Customer Meter	Total number of water distribution employees (excluding daily exempt and Utility Pre-Craft Trainees) per water customer meters	No Target	Info only	Corporate Performance	NA
	Power Distribution Employees per Power Customer Meter	54	Total Number Power Distribution Employees per Power Customer Meter	Total number of power distribution employees (excluding daily exempt and Utility Pre-Craft Trainees) per electric customer meters	No Target	Info only	Corporate Performance	NA
	LADWP Employees per Customer Meter	55	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

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

Related Rate Adjustment Factor	Category	#	Board Metric	Definition	FY 21/22 Target	Acceptable Variance	Responsible Manager	October 2021 Performance
Energy Cost Adjustment Factor	Renewable Portfolio Standard (Owned)	**56**	Green House Gas (GHG) emissions reduction ratio	GHG emission for current year/GHG emission in 1990 (in millions of metric tons)	Calendar Year 2021: 57% below LADWP's 1990 levels Calendar Year 2022: 60% below LADWP's 1990 levels	+/- 5%	Mark Sedlacek/ Katherine Rubin	**42.0%**
Energy Cost Adjustment Factor	Energy Efficiency	**57**	Energy Efficiency (EE) ratio (%)	GWh installed compared to the 2020 baseline/GWh for all customers	1.50%	+/- 15%	David Jacot	**4.4%**
	Energy Efficiency	**58**	Budget vs. actual ($M) for the overall EE portfolio	Board Approved Annual Budget vs. Actual expenditures	FY21/22 Board Approved Budget - May 2021	+/- 15%	David Jacot	**-4.2%**
	Energy Efficiency	**59**	Levelized EE program costs ($/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)

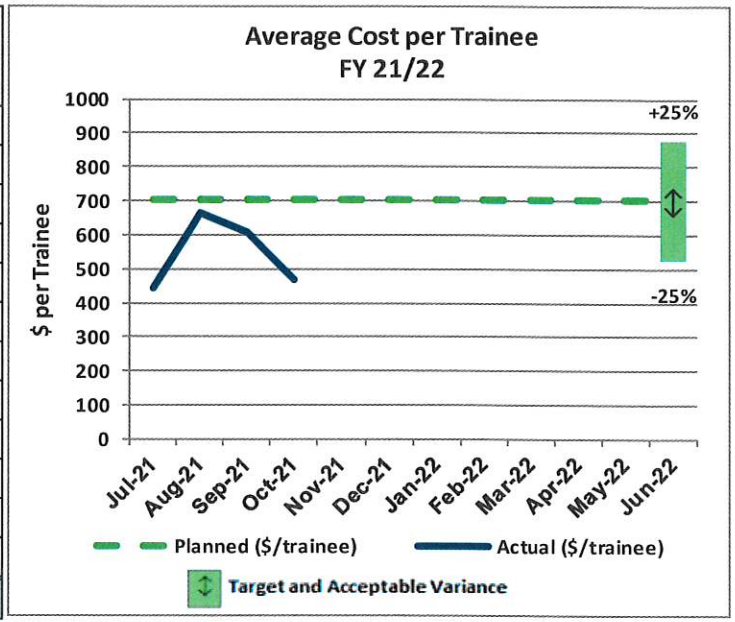
RESPONSIBLE MANAGER: Nazir Fazli, Power System Safety and Training (PSST) **REPORTING PERIOD:** October 2021

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 21/22): Target = $700.5 per EDMT; Acceptable Variance = ± 25%

STATUS: Exceeds Target

FYTD as of:	Planned ($/trainee)	Actual ($/trainee)	Variance		Re-Estimate
			$	%	
Jul-21	700.5	444.3	(256.2)	-36.6%	
Aug-21	700.5	665.9	(34.6)	-4.9%	
Sep-21	700.5	604.4	(96.1)	-13.7%	
Oct-21	700.5	465.8	(234.7)	-33.5%	
Nov-21	700.5				745.1
Dec-21	700.5				745.1
Jan-22	700.5				745.1
Feb-22	700.5				745.1
Mar-22	700.5				745.1
Apr-22	700.5				745.1
May-22	700.5				745.1
Jun-22	700.5				745.1
Acceptable Variance			± 25%		



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 Actual CPT is lower this month as compared to September due to decreased spending in the Classroom Trainers for EDM Trainees (X7999) and Classroom Training for EDM Trainees (X7922) jobs. The main drivers for the lower CPT are the decreased Allocations and Directs for X7999 and X7922.
   - Annualized Job totals for (X7922/X7999/X7955) vary depending on the tools and materials purchased for subsequent new classes.
   - The Re-Estimate of $745.1k was calculated using the final figures of the related jobs (X7922/X7999/X7955) for the entire fiscal year 20/21 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)

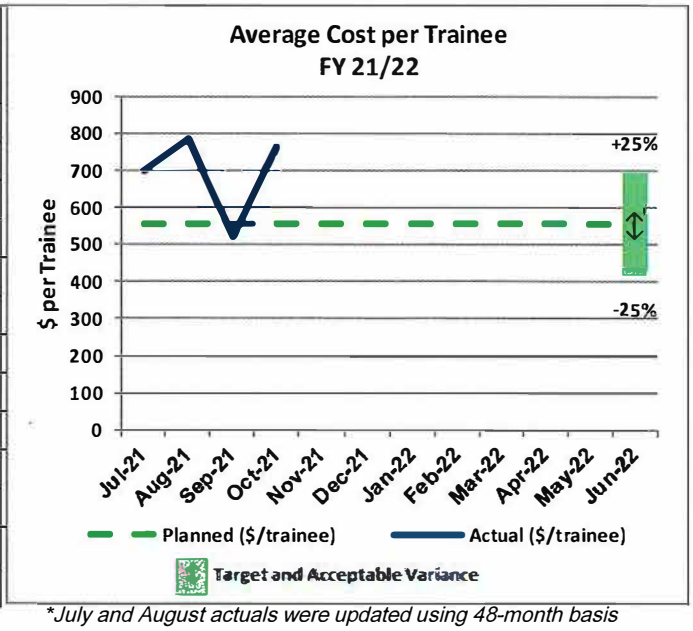
RESPONSIBLE MANAGER: Nazir Fazli, Power System Safety and Training (PSST) **REPORTING PERIOD:** October 2021

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 21/22): Target = $553.1K per EMT; Acceptable Variance = ± 25%

STATUS: Outside Acceptable Variance

FYTD as of:	Planned ($/trainee)	Actual ($/trainee)	Variance		Re-Estimate
			$	%	
Jul-21	553.1	836.4*	283.3	51.2%	
Aug-21	553.1	938.7*	385.6	69.7%	
Sep-21	553.1	521.3	(31.8)	-5.7%	
Oct-21	553.1	762.1	209.0	37.8%	
Nov-21	553.1				600.9
Dec-21	553.1				600.9
Jan-22	553.1				600.9
Feb-22	553.1				600.9
Mar-22	553.1				600.9
Apr-22	553.1				600.9
May-22	553.1				600.9
Jun-22	553.1				600.9
Acceptable Variance			± 25%		



**July and August actuals were updated using 48-month basis*

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 48-month on-the-job and classroom training program. The EM Training Program has changed from a 40-month program to a 48-month 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 Actual CPT is higher this month as compared to September due to a decrease in the October EMT Occupancy resulting from a recent class graduation. As the occupancy decreases the average cost per trainee increases.
   - Annualized Job totals for (X7923/X7926/X7955) vary depending on the tools and materials purchased for subsequent new classes.
   - The Re-Estimate of $600.9k was calculated using the final figures of the related Jobs (X7923/X7926/X7955) for the entire fiscal year 20/21 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)*

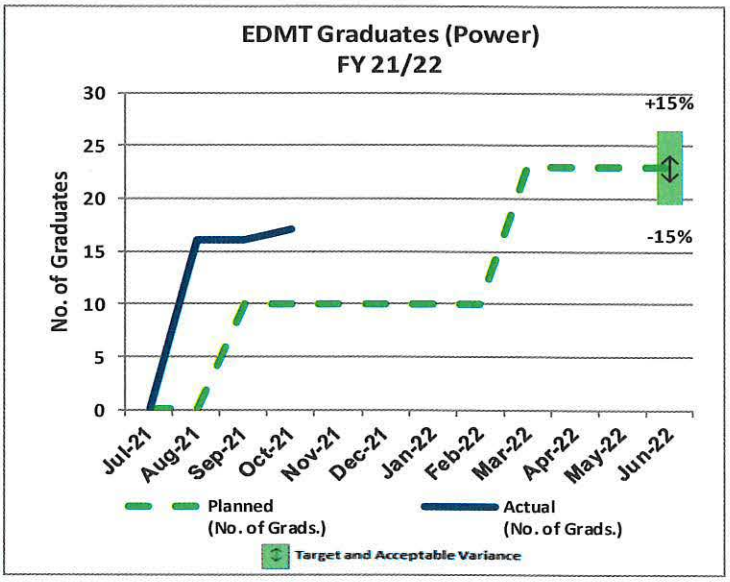
RESPONSIBLE MANAGER: Nazir Fazli, Power System Safety & Training (PSST) **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = 23 graduates; Acceptable Variance = ± 15%

STATUS: Exceeds Target

FYTD as of:	Planned (No. of Grads.)	Actual (No. of Grads.)	Variance		Re-Estimate
			No.	%	
Jul-21	0	0	0	0.0%	
Aug-21	0	16	16	100.0%	
Sep-21	10	16	6	60.0%	
Oct-21	10	17	7	70.0%	
Nov-21	10				17
Dec-21	10				17
Jan-22	10				17
Feb-22	10				17
Mar-22	23				31
Apr-22	23				31
May-22	23				31
Jun-22	23				31
Acceptable Variance			± 15%		



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 20/21, a total of 26 EDMs 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 March 2022 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: Nazir Fazli, Power System Safety & Training **REPORTING PERIOD:** October 2021

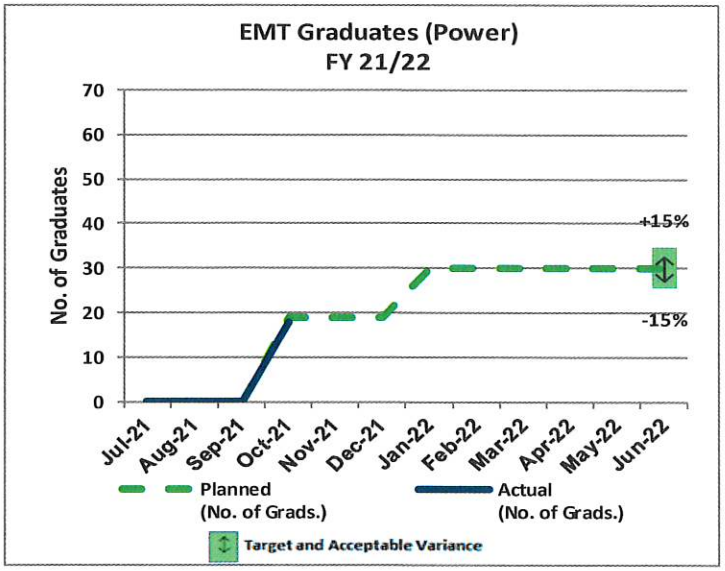
DEFINITION OF RATES METRIC: Electrical Mechanic Trainee (EMT) Graduates Against Training Plan

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = 30 graduates; Acceptable Variance = ± 15%

Nazir Fazli

STATUS: Within Acceptable Variance

FYTD as of:	Planned (No. of Grads.)	Actual (No. of Grads.)	Variance		Re-Estimate
			No.	%	
Jul-21	0	0	0	0.0%	
Aug-21	0	0	0	0.0%	
Sep-21	0	0	0	0.0%	
Oct-21	19	18	1	-5.3%	
Nov-21	19				20
Dec-21	19				20
Jan-22	30				31
Feb-22	30				31
Mar-22	30				31
Apr-22	30				31
May-22	30				31
Jun-22	30				31
Acceptable Variance			± 15%		



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

- In the FY 20/21, a total of 66 EMTs graduated.
- 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 nine active trainee classes in the Training Program. One trainee class is expected to graduate in January 2022 with a projected 11 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 – POWER DISTRIBUTION INFRASTRUCTURE POSITIONS (POWER)

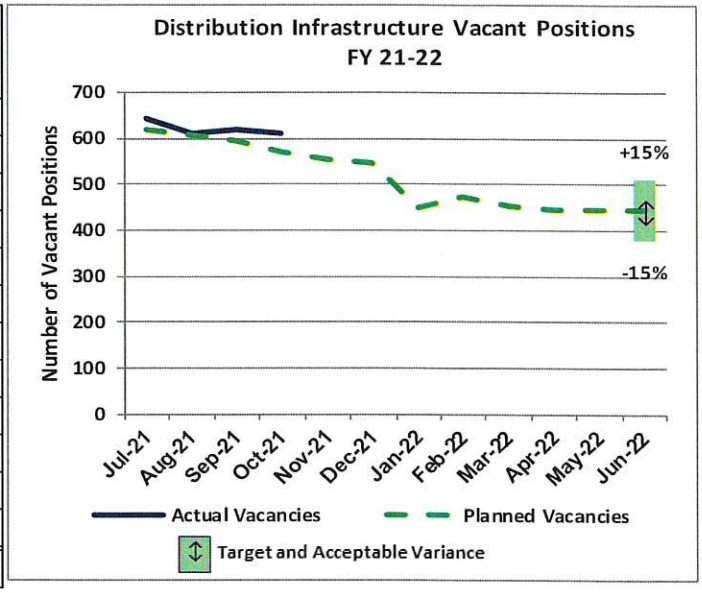
RESPONSIBLE MANAGER: Brian Wilbur **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Vacant budgeted Power Distribution Infrastructure field positions at 443 or less by the end of the fiscal year/, ±15%

STATUS: Within Acceptable Variance

FYTD as of:	Planned Vacancies	Actual Vacancies	Variance		Re-Estimate (If Applicable)
			# Vacancies	%	
Jul-21	620	643	23	3.7%	
Aug-21	607	609	2	0.3%	
Sep-21	596	619	23	3.9%	
Oct-21	571	612	41	7.2%	
Nov-21	552				
Dec-21	547				
Jan-22	447				
Feb-22	472				
Mar-22	451				
Apr-22	444				
May-22	444				
Jun-22	443				
Acceptable Variance			± 15%		



SOURCE OF DATA: Hiring Plan/Annual Personnel Resolution (KPI # 08.05.01.01)

1. BACKGROUND / PURPOSE

- Power Distribution Infrastructure Field positions are necessary to meet Power System Reliability and other infrastructure goals.
- Currently, Power Distribution Infrastructure Field positions are assigned to various divisions, including Power Supply Operations (PSO), Power Transmission & Distribution (PTD), and Power Construction & Maintenance (PCM).
- The target is to reduce vacant budgeted Power Distribution Infrastructure Field positions to 443 or less by the end of the fiscal year.

2. ACHIEVEMENTS/MILESTONES MET

- During the month of October, there was a total of 612 vacancies, which was 41 or 7.2% over planned vacancies.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The current rate of hiring budgeted positions is within the acceptable variance.
- The vacancy overrun is due to the following:
  - Majority of vacancies are currently being held for employees on emergency appointments, special assignments (LOA's), successful completion of probation, temporary (temp) assignments (Temp 1-5 and Article 33), and trainees on substitute positions.
  - Electrical Mechanic (EM)/Senior EM and Electrical Test Technician (ETT) require completion of a LADWP training program in order to be a qualified candidate. This inhibits our ability to promptly fill these positions.

4. MITIGATION PLAN AND/OR RECOMMENDATIONS

- PSO, PTD and PCM will continue to fill all vacant Power Distribution Infrastructure Field positions.

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

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

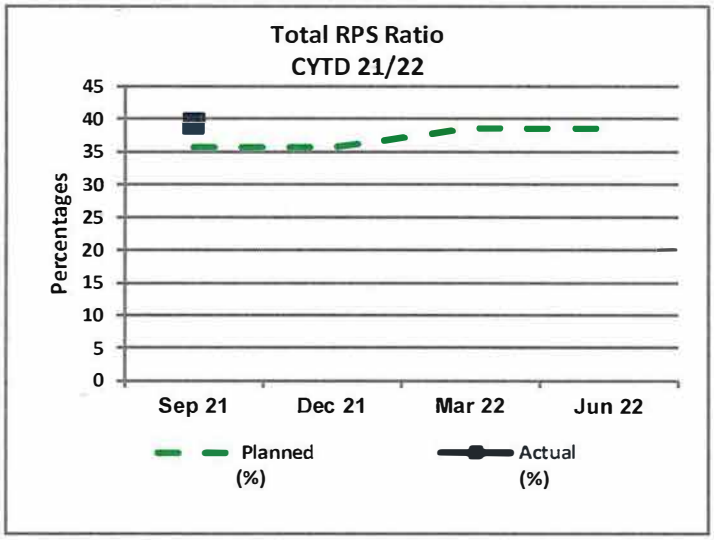
RESPONSIBLE MANAGER: Steven Pruett, Power External Energy Resources **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = 35.75% for calendar year 2021 and 38.50% for calendar year 2022; Acceptable Variance = ± 3%

STATUS: Exceeds Target

CYTD as of:	Planned (%)	Actual (%)	Variance %	Re-Estimate (If Applicable)
Sep 21	35.75	39.3	3.6%	
Dec 21	35.75			
Mar 22	38.50			
Jun 22	38.50			
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, and Geothermal.

2. ACHIEVEMENTS / MILESTONES MET

- The Power Content Label for 2020 completed the annual internal audit which confirmed the value of 36.7% renewable energy for the year.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Actuals for the second quarter of FY 21/22 will be available in February 2022.

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)*

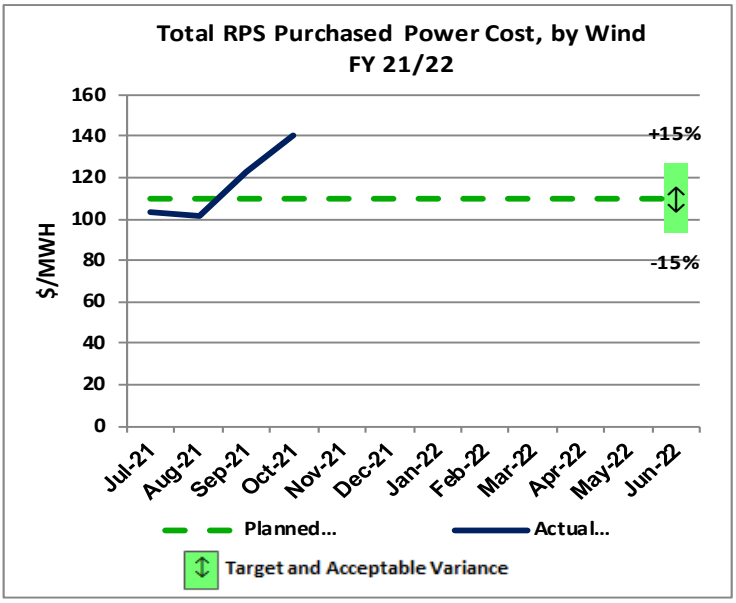
RESPONSIBLE MANAGER: Marlon Santa Cruz, PEER External Energy Resources **REPORTING PERIOD:** October 2021

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 21/22): Target = $110.08/MWH; Acceptable Variance = ± 15%

STATUS: Outside Acceptable Variance

FYTD as of:	Planned ($/MWH)	Actual ($/MWH)	Variance		Re-Estimate
			$	%	
Jul-21	110.08	103.62	-6.46	-5.9%	
Aug-21	110.08	101.61	-8.47	-7.7%	
Sep-21	110.08	122.76	12.68	11.5%	
Oct-21	110.08	140.43	30.35	27.6%	
Nov-21	110.08				
Dec-21	110.08				
Jan-22	110.08				
Feb-22	110.08				
Mar-22	110.08				
Apr-22	110.08				
May-22	110.08				
Jun-22	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 28% of the Calendar Year 2021 RPS portfolio.

2. ACHIEVEMENTS / MILESTONES MET

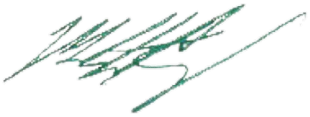
- No updates.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Actual is outside the acceptable variance.
- The recent increase is due to seasonal variability. Additionally, Milford Wind and Windy Flats have entered into their excess energy phase, causing an increase in price.
- The Pacific DC Intertie was down for part of October, which led to an increase in curtailments for the month of October. The contracts were charged for the total energy output (delivered + curtailment) despite only a portion being delivered. As a result, the $/MWH actual increased.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.



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

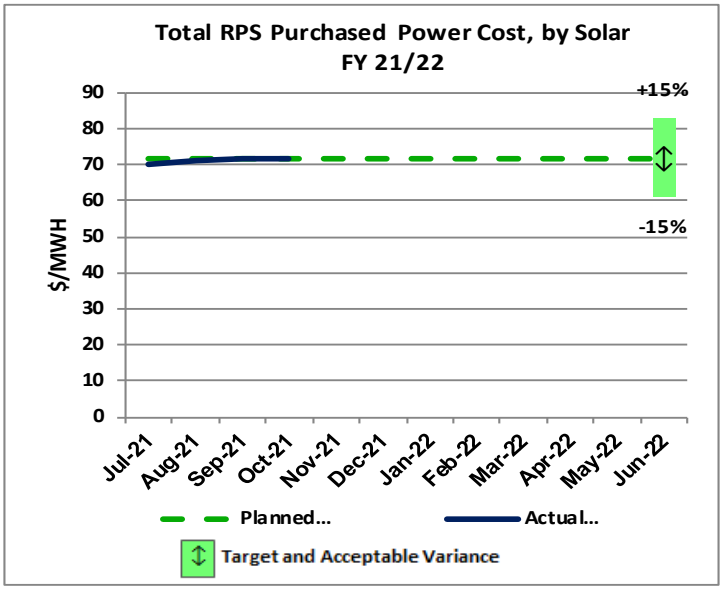
RESPONSIBLE MANAGER: Marlon Santa Cruz, PEER External Energy Resources **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $71.93/MWH; Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned ($/MWH)	Actual ($/MWH)	Variance		Re-Estimate
			$	%	
Jul-21	71.93	70.32	-1.61	**-2.2%**	
Aug-21	71.93	71.01	-0.92	**-1.3%**	
Sep-21	71.93	71.91	-0.02	**0.0%**	
Oct-21	71.93	71.66	-0.27	**-0.4%**	
Nov-21	71.93				
Dec-21	71.93				
Jan-22	71.93				
Feb-22	71.93				
Mar-22	71.93				
Apr-22	71.93				
May-22	71.93				
Jun-22	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 38% of the Calendar Year 2021 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.

AP

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

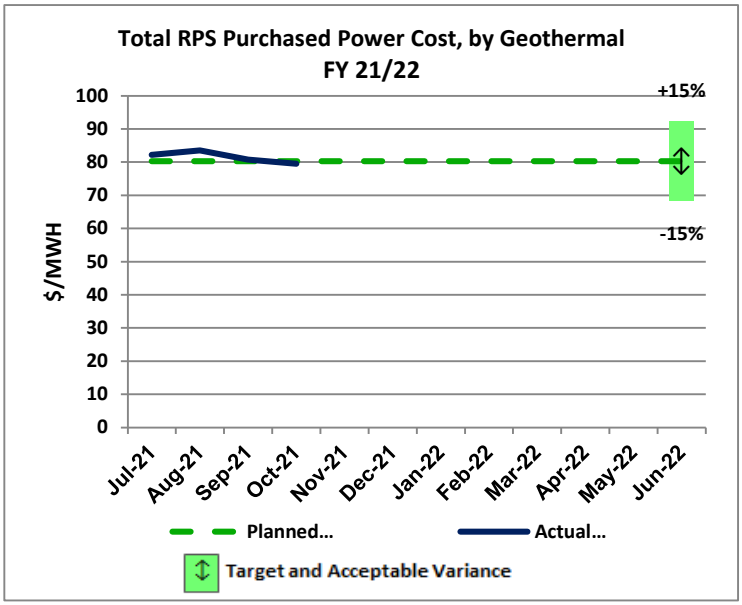
RESPONSIBLE MANAGER: Marlon Santa Cruz, PEER External Energy Resources **REPORTING PERIOD:** October 2021

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 21/22): Target = $80.28/MWH; Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned ($/MWH)	Actual ($/MWH)	Variance		Re-Estimate
			$	%	
Jul-21	80.28	82.21	1.93	**2.4%**	
Aug-21	80.28	83.49	3.21	**4.0%**	
Sep-21	80.28	80.80	0.52	**0.6%**	
Oct-21	80.28	79.53	-0.75	**-0.9%**	
Nov-21	80.28				
Dec-21	80.28				
Jan-22	80.28				
Feb-22	80.28				
Mar-22	80.28				
Apr-22	80.28				
May-22	80.28				
Jun-22	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 27% of the Calendar Year 2021 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.

AP

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

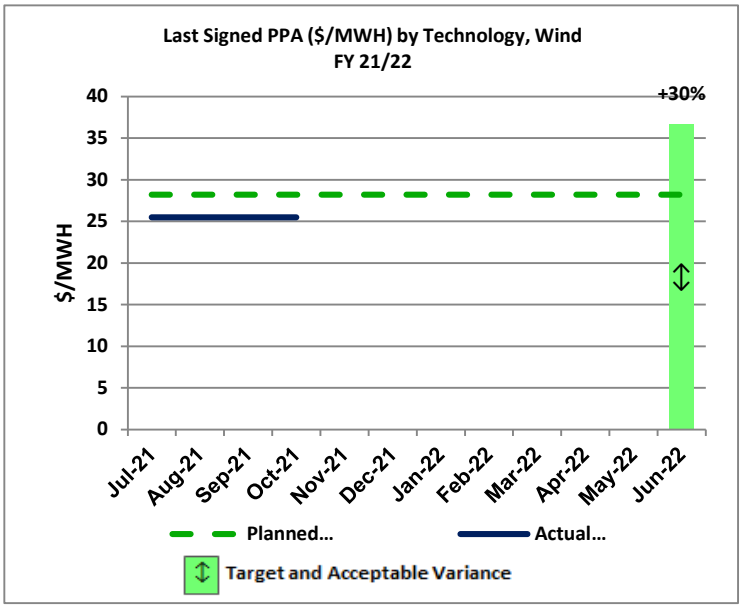
RESPONSIBLE MANAGER: Marlon Santa Cruz, PEER External Energy Resources **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $28.20/MWH; Acceptable Variance = + 30%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned ($/MWH)	Actual ($/MWH)	Variance		Re-Estimate
			$	%	
Jul-21	28.20	25.50	-2.70	**-9.6%**	
Aug-21	28.20	25.50	-2.70	**-9.6%**	
Sep-21	28.20	25.50	-2.70	**-9.6%**	
Oct-21	28.20	25.50	-2.70	**-9.6%**	
Nov-21	28.20				
Dec-21	28.20				
Jan-22	28.20				
Feb-22	28.20				
Mar-22	28.20				
Apr-22	28.20				
May-22	28.20				
Jun-22	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 target is based on CPUC's 2020 Padilla Report, which reflects current trends and does not include transmission costs.

2. ACHIEVEMENTS / MILESTONES MET

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

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Actual is within acceptable variance.
- The reported value of $25.50 is a final calculated contract cost after removing an estimated transmission cost amount of $17.50.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

AP

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

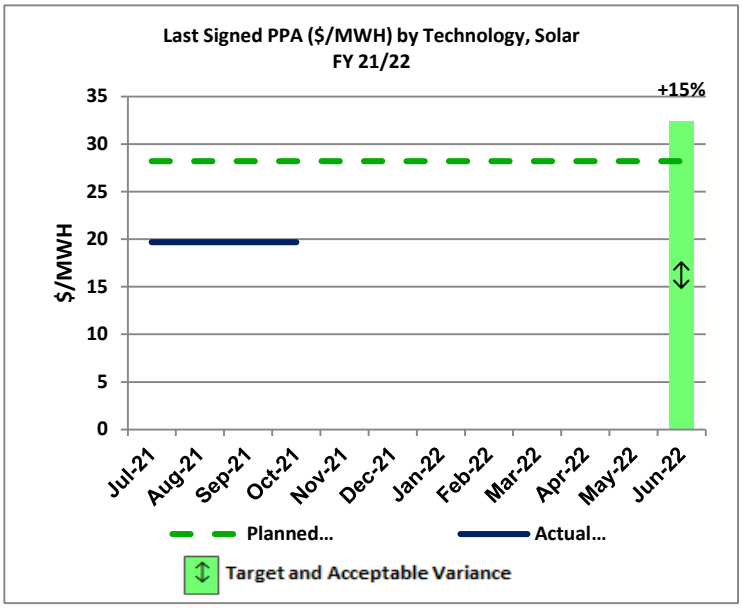
RESPONSIBLE MANAGER: Marlon Santa Cruz, PEER External Energy Resources **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $28.20/MWH; Acceptable Variance = + 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned ($/MWH)	Actual ($/MWH)	Variance		Re-Estimate
			$	%	
Jul-21	28.20	19.67	-8.53	**-30.2%**	
Aug-21	28.20	19.67	-8.53	**-30.2%**	
Sep-21	28.20	19.67	-8.53	**-30.2%**	
Oct-21	28.20	19.67	-8.53	**-30.2%**	
Nov-21	28.20				
Dec-21	28.20				
Jan-22	28.20				
Feb-22	28.20				
Mar-22	28.20				
Apr-22	28.20				
May-22	28.20				
Jun-22	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).
- 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.

2. ACHIEVEMENTS / MILESTONES MET

- The last signed solar PPA included battery storage.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Actual is within acceptable variance.
- Per Exhibit V of the PPA, the energy storage cost adder is $19.95, resulting in the above reported value of $19.67.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

AP

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

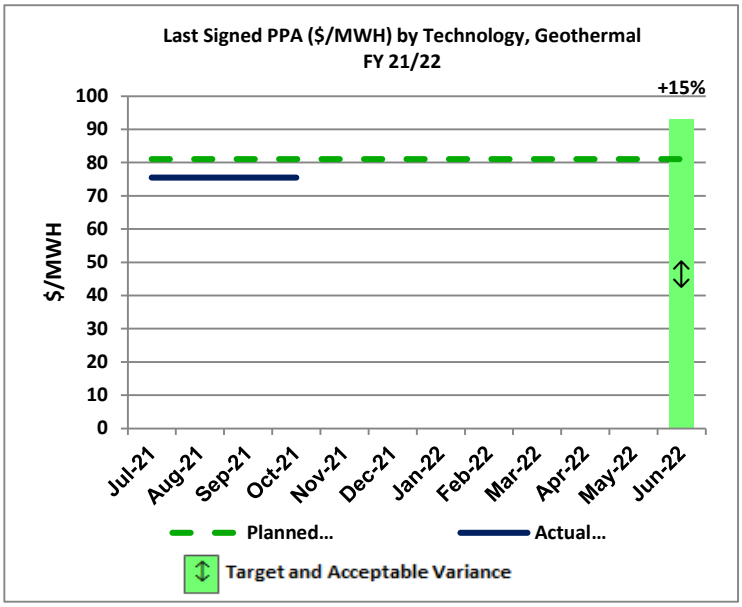
RESPONSIBLE MANAGER: Marlon Santa Cruz, PEER External Energy Resources **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $81.00/MWH; Acceptable Variance = + 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned ($/MWH)	Actual ($/MWH)	Variance		Re-Estimate
			$	%	
Jul-21	81.00	75.50	-5.50	**-6.8%**	
Aug-21	81.00	75.50	-5.50	**-6.8%**	
Sep-21	81.00	75.50	-5.50	**-6.8%**	
Oct-21	81.00	75.50	-5.50	**-6.8%**	
Nov-21	81.00				
Dec-21	81.00				
Jan-22	81.00				
Feb-22	81.00				
Mar-22	81.00				
Apr-22	81.00				
May-22	81.00				
Jun-22	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.
- 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.

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.

AP

LADWP RATES METRIC – *Power System Reliability Program*

Generation, Capital (Power)

Barry Rogers for

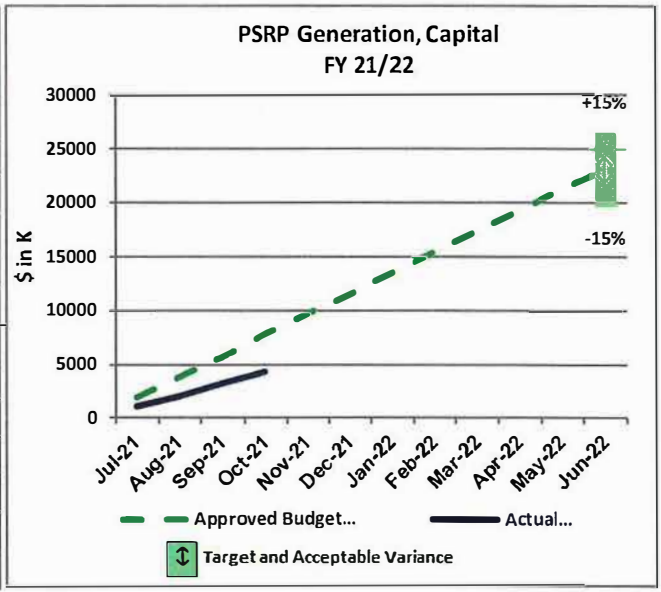
RESPONSIBLE MANAGER: Robert Fick, Power Supply Operations **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $23,106K; Acceptable Variance = ± 15%

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget ($ in K)	Actual ($ in K)	Variance		Re-Estimate (If Applicable)
			$ in K	%	
Jul-21	1,925.0	1,020.0	-905.0	-47.0%	
Aug-21	3,850.5	2,061.0	-1,789.5	-46.5%	
Sep-21	5,776.1	3,244.0	-2,532.1	-43.8%	
Oct-21	7,701.6	4,303.0	-3,398.6	-44.1%	
Nov-21	9,627.2				
Dec-21	11,552.7				
Jan-22	13,478.3				
Feb-22	15,403.8				
Mar-22	17,329.4				
Apr-22	19,254.9				
May-22	21,180.5				
Jun-22	23,106.0				
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

- In July, Castaic Power Plant (CPP) crew performed major welding work to repair the secondary support for the Headcover and completed 90% of the required electrical testing on the stator.
- In August, CPP crew performed Major Overhaul on Unit 5. Crew repaired the Turbine Shaft Sleeve, moved the Headcover to the ceiling, and removed the wicket gates, performed electrical testing on the Stator, cleansed and inspected the Stator, cleansed and inspected the Lower Bracket, and scraped lower guide pump seals.
- In September, CPP crew continued working on Major Overhaul on Unit 5, which included completing repair of the Turbine Shaft Sleeve, moving the Headcover to the ceiling, completed removal of the wicket gates and started weld repairing the gates. Crew also performed electrical testing on the Stator, cleaned and inspected the Stator, cleaned and inspected the Lower Bracket, scraped lower guide pump seals, and performed quality assurance measurements on the stator Belleville washers.
- In October 2021, CPP crew began the disassembly and quality assurance measurements of the wicket gate servomotors, and completed inspection and nondestructive examination testing on the Rotor, and began weld repairs on the lower bracket thrust tub gussets.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Scheduled Inspection & Repair (SIR) of Harbor Generating Station Units 1, 2, and 5 just began October 2021. Unit 1 and 5 will

finish in January 2022. Unit 2 will finish in April 2022.

- Cost for Materials and Electrical Repair Services should increase by end of calendar year. Once Unit 2 SIR is complete, actuals should align with fiscal year budget.

Total Project Approved From Inception to FY29/30	$339.3M
Total Project Estimates	$290.5M
Projects Approved to Date	$187.6M
Project Actuals to Date	$102.5M

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 Planning, Regulatory, & Innovation Division

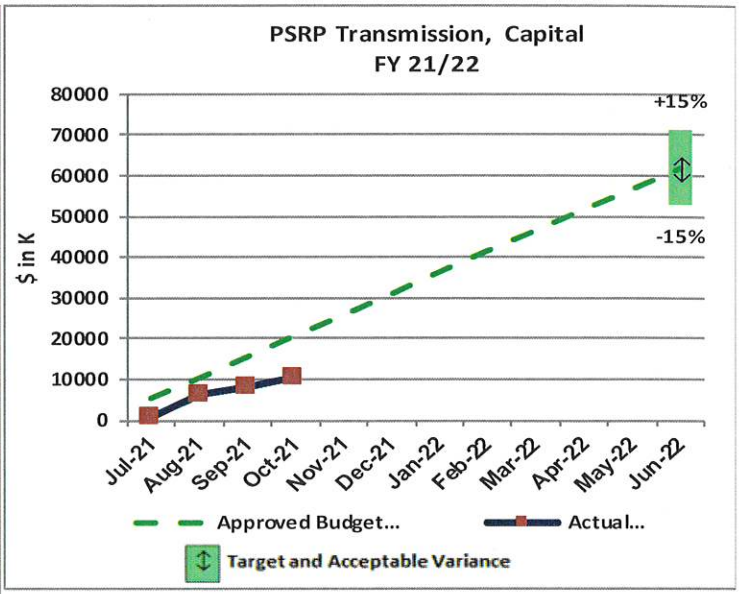
REPORTING PERIOD: October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $62,003K; Acceptable Variance = ± 15%

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget ($ in K)	Actual ($ in K)	Variance		Re-Estimate
			$ in K	%	
Jul-21	5,167.0	827.0	(4,340.0)	-84.0%	
Aug-21	10,333.8	6,197.0	(4,136.8)	-40.0%	
Sep-21	15,500.7	7,922.0	(7,578.7)	-48.9%	
Oct-21	20,667.6	10,355.0	(10,312.6)	-49.9%	
Nov-21	25,834.5				16,000.0
Dec-21	31,001.5				22,000.0
Jan-22	36,168.4				36,168.4
Feb-22	41,335.3				41,335.3
Mar-22	46,502.2				46,502.2
Apr-22	51,669.1				51,669.1
May-22	56,836.0				53,836.0
Jun-22	62,003.0				55,089.0
Acceptable Variance			± 15%		-11.2%



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**
   - Installed 8 maintenance hole lid restraints so far this FY, in furtherance of a PSRP goal.
   - Annual improvements to the Pacific DC Intertie transmission line (mostly insulator replacements) began in mid-October.

3. **PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION**
   - Actual costs were below the approved budget by 49.9%, which is outside the acceptable variance.
   - Underrun is primarily caused by **Scattergood-Pershing-Olympic Cable B (C1406/O1406), Toluca-Hollywood Line 1 Upgrade (O9810), Sylmar Ground Return System Replacement (B1220), Atwater-Westlake Cables A and B (O1375), and Capital Improvements to Pacific DC Intertie Transmission Lines (B9011).** Construction on C1406/O1406 is slated to begin in the latter half of this FY. O9810 is still in its design engineering phase, with no major expenditures foreseen until FY 23/24. The last phase of B1220 (removing the old ocean infrastructure) is scheduled for completion in November 2021 and will likely be invoiced to LADWP immediately thereafter. Major work on O1375 is at least 2 years away, since the location of RS-W has not yet been established. Annual construction on B9011 is planned in conjunction with the Pacific DC Intertie Scheduled Inspection and Maintenance outage from mid-October to early November 2021.
   - Net expenditures on FI 21212 are projected to be backloaded in FY 21/22, with the majority of activity occurring in the latter half of the FY.

Total Project Approved from Inception to FY 29/30	$1,777.1M
Projects Approved to Date	$1,253.2M
Project Actuals to Date	$1,045.9M

4. **MITIGATION PLAN AND / OR RECOMMENDATIONS**
   - Adjust monthly re-estimates as needed to reflect more activity in the latter half of the FY.
   - Continue to support progress on these jobs according to their respective milestone schedules.

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

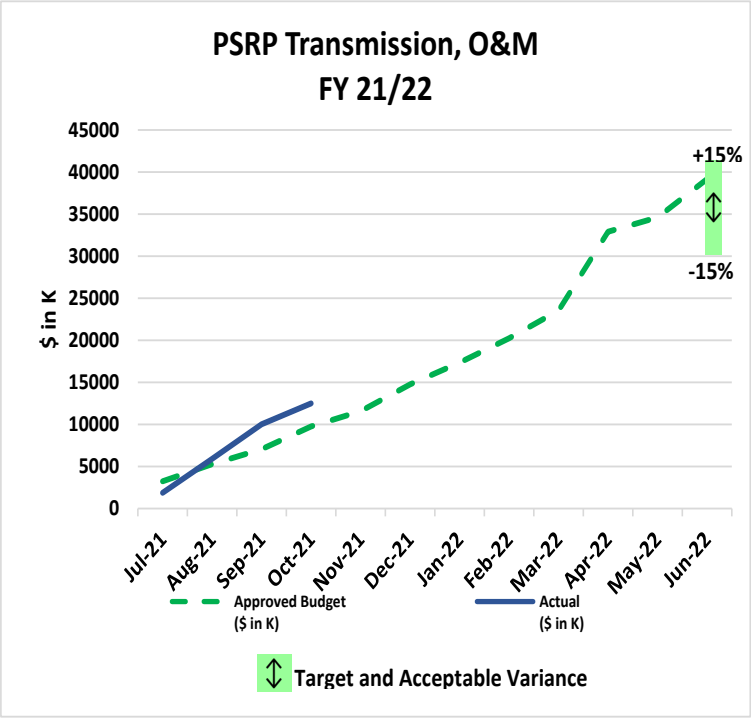
RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $39,169K; Acceptable Variance = ± 15%

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget ($ in K)	Actual ($ in K)	Variance		Re-Estimate (If Applicable)
			$ in K	%	
Jul-21	3,264.1	1,877	-1387.1	-42.5%	
Aug-21	5,296.9	5,911	614.1	11.6%	
Sep-21	7,070.3	10,013	2942.7	41.6%	
Oct-21	9,757.4	12,493	2735.6	28.0%	
Nov-21	11,579.9				
Dec-21	14,750.6				
Jan-22	17,344.5				
Feb-22	20,234.3				
Mar-22	23,525.8				
Apr-22	32,902.0				
May-22	34,632.3				
Jun-22	39,169.0				
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 outside the 15% threshold set for its goal.
- In August 2021, Job B1232 (Overhead Transmission Lines O&M) incurred additional charges due to a vehicle collision that caused considerable damage to a tower and required immediate repairs. These repairs are still being incurred throughout October which is contributing to the overrun.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

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

RESPONSIBLE MANAGER: Sharat Batra Digitally signed by Sharat Batra Date: 2021.12.06 21:56:23 -08'00'
Power Engineering and Technical Services Division

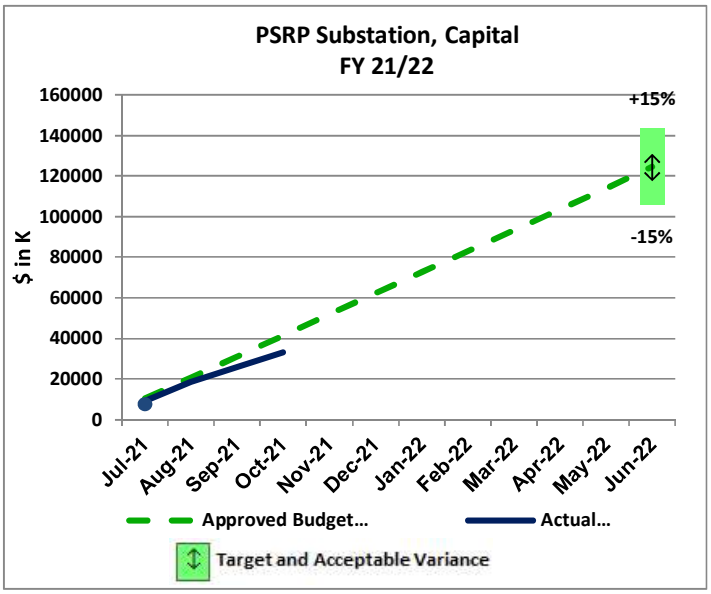
REPORTING PERIOD: October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $124,471.4K; 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-21	10,372.6	8,980.0	-1,392.6	-13.4%	
Aug-21	20,745.2	18,469.0	-2,276.2	-11.0%	
Sep-21	31,117.9	25,936.0	-5,181.9	-16.7%	
Oct-21	41,490.5	32,961.0	-8,529.5	-20.6%	
Nov-21	51,863.1				
Dec-21	62,235.7				
Jan-22	72,608.3				
Feb-22	82,980.9				
Mar-22	93,353.6				
Apr-22	103,726.2				
May-22	114,098.8				
Jun-22	124,471.4				
Acceptable Variance			± 15%		



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, and battery systems 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)	0	0	2
04.01.01.81	High Voltage Transformers (high side 100kV to 230kV - RS, SS)	1	0	2
04.01.01.77	Medium Voltage Transformers (high side below 100kV – Distributing Station - DS)	4	9	21
	CIRCUIT BREAKER REPLACEMENT:			
04.01.01.78	Transmission Circuit Breakers (>100kV - RS, SS, High Voltage Alternate Current Switchyards)	0	0	2
04.01.01.79	Sub-transmission Circuit Breakers (34.5kV - RS, DS)	6	6	18
04.01.01.80	Distribution Circuit Breakers (4.8kV - DS)	0	6	16
	SUBSTATION AUTOMATED:			
04.01.03.01	Distributing or Receiving Station Upgrade/Automation	1	4	12
	FEEDERS AND TRUNKLINES:			
04.01.01.82	34.5kV Line Positions (Reported Quarterly)	2	2	4
04.01.01.83	4.8kV Feeder Positions (Reported Quarterly)	1	4	20
	BATTERY SYSTEMS:			
04.01.01.87	Substation Battery Systems (RS, DS)	1	2	6

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

Additional year-to-date achievements and milestones include:

- **Substation Equipment Life Extensions:** (7) 34.5 kV circuit breakers and (20) 4.8kV circuit breakers completed.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- This Functional Item (FI) is currently underspending due to a lack of Construction and Test Lab resources and competing capital jobs. In addition, due to summer loading conditions (high customer power needs during summer time) and limited outages, circuits were not de-energized to be worked on. It is critical that divisions such as Power Construction and Maintenance be able to hire additional Construction and Test Lab resources and backfill existing vacancies to increase the number of capital jobs that are able to be worked on. A year end projection will be made in a few months once additional data points are captured. The proposed year-end forecast is the approved budget for FY21/22.
- FI 211-95 includes Annual (perpetual) jobs, so single estimated lifetime expenditure does not apply.

Total Project Approved From Inception to FY29/30	$2,997.9M
Project Approved to Date	$1,729.8M
Project Actuals to Date	$1,445.1M

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)*

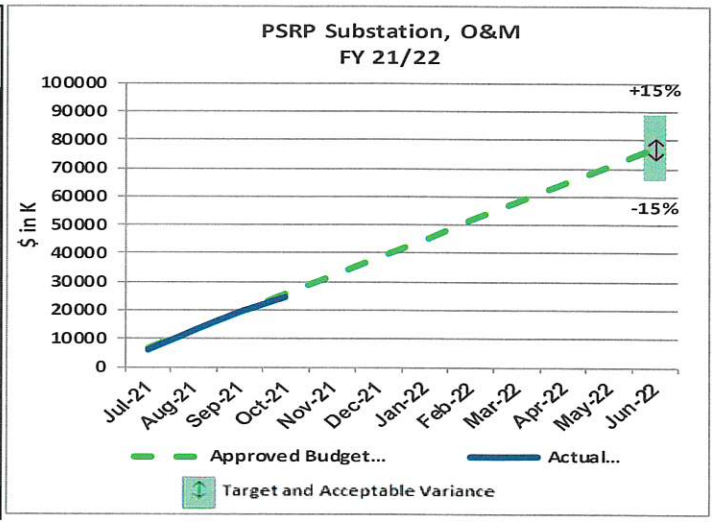
RESPONSIBLE MANAGER: Jonathan Fonti, Power Construction & Maintenance **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $77,428K; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget ($ in K)	Actual ($ in K)	Variance		Re-Estimate
			$ in K	%	
Jul-21	6,452	6,347	-105.3	-1.6%	
Aug-21	12,905	13,215	310.3	2.4%	
Sep-21	19,356	19,262	-94.0	-0.5%	
Oct-21	25,809	24,505	-1304.3	-5.1%	
Nov-21	32,262				
Dec-21	38,714				
Jan-22	45,166				
Feb-22	51,619				
Mar-22	58,071				
Apr-22	64,523				
May-22	70,976				
Jun-22	77,428				
Acceptable Variance			± 15%		



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 underrun is mainly attributed to capital work on a variety of projects including the Circuit Breaker (CB) and Transformer Life Extension Projects, Voltage Regulator replacements at various Distributing Stations, General Electric Type-U bushing replacements on three customer station transformers, 34.5kV CB replacement at Receiving Station-P, and support provided at Sylmar Converter Station during the recent service, inspect, and repair (SIR).

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 October 2021, ESM received 9 new EMs from the Training Center.

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

ACHIEVEMENTS / MILESTONES MET

The following table details the monthly breakdown of Substation O&M activity since JULY 2021.

	JULY 2021	AUG 2021	SEPT 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022	JUNE 2022	TOTAL
NO. OF RESTORATIONS OF CUSTOMER CIRCUITS:													
Receiving Stations (RS) Circuit Outages	50	40	40	46									176
Distributing Station (DS) Circuit Outages	94	98	98	117									407
5-kV Circuit Grounds	59	35	35	51									180
NO. OF INSULATOR WASHINGS:													
Generating Stations	0	0	0	0									0
Receiving Stations	5	4	3	3									15
Distributing Stations	11	12	14	12									49

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

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

RESPONSIBLE MANAGER: Sager Farraj
Power Engineering and Technical Services Division

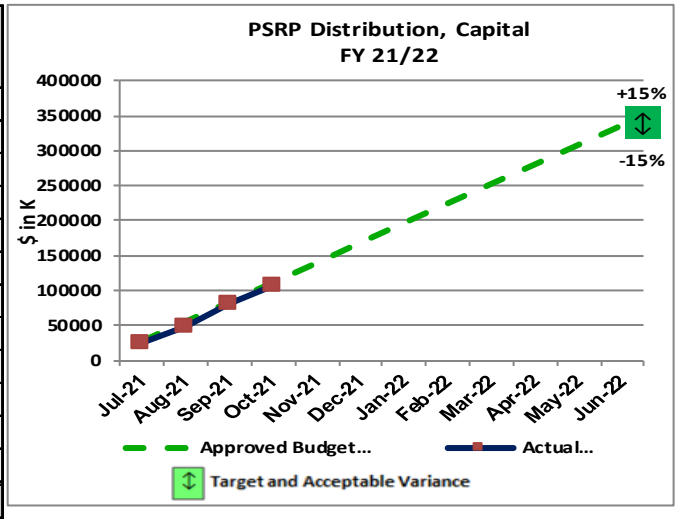
REPORTING PERIOD: October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $337,745K; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget ($ in K)	Actual ($ in K)	Variance		Re-Estimate
			$ in K	%	
Jul-21	28,145.4	25,728.0	-2,417.4	-8.6%	
Aug-21	56,290.8	49,178.0	-7,112.8	-12.6%	
Sep-21	84,436.30	81,804.0	-2,632.3	-3.1%	
Oct-21	112,581.7	108,041.0	-4,540.7	-4.0%	
Nov-21	140,727.1				
Dec-21	168,872.5				
Jan-22	197,017.9				
Feb-22	225,163.3				
Mar-22	253,308.8				
Apr-22	281,454.2				
May-22	309,599.6				
Jun-22	337,745.0				
Acceptable Variance			± 15%		



SOURCE OF DATA: FI 21190 (KPI # 01.03.01.15)

1. BACKGROUND / PURPOSE

- Table above is a summary of expenditures for all Power System Reliability Program distribution capital projects.
- Below is the approved budget % of four major functions:
  - Transformers: 5% (Jobs P6309 & P6394)
  - Poles: 37% (Job P6322)
  - Crossarms: 14% (Job P6318)
  - Cables: 18% (Job P6306)

2. ACHIEVEMENTS / MILESTONES MET

- The Distribution Reliability spent 96.0% of the budget through the month of October to work on and complete the following:
  - New rack and bank installation RS-Rinaldi, RS-B and RS-M
  - 336 transformer installations
  - 1,288 pole replacements
  - 3,322 deteriorated crossarm replacements
  - 6.5 circuit-mile of cable replacements
  - 3,812 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 October is $4.5M, 4.0% under budget. This is due to District crews focusing resources on other priority work such as projects for Metropolitan Transportation Authority, Los Angeles World Airports, and Bureau of Engineering, as well as relocations, conversions and line extensions for new customers. The proposed year-end forecast matches the approved budget for FY 21/22.
-

Total Project Approved From Inception to FY29/30	$6,622.0M
Projects Approved to Date	$3,717.0M
Project Actuals to Date	$3,262.5M

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)*

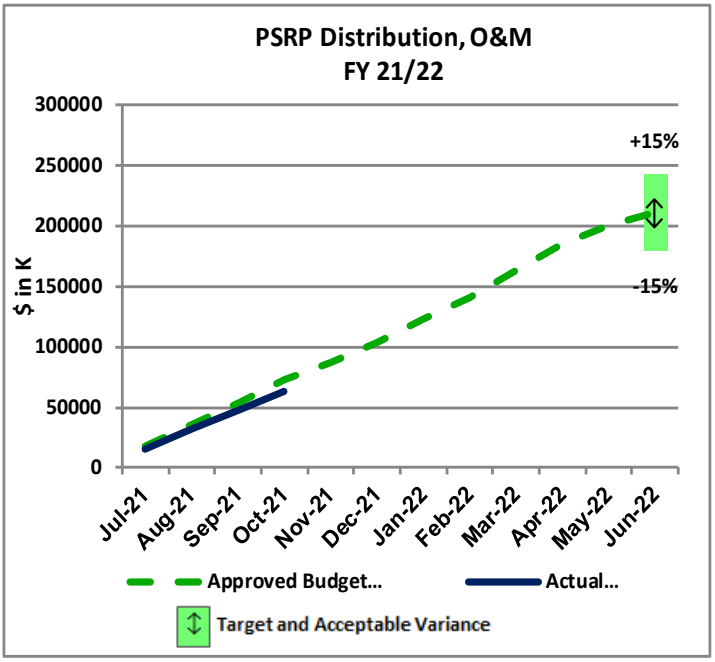
RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $210,707K; 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-21	17,559	15,434	-2,124.9	-12.1%	
Aug-21	35,326	32,526	-2,800.4	-7.9%	
Sep-21	53,327	47,377	-5,949.6	-11.2%	
Oct-21	72,336	63,621	-8,714.6	-12.0%	
Nov-21	87,209				
Dec-21	104,011				
Jan-22	122,817				
Feb-22	140,439				
Mar-22	163,661				
Apr-22	184,507				
May-22	200,043				
Jun-22	210,707				
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 within its 15% threshold set for its goal.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

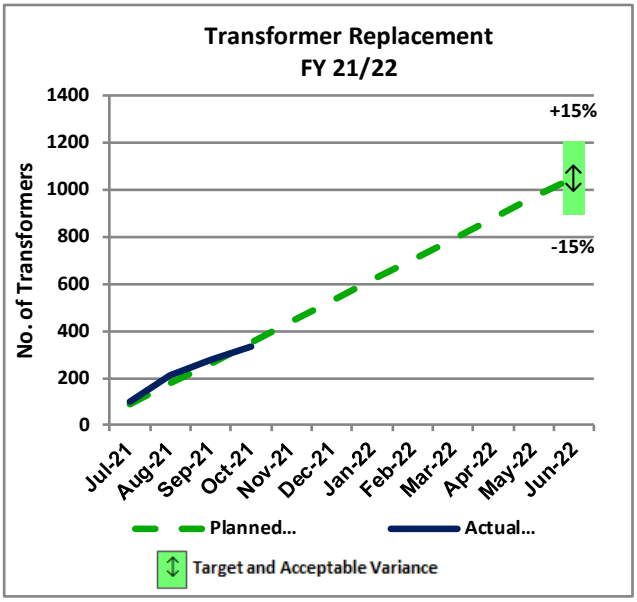
LADWP RATES/EQUITY METRIC – *Transformer Replacement (Power)*

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

DEFINITION OF RATES METRIC: Number of Transformers Replaced Against Plan
TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = 1,050; Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned (No.)	Actual (No.)	Variance		Re-Estimate
			No.	%	
Jul-21	88	102	14	**15.9%**	
Aug-21	176	210	34	**19.3%**	
Sep-21	264	278	14	**5.3%**	
Oct-21	352	336	-16	**-4.5%**	
Nov-21	440				
Dec-21	528				
Jan-22	616				
Feb-22	704				
Mar-22	792				
Apr-22	880				
May-22	968				
Jun-22	1,050				
Acceptable Variance			± 15%		



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

1. BACKGROUND / PURPOSE

- Replace 1,050 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 1,050 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.

3. ACHIEVEMENTS / MILESTONES MET

- To date, the target was to replace 352 transformers and the current actual number of transformers replaced is 336.

4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual number of transformers replaced is within the acceptable variance.
- Transformers are replaced after failure; overload condition 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. 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.

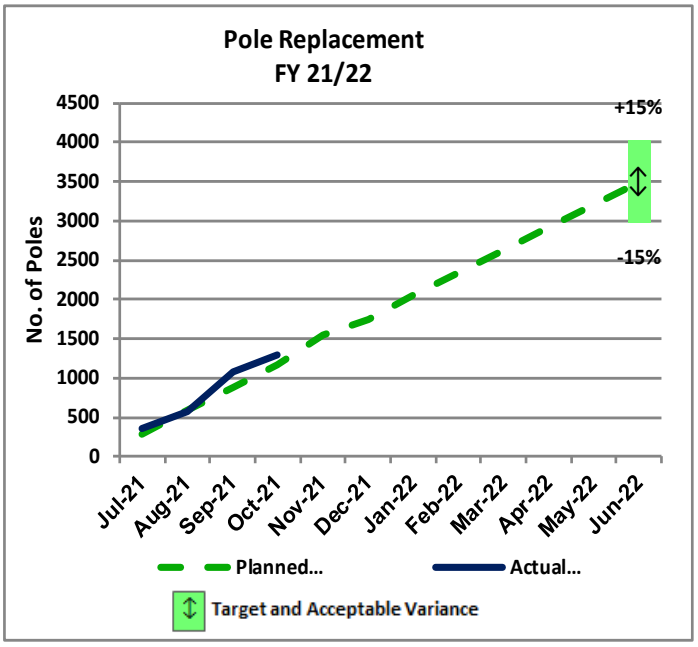
LADWP RATES/EQUITY METRIC – *Pole Replacement (Power)*

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

DEFINITION OF RATES METRIC: Number of Poles Replaced Against Plan
TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = 3,500; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

FYTD as of:	Planned (No.)	Actual (No.)	Variance		Re-Estimate
			No.	%	
Jul-21	292	365	73	25.0%	
Aug-21	583	565	-18	-3.1%	
Sep-21	876	1,075	199	22.7%	
Oct-21	1,168	1,288	120	10.3%	
Nov-21	1,549				
Dec-21	1,752				
Jan-22	2,043				
Feb-22	2,335				
Mar-22	2,628				
Apr-22	2,919				
May-22	3,212				
Jun-22	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 1,168 poles and the current actual number of poles replaced is 1,288.

4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The number of crossarms replaced falls within the ±15% threshold.
- 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.

LADWP RATES METRIC – *Crossarm Replacement (Power)*

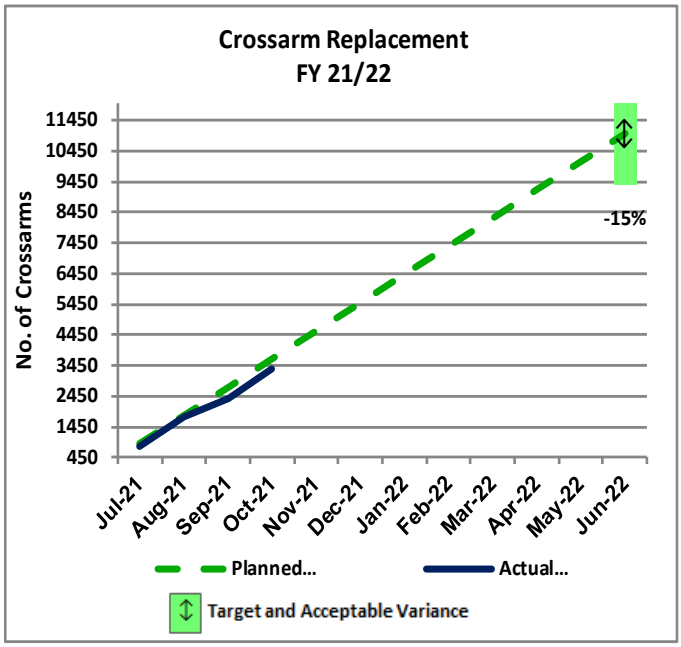
RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** October 2021

DEFINITION OF RATES METRIC: Number of Crossarms Replaced Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = 11,000; Acceptable Variance = ± 15%

STATUS: Within Acceptable Variance

FYTD as of:	Planned (No.)	Actual (No.)	Variance		Re-Estimate
			No.	%	
Jul-21	916	825	-91	-9.9%	
Aug-21	1,832	1,794	-38	-2.1%	
Sep-21	2,748	2,377	-371	-13.5%	
Oct-21	3,664	3,322	-342	-9.3%	
Nov-21	4,580				
Dec-21	5,496				
Jan-22	6,412				
Feb-22	7,328				
Mar-22	8,244				
Apr-22	9,160				
May-22	10,076				
Jun-22	11,000				
Acceptable Variance			± 15%		



SOURCE OF DATA: Jobs P6318 (KPI #04.01.01.21)

1. BACKGROUND / PURPOSE

- Replace 11,000 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 3,664 crossarms and the current actual number of crossarms replaced is 3,322. 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, Arm replacements usually decrease due to heat storms activity causing the majority of field crews to focus on replacing overload transformers. PTD will focus resources according to the operating needs of the distribution system and will work to meet the target goals for all our KPI's.
- PTD was more accurate in capturing completed work using WMIS and as resources were prioritized in other areas. PTD will focus resources according to 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: Vincent Zabukovec
Power Engineering and Technical Services Division

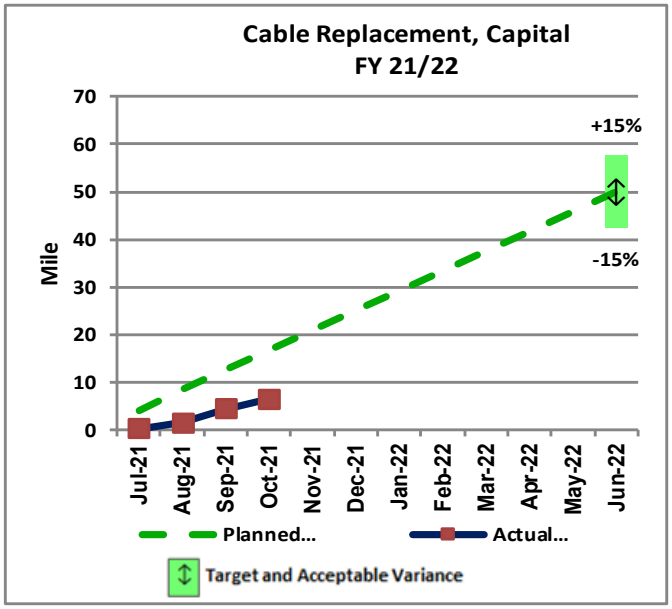
REPORTING PERIOD: October 2021

EQUITY CORE CATEGORY: Water & Power Infrastructure Investment

DEFINITION OF RATES METRIC: No. of Miles of Cable Replaced Against Plan
TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = 50 miles; Acceptable Variance = ±15%

STATUS: **Outside Acceptable Variance**

FYTD as of:	Planned (Mile)	Actual (Mile)	Variance		Re-Estimate
			Mile	%	
Jul-21	4.2	0.3	-3.9	**-92.9%**	
Aug-21	8.4	1.6	-6.8	**-81.0%**	
Sep-21	12.6	4.5	-8.1	**-64.3%**	
Oct-21	16.8	6.5	-10.3	**-61.3%**	
Nov-21	21.0				21.0
Dec-21	25.0				25.0
Jan-22	29.2				29.2
Feb-22	33.4				33.4
Mar-22	37.6				37.6
Apr-22	41.8				41.8
May-22	46.0				46.0
Jun-22	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 4.8-kV and 34.5-kV 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 October, Distribution Construction & Maintenance completed 6.5 circuit-miles. The goal is to complete 50 circuit-miles for Fiscal Year 21/22.

4. PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION

- Variance through the month of October is 10.3 circuit-miles, 61.3% below target. This is due to District crews needing to close completed jobs and finalizing jobs close to completion. Furthermore, District crews have been focusing on other priorities such as customer line extension, relocation and conversion work. Finally, some current and future cable replacement projects require the installation of new conduit and underground structures since new cable and equipment cannot be accommodated in existing deteriorated conduit and structures which delays completion of the projects. An example is the emergency cable replacement job currently ongoing on Franklin Av and Argyle Av. Expenditures for cable replacement have incurred $5.1M 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 will compile lists of cable replacement jobs under construction, identify which jobs are completed or close to being completed and work with District 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]*

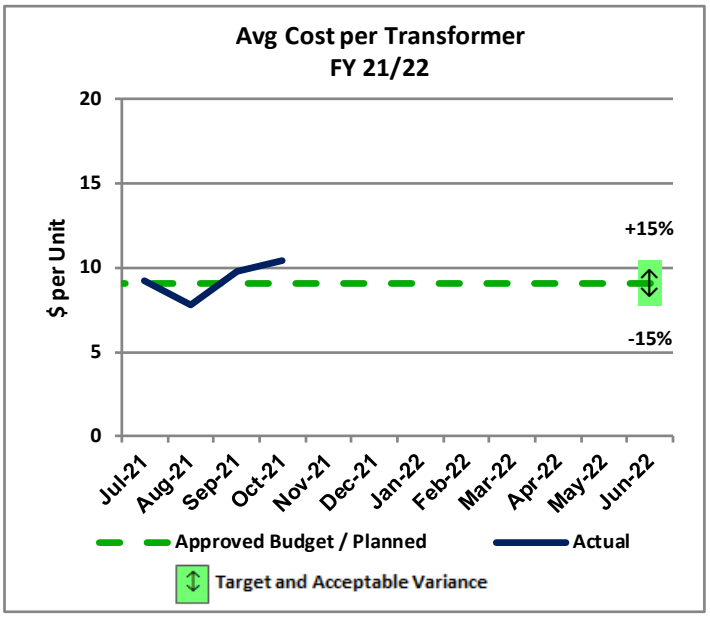
RESPONSIBLE MANAGER: David Hanson, Power Transmission and Distribution **REPORTING PERIOD**: October 2021

DEFINITION OF RATES METRIC: Average Unit Cost per Transformer

TARGET & ACCEPTABLE VARIANCE (FY 21/22 Target = $9.1K per transformer: Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-21	9.1	9.2	0.1	1.1%	
Aug-21	9.1	7.8	(1.3)	-14.3%	
Sep-21	9.1	9.8	0.7	7.7%	
Oct-21	9.1	10.4	1.3	14.3%	
Nov-21	9.1				
Dec-21	9.1				
Jan-22	9.1				
Feb-22	9.1				
Mar-21	9.1				
Apr-22	9.1				
May-22	9.1				
Jun-22	9.1				
Acceptable Variance			± 15%		



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

1. BACKGROUND / PURPOSE

- Identify and replace 1050 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 $9.1K per unit.

2. ACHIEVEMENTS / MILESTONES MET

- As of October 31, the target was to replace 352 transformers at 34% of the fiscal year-end goal. PTD has completed replacement of 336 transformers, which is 32% of the fiscal year goal with a current average cost of $10.4K 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.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Power Transmission Planning, Regulatory, and Innovation (PTPRI) 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 PTPRI on refining the mapping of AC jobs and providing the most accurate cost per unit.
- PTD is monitoring and providing recommendations as needed.

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

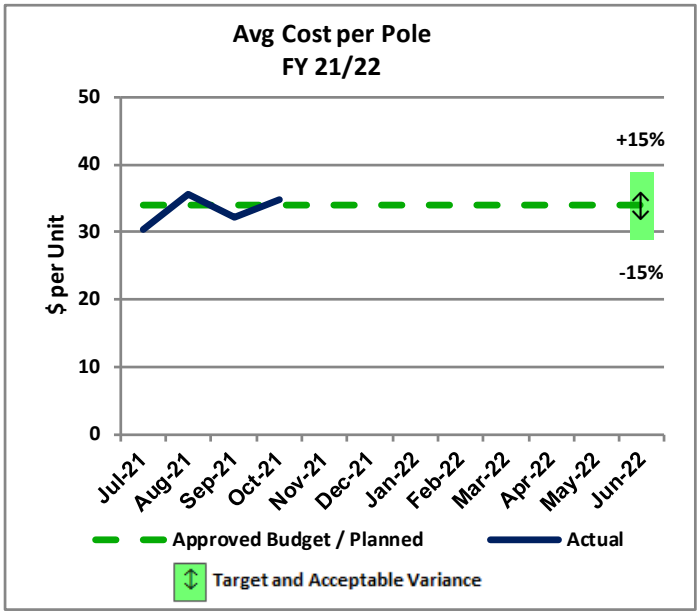
RESPONSIBLE MANAGER: David Hanson, Power Transmission and Distribution **REPORTING PERIOD**: October 2021

DEFINITION OF RATES METRIC: Average Unit Cost per Pole

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $33.9K per pole: Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-21	33.9	30.4	(3.5)	**-10.3%**	
Aug-21	33.9	35.6	1.7	**5.0%**	
Sep-21	33.9	32.1	(1.8)	**-5.3%**	
Oct-21	33.9	34.8	0.9	**2.7%**	
Nov-21	33.9				
Dec-21	33.9				
Jan-22	33.9				
Feb-22	33.9				
Mar-22	33.9				
Apr-22	33.9				
May-22	33.9				
Jun-22	33.9				
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 $33.9K per unit.

2. ACHIEVEMENTS / MILESTONES MET

- As of October 31, our current to date target was a replacement of 1,168 power poles at 33.3% of the fiscal year goal. PTD has completed replacement of 1,288 power poles, which is 36.8% of the fiscal year goal with a current average cost of $34.8K per unit.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- PTD's Contract Operations personnel, which includes outside contractors, are within the acceptable variance for this month.
- Work Management Information System (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 2.7% over the target replacement cost and within 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 Transmission Planning, Regulatory,

and Innovation (PTPRI) to refine accounting for these jobs.

- PTD will work with 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]*

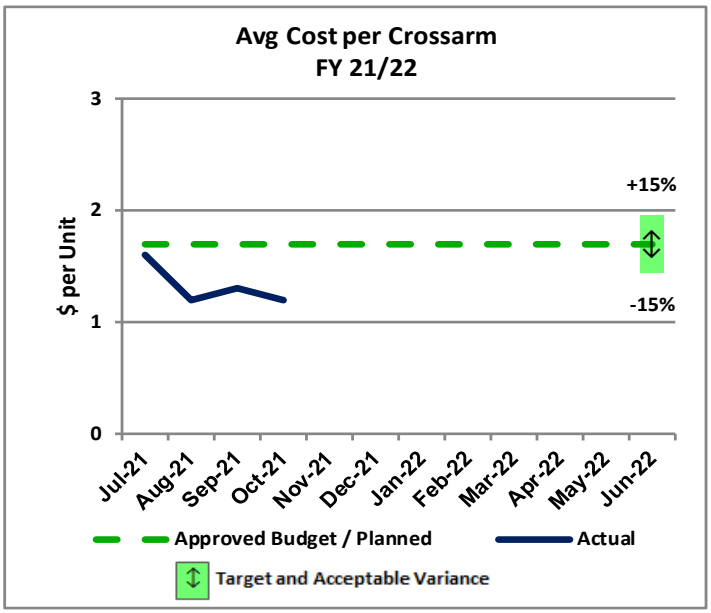
RESPONSIBLE MANAGER: David Hanson, Power Transmission and Distribution **REPORTING PERIOD**: October 2021

DEFINITION OF RATES METRIC: Average Unit Cost per Crossarms

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $1.7K per crossarm: Acceptable Variance = ± 15%

STATUS: **Exceeds Target**

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-21	1.7	1.6	(0.1)	-5.9%	
Aug-21	1.7	1.2	(0.5)	-29.4%	
Sep-21	1.7	1.3	(0.4)	-23.5%	
Oct-21	1.7	1.2	(0.5)	-29.4%	
Nov-21	1.7				
Dec-21	1.7				
Jan-22	1.7				
Feb-22	1.7				
Mar-22	1.7				
Apr-22	1.7				
May-22	1.7				
Jun-22	1.7				
Acceptable Variance			± 15%		



SOURCE OF DATA: Jobs P6318 (KPI # 04.01.01.73)

1. BACKGROUND / PURPOSE

- Replace 11,000 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 $1.7K per unit.

2. ACHIEVEMENTS / MILESTONES MET

- As of October 2021, our current to date target is to replace 3,664 crossarms, which is 33.3% of the fiscal year goal. PTD has completed the replacement of 3,322 crossarms, which is 30.2% of the FY goal, with a current average cost of $1.2K per unit.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- PTD is exceeding the target and there is a variance of $0.5K per unit. For the month of October, the average cost is $1.2K, which is 29.4% under the approved 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.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD will monitor and work with Power Transmission Planning, Regulatory, and Innovation (PTPRI) 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]

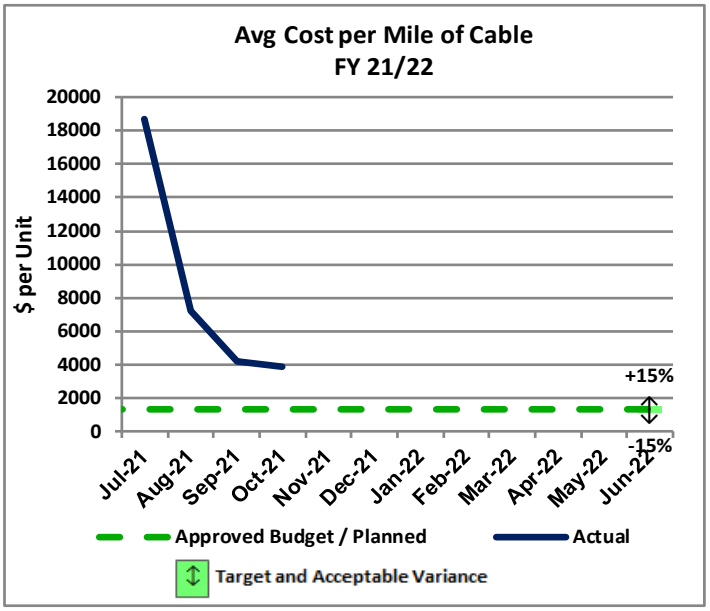
RESPONSIBLE MANAGER: David Hanson, Power Transmission and Distribution **REPORTING PERIOD**: October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $1331.7K 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-21	1331.7	18703.0	17371.3	1304.4%	
Aug-21	1331.7	7196.7	5865.0	440.4%	
Sep-21	1331.7	4220.0	2888.3	216.9%	
Oct-21	1331.7	3852.9	2521.2	189.3%	
Nov-21	1331.7				
Dec-21	1331.7				
Jan-22	1331.7				
Feb-22	1331.7				
Mar-22	1331.7				
Apr-21	1331.7				
May-22	1331.7				
Jun-22	1331.7				
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 $1331.7K per mile.

2. ACHIEVEMENTS / MILESTONES MET

- PTD's annual target is replacement of 50 miles of cable. The actual cable replacement accounted for in October totals 6.5 miles.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Average cost per mile of cable is $3,852.9K which is outside the acceptable target for the month of October, due to an increase in labor costs driven by an increase of projects requiring additional underground infrastructure, and District crews needing to close completed jobs and finalizing jobs close to completion.
- The primary driver has been labor cost and construction services. The increase in the amount of cable replaced is determined when the cable is removed and it becomes apparent that a larger amount of cable (length) needs to be replaced due to circuit configuration, circuit loading and/or the need for upgrade cable size over a larger area than originally planned. Extreme deterioration of cable due to age, circuit loading, and damage by collapsed conduit is identified as the cable is removed. This will generate additional conduit repair work and cost. These repairs must be done before the new cable may be installed. As a result, the amount of cable will increase and combined with conduit repair cost (where needed), we will have an increase to the overall cost per mile of replacement.
- Some completed cable replacement projects required the installation of new conduit and underground structures since new cable and equipment cannot be accommodated in existing deteriorated conduit and structures. Trenching, excavation, intercept work and core drilling are labor intensive which would increase the overall cost per mile greatly. In addition, new cable replacement projects have begun which also require the installation of underground infrastructure which will further increase the average cost per mile of cable.

- The actual cable replacement mileage is only accounted for in Work Management Information (WMIS) when the crew leader indicates all work for Task 145 has been 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. District crews are continuing to work on large scale 4.8kV and 34.5kV cable replacement projects which will increase cable mileage once completed.
- Engineering labor costs have increased due to new 4.8kV E-box replacement projects. Obsolete E-boxes are being identified and construction work packages (CWPs) are being prepared to replace them with upgraded switches. These projects require extra engineering analysis and may require additional designs for new underground structures and conduit for the installation of these new switches.

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 Transmission Planning, Regulatory, and Innovation (PTPRI) business group to ensure all work and costs are accounted for with the highest accuracy possible.

LADWP RATES METRIC – *Distribution Automation (Power)*

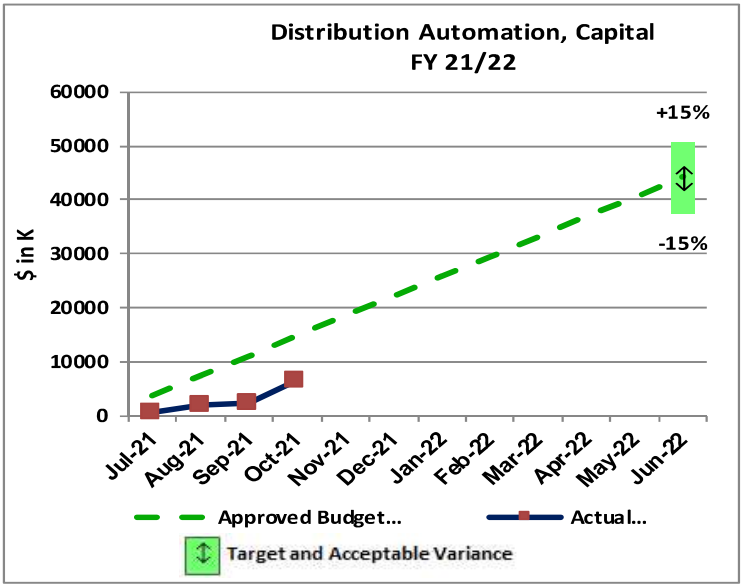
RESPONSIBLE MANAGER: Kodi Uzomah, Power Transmission Planning, Regulatory, & Innovation Division **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = $44,245K; Acceptable Variance = ± 15%

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget ($ in K)	Actual ($ in K)	Variance		Re-Estimate
			$ in K	%	
Jul-21	3,687.0	352.0	(3,335.0)	-90.5%	
Aug-21	7,374.0	1,872.0	(5,502.0)	-74.6%	
Sep-21	11,061.0	2,152.0	(8,909.0)	-80.5%	
Oct-21	14,748.0	6,293.0	(8,455.0)	-57.3%	
Nov-21	18,435.0				9,844.2
Dec-21	22,122.0				11,813.0
Jan-22	25,809.0				13,781.8
Feb-22	29,496.0				15,750.7
Mar-22	33,183.0				17,719.5
Apr-22	36,870.0				19,688.3
May-22	40,557.0				21,657.2
Jun-22	44,245.0				23,626.0
Acceptable Variance			± 15%		



SOURCE OF DATA: FI 28840/Job P6511 (KPI # 01.03.01.25).

1. BACKGROUND / PURPOSE

- The purpose of the Distribution Automation Program is to help achieve LADWP's vision of being innovative and using the latest technology to improve, modernize, and better maintain our aging Distribution System. By 2021, LADWP envisions to have all the foundational elements in place to build a smarter, more reliable distribution system that effectively utilizes new technology and innovation to improve system reliability and customer experience.

2. ACHIEVEMENTS / MILESTONES

- Total of 5,000 Distribution Automation smart meters received.
- Total of 1,884 Distribution Automation smart meters installed.
- Total of 39 pole-top communication equipment installed.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The program has experienced delays with installation of the communication equipment and delays with equipment delivery. Although we are ramping up the installation crews, we do see a reduction in the year end spending forecast to approximately $23.6M

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The project team is currently ramping installation resources for the communication equipment and we expect a sharp increase in the amount of spending due to ramp up. We have also placed several orders for additional equipment well in advance to mitigate potential supply chain issues.

Kodi Uzomah

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LADWP RATES METRIC – *Distribution Automation, Project Milestones (Power)*

RESPONSIBLE MANAGER: **Kodi Uzomah** Power Transmission Planning, Regulatory, & Innovation Division **REPORTING PERIOD:** October, 2021

DEFINITION OF RATES METRIC: Distribution Automation Project Progress Against Schedule (Target as %)
TARGET & ACCEPTABLE VARIANCE (FY 2122): Target = Complete system integration by June 2022. Variance = N/A

STATUS **INFORMATION ONLY**

Project Milestones	Target Dates	Status
Distribution Automation Smart Meters Received	FY 21/22 1st Qtr. (July 2021 – September 2021)	Complete
Distribution Automation Smart Meters Installed	FY 21/22 2nd Qtr (October 2021 - December 2021)	
Installation of Pole Top Communication Equipment Completed	FY 21/22 3rd Qtr. (January 2022 – March 2022)	
Construction of DS-36 Completed	FY 21/22 3rd Qtr. (January 2022 – March 2022)	
Completion of System Integration	FY 21/22 4th Qtr. (April 2022 - June 2022)	

SOURCE OF DATA: Distribution Automation Program Schedule

1. BACKGROUND / PURPOSE

- The purpose of the Distribution Automation Program is to help achieve LADWP's vision of being innovative and using the latest technology to improve, modernize, and better maintain our aging Distribution System. By 2021, LADWP envisions to have all the foundational elements in place to build a smarter, more reliable distribution system that effectively utilizes new technology and innovation to improve system reliability and customer experience.

2. ACHIEVEMENTS / MILESTONES

- Total of 5,000 Distribution Automation smart meters received.
- Total of 1,884 Distribution Automation smart meters installed.
- Total of 39 pole-top communication equipment installed.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The program has experienced delays with installation of the communication equipment, and equipment delivery. This is due to late receipt from vendors and global supply chain issues. Installations are expected to ramp up with staffing up of installation crews to deal with variance.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The project team is currently ramping installation resources for the communication equipment and we expect an increase in rate of equipment installation. We have also placed several orders for additional equipment well in advance to mitigate potential supply chain issues. Working on getting extra staffing resources to expedite project tasks.

Kodi Uzomah

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Water System

LADWP RATES METRIC – WATER DISTRIBUTION INFRASTRUCTURE POSITIONS (WATER)

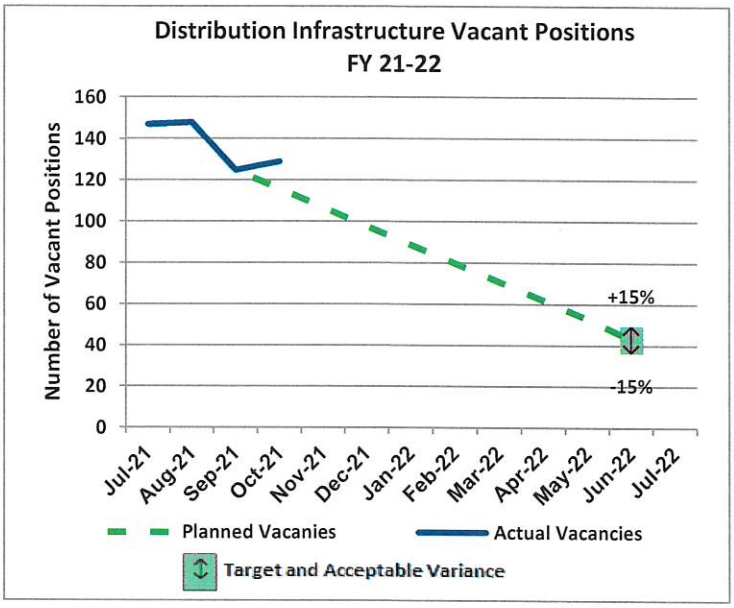
RESPONSIBLE MANAGER: Breonia Lindsey/Sandra Foster SF **REPORTING PERIOD:** October 2021

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 21/22): Vacant budgeted Water Distribution Infrastructure field positions at 43 or less by the end of the fiscal year/, ±15%

STATUS: Within Acceptable Variance

FYTD as of:	Planned Vacanies	Actual Vacancies	Variance		Re-Estimate (If Applicable)
			# Vacancies	%	
Jul-21	147	147	0	0.0%	
Aug-21	148	148	0	0.0%	
Sep-21	125	125	0	0.0%	
Oct-21	116	129	13	11.2%	
Nov-21	107				
Dec-21	98				
Jan-22	89				
Feb-22	80				
Mar-22	71				
Apr-22	62				
May-22	53				
Jun-22	43				
Acceptable Variance			± 15%		



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 43 vacancies or less by the end of the fiscal year.

2. ACHIEVEMENTS/MILESTONES MET

- The Division continues hiring infrastructure employees in fiscal year 2021/22, filling existing vacancies in critical infrastructure crews.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Current rate of hiring budgeted positions is within the acceptable variance. The Division will continue hiring efforts to reduce the number of vacant budgeted Water Distribution field positions to 43 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)

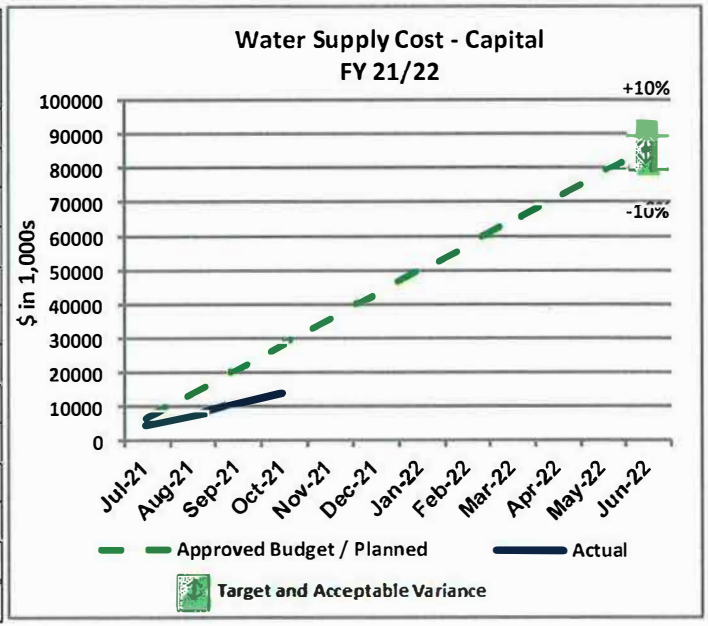
RESPONSIBLE MANAGER: April Thang **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): $86,362K, 10 percent

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-21	7,196	5,010	-2,186	-30.4%	
Aug-21	14,392	7,604	-6,788	-47.2%	
Sep-21	21,589	11,602	-9,987	-46.3%	
Oct-21	28,785	14,672	-14,113	-49.0%	
Nov-21	35,981				
Dec-21	43,177				
Jan-22	50,373				
Feb-22	57,570				
Mar-22	64,766				
Apr-22	71,962				
May-22	79,158				
Jun-22	86,362				
Acceptable Variance			± 10%		



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

- In September 2021, the Van Norman Exploratory Wells project has completed 90% design.
- As of September 2021, Mission Wells is on track to pump DWP's annual entitlement of approximately 4000 AF from the Sylmar Basin for the first time in nearly a decade.
- 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.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The LA Aqueduct System – A&B North Project is below budgeted levels due to environmental delays on the North Haiwee Dam project, additional time needed to prepare the Scope of Work for the Grant Lake Roto Valve Replacement Project, and work on Mono Basin structures and facility improvements has been pushed out until Spring of 2022.
- Water Conservation Water Funded jobs are contributing to the underrun. Most of the collaborative programs with other participating utilities were put on hold for safety concerns during the COVID-19 pandemic. In addition,

there was a significant decrease in demand for commercial and residential rebates from our customers. However, the goal is to increase participation in our rebate programs with increased marketing and incentive amounts given the current drought conditions.

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.

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

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

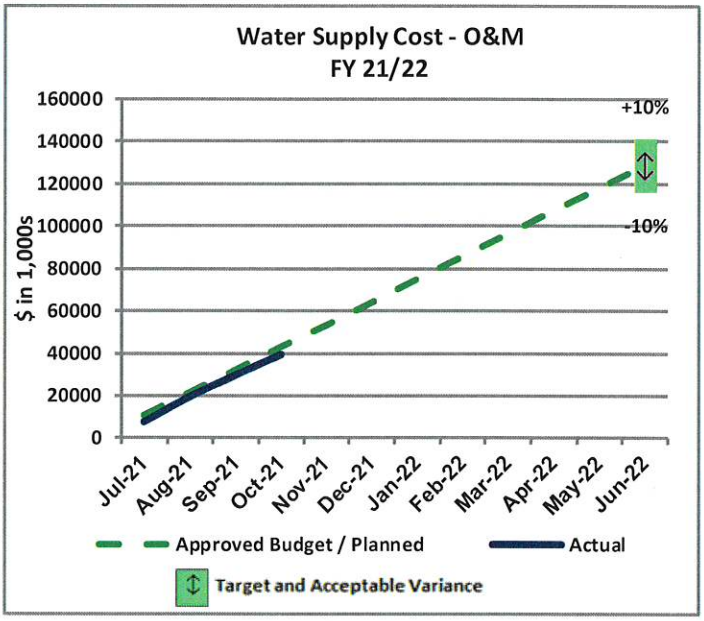
RESPONSIBLE MANAGER: April Thang **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): $128,951K, 10 percent

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-21	10,746	7,741	-3,005	-28.0%	
Aug-21	21,491	19,590	-1,901	-8.8%	
Sep-21	32,237	29,590	-2,647	-8.2%	
Oct-21	42,982	39,528	-3,454	-8.0%	
Nov-21	53,728				
Dec-21	64,474				
Jan-22	75,219				
Feb-22	85,965				
Mar-22	96,710				
Apr-22	107,456				
May-22	118,202				
Jun-22	128,951				
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 134 preventative maintenance tasks for 96 pump station facilities and 144 regulatory bi-weekly maintenance on 45 emergency backup IC Engine units located throughout the Water System.

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

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- On target.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

LADWP RATES METRIC – Purchased Water (Water)

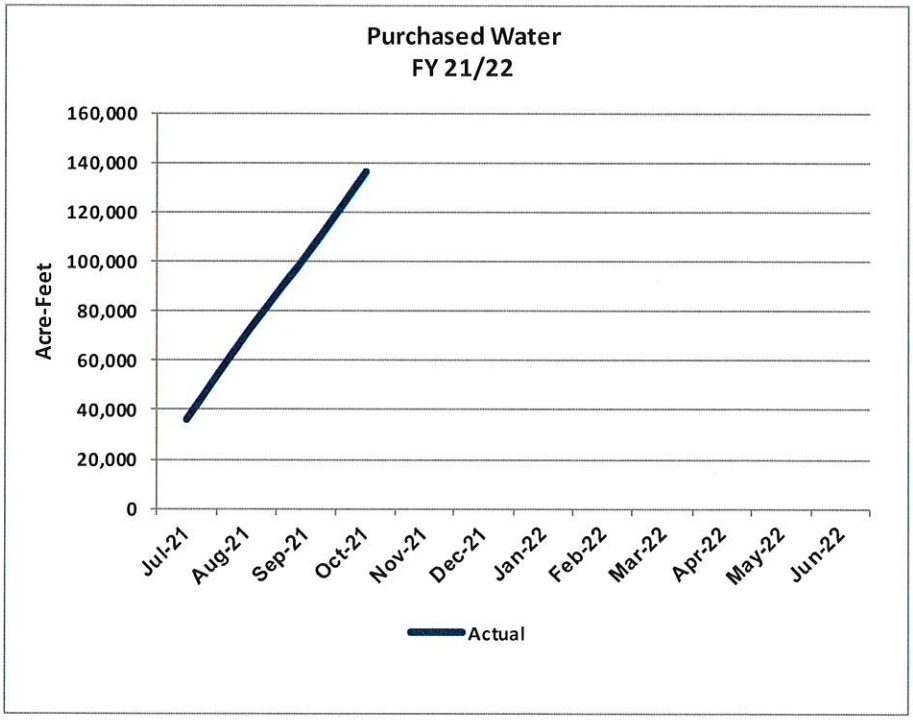
RESPONSIBLE MANAGER: April Thang **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): N/A - for information only

STATUS: Information Only

FYTD as of:	Actual
Jul-21	36,024
Aug-21	70,597
Sep-21	102,659
Oct-21	136,583
Nov-21	
Dec-21	
Jan-22	
Feb-22	
Mar-22	
Apr-22	
May-22	
Jun-22	



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 and less water available from the Los Angeles Aqueduct 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)

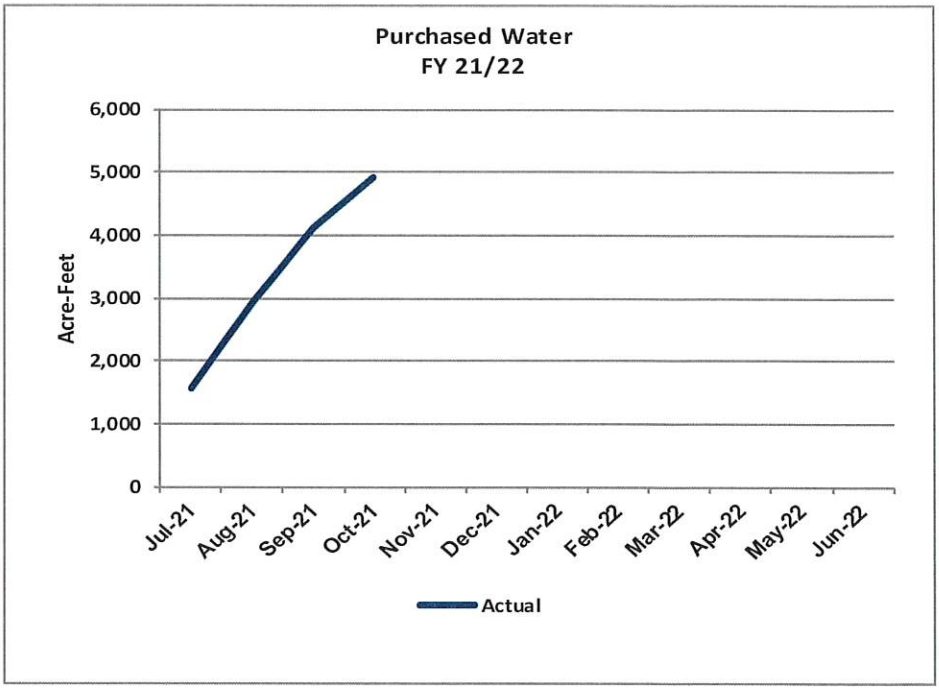
RESPONSIBLE MANAGER: Gregory R. Reed **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): N/A - for information only

STATUS: Information Only

FYTD as of:	Actual
Jul-21	1,554
Aug-21	2,932
Sep-21	4,116
Oct-21	4,906
Nov-21	
Dec-21	
Jan-22	
Feb-22	
Mar-22	
Apr-22	
May-22	
Jun-22	



SOURCE OF DATA: Customer Recycled Water Meter Reads

GREGORY REED
DEC 06 2021

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. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The recycled water deliveries are expected to meet the FY 21/22 forecast by fiscal year-end.

3. 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 expand RW delivery.

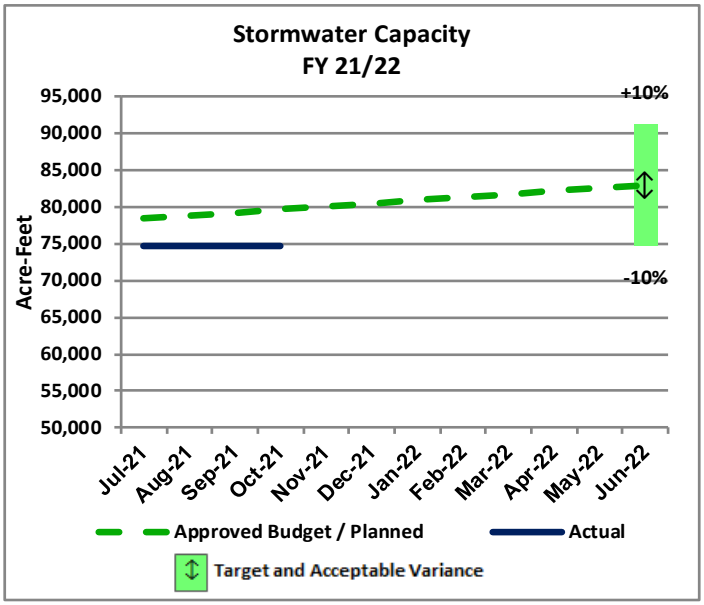
LADWP RATES METRIC – STORMWATER CAPACITY (Water)

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

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): 83,000 AFY; 10% variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-21	78,417	74,626	-3,791	**-4.8%**	
Aug-21	78,833	74,626	-4,207	**-5.3%**	
Sep-21	79,250	74,626	-4,624	**-5.8%**	
Oct-21	79,667	74,626	-5,041	**-6.3%**	
Nov-21	80,083				
Dec-21	80,500				
Jan-22	80,917				
Feb-22	81,333				
Mar-22	81,750				
Apr-22	82,167				
May-22	82,583				
Jun-22	83,000				
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 95% complete.
  - Pacoima Spreading Grounds Improvement Project (5,300 AFY), is 5% 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), 100% 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), 90% design plans in progress.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- On target.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue ongoing work as planned.

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

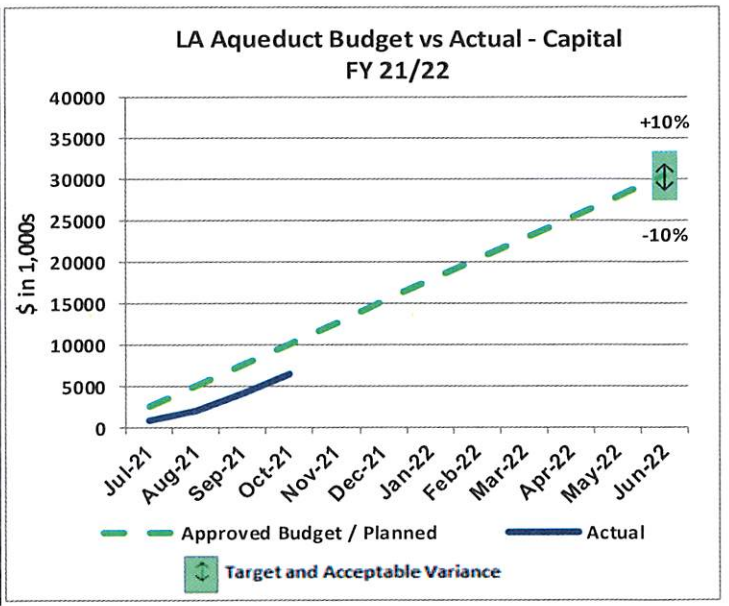
RESPONSIBLE MANAGER: Darin Willey **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): $30,320, 10 percent

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			$	%	
Jul-21	2,526	790	-1,736	-68.7%	
Aug-21	5,053	1,929	-3,124	-61.8%	
Sep-21	7,579	4,106	-3,473	-45.8%	
Oct-21	10,105	6,355	-3,750	-37.1%	
Nov-21	12,632				10,416
Dec-21	15,158				12,499
Jan-22	17,685				14,582
Feb-22	20,211				16,665
Mar-22	22,737				18,748
Apr-22	25,264				20,832
May-22	27,790				22,918
Jun-22	30,320				25,232
Acceptable Variance			± 10%		-16.8%



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

- Los Angeles Aqueduct Top Removal Project is 60% complete.
- Scope of Work on the Grant Lake Roto Valve Project is 15% complete.
- Walker Slide Gate Replacement Project is 100% complete.
- Design for the Grant Lake Spillway Modification Project is 100% complete. Construction due to beginning in the Spring of 2022.
- Laws Planting Project is 100% complete. Planted 16,000 native shrubs and grasses.
- Laws 118 Project is 100% complete. Installed 2,000 ft of mainline and 8,000 ft of tubing.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Aqueduct Capital Expenditure is expected to be near the revised budgeted levels at fiscal year-end. The start of the Los Angeles Aqueduct Top Removal Project was delayed in July and August by operational needs to keep water flowing in Los Angeles Aqueduct 1. Several capital projects have been postponed due to delays in planning and permitting, as well as Power Construction and Maintenance rescheduling work due to Covid-19.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue to work with Water Engineering and Technical Services, and Power Construction and Maintenance to move projects forward.

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

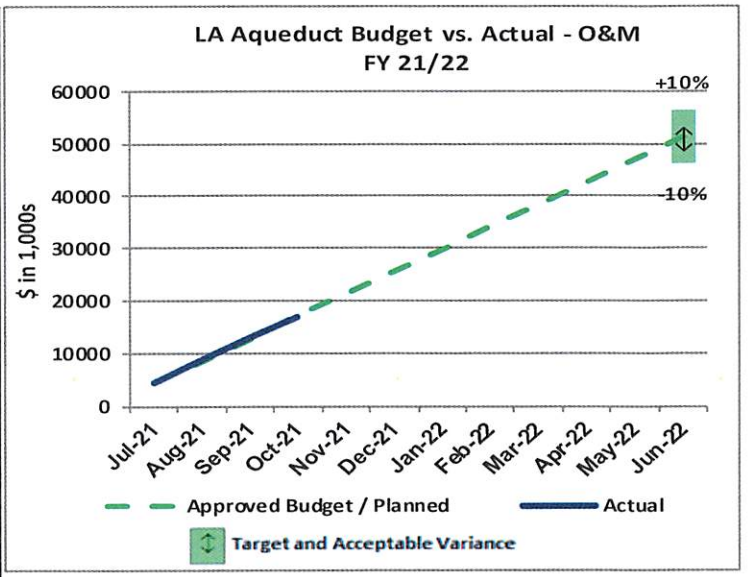
RESPONSIBLE MANAGER: Darin Willey **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22) $51,194., 10 percent

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			$	%	
Jul-21	4,266	4,291	25	0.6%	
Aug-21	8,532	8,822	290	3.4%	
Sep-21	12,798	13,187	389	3.0%	
Oct-21	17,064	16,918	-146	-0.9%	
Nov-21	21,330				
Dec-21	25,596				
Jan-22	29,862				
Feb-22	34,128				
Mar-22	38,393				
Apr-22	42,659				
May-22	46,925				
Jun-22	51,194				
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 44 acres for resource clearing;
- Graded 85 miles of roads;
- Mowed 117 miles of canals and ditches;
- Cleaned 37 miles of canals and ditches;
- Installed 3 miles of fencing;
- Installed 37 data logger/station retrofits.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- On target.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Crews will continue performing substantial facility maintenance at Mojave and Dry Canyon, as well as continue working towards Operational and Maintenance goals set for FY 21/22.

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

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

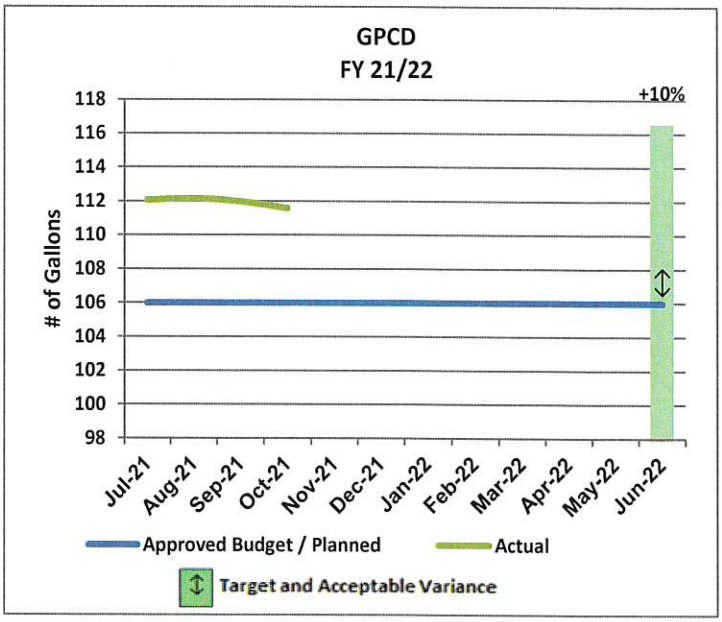
RESPONSIBLE MANAGER: Terrence McCarthy **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): 106 GPCD & 10% Acceptable Variance

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate of Budget/Planned
			GPCD	%	
Jul-21	106	112	6	5.7%	
Aug-21	106	112	6	5.8%	
Sep-21	106	112	6	5.7%	
Oct-21	106	112	6	5.3%	
Nov-21	106				
Dec-21	106				
Jan-22	106				
Feb-22	106				
Mar-22	106				
Apr-22	106				
May-22	106				
Jun-22	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.
- Governor Newsom declared a statewide drought emergency on October 19, 2021.

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 marginally, due to population decrease and reduced precipitation through July.
- 12-month rolling GPCD is anticipated to remain the same or marginally increase due to the dry winter weather Los Angeles is expecting.
- The CA Department of Finance (DOF) population estimates for 2021 were lower than the population estimates used to determine the Monthly Water usage. The CA DOF population estimate indicates that impacts to population include declines in natural population increase, declines in foreign immigration due to federal policies, and COVID-19 associated deaths.

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 2020 Urban Water Management Plan.

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

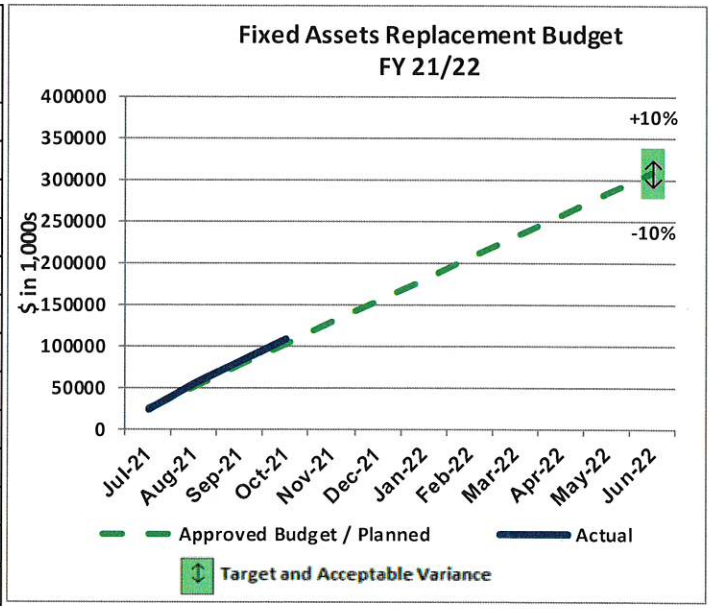
RESPONSIBLE MANAGER: April Thang **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): $308,260K, 10 percent

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			$	%	
Jul-21	25,687	24,444	-1,243	-4.8%	
Aug-21	51,373	55,094	3,721	7.2%	
Sep-21	77,060	81,952	4,892	6.3%	
Oct-21	102,747	107,485	4,738	4.6%	
Nov-21	128,434				
Dec-21	154,120				
Jan-22	179,807				
Feb-22	205,494				
Mar-22	231,181				
Apr-22	256,867				
May-22	282,554				
Jun-22	308,260				
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 October 2021:

- 53,313 feet of mainline have been installed.
- 5,380 feet of the open trench portion of 54-inch diameter earthquake resistant pipe, Foothill TL Unit 3 Phase II, have been installed.
- 6 pumps were replaced/retrofitted.
- 3 Regulator/Relief Stations were retrofitted.
- Green Verdugo Reservoir Floating Cover Replacement Project:
  - ➢ The project construction is 82% complete.
  - ➢ The floating cover contractor began mobilized on May 3rd and completed paving the reservoir in September.

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.

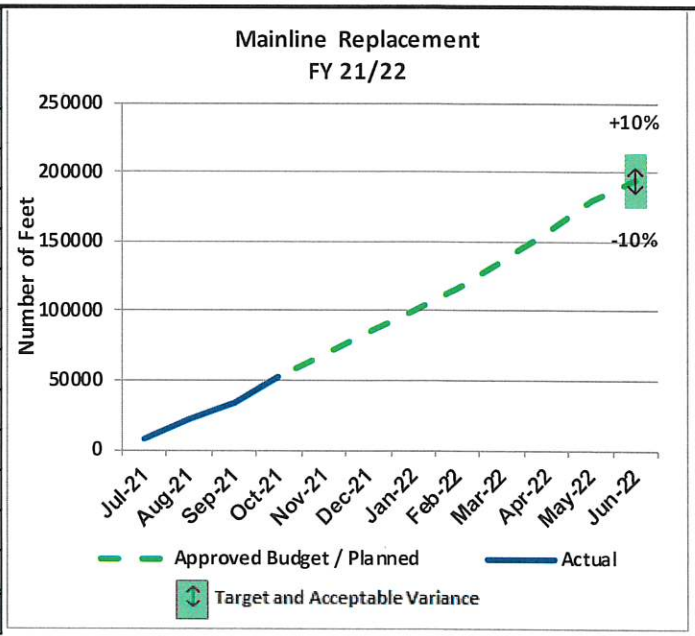
LADWP RATES METRIC – MAINLINE REPLACEMENT (Water)

RESPONSIBLE MANAGER: Breonna Lindsey/Sandra Foster SF **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): 195,000 feet, ±10%

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Feet	%	
Jul-21	7,738	7,738	0	0.0%	
Aug-21	22,024	22,024	0	0.0%	
Sep-21	34,341	34,341	0	0.0%	
Oct-21	52,834	53,313	479	0.9%	
Nov-21	69,516				
Dec-21	84,079				
Jan-22	100,105				
Feb-22	117,086				
Mar-22	137,248				
Apr-22	157,731				
May-22	180,495				
Jun-22	195,000				
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 October 2021, 53,313 feet of mainline have been installed.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

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

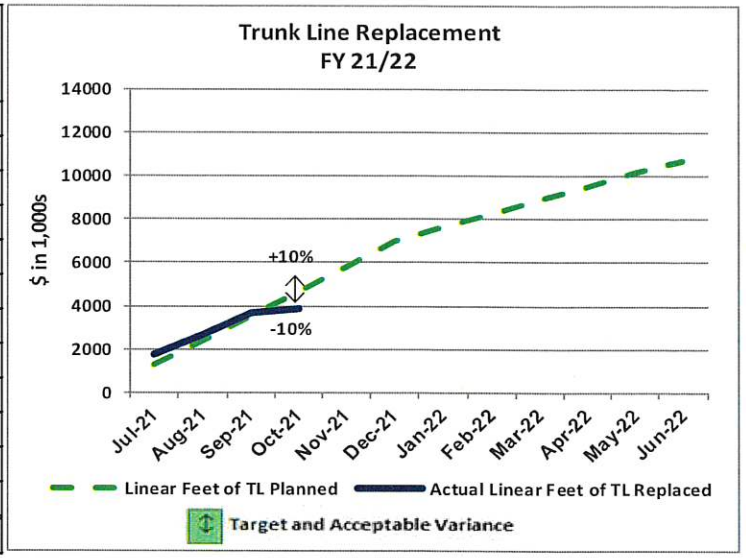
RESPONSIBLE MANAGER: Gregory R. Reed **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): 10,700 feet, 10 percent

STATUS: Exceeds Target

FYTD as of:	Linear Feet of TL Planned	Actual Linear Feet of TL Replaced	Variance		Re-Estimate (If Applicable)
			ft	%	
Jul-21	1,270	1,769	499	39.3%	
Aug-21	2,390	2,682	292	12.2%	
Sep-21	3,535	3,696	161	4.6%	
Oct-21	4,680	3,867	-813	-17.4%	
Nov-21	5,825				
Dec-21	6,970				
Jan-22	7,615				
Feb-22	8,260				
Mar-22	8,895				
Apr-22	9,530				
May-22	10,165				
Jun-22	10,700				
Acceptable Variance			± 10%		



SOURCE OF DATA: FI 23222 - Jobs 23117, 23435; FI 26220 - Jobs 23095, 23213, 23137, 23522, 23528, 23548.

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

- 100% of the construction of Century Trunk Line Unit 1 Phase 2A was completed in September 2021.
- 100% of the construction by Trunk Line Construction for Stone Canyon & Sunset West Trunk Line Unit 1 Phase 1 was completed in August 2021.
- 100% of the construction of Machado Lake Pipeline was completed in July 2021.
- 412 feet of trunk line was installed on Century Trunk Line Unit 1 Phase 1 through August 2021.
- 1,184 feet of trunk line was installed on City Trunk Line South Unit 3 through September 2021.
- 654 feet of trunk line was installed on Foothill Trunk Line through October 2021.
- 938 feet of trunk line was installed on Coronado Trunk Line through September 2021.
- 31 feet of trunk line was installed on City Trunk Line North Unit 2 through October 2021.

3. PERFORMANCE / VARIANCE ANALYSIS AND YEAR-END PROJECTION

- City Trunk Line South Unit 3 experienced delay due to unforeseen interfering substructures.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue ongoing work as planned.

GREGORY REED
DEC 09 2021

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

LADWP RATES METRIC – METER REPLACEMENT (Water)

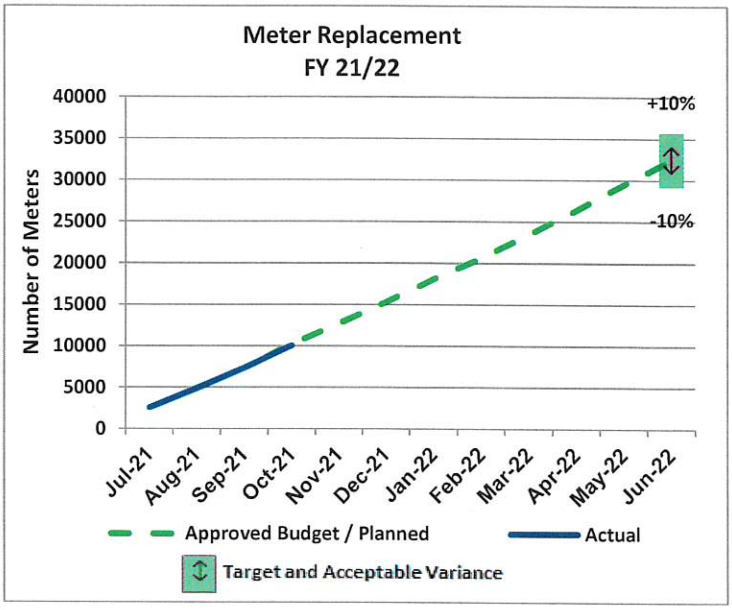
RESPONSIBLE MANAGER: Breonia Lindsey/Sandra Foster SF **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): 32,500 meters, ±10%

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Meters	%	
Jul-21	2,615	2,615	0	0.0%	
Aug-21	4,964	4,964	0	0.0%	
Sep-21	7,412	7,412	0	0.0%	
Oct-21	10,269	10,098	-171	-1.7%	
Nov-21	12,776				
Dec-21	15,360				
Jan-22	18,136				
Feb-22	20,672				
Mar-22	23,529				
Apr-22	26,424				
May-22	29,527				
Jun-22	32,500				
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 October 2021, 10,098 meters of the 32,500 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.

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)

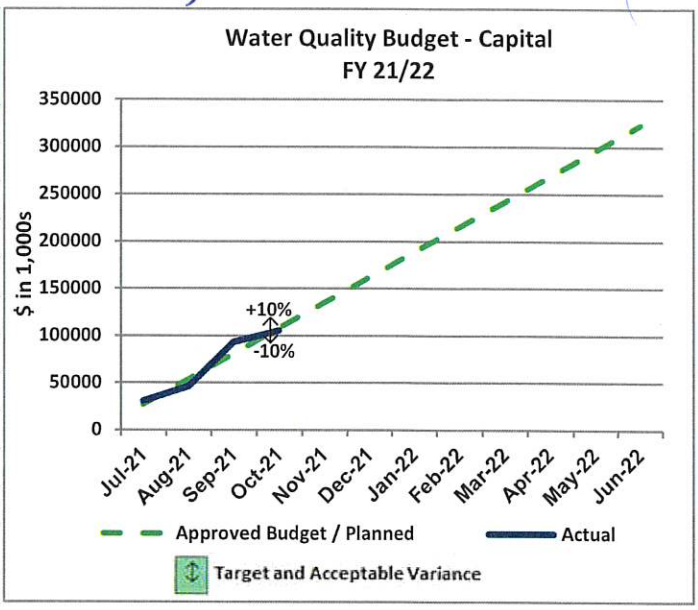
RESPONSIBLE MANAGER: Gregory R. Reed **REPORTING PERIOD:** October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): $323M, 10 percent

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			$	%	
Jul-21	$ 26,897	$ 30,315	3,888	13.0%	
Aug-21	$ 53,794	$ 46,032	-5,868	-9.8%	
Sep-21	$ 80,691	$ 93,053	12,362	15.3%	
Oct-21	$ 107,588	$ 105,267	-2,321	-2.2%	
Nov-21	$ 134,486				
Dec-21	$ 161,383				
Jan-22	$ 188,280				
Feb-22	$ 215,177				
Mar-22	$ 242,074				
Apr-22	$ 268,971				
May-22	$ 295,868				
Jun-22	$ 322,780				
Acceptable Variance			± 10%		



SOURCE OF DATA: FIs 23222, 24130, 24310, 24305, 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 FY21/22 include completing construction of MWD-LA 30 Connection and LA Reservoir UV Disinfection Plant. Goals also include reaching 50% construction complete for San Fernando Groundwater Basin Remediation Projects (North Hollywood Centralized Treatment and Tujunga Centralized Treatment) and LAAFP Oxygen Generation System Upgrade.

2. ACHIEVEMENTS / MILESTONES MET

MWD-LA 30 Connection:

- Construction is complete as of September 2021.

LA Reservoir UV Disinfection Plant:

- As of September 2021, construction is 95% complete and the facility is being commissioned.

3. PERFORMANCE / VARIANCE ANALYSIS AND YEAR-END PROJECTION

- The rate of Water Quality Capital Budget for the reporting period is within acceptable range.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue ongoing work as planned.

GREGORY REED
DEC 08 2021

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

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

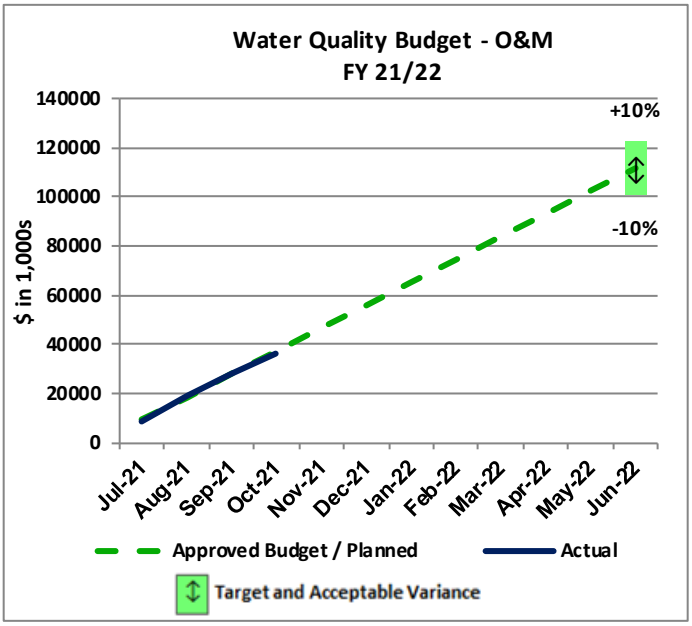
Nelson O. Mejia

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

DEFINITION OF RATES METRIC: Board approved annual budget vs actual expenditures.
TARGET & ACCEPTABLE VARIANCE (FY 21/22): $111,543K, 10 percent

STATUS: Within Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			$	%	
Jul-21	9,295	8,775	-520	-5.6%	
Aug-21	18,590	18,677	87	0.5%	
Sep-21	27,885	28,085	200	0.7%	
Oct-21	37,180	35,702	-1,478	-4.0%	
Nov-21	46,475				
Dec-21	55,770				
Jan-22	65,065				
Feb-22	74,360				
Mar-22	83,655				
Apr-22	92,950				
May-22	102,245				
Jun-22	111,543				
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 3,038 groundwater samplings required for regulatory permits and Prop 1 Grant Program projects.

- Water Quality Control collected 11,037 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 Customer Care has processed Memoranda of Understanding with the following City Departments: Recreation and Parks, General Services, Los Angeles World Airport, Los Angeles Public Library, Streets LA and Los Angeles Zoo for the Hydration Station Initiative Program (HSIP). To date HSIP has approved 49 hydration stations for program participation and reimbursed partners for approximately $380,000.

- Community Outreach-Water Quality Customer Care selected two non-profit organizations, WeTap and the Council of Mexican Federations in North America (COFEM), to conduct public outreach and education campaigns that promote LADWP's high quality water, and communicates the environmental, health and economic benefits of drinking tap water.

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.

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

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

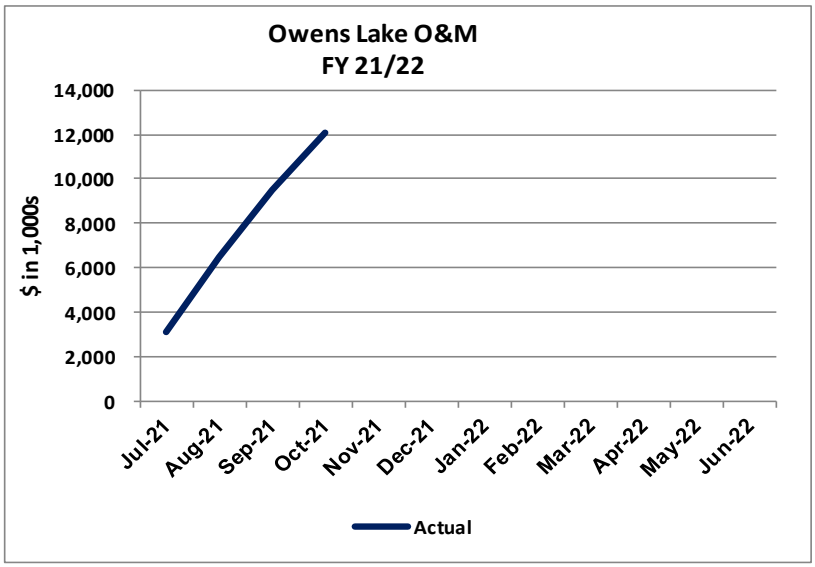
RESPONSIBLE MANAGER: Nelson Mejia **REPORTING PERIOD:** October 2021

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

TARGET& ACCEPTABLE VARIANCE (FY 21/22): N/A – for information only

STATUS: Information Only

FYTD as of:	Actual
Jul-21	3,076
Aug-21	6,508
Sep-21	9,482
Oct-21	12,114
Nov-21	
Dec-21	
Jan-22	
Feb-22	
Mar-22	
Apr-22	
May-22	
Jun-22	



SOURCE OF DATA: Fls 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

- Owens Lake O&M and Construction personnel performed maintenance of tillage and brine areas as well as filling ponds.

- Staff continued performing maintenance of dust control areas that fall under Dynamic Water Management. These are areas required to be in compliance by mid-November.

3. PERFORMANCE / VARIANCE ANALYSIS &YEAR END PROJECTION

- On target.

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*

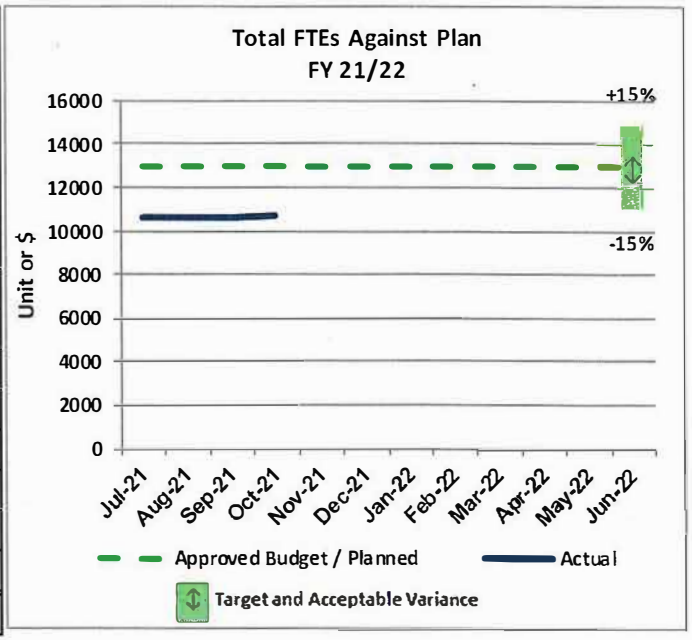
RESPONSIBLE MANAGER: Shannon C. Pascual REPORTING PERIOD: October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22) +/- 15%

STATUS: Outside Acceptable Variance

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-21	12,989	10,582	-2407	-18.5%	
Aug-21	12,989	10,615	-2374	-18.3%	
Sep-21	12,989	10,642	-2347	-18.1%	
Oct-21	12,989	10,690	-2299	-17.7%	
Nov-21	12,989				
Dec-21	12,989				
Jan-22	12,989				
Feb-22	12,989				
Mar-22	12,989				
Apr-22	12,989				
May-22	12,989				
Jun-22	12,989				
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 = 75
- Attrition = 25
- Net New Employees = 50

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

The variance is caused by newly added positions for Fiscal Year 21-22. These positions are expected to be filled within the next few months as the Power and Water Systems fill positions to their APR levels.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

HR will continue to monitor the actual occupied positions against the annual Authorized Personnel Resolution.

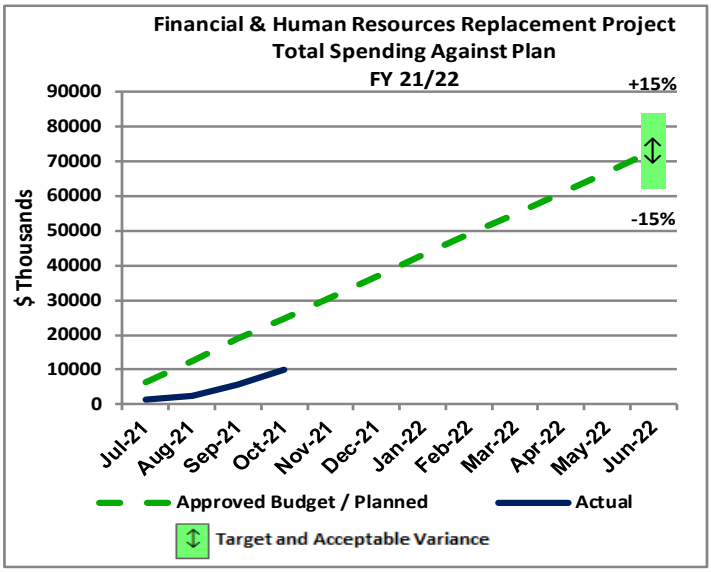
LADWP RATES METRIC – *Financial and Human Resources Replacement Project (Project) Total Spending Against Plan (Joint)*

RESPONSIBLE MANAGER: Rita Khurana-Carwile R Carwile 12/21/2021 **REPORTING PERIOD:** October 2021
Information Technology Program Management Office

DEFINITION OF RATES METRIC: Board approved annual budget vs. actual expenditures ($ thousand)
TARGET & ACCEPTABLE VARIANCE (FY 21/22): +/-20% of FY 21/22 Board Approved Budget

STATUS: **Outside Acceptable Variance**

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-21	6,250.3	1,257.1	-4993	**-79.9%**	
Aug-21	12,500.6	2,529.8	-9971	**-79.8%**	
Sep-21	18,831.3	5,668.7	-13163	**-69.9%**	
Oct-21	24,841.1	9,837.1	-15004	**-60.4%**	
Nov-21	30,850.9				
Dec-21	36,860.7				
Jan-22	42,870.5				
Feb-22	48,880.3				
Mar-22	54,890.1				
Apr-22	60,899.9				
May-22	66,909.7				
Jun-22	72,988.9				
Acceptable Variance			± 15%		



SOURCE OF DATA: FI 29401 and 28189

1. BACKGROUND/PURPOSE

- This Software as a Service (SaaS) Project established 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 Workday 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. engaged in a two-stage procurement process:
  - Stage One: Request for Qualification for best fit SW: "Workday" was selected
  - Stage Two: Piggybacked off 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 Kicked-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 continues
- Planning Stage sign-off was delayed from September 2021 to December 2021 pending final review of deliverables

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

- Finalization of HCM/Payroll Plan Stage was delayed however Architect Stage activities are underway; no impact to the overall critical path of the project
- Spending picked up the last quarter of Fiscal Year 20/21 after the ERP project kicked-off and will continue through this fiscal year
- Note: Ivalua SaaS deployment expenses will continue to be charged to the ERP Project

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

RESPONSIBLE MANAGER: Rita Khurana-Carwile R Carwile 12/12/2021
Information Technology Program Management Office

REPORTING PERIOD: October 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): 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 HR/Payroll Planning Stage Completion	September 2021	
ERP HR/Payroll Architect Stage Completion	April 2022	
ERP HR/Payroll Configure and Prototype Stage Completion	December 2022	
ERP HR/Payroll Testing Stage Completion	October 2023	
ERP Deployment of HR and Payroll Modules (Phase I)	January, 2024	
ERP Financials Planning Stage Completion	May, 2022	
ERP Financials Architect Stage Completion	January, 2023	
ERP Financials Configure and Prototype Stage Completion	August, 2023	
ERP Financials Testing Stage Completion	April, 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 established 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 Workday 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. engaged in a two-stage procurement process:
  - Stage One: Request for Qualification for best fit SW: "Workday" was selected
  - Stage Two: Piggybacked off City of LA System Integrator (SI) contract with Workday

2. ACHIEVEMENTS/MILESTONES MET

- June 22 to July 9, 2020: Shortlist Demo & Interviews conducted
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- Project progress was temporarily delayed while the Dept. reprioritized critical projects & hired needed resources
- Planning Stage sign-off was delayed from September 2021 to December 2021 pending final review of deliverables

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
- Finalization of HCM/Payroll Plan Stage was delayed however Architect Stage activities are underway; no impact to the overall critical path of the project

LADWP RATES METRIC – *Cyber Security Capital Projects (Joint)*

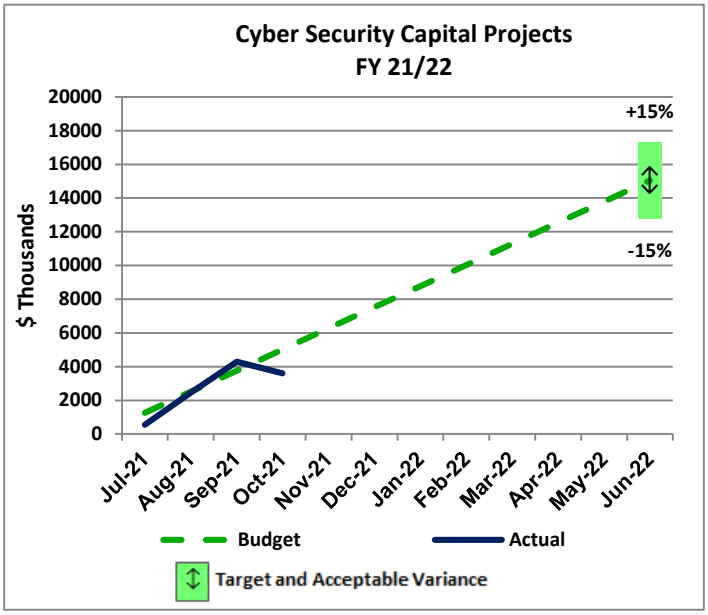
RESPONSIBLE MANAGER: Stephen Kwok sk **REPORTING PERIOD:** October 2021

DEFINITION OF RATES METRIC: Board Approved Annual Budget vs. Actual expenditures

TARGET & ACCEPTABLE VARIANCE (FY 21/22): FY 21/22 Board Approved Budget (+/- 15%)

STATUS: **Outside Acceptable Variance**

FYTD as of:	Budget	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-21	1254	553.8	-700	**-55.8%**	
Aug-21	2508	2452.9	-55	**-2.2%**	
Sep-21	3763	4295.6	533	**14.2%**	
Oct-21	5017	3605.3	-1411	**-28.1%**	
Nov-21	6271				
Dec-21	7525				
Jan-22	8779				
Feb-22	10033				
Mar-22	11288				
Apr-22	12542				
May-22	13796				
Jun-22	15050				
Acceptable Variance			± 15%		



SOURCE OF DATA: FI 28870

1. BACKGROUND / PURPOSE

Cybersecurity threat landscape continue to evolve rapidly, especially with the adoption of cloud. Enterprise Cyber Security is engaging in a number of initiatives to enhance and re-engineer LADWP's cybersecurity systems and processes to meet business needs and address potential cyber threats.

2. ACHIEVEMENTS / MILESTONES MET

- Issued a number of Cyber Security Task Orders against the Cyber Security Bench Contract and working with vendors
- Completed new Identity Management (IDM) system foundational implementation
- Completed new Governance, Risk, Compliant (GRC) system foundational implementation
- Completed upgrade of new Email protection system

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

Labor cost for Cyber Bench related work are capital since they are new initiatives, as are material and professional support expenditures associated with them. Cost will be transition to O&M for future years. A number of invoices are still outstanding due to minor billing related issues. They are actively being addressed.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

We will continue to monitor and work with both Supply Chain Services and Accounts Payable to address billing related issue and monitor and re-estimate as needed.

LADWP RATES METRIC – *Customer Information System Upgrades (Joint)*

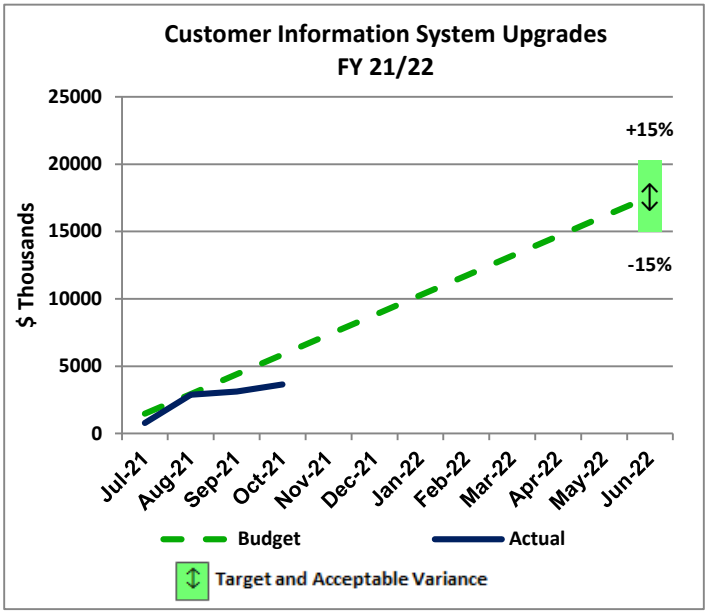
RESPONSIBLE MANAGER: Terry Halberg/Annamae Peji **REPORTING PERIOD:** October 2021

DEFINITION OF RATES METRIC: Board Approved Annual Budget vs. Actual expenditures

TARGET & ACCEPTABLE VARIANCE (FY 21/22): **FY 21/22 Board Approved Budget (+/- 15%)**

STATUS: **Outside Acceptable Variance**

FYTD as of:	Budget	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-21	1467	784.8	-682	-46.5%	
Aug-21	2933	2888.3	-45	-1.5%	
Sep-21	4400	3114.7	-1285	-29.2%	
Oct-21	5867	3637.9	-2229	-38.0%	
Nov-21	7334				
Dec-21	8800				
Jan-22	10267				
Feb-22	11734				
Mar-22	13200				
Apr-22	14667				
May-22	16134				
Jun-22	17600				
Acceptable Variance			± 15%		



SOURCE OF DATA: **FI 28915**

1. BACKGROUND / PURPOSE

The Customer Information System supports the LADWP's customer billing functions and consists of; Customer Care and Billing (CC&B), Mobile Workforce Management (MWM), Meter Data Management (MDM), integration applications supporting over 50 interfaces with external systems, Field Collection System (FCS) and Bill and Letter print formatting. CIS will be upgraded and enhanced to improve efficiencies and provide new functionality in support of the Department's objectives.

2. ACHIEVEMENTS / MILESTONES MET

- Non-Billed Budget (NBB) level pay program implementation. Conducted workshops to document business requirements and new NBB business processes.
- Kicked off Meter Data Management (MDM) upgrade to support Distributed Automation project.
- Post upgrade stabilization for CCB and MWM applications

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

Labor costs being charged to operations work orders for the reporting period will transition to CIS enhancements and upgrades as the design and build phases for various capital projects are initiated.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Will monitor and re-estimate as needed.

LADWP RATES METRIC – *Information Technology Services (ITS) Staffing Program (Joint)*

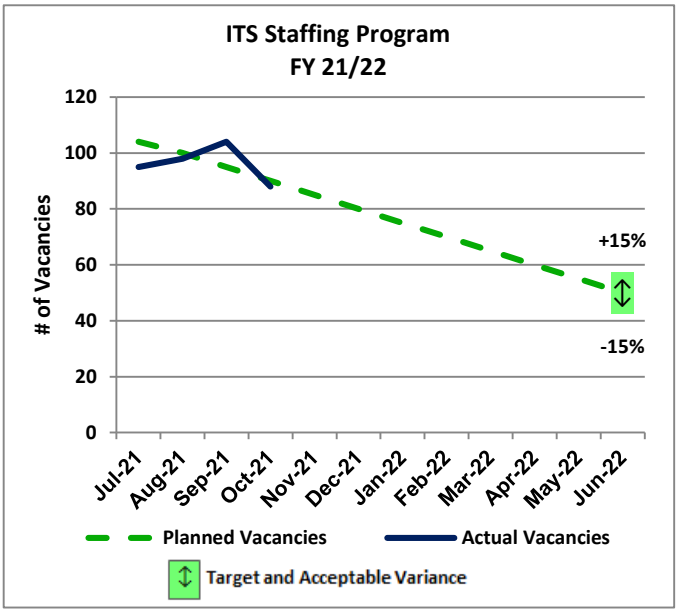
RESPONSIBLE MANAGER: Mark S. Northrup / Analee Klee **REPORTING PERIOD: October 2021**

DEFINITION OF RATES METRIC: Number of Full Time Equivalents (FTEs) for ITS employed as compared to plan

TARGET & ACCEPTABLE VARIANCE (FY 21/22): Vacant budgeted ITS positions at 50 vacancies or less by the end of the fiscal year (+/- 15%)

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned Vacancies	Actual Vacancies	Variance		Re-Estimate (If Applicable)
			Vacancies	%	
Jul-21	104	95	-9	-8.7%	
Aug-21	100	98	-2	-2.0%	
Sep-21	95	104	9	9.5%	
Oct-21	90	88	-2	-2.2%	
Nov-21	85				
Dec-21	80				
Jan-22	75				
Feb-22	70				
Mar-22	65				
Apr-22	60				
May-22	55				
Jun-22	50				
Acceptable Variance			± 15%		



SOURCE OF DATA: Hiring Plan/Annual Personnel Resolution and LADWP Monthly Staffing Report

1. BACKGROUND / PURPOSE

Ensure that Information Technology Services Division (ITSD) hires enough resources to provide support for existing and future IT-related projects across LADWP.

2. ACHIEVEMENTS / MILESTONES MET

Year to date, ITSD has a net new employee count of 24 notwithstanding attrition associated with retirement and voluntary separation from service.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

ITSD is projected to meet or exceed the target FTE count.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

ITSD will continue with its mass hiring strategy for entry level positions, and will pursue to effectuate changes (with Human Resources Division's assistance) to the certification list for targeted critical Civil Service classes in order to access Open list candidates.

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

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

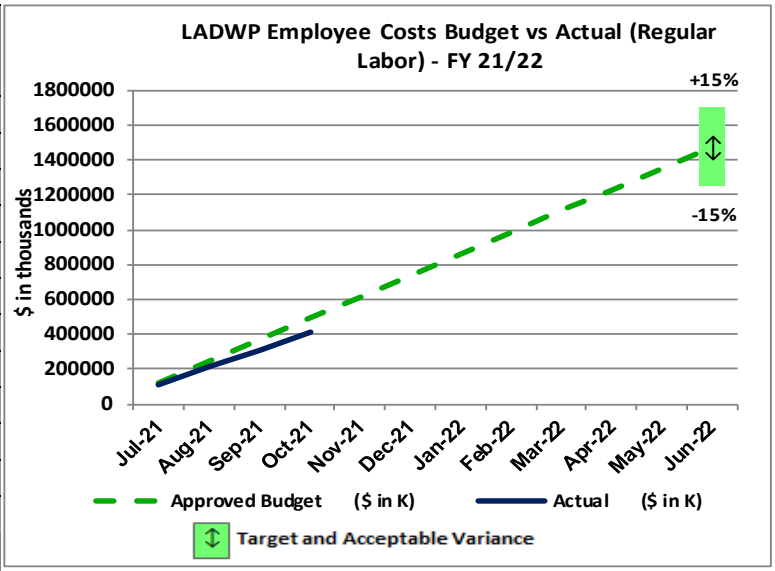
DEFINITION OF RATES METRIC: LADWP employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual ($ in thousands)

TARGET & ACCEPTABLE VARIANCE (FY 21/22): +/- 15%

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

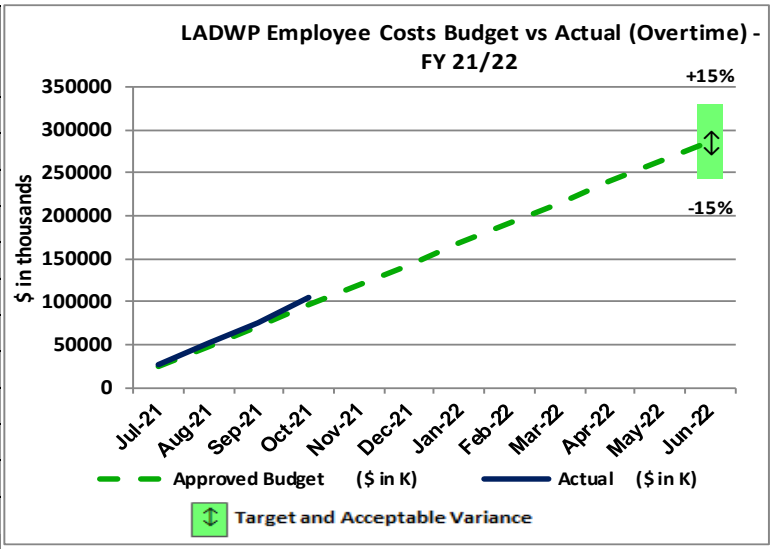
REGULAR LABOR STATUS: **Outside Acceptable Variance**

FYTD as of:	Approved Budget ($ in K)	Actual ($ in K)	Variance		Re-Estimate (If Applicable)
			$ in K	%	
Jul-21	122,954	106,644	-16,310	-13.3%	
Aug-21	245,909	213,313	-32,596	-13.3%	
Sep-21	368,863	312,845	-56,018	-15.2%	
Oct-21	491,818	413,185	-78,633	-16.0%	
Nov-21	614,772				
Dec-21	737,727				
Jan-22	860,681				
Feb-22	983,635				
Mar-22	1,106,590				
Apr-22	1,229,544				
May-22	1,352,499				
Jun-22	1,475,453				
Acceptable Variance			± 15%		



OVERTIME STATUS: **Within Acceptable Variance**

FYTD as of:	Approved Budget ($ in K)	Actual ($ in K)	Variance		Re-Estimate (If Applicable)
			$ in K	%	
Jul-21	23,913	26,481	2,568	10.7%	
Aug-21	47,827	52,010	4,183	8.7%	
Sep-21	71,740	75,505	3,765	5.2%	
Oct-21	95,654	104,049	8,395	8.8%	
Nov-21	119,567				
Dec-21	143,481				
Jan-22	167,394				
Feb-22	191,307				
Mar-22	215,221				
Apr-22	239,134				
May-22	263,048				
Jun-22	286,961				
Acceptable Variance			± 15%		



	YTD as of October 2021				
Employee Cost Category	**Budget ($ in K)**	**Actual ($ in K)**	**Var ($ in K)**	**Variance %**	**FY 21/22 Approved**
Regular Labor	491,818	413,185	-78,633	-16.0%	1,475,453
Overtime	95,654	104,049	8,395	8.8%	286,961
Regular Labor + Overtime	**587,471**	**517,234**	**-70,237**	**-12.0%**	**1,762,414**
Health Care Allocation	134,111	116,079	-18,032	-13.4%	402,332
Retirement & Death Benefit	145,273	140,471	-4,802	-3.3%	435,820
Total	**866,855**	**773,784**	**-93,071**	**-10.7%**	**2,600,566**

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

LADWP RATES METRIC – *Total Number of Water Distribution Employees per Water Customer Meter (Water)*

RESPONSIBLE MANAGER: Corporate Performance **REPORTING PERIOD: October** 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): No Target

STATUS: **Information Only**

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

1. BACKGROUND / PURPOSE

On August 20 2021, the Board of Water and Power Commissioners approved Resolution 022040 adding the Total Number of Water Distribution Employees per Water Customer Meter metric to the LADWP Rates Metrics. This metric measures the total number of water distribution employees (excluding daily exempt and utility pre-craft trainees) per water customer meter. This metric does not have a target and is provided as Information Only.

2. ACHIEVEMENTS / MILESTONES MET

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

Data for the Total Number of Water 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 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 meters cannot be obtained for past dates and times.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

As of October 2021:
Total Number of Water Distribution Employees per Water Customer Meter 880/712,246 = 0.0012

Total Number of Water Distribution Employees (excluding daily exempt and utility pre-craft trainees) as of October 2021 = 880

Total Number of Water Meters as of October 2021 = 712,246

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.

LADWP RATES METRIC – *Total Number of Power Distribution Employees per Power Customer Meter (Power)*

RESPONSIBLE MANAGER: Corporate Performance **REPORTING PERIOD: October** 2021

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

TARGET & ACCEPTABLE VARIANCE (FY 21/22): No Target

STATUS: **Information Only**

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

1. BACKGROUND / PURPOSE

On August 20 2021, the Board of Water and Power Commissioners approved Resolution 022040 adding the Total Number of Power Distribution Employees per Power Customer Meter metric to the LADWP Rates Metrics. This metric measures the total number of power distribution employees (excluding daily exempt and utility pre-craft trainees) per power customer meter. This metric does not have a target and is provided as Information Only.

2. ACHIEVEMENTS / MILESTONES MET

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

Data for the Total Number of 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 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 power meters cannot be obtained for past dates and times.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

As of October 2021:
Total Number of Power Distribution Employees per Power Customer Meter 1,757/1,608,813 = 0.0011

Total Number of Power Distribution Employees (excluding daily exempt and utility pre-craft trainees) as of October 2021 = 1,757

Total Number of Power Meters as of October 2021 = 1,608,813

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.

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

RESPONSIBLE MANAGER: Corporate Performance **REPORTING PERIOD: October** 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 21/22): 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 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 October 2021:
Total Number of Water and Power Employees per Customer Meter 10,690/2,321,059 = .0046

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

System	Occupied
Power	5,216
Water	2,177
Joint	3,297
Total	10,690

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

	Total
Power	1,608,813
Water	712,246
Total	2,321,059

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)*

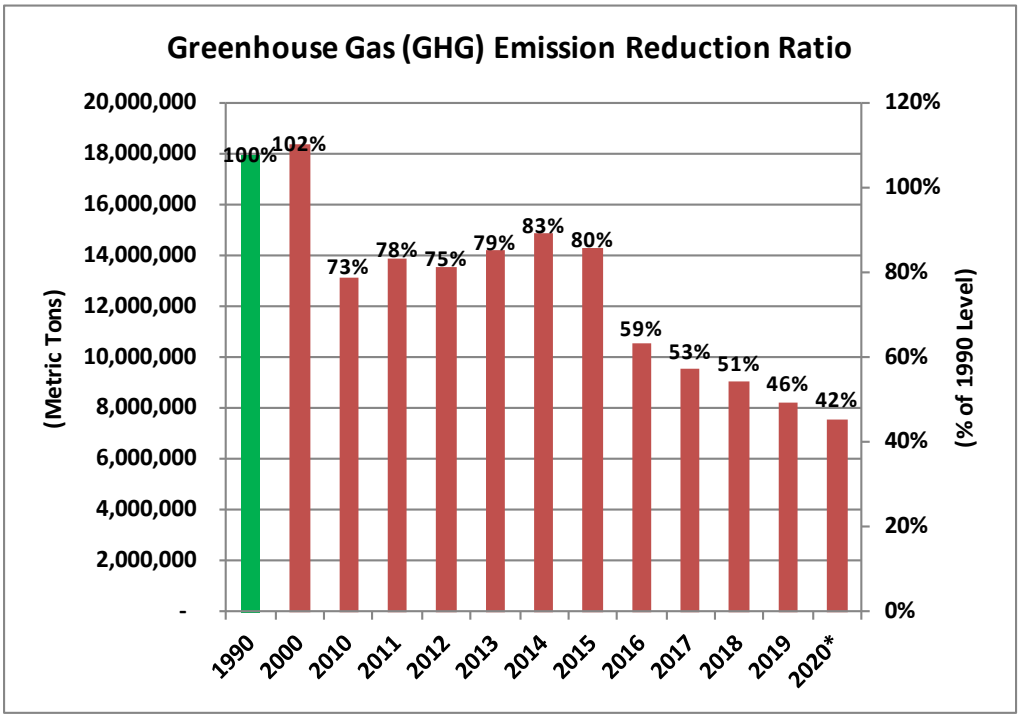
RESPONSIBLE MANAGER: Mark Sedlacek, Katherine Rubin **REPORTING PERIOD:** As of October 2021

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

TARGET & ACCEPTABLE VARIANCE (CY 2021): 42%; + 5%

STATUS: **Within Acceptable Variance** CY 2021 Target: 42% of 1990 GHG Emission level; 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	8,230,332	46%
2020*	7,528,640	42%



*2020 load was lower than normal due to COVID-19 impacts.

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 2020 included 36.7% renewable energy based on LADWP's 2020 Power Content Label.
- LADWP's 2020 emissions are 58% below its 1990 emissions baseline. 2020 load was lower than normal due to COVID-19 impacts.

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)*

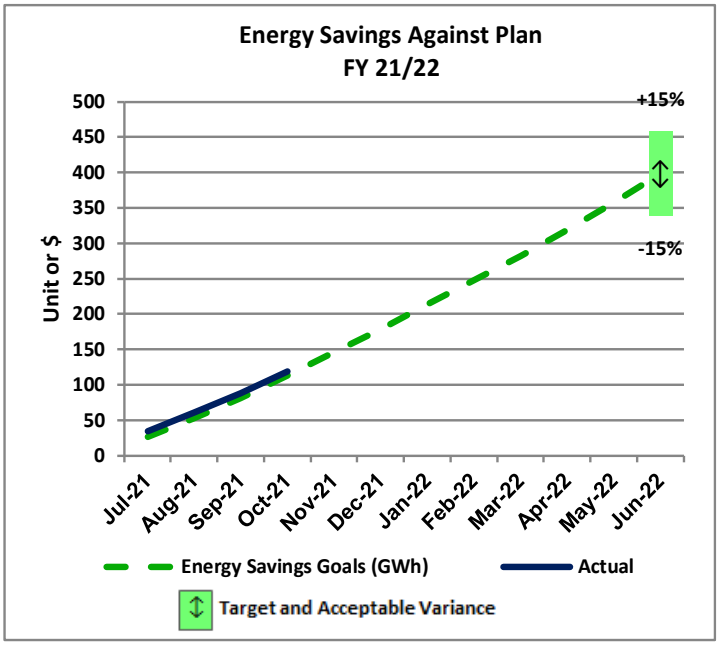
RESPONSIBLE MANAGER: David Jacot **REPORTING PERIOD: October 2021**

DEFINITION OF RATES METRIC: Energy Savings Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 21/22): GWh Installed Compared to the 2020 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-21	26.3	34.2	8	30.0%	
Aug-21	52.6	60.9	8	15.8%	
Sep-21	81.0	88.1	7	8.8%	
Oct-21	113.5	118.5	5	4.4%	
Nov-21	146.1				
Dec-21	178.6				
Jan-22	213.3				
Feb-22	247.9				
Mar-22	282.5				
Apr-22	319.2				
May-22	358.0				
Jun-22	398.9				
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

The Efficiency Solutions Division achieved 300.3 GWh energy savings in FY 20-21, or 83% of the FY target, despite COVID-19 and the "Safer At Home" mandate. Major contributors to the FY 20-21 total energy savings are the Commercial Lighting Incentive Program, Custom Performance Program, Consumer Rebate Program and LAUSD Direct Install energy efficiency programs. For FY 21-22, energy efficiency program activities will continue to ramp up and will be at or close to the energy savings target by FY-end.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

Total energy savings as of October 2021, is 118.5 GWh, 4% over the fiscal year-to-date energy savings target as energy savings program ramp up after a slowdown for over a year due to COVID 19 & "Safer at Home" mandate.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Customer site-based Energy Efficiency programs/activities have resumed with safety protocols in place and continues to ramp up.

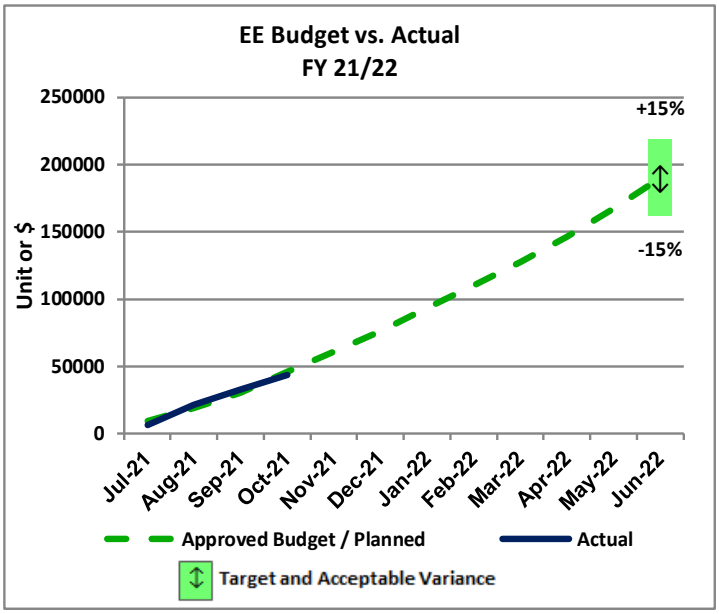
LADWP RATES METRIC – *BUDGET VARIANCE ENERGY EFFICIENCY (JOINT)*

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

DEFINITION OF RATES METRIC: Budget vs. Actual for the overall Energy Efficiency Portfolio
TARGET & ACCEPTABLE VARIANCE (FY 21/22): +/- 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Approved Budget / Planned	Actual	Variance		Re-Estimate (If Applicable)
			Unit or $	%	
Jul-21	9,552	6,250	-3302	**-34.6%**	
Aug-21	19,103	21,130	2027	**10.6%**	
Sep-21	30,544	32,616	2072	**6.8%**	
Oct-21	45,761	43,830	-1931	**-4.2%**	
Nov-21	60,979				
Dec-21	76,197				
Jan-22	93,303				
Feb-22	110,409				
Mar-22	127,516				
Apr-22	146,511				
May-22	167,394				
Jun-22	190,167				
Acceptable Variance			± 15%		



SOURCE OF DATA: Efficiency Solutions KPI FY 21-22 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

Energy efficiency programs have slowly ramped up after the slowdown for over a year due to COVID 19 and the Safer At Home mandate. Expenditures are in line with the budget for the first 4 months of this FY 21-22. Programs that continue to move forward are the Consumer Rebate Program, Commercial Lighting Incentive Program, and LAUSD Direct Install energy efficiency programs.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

Energy efficiency program expenditures are in line with the budget as of October 2021.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Energy Efficiency programs/activities will continue to ramp up and expenditures will continue increase as we move forward throughout the FY. Utility Services Specialist positions will be filled as soon as a certified list becomes available, which will ensure full support for the energy efficiency programs.

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

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

DEFINITION OF RATES METRIC: Cost per kWh over lifetime of installed energy efficiency solutions or measures.
TARGET & ACCEPTABLE VARIANCE (FY 21/22): 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 Energy Efficiency (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 energy 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 have resumed with safety protocols in place.

ATTACHMENT II
LADWP Rates Metrics Summary
2020-2021 Fiscal Year To Date
(June 2021)

LADWP RATES METRICS SUMMARY

Related Rate Adjustment Factor	Category	#	Board Metric	Definition	FY 20/21 Target	Acceptable Variance	Responsible Manager	June 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	6.7%
	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: $511.7K	+/- 15%	Mark Barbula	-13.0%
	Power System Training Plan	3	Number of trainee graduates against Power System Training Plan	Number of Electric Distribution Mechanic Technician (EDMT) trainees that graduate from each respective training program against the annual training plan	EDMT: 22	+/- 15%	Mark Barbula	18.2%
	Power System Training Plan	4	Number of trainee graduates against Power System Training Plan	Number of Electrical Mechanic Technician (EMT) trainees that graduate from each respective training program against the annual training plan	EMT: 63	+/- 15%	Mark Barbula	4.8%
Energy Cost Adjustment Factor	Renewable Portfolio Standard (Owned)	5	Renewable Portfolio Standard (RPS) Percentage (%)	GWh from RPS plants/GWh for all customers (State requirement)	33% for Calendar Year 2020 35.75% for Calendar Year 2021	+/- 3% of each canlendar year's goal toward state law mandates	Steven Pruett	5.3%
	Renewable Portfolio Standard (Owned)	6	Total RPS cost ($/MWh) vs. plan, by technology (Wind)	Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Wind)	Wind: $110.08/MWh	+/- 15%	Steven Pruett	-4.4%
	Renewable Portfolio Standard (Owned)	7	Total RPS cost ($/MWh) vs. plan, by technology (Solar)	Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Solar)	Solar: $71.93/MWh	+/- 15%	Steven Pruett	-2.7%
	Renewable Portfolio Standard (Owned)	8	Total RPS cost ($/MWh) vs. plan, by technology (Geothermal)	Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Geothermal)	Geothermal: $80.28/MWh	+/- 15%	Steven Pruett	3.9%
	Renewable Portfolio Standard (Owned)	9	Last signed power purchase agreement (PPA) ($/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	June 2021 Performance
Reliability Cost Adjustment Factor	Power System Reliability Program (Generation)	12	Budget vs. actual ($M) for capital in the Generation budget	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 15%	Robert Fick	-20.7%
	Power System Reliability Program (Transmission)	13	Budget vs. actual ($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	8.7%
		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	-9.0%
	Power System Reliability Program (Transmission)	15	Cost per mile of underground circuits	Cost per mile of underground circuits	$5.6 million	+/- 15%	Kishan Kasondra	-7.1%
	Power System Reliability Program (Substation)	16	Budget vs. actual ($M) for capital in the Substation budget	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 15%	Sharat Batra	-17.6%
		17	Budget vs. actual ($M) for O&M expenses in the Substation budget	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 15%	Jonathan Fonti	-3.0%
	Power System Reliability Program (Distribution)	18	Budget vs. actual ($M) for capital in the Distribution budget	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 15%	Sager Farraj	6.6%
		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	11.0%
	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	41.9%
		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	12.7%
		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	0.7%
		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	16.4%
	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	26.2%
		25	Average unit price for critical Distribution assets (Poles)	Average unit price per pole	Pole: $24.72k	+/- 15%	David Hanson	59.8%
		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	18.6%

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	June 2021 Performance
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	**105.9%**
Water Supply Cost Adjustment Factor	Water Supply	29	Water supply costs budget vs. actual ($M) for capital	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	April Thang	**-35.0%**
	Water Supply	30	Water supply costs budget vs. actual ($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	**-5.4%**
	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	**-12.3%**
	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	**-4.3%**
	Water Supply	34	Annual groundwater production in Central Basin (AF) against plan	AF of Groundwater in Central Basin against plan	No Target	Info only	Milad Taghavi	**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	Milad Taghavi	**NA**
	Capital Improvement Program	36	Budget vs. actual ($M) for Aqueduct refurbishment capital	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	Darin Willey	**-56.0%**
	Capital Improvement Program	37	Budget vs. actual ($M) for Aqueduct refurbishment O&M	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	Darin Willey	**-0.9%**
	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	**6.6%**
Water Infrastructure Adjustment Factor	Capital Improvement Program	39	Budget vs. actual ($M) for fixed assets replacement	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	April Thang	**-7.2%**
	Capital Improvement Program	40	Budget vs. actual ($M) for Pump Stations	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	Gregory Reed	**-0.3%**
	Capital Improvement Program	41	Budget vs. actual ($M) for Regulator/ Relief Station Retrofits	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	Gregory Reed	**-23.0%**
	Capital Improvement Program	42	Assets replaced against plan	Feet of mainline replaced against plan	Mainline: 174,000 Feet	+/- 10%	**Mainline & Meters:** Breonia Lindsey/Sandra Foster	**-9.3%**
	Capital Improvement Program	43	Assets replaced against plan	Feet of trunkline replaced against plan	Trunkline: 11,400 Feet	+/- 10%	**Trunkline:** Gregory Reed	**43.1%**
	Capital Improvement Program	44	Assets replaced against plan	Number of meters replaced against plan	Meters: 31,500	+/- 10%	**Mainline & Meters:** Breonia Lindsey/Sandra Foster	**-8.1%**
Water Quality Improvement Adjustment Factor	Water Quality Projects	45	Total Water Quality Budget vs. actual ($M) for capital	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 10%	Gregory Reed	**21.6%**
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	**-3.3%**

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	June 2021 Performance
Owens Valley Regulatory Adjustment Factor	Owens Valley	**47**	Budget vs. actual for Owens Lake O&M ($M)	Board Approved Annual Budget vs. Actual expenditures	No Target	Info only	Nelson Mejia	**NA**
Joint (None)	Human Resources	**48**	Human Resources Total FTEs against plan	Total number of full time equivalent positions occupied vs. annual Authorized Personnel Resolution	FY20/21 Board Approved Annual Authorized Personnel Resolution - May 2020	+/- 15%	Shannon Pascual	**-11.6%**
	Financial and Human Resources Replacement Project	**49**	Financial and Human Resources Replacement Project total spending against plan	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 20%	Rita Khurana-Carwile	**-30.5%**
	Financial and Human Resources Replacement Project	**50**	Financial and Human Resources Replacement Project progress against schedule	Project milestones met against project schedule	* Response Evaluation & Demos 7/20 * Enterprise Resource Plan (ERP) Software Vendor Selected 8/20 * Vendor Information Day 9/20 * ERP System Integrator (SI) Request for Proposals (RFP) Released 10/20 * ERP SI Bidders' Conference 10/20 * ERP SI RFP Response Due 12/20 * Response Evaluation & Demos 1-2/21 * Best Value ERP SI Vendor Selected 2/21 * ERP SI Blueprint/Protyping 5/21 * Contract Negotiations Completed 9/21	Info only	Rita Khurana-Carwile	**NA**
	LADWP Employee Cost	**51**	LADWP Employee Cost Budget vs. Actual ($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	**-7.9%**

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	June 2021 Performance
	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	**42.0%**
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	**-16.8%**
	Energy Efficiency	**55**	Budget vs. actual ($M) for the overall EE portfolio	Board Approved Annual Budget vs. Actual expenditures	FY20/21 Board Approved Budget - May 2020	+/- 15%	David Jacot	**-38.9%**
	Energy Efficiency	**56**	Levelized EE program costs ($/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)*

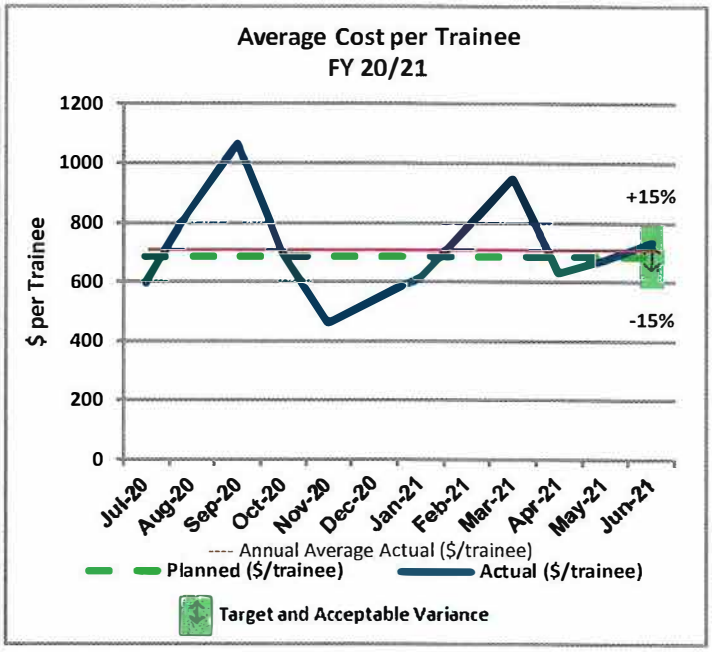
RESPONSIBLE MANAGER: Mark Barbula, Power System Safety and Training (PSST) **REPORTING PERIOD:** June 2021

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		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	676.2	(9.9)	-1.4%	
Jun-21	686.1	732.1	46.0	6.7%	
Ann Avg	686.1	745.1	59.0	8.6%	
Acceptable Variance			± 15%		



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 higher this month due to increased actuals in the Classroom Trainers for EDM Trainees (X7999) as compared to the month of May. The main drivers of the higher CPT are the increased Allocations and Directs for X7999. Overall costs have stabilized in aggregate as the year has progressed.
   - Annualized Job totals for (X7922/X7999/X7955) vary depending on the tools and materials purchased for subsequent new classes.
   - The Annual Average Actual ($/trainee) of $745.1K was calculated using the final figures of the related Jobs (X7922/X7999/X7955) for the entire fiscal year 20/21 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)*

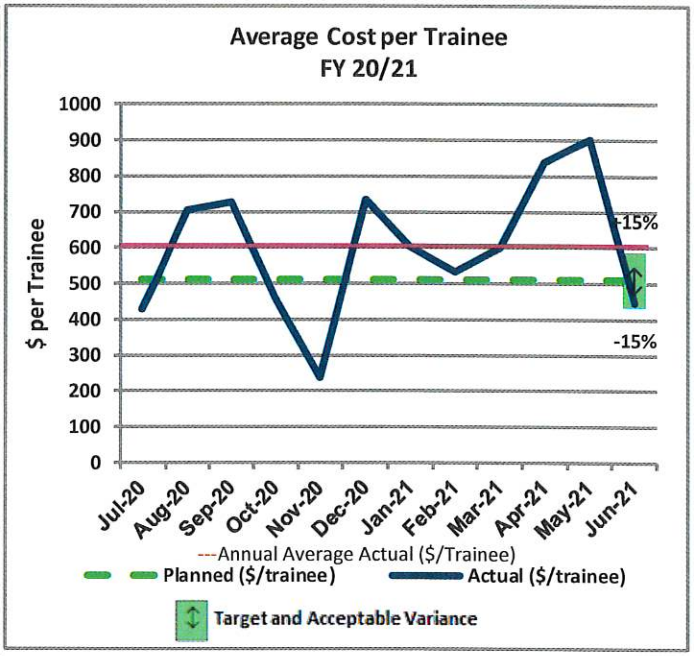
RESPONSIBLE MANAGER: Mark Barbula, Power System Safety and Training (PSST) **REPORTING PERIOD:** June 2021

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: Within 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	901.0	389.3	76.1%	
Jun-21	511.7	445.3	(66.4)	-13.0%	
Ann Avg	511.7	600.9	89.2	17.4%	
Acceptable Variance			± 15%		



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 lower this month due to decreased actuals in the Classroom Training for the EM Trainees (X7923) and Manage and Administer the PSST Organization (X7955) Jobs as compared to the month of May. The main drivers of the lower CPT are the decreased Allocations and Directs for X7923.
   - Annualized Job totals for (X7923/X7926/X7955) vary depending on the tools and materials purchased for subsequent new classes.
   - The Annual Average Actual ($/Trainee) of $600.9k was calculated using the final figures of the related Jobs (X7923/X7926/X7955) for the entire fiscal year 20/21 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.

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

LADWP RATES METRIC – *EDMT Graduates (Power)*

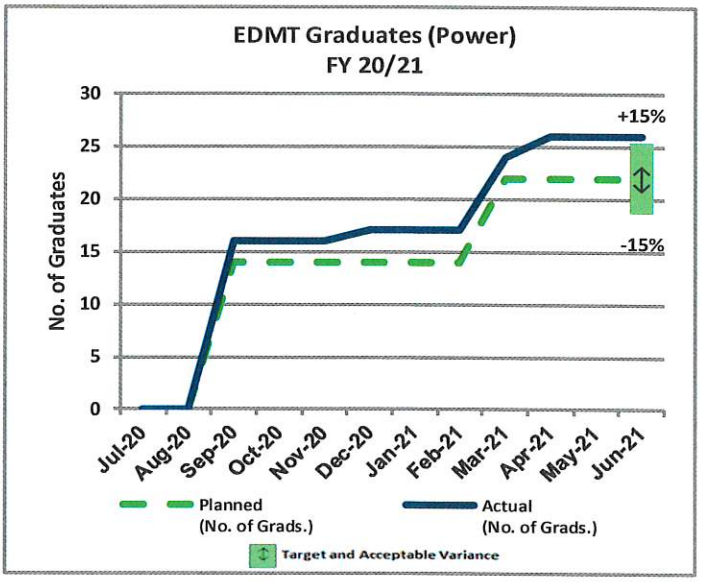
RESPONSIBLE MANAGER: Mark Barbula, Power System Safety & Training (PSST) **REPORTING PERIOD:** June 2021

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	4	18.2%	
Jun-21	22	26	4	18.2%	
Acceptable Variance			± 15%		



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 20/21, a total of 26 EDMs 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)*

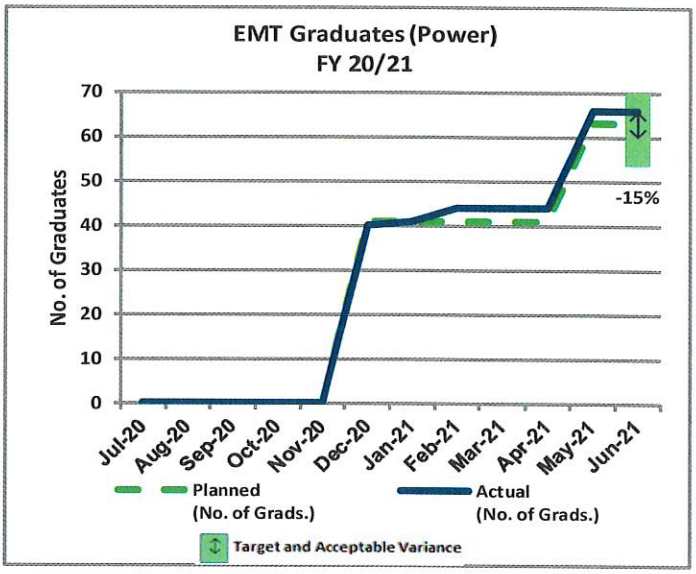
RESPONSIBLE MANAGER: Mark Barbula, Power System Safety & Training **REPORTING PERIOD:** June 2021

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	3	4.8%	
Jun-21	63	66	3	4.8%	
Acceptable Variance			± 15%		



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

- In the FY 20/21, a total of 66 EMTs graduated.
- 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 10 active trainee classes in the Training Program. Two trainee classes are expected to graduate in October 2021 with a projected 19 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.

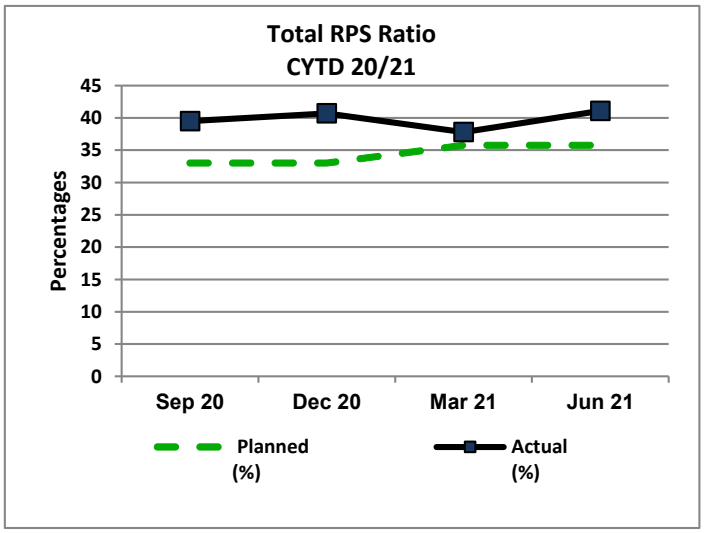
LADWP RATES METRIC – *Total Renewable Portfolio Standard (Power)*

RESPONSIBLE MANAGER: Steven Pruett, Power External Energy Resources SDP **REPORTING PERIOD:** June 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: **Exceeds Target**

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	41.1	**5.3%**	
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, and Geothermal.

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 first quarter of FY 21/22 will be available in November 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)*

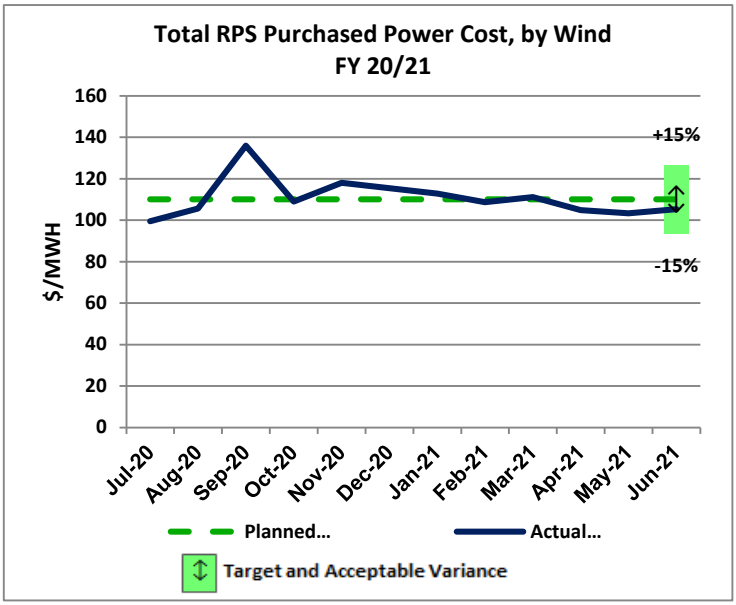
RESPONSIBLE MANAGER: Steven Pruett, PEER External Energy Resources **REPORTING PERIOD:** June 2021

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	104.90	-5.18	-4.7%	
May-21	110.08	103.39	-6.69	-6.1%	
Jun-21	110.08	105.26	-4.82	-4.4%	
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)*

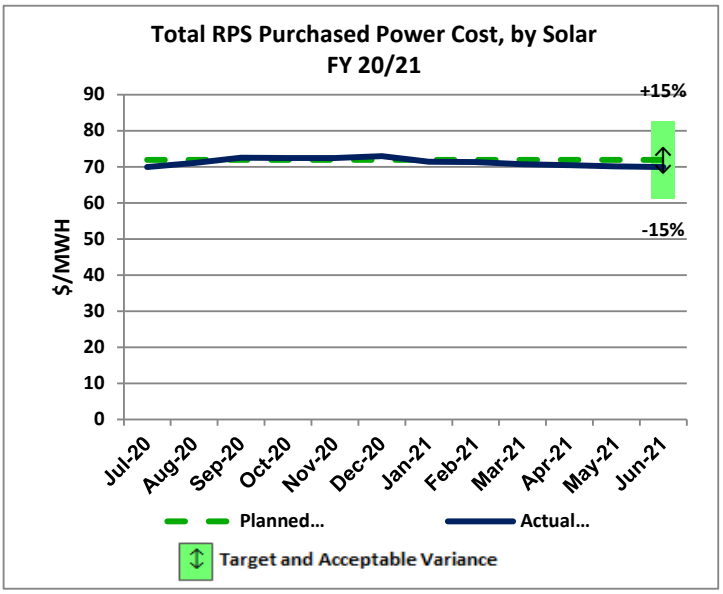
RESPONSIBLE MANAGER: Steven Pruett, PEER External Energy Resources **REPORTING PERIOD:** June 2021

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	70.06	-1.87	-2.6%	
Jun-21	71.93	69.96	-1.97	-2.7%	
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.

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

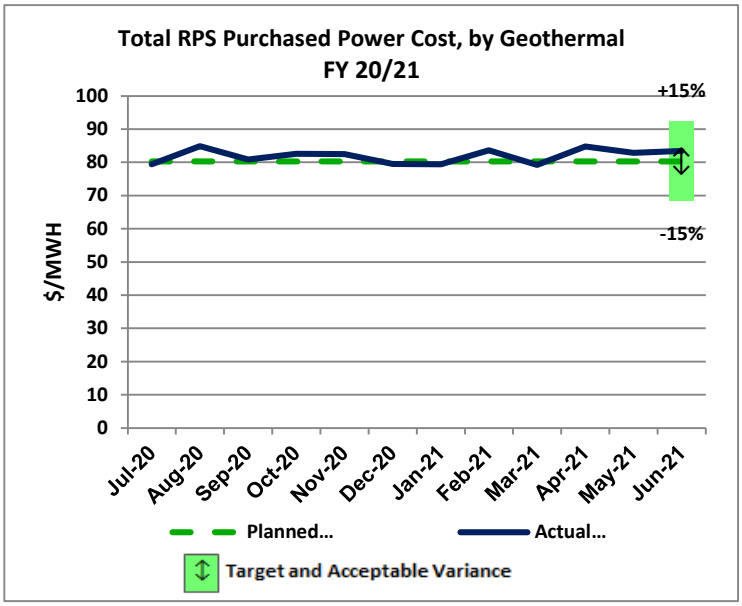
RESPONSIBLE MANAGER: Steven Pruett, PEER External Energy Resources **REPORTING PERIOD:** June 2021

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	82.91	2.63	**3.3%**	
Jun-21	80.28	83.42	3.14	**3.9%**	
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)*

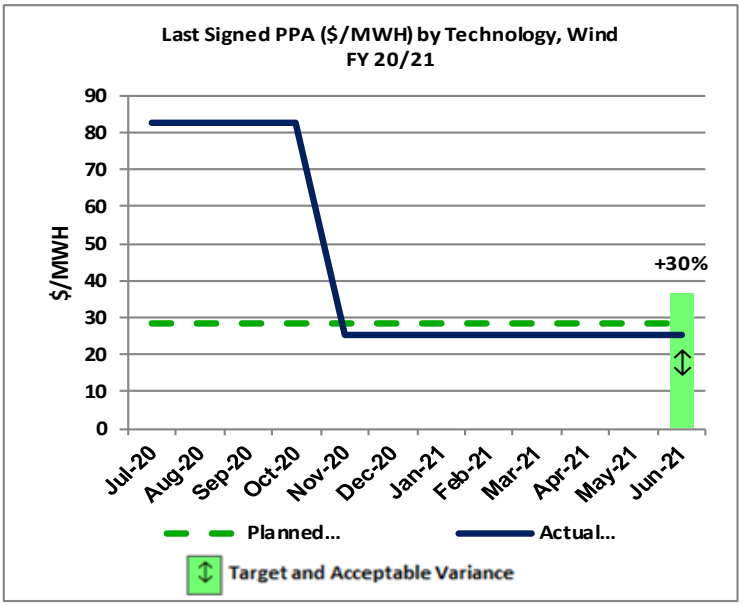
RESPONSIBLE MANAGER: Steven Pruett, PEER External Energy Resources **REPORTING PERIOD:** June 2021

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	25.50	-2.70	-9.6%	
Jun-21	28.20	25.50	-2.70	-9.6%	
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)*

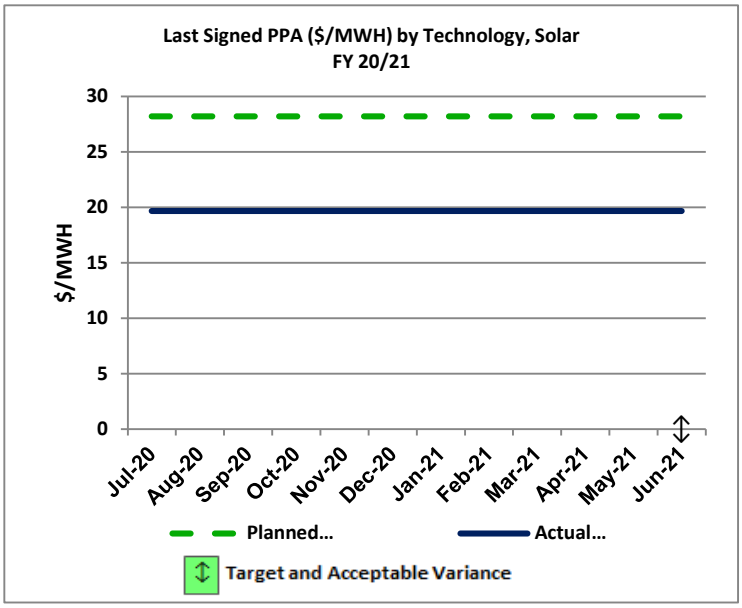
RESPONSIBLE MANAGER: Steven Pruett, PEER External Energy Resources **REPORTING PERIOD:** June 2021

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	19.67	-8.53	**-30.2%**	
Jun-21	28.20	19.67	-8.53	**-30.2%**	
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)*

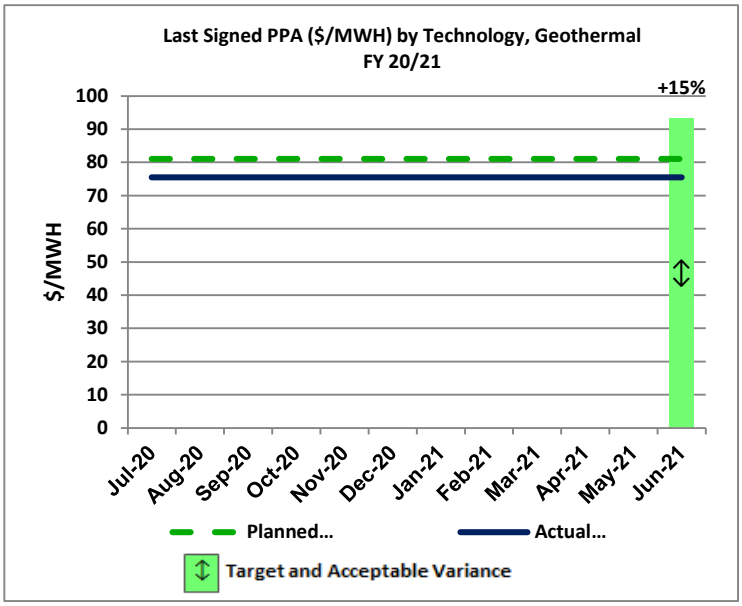
RESPONSIBLE MANAGER: Steven Pruett, PEER External Energy Resources **REPORTING PERIOD:** June 2021

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	75.50	-5.50	**-6.8%**	
Jun-21	81.00	75.50	-5.50	**-6.8%**	
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.

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

Robert M. Fick Digitally signed by Robert M. Fick Date: 2021.08.12 14:48:47 -07'00'

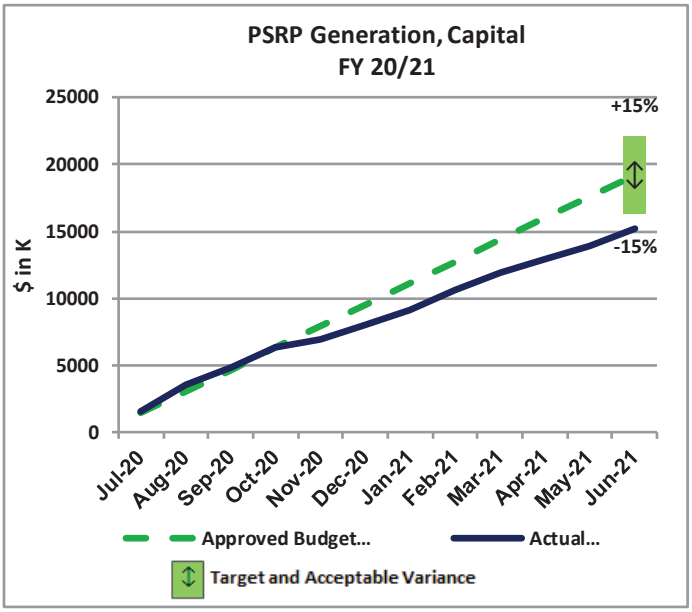
RESPONSIBLE MANAGER: Robert Fick, Power Supply Operations **REPORTING PERIOD:** June 2021

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 ($ 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	13,955.0	-3,654.9	-20.8%	
Jun-21	19,224.5	15,245.0	-3,979.5	-20.7%	
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. Since April, crews continued Major Overhaul on Unit 5. The Stator was inspected. Thrust bearings, turbine, Stator Coolers and Thrust Runner were removed. In May, Plant personnel completed a 2500-hour SIR on Unit 6 and completed an epoxy lining repair on the turbine draft tube sensing line. In June Thrust Bearings, Turbine, Stator Coolers and Thrust Runner were removed from Unit 5.
- 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. During the month of April and May, 2021, Harbor personnel in conjunction with General Electric and Woodward installed Control System upgrades on the Simple Cycle (LM-6000) Units. The Control System upgrade is designed to allow the Units to 'quick start' in under 10 minutes. Prior to the upgrade start times approximately 25 minutes to full load (47.4 MW). In June Harbor Generating Station underwent a fast start capability testing for the LM-6000 peaker units. The exercise was designed to fast start all five units at the same time. Three rounds of tests were planned: a three-unit fast start, a four-unit fast start, and finally a five-unit fast start. Prior to the controls upgrade units were only started two at a time for reliability. Testing was successful for three and four unit starts. The final five-unit start was partially successful. All five units were able to start and come online.

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 resumed in February and will be finished in mid August, 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	$176.0M
Project Actuals to Date	$98.2M

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)*

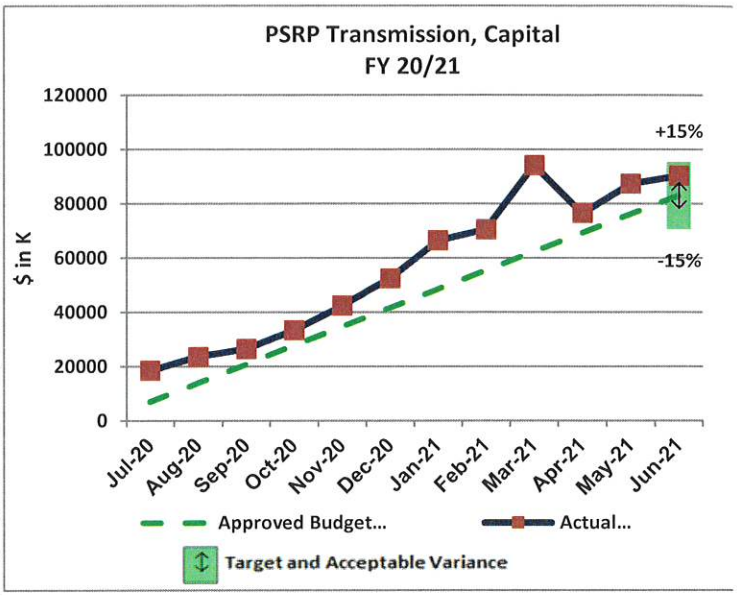
RESPONSIBLE MANAGER: John Hormozi, Power Transmission & Distribution Division **REPORTING PERIOD:** June 2021

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	87,258.0	11,143.3	14.6%	
Jun-21	83,034.3	90,270.0	7,235.7	8.7%	
Acceptable Variance			± 15%		



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.
   - Incremental line insulator replacements on the Pacific DC Intertie (a multi-year effort) continued 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; in-service May 2021.

3. **PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION**
   - Actual costs exceed the approved budget by 8.7%, which is within the acceptable variance. June 2021's cumulative overrun reflects the lingering impact from July 2020's significantly high overrun.
   - Overrun is primarily caused by **Replace 138-kV Underground Cables (B1062), Tower Climbing Guards (Job O9765), and Install Pacific DC Intertie Line Improvements (B9011).** Another non-straightlined progress payment was made to the prime contractor for B1062 ($4.8M for June 2021). O9765 was erroneously charged $4.271M (which was journal vouchered effective 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.

Total Project Approved from Inception to FY 28/29	$1,574.5M
Projects Approved to Date	$1,285.9M
Project Actuals to Date	$1,034.4M

4. **MITIGATION PLAN AND / OR RECOMMENDATIONS**
   - Continue to support progress on these jobs according to their respective milestone schedules.

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

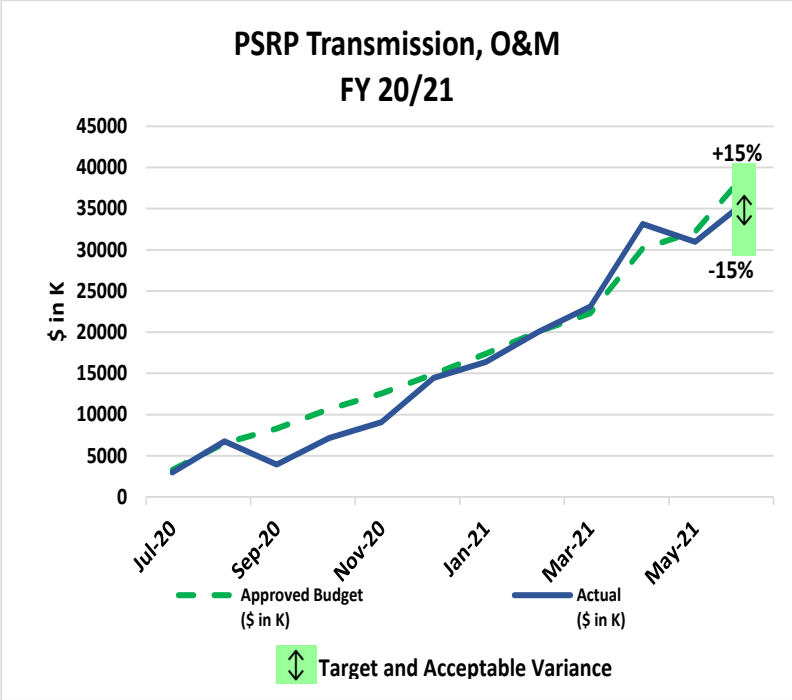
RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** June 2021

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	30,980	-1212.0	-4%	
Jun-21	39,499.9	36,053	-3446.9	-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.
- June 2021 YTD actuals are slightly under due to the following:
  - The underrun is due to Job B1275 (Operation of Sylmar Converter Station East) – this job's underrun is primarily due to a total of $11.3M reimbursements from Participants on Joint Venture projects (Southern California Edison, Burbank, Glendale, and Pasadena) due to the Pacific Direct-Current (DC) Intertie.
  - The underrun is due to Job B1280 (Maintenance Sylmar Converter Station East) – the job's underrun is due to a total of $8.3M reimbursements from Participants on Joint Venture projects (Southern California Edison, Burbank, Glendale, and Pasadena) due to the Pacific DC Intertie.
  - The underrun is also due to 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).
  - The underrun is partially offset by Job B1232 (Overhead Transmission Lines O&M). This job's 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.

- The underrun is partially offset by Job B2241 (Transmission Assessment). This job's 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.
- The underrun is partially offset by Job B1061 (Secondary Land Use Expenses). This job's overrun is due to various assignments in engineering, surveying, and drafting for governmental agencies, the public, and other DWP groups.
- The underrun is partially offset by Job B1123 (XMSN Station Equipment O&M). This job's overrun is due to the large amount of work to maintain XMSN Equipment for system protection located within various receiving stations.

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: June 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 **Within 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, 230-kV upgrade completed in May 2021)
  - 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

- The five-year project to replace 10 aging underground transmission circuits for Power System Reliability was completed in May 2021.

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	$4.5M/mile	-7.1%
	Station Cost		$0.7M/mile	
Cumulative Cost	Contract Cost	$5.3M/mile[3]	$4.3M/mile	-5.7%
	Station Cost		$0.7M/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 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.*

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

- 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
- The actual cost per circuit mile varied each year based on the circuits 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* 8/23/21
Power Planning, Development, and Engineering Division

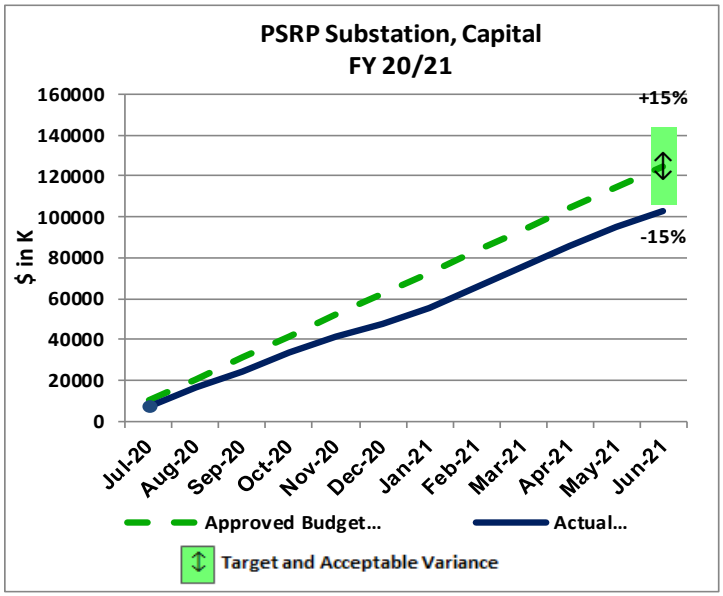
REPORTING PERIOD: June 2021

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	94,758.0	-19,831.3	-17.3%	
Jun-21	125,006.6	102,953.0	-22,053.6	-17.6%	
Acceptable Variance			± 15%		



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)	3	2	2
04.01.01.77	Medium Voltage Transformers (high side below 100kV – Distributing Station - DS)	13	21	21
	CIRCUIT BREAKER REPLACEMENT:			
04.01.01.78	Transmission Circuit Breakers (>100kV - RS, SS, High Voltage Alternate Current Switchyards)	1	2	2
04.01.01.79	Sub-transmission Circuit Breakers (34.5kV - RS, DS)	14	28	28
04.01.01.80	Distribution Circuit Breakers (4.8kV - DS)	17	16	16
	SUBSTATION AUTOMATED :			
04.01.03.01	Distributing or Receiving Station Upgrade/Automation	9	12	12
	FEEDERS AND TRUNKLINES:			
04.01.01.82	34.5kV Line Positions (Reported Quarterly)	3	4	4
04.01.01.83	4.8kV Feeder Positions (Reported Quarterly)	7	20	20

Additional year-to-date achievements and milestones include:

- **Substation Equipment Life Extensions:** (1) RS Transformer, (56) 34.5 kV circuit breakers, and (21) 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) was 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. Construction and test support was limited due to minimum physical and social distancing requirements in spaces such as control rooms, which resulted in certain KPI targets not being met for the fiscal year, such as Substation Automation.
- 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	$1,689.2M
Project Actuals to Date	$1,412.3M

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)*

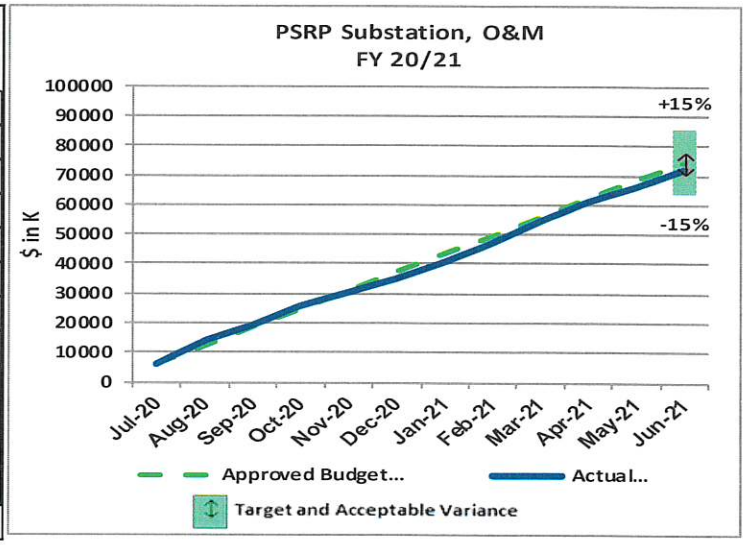
RESPONSIBLE MANAGER: Jonathan Fonti, Power Construction & Maintenance **REPORTING PERIOD:** June 2021

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	-1,274	-2.0%	
May-21	68,434	66,354	-2,080	-3.0%	
Jun-21	74,655	72,395	-2,260	-3.0%	
Acceptable Variance			± 15%		



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 underrun is mainly due to continued time spent 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: Receiving Station (RS)-J 34.5kV Circuit Breaker (CB) flashover repair (replaced six (6) 34.6kV bushings), RS-S Bank D failure response and repair, Distributing Station (DS) - 26 metering current transformer replacements, 34.5kV CB bushing "bird strike cover" installations, and 4.8kV CB Life Extension work.

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 and 22 EMs in May 2021 from the Training Center.

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	52	85	**616**
Distributing Station (DS) Circuit Outages	95	109	110	106	79	91	129	141	110	84	91	110	**1255**
5-kV Circuit Grounds	53	67	76	57	51	66	66	42	47	36	40	30	**631**
NO. OF INSULATOR WASHINGS:													
Generating Stations	0	0	0	0	1	0	0	0	0	0	0	0	**1**
Receiving Stations	6	4	6	3	2	3	1	4	8	5	5	7	**54**
Distributing Stations	11	10	5	15	7	0	5	5	20	20	13	16	**127**

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

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

RESPONSIBLE MANAGER: Sager Farraj
Power Planning Development and Engineering Division

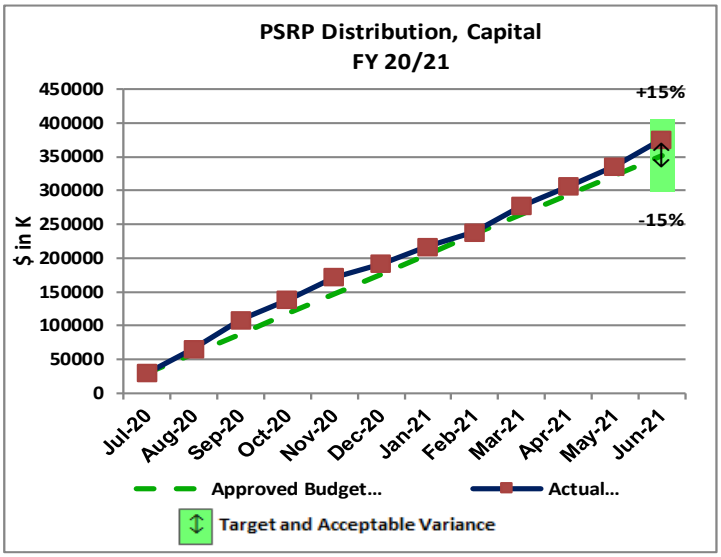
REPORTING PERIOD: June 2021

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	335,716.0	12,798.9	4.0%	
Jun-21	352,273.3	375,516.0	23,242.7	6.6%	
Acceptable Variance			± 15%		



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 107% of the budget through the month of June to work on and complete the following:
  - New rack and bank installation RS-Rinaldi, RS-B, and RS-M
  - 1,206 transformer installations
  - 3,944 pole replacements
  - 10,068 deteriorated crossarm replacements
  - 58.2 circuit-mile of cable replacements
  - 10,100 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 June is $23.2M, 6.6% over budget. This is due to District crews focusing resources on PSRP distribution capital projects such as cable replacements, feeders, reconductoring and transformer replacements. Furthermore, new infrastructure upgrades such as conduit and substructures were required for these projects.

Total Project Approved from Inception to FY28/29	$6,189.1M
Projects Approved to Date	$3,618.8M
Project Actuals to Date	$3,153.0M

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No mitigation plan at this point.

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

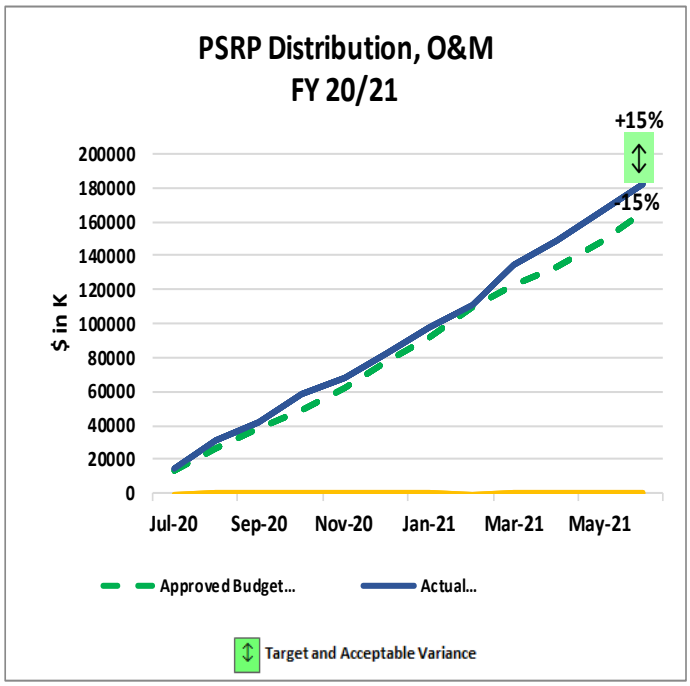
RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** June 2021

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	165,879.00	18,399.0	12%	
Jun-21	165,490	183,634.00	18,144.0	11%	
		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 11% above the approved budget for this metric, but within the 15% threshold set for its annual goal. 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 June can be attributed to increased work activity and the delayed processing of invoices for Job P6341 (Vegetation Management Contract) from last fiscal year.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

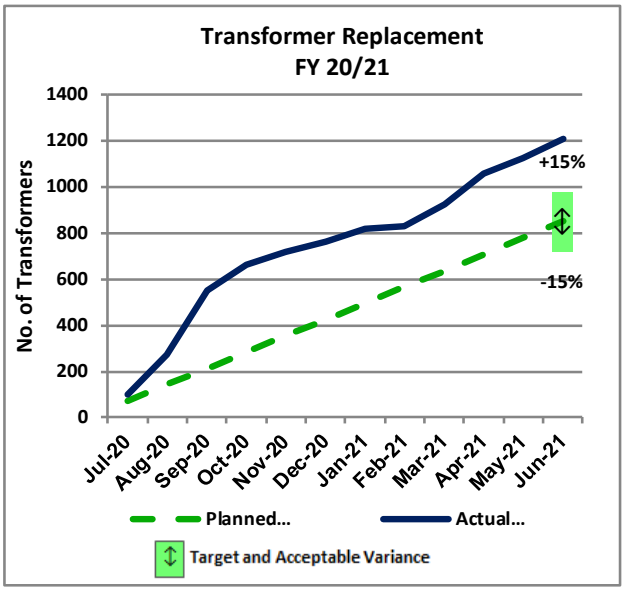
LADWP RATES/EQUITY METRIC – *Transformer Replacement (Power)*

RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** June 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	1,125	346	**44.4%**	
Jun-21	850	1,206	356	**41.9%**	
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 850 transformers and the current actual number of transformers replaced is 1,206.

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 transformer replacements.

- 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.

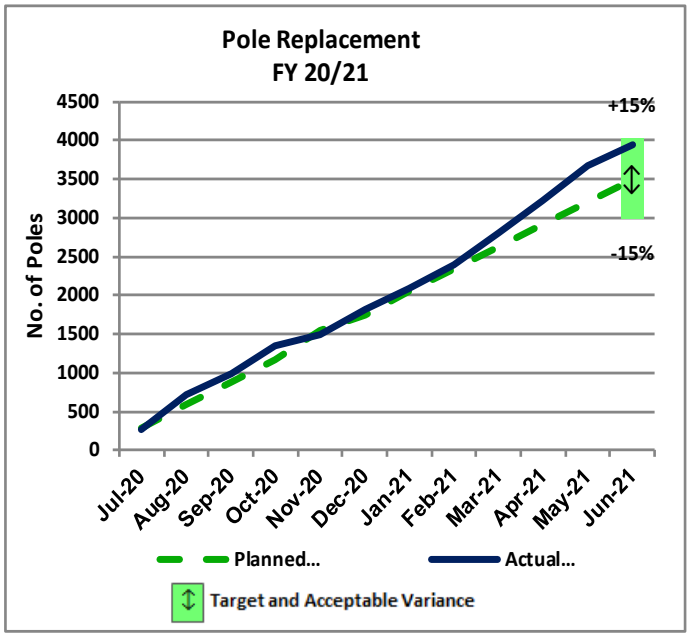
LADWP RATES/EQUITY METRIC – *Pole Replacement (Power)*

RESPONSIBLE MANAGER: Ruben Mauser, Power Transmission and Distribution **REPORTING PERIOD:** June 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	3,673	461	14.4%	
Jun-21	3,500	3,944	444	12.7%	
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 3,500 poles and the current actual number of poles replaced is 3,944.

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.

LADWP RATES METRIC – *Crossarm Replacement (Power)*

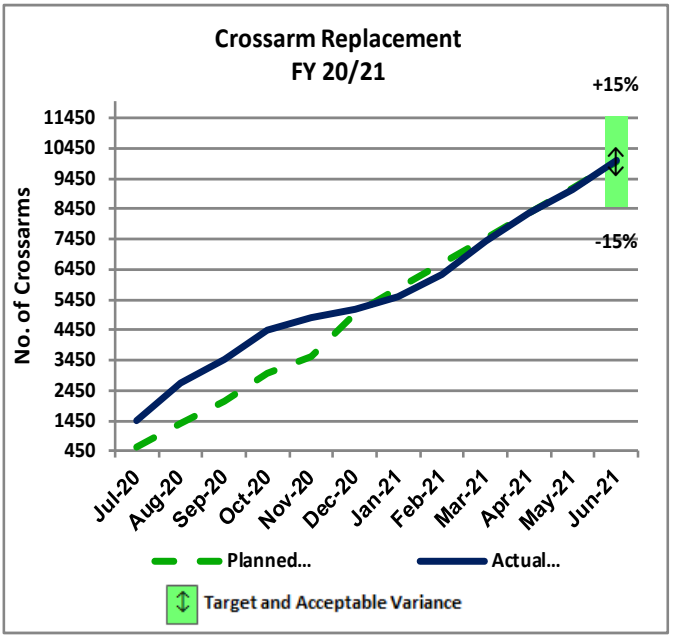
RESPONSIBLE MANAGER: Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** June 2021

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	9,080	-40	-0.4%	
Jun-21	10,000	10,068	68	0.7%	
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 10,000 crossarms and the current actual number of crossarms replaced is 10,068. 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 overload transformers.
- 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.

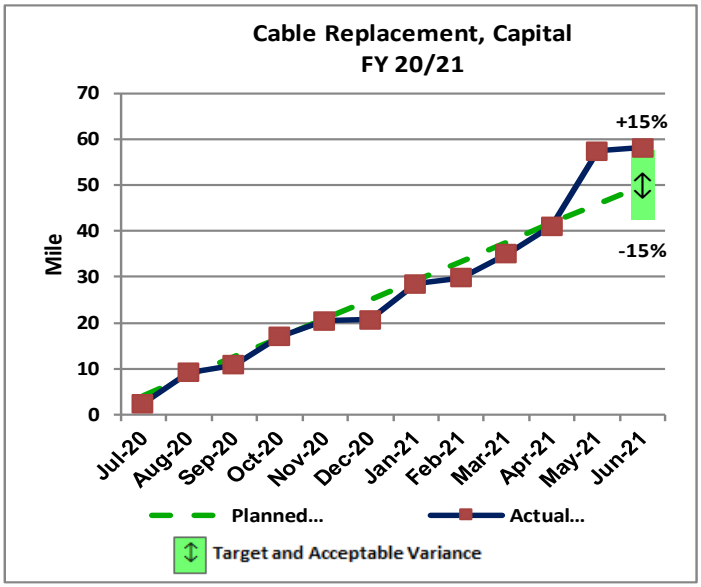
LADWP RATES/EQUITY METRIC – *Cable Replacement (Power)*

RESPONSIBLE MANAGER: Sager Farraj
Power Planning Development and Engineering Division
REPORTING PERIOD: June 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: Exceeds Target

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	57.4	11.4	24.8%	
Jun-21	50.0	58.2	8.2	16.4%	
Acceptable Variance			± 15%		



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 June, Distribution Construction & Maintenance completed 58.2 circuit-miles, surpassing the goal of completing 50 circuit-miles for Fiscal Year 20/21.

4. PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION

- Variance through the month of June is 8.2 circuit-miles, 16.4% above target. Variance is due to District crews completing cable replacement projects, performing emergency cable replacement work and administratively closing completed jobs in the system. Expenditures for cable replacement have incurred $6.9M overrun in the corresponding budget in Job P6306.

5. MITIGATION/RECOMMENDATION

- Key Performance Index goal has been met for FY 20/21. For FY 21/22, Distribution circuit design engineers are continuing to compile 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]*

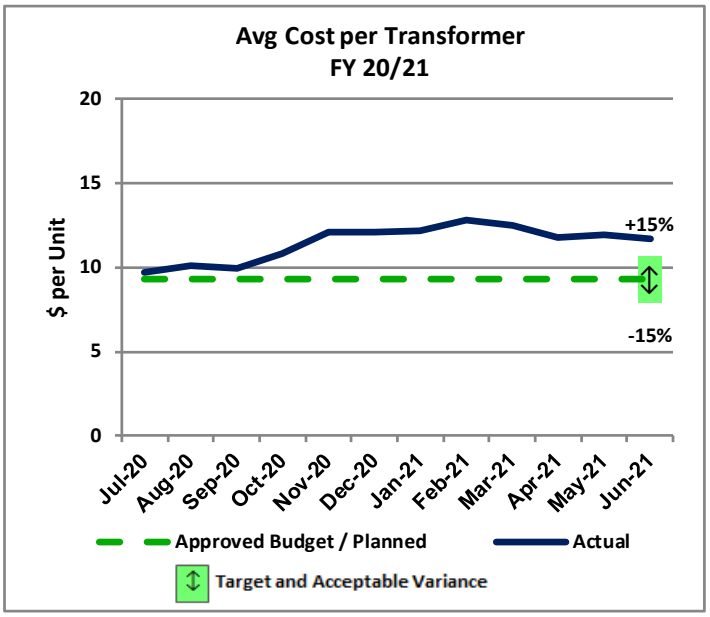
RESPONSIBLE MANAGER: David Hanson, Power Transmission and Distribution **REPORTING PERIOD**: June 2021

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	11.9	2.6	28.4%	
Jun-21	9.3	11.7	2.4	26.2%	
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 June 30, the target was to replace 850 transformers at 100% of the fiscal year-end goal. PTD has completed replacement of 1,206 transformers, which is 142% of the fiscal year goal with a current average cost of $11.7K per unit.

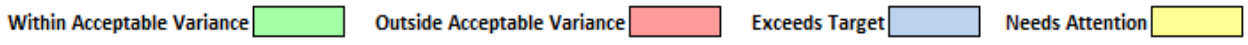
3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- 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.



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

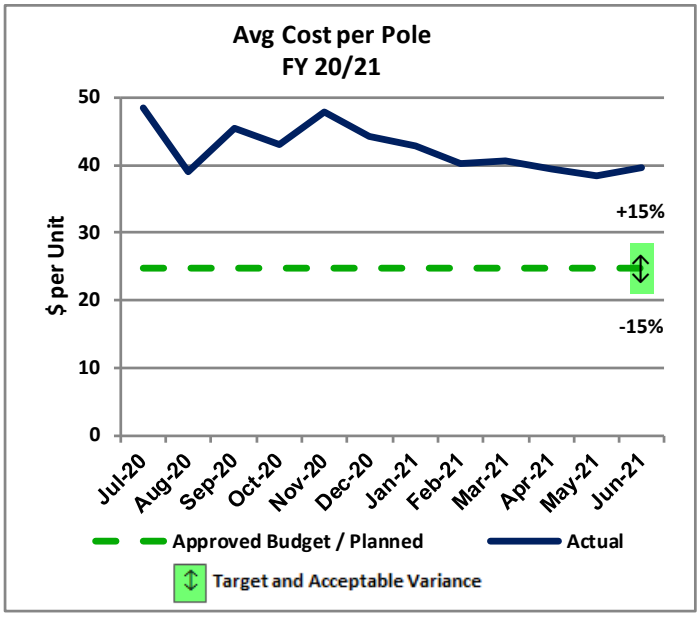
RESPONSIBLE MANAGER: David Hanson, Power Transmission and Distribution **REPORTING PERIOD**: June 2021

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	38.4	13.7	55.3%	
Jun-21	24.7	39.5	14.8	59.8%	
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 June 30, the fiscal year-end target was to replace 3,500 power poles for a 100% FY goal. PTD has completed replacement of 3,944 power poles, which is 113% of the FY goal with a current average cost of $39.5K 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 59.8% 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]*

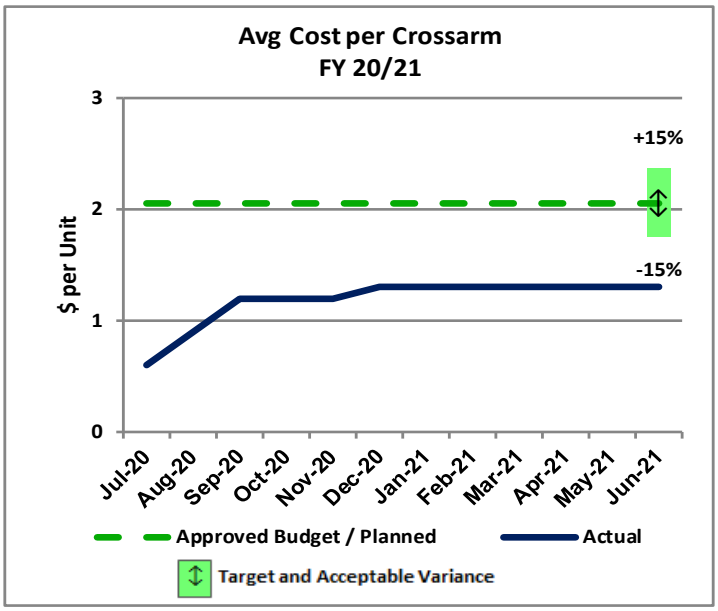
RESPONSIBLE MANAGER: David Hanson, Power Transmission and Distribution **REPORTING PERIOD**: June 2021

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	1.3	(0.8)	-36.9%	
Jun-21	2.1	1.3	(0.8)	-36.9%	
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 June 30, our fiscal year-end goal was to replace 10,000 crossarms which is 100% of the FY goal. PTD has completed the replacement of 10,068 crossarms, which is 101% 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 June, 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]

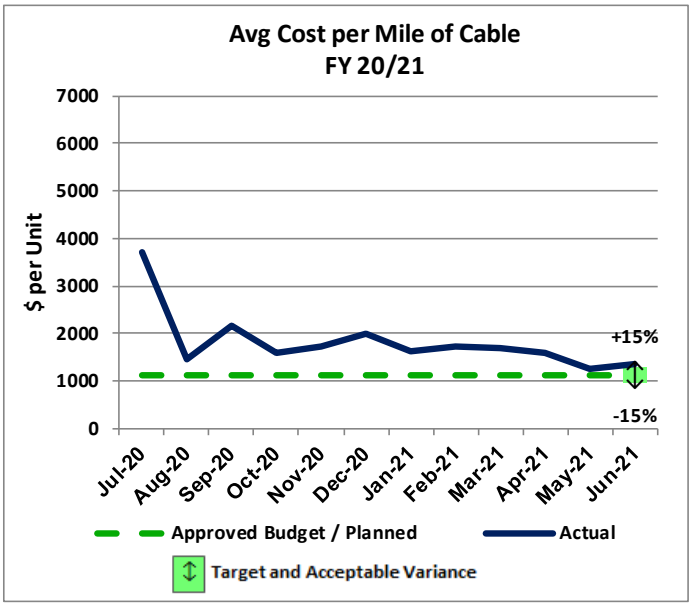
RESPONSIBLE MANAGER: David Hanson, Power Transmission and Distribution **REPORTING PERIOD**: June 2021

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	1251.1	118.1	10.4%	
Jun-21	1133.0	1343.9	210.9	18.6%	
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 June totals 58.2 miles.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Average cost per mile of cable is $1343.9K which is outside the acceptable target for the month of June, due to an increase in material costs and the need to have enough supplies on hand.
- 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 and construction services. The increase in the amount of cable replaced is determined when the cable is removed and it becomes apparent that a larger amount of cable (length) needs to be replaced due to circuit configuration, circuit loading and/or the need for upgrading cable size over a larger area than originally planned. Extreme deterioration of cable due to age, circuit loading, and damage by collapsed conduit is identified as the cable is removed. This will generate additional conduit repair work and cost. These repairs must be done before the new cable may be installed. As a result, the amount of cable will increase and combined with conduit repair cost (where needed), we will have an increase to the overall cost per mile of replacement.
- The actual cable replacement mileage is only accounted for in Work Management Information (WMIS) when the crew leader indicates all work for Task 145 has been 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)

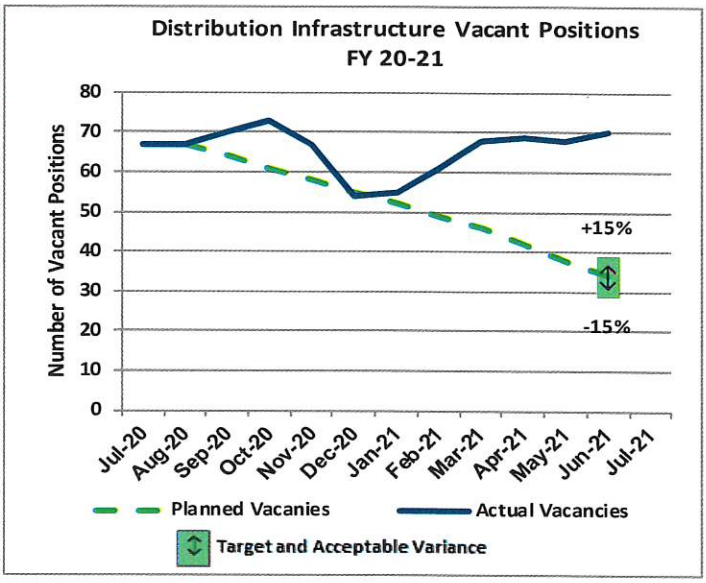
RESPONSIBLE MANAGER: Breonia Lindsey/Sandra Foster **REPORTING PERIOD:** June 2021

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	30	78.9%	
Jun-21	34	70	36	105.9%	
Acceptable Variance			± 15%		



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 has hired 209 field positions throughout fiscal year 20/21 and netted 24 new field employees.

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 was not able to reduce 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.

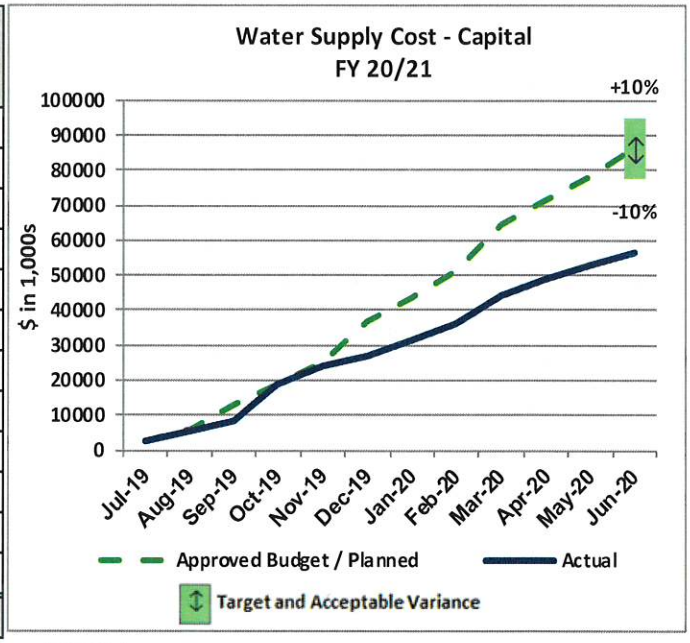
LADWP RATES METRIC – WATER SUPPLY COST BUDGET VS ACTUAL- CAPITAL (Water)

RESPONSIBLE MANAGER: April Thang **REPORTING PERIOD:** June 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	52,861	-25,649	-32.7%	
Jun-20	86,453	56,213	-30,240	-35.0%	
Acceptable Variance			± 10%		



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.
- In May 2021, the LA Groundwater System A&B job, completed installation and testing of the new pump and motor for Rinaldi-Toluca Well 12.
- In June 2021, prepared 9 groundwater monitoring wells for water quality sampling to support the Southern San Fernando Basin Groundwater Sampling Study, by removing obsolete pumping equipment.

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 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 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.

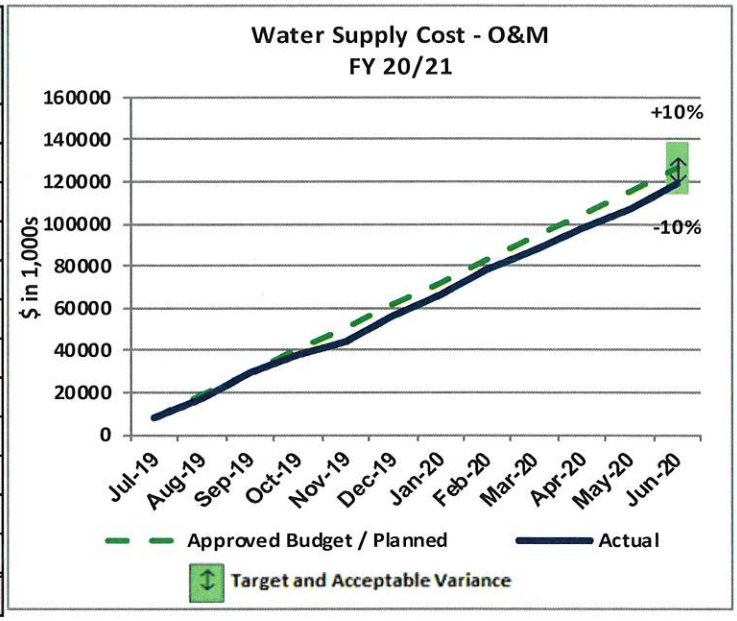
LADWP RATES METRIC – WATER SUPPLY COSTS BUDGET VS ACTUAL- O&M (Water)

RESPONSIBLE MANAGER: April Thang **REPORTING PERIOD:** June 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	106,953	-8,352	-7.2%	
Jun-20	126,273	119,412	-6,861	-5.4%	
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 539 preventative maintenance tasks for 96 pump station facilities and 142 regulatory bi-weekly maintenance on 45 emergency backup IC Engine units located throughout the Water System.

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

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- On target.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

LADWP RATES METRIC – Purchased Water (Water)

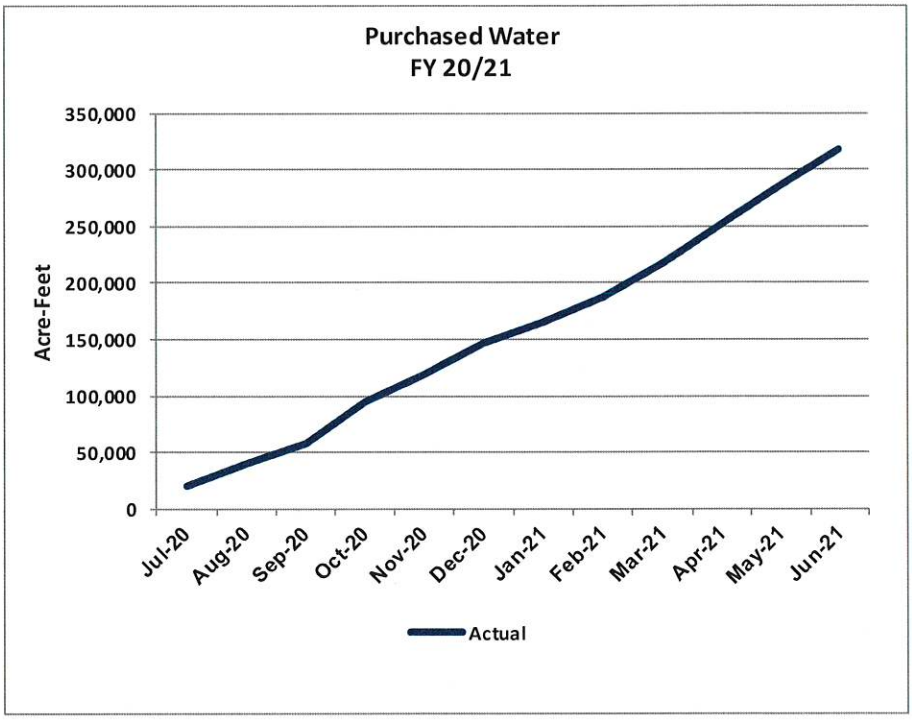
RESPONSIBLE MANAGER: April Thang **REPORTING PERIOD:** June 2021

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	284,872
Jun-21	317,669



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:** June 2021

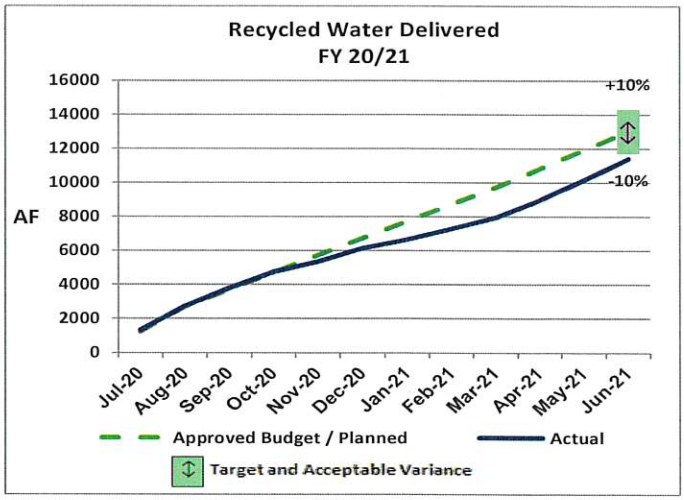
DEFINITION OF RATES METRIC: Annual quantity of recycled water delivered in acre-feet (AF) against plan.

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

GREGORY REED
AUG 30 2021

STATUS: Needs Attention

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	10,153	-1747	-14.7%	
Jun-21	13,000	11,405	-1595	-12.3%	
Acceptable Variance			± 10%		



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 11,405 AF of recycled water, which is approximately 12.3% 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.

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.

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

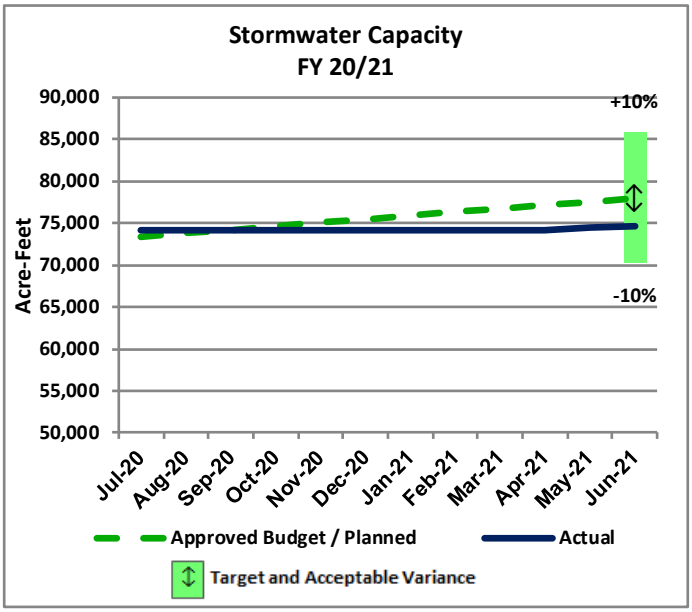
LADWP RATES METRIC – STORMWATER CAPACITY (Water)

RESPONSIBLE MANAGER: David R. Pettijohn **REPORTING PERIOD:** June 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	74,559	-3,024	-3.9%	
Jun-21	78,000	74,626	-3,374	-4.3%	
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

- Completed projects include:
  - San Fernando Valley Distributed Stormwater Capture Projects: Lankershim Boulevard Great Street Dry Wells (84 AFY), Victory Goodland Median Stormwater Capture Project (105 AFY), Glenoaks & Filmore Stormwater Capture Project (86 AFY), Agnes Avenue Stormwater Capture Project (74 AFY).
  - Ben & Victory Green Street Project (67 AFY).
- Projects in construction include:
  - Tujunga Spreading Grounds (8,000 AFY) is 90% 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), 90% 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), 90% design plans in progress.
  - Pacoima Spreading Grounds Improvement Project (5,300 AFY), 100% design completion, awaiting NTP.

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)

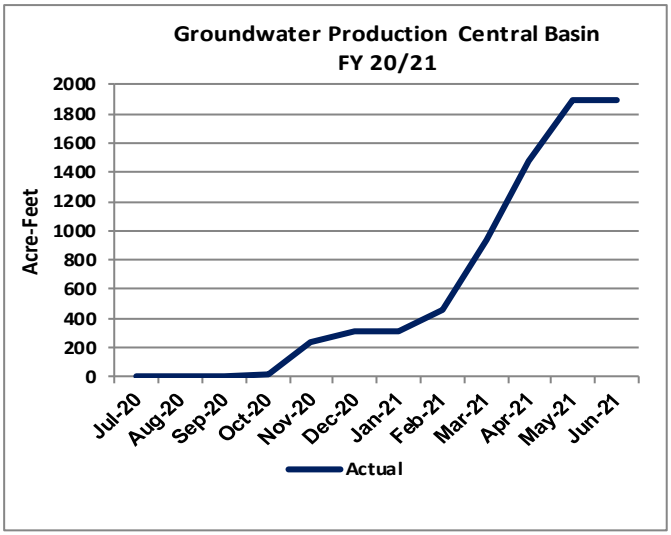
RESPONSIBLE MANAGER: Milad Taghavi **REPORTING PERIOD:** June 2021

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	1,887.00
Jun-21	1,888.00



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.
- In June 2021, the wells were taken out of production for installation of valves and updating of the control system.

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.

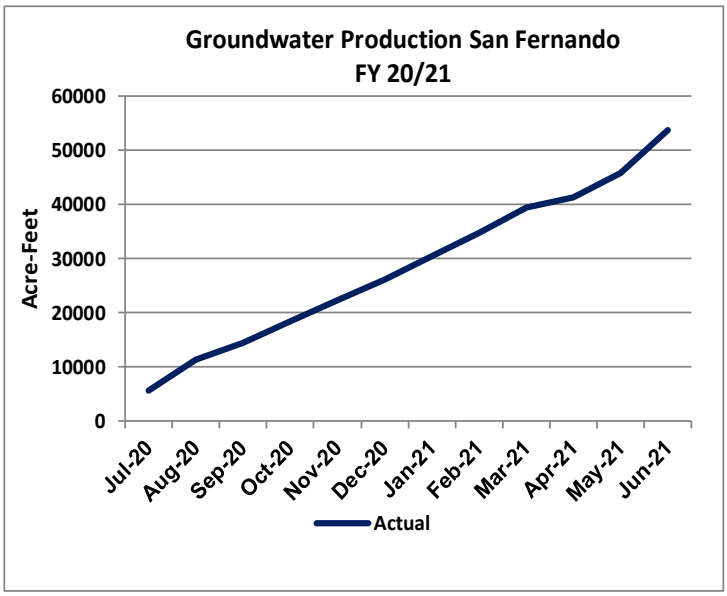
LADWP RATES METRIC – ANNUAL GROUNDWATER PRODUCTION
SAN FERNANDO (Water)

RESPONSIBLE MANAGER: Milad Taghavi **REPORTING PERIOD:** June 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	45,760
Jun-21	53,624



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 year-end production underrun is due to having several shutdowns at the Tujunga, North Hollywood West, and Rinaldi Toluca Well Fields as part of the San Fernando Basin Groundwater Improvement Projects.

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)

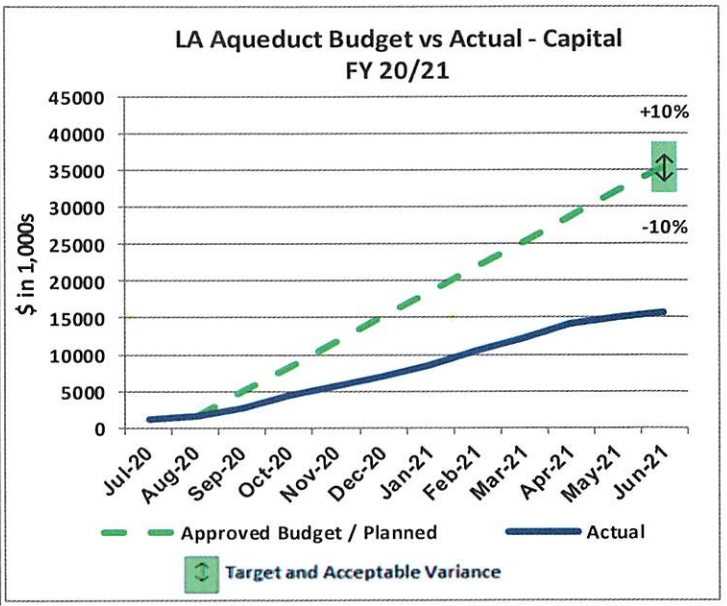
RESPONSIBLE MANAGER: Darin Willey **REPORTING PERIOD:** June 2021

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

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

STATUS: Outside Acceptable Variance

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	14,939	-17016	-53.2%	
Jun-21	35,326	15,535	-19791	-56.0%	
Acceptable Variance			± 10%		



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

1. BACKGROUND / PURPOSE

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

2. ACHIEVEMENTS / MILESTONES MET

- West Portal Building has been completed.
- C6 Diversion Structure on Pine Creek has been completed.
- Cascades Rehabilitation Project has been completed.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Aqueduct Capital is 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 and permitting, as well as Power Construction and Maintenance work being rescheduled due to Covid-19.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue work on the Owens Valley Groundwater Development Plan, the Groundwater Banking Project, and the Aqueduct Top Removal Project.

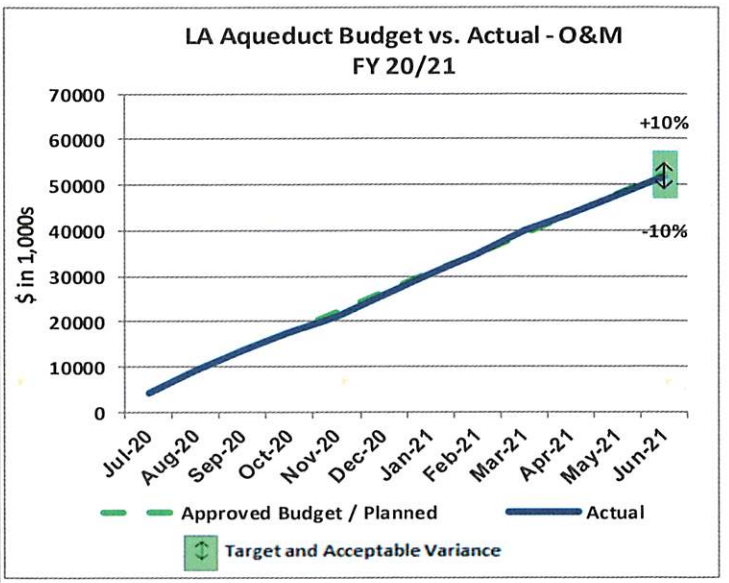
LADWP RATES METRIC – LA AQUEDUCT BUDGET VS ACTUAL – O&M (Water)

RESPONSIBLE MANAGER: Darin Willey **REPORTING PERIOD:** June 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	47,617	-178	-0.4%	
Jun-21	52,092	51,627	-465	-0.9%	
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 743 acres for resource clearing;
- Graded 421 miles of roads;
- Mowed 322 miles of canals and ditches;
- Cleaned 127 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; Replaced Toe Drain No. 4 at Tinemaha.
- Installed 116 data logger/station retrofits.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- On target.

4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Crews will continue performing substantial facility maintenance at Mojave and Dry Canyon, as well as continue working towards Operational and Maintenance goals set for FY 21/22.

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

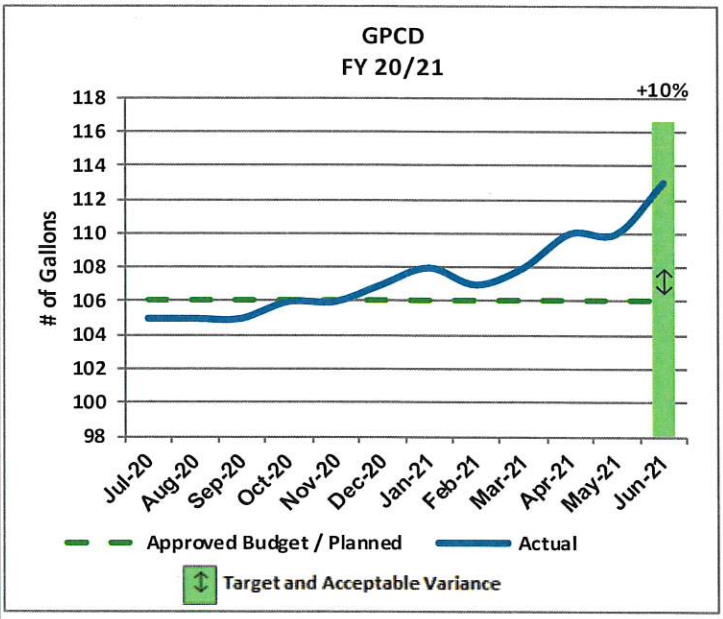
RESPONSIBLE MANAGER: Terrence McCarthy **REPORTING PERIOD:** June 2021

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	110	4	3.8%	
Jun-21	106	113	7	6.6%	
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 a decline in population estimates for LADWP service area.
- The decline in population estimates from CA Dept. of Finance indicates that impacts to population include declines in natural population growth, declines in foreign immigration due to federal policies, and COVID-19 associated deaths.
- 12-month rolling GPCD is anticipated to remain the same or marginally increase due to the continued dry weather Los Angeles is experiencing.

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 2020 Urban Water Management Plan.
- Water supply conditions will continue to be monitored closely to assess options for implementing further actions as outlined in our Water Shortage Contingency Plan.

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

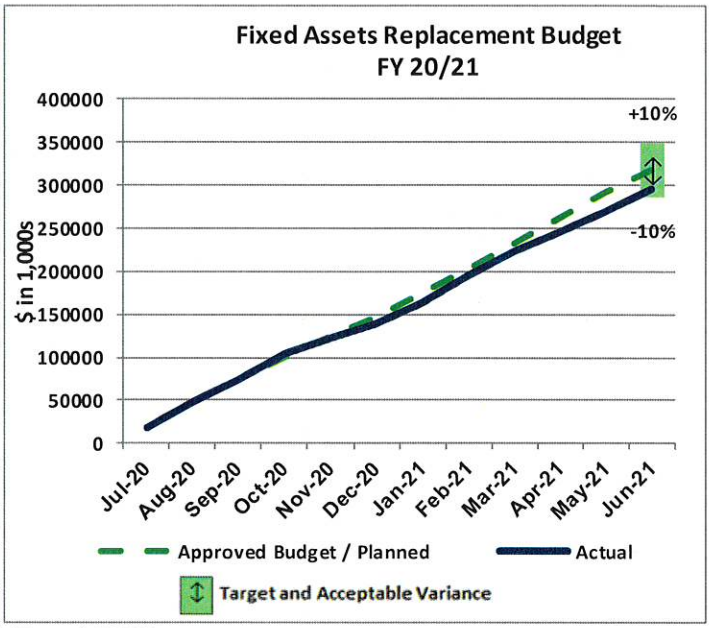
RESPONSIBLE MANAGER: April Thang **REPORTING PERIOD:** June 2021

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	268,925	-23,150	-7.9%	
Jun-21	317,550	294,778	-22,772	-7.2%	
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 June 2021, installed 157,890 feet of mainline.

- As of June 2021, installed 4,595 feet of the open trench portion of the 54-inch diameter steel pipe, Foothill TL Unit 3 Phase I and 4,726 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 81% 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 Testing & Startup user reviews. The Operations, Maintenance, and Monitoring Plan was distributed for user review.

- The floating cover contractor mobilized on May 3rd and continues the asphalt paving on the reservoir slope and reservoir floor.

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:** June 2021

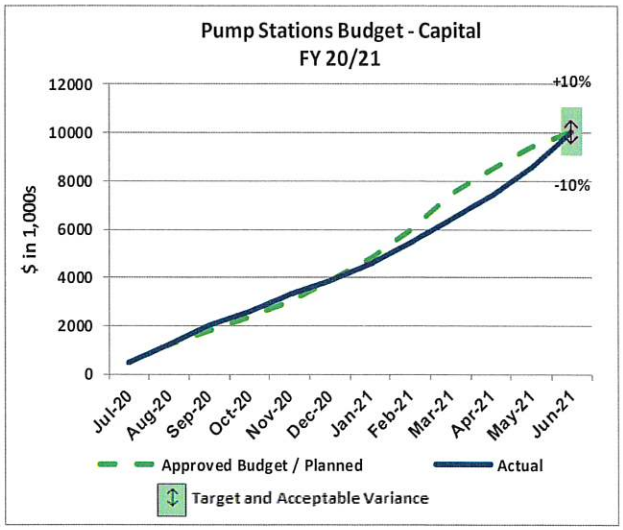
DEFINITION OF RATES METRIC: Board approved annual budget vs actual expenditures.

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

GREGORY REED
AUG 30 2021

STATUS: Within 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	8,546	-835	-8.9%	
Jun-21	10,055	10,021	-34	-0.3%	
Acceptable Variance			± 10%		



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, beginning final 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 June 2021, fifteen 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

- On target.

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.

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

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

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

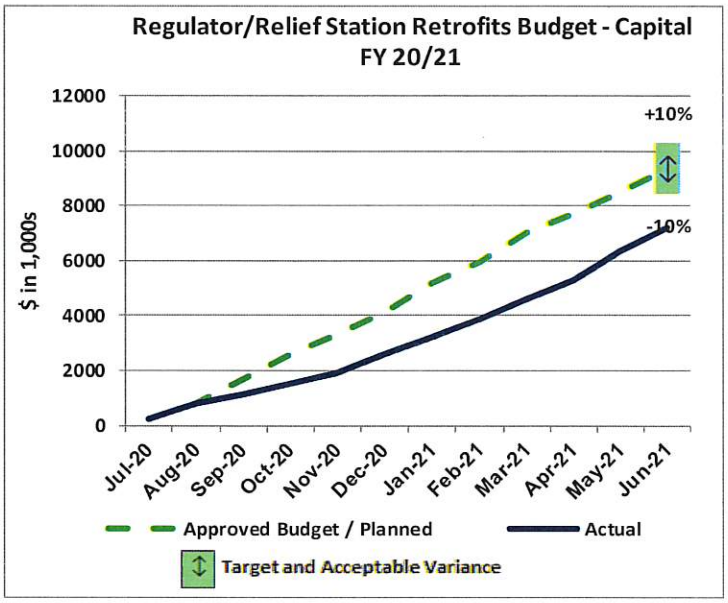
TARGET & ACCEPTABLE VARIANCE (FY 20/21): $9.4M, 10 percent

GREGORY REED

AUG 12 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	6,385	-2,097	-24.7%	
Jun-21	9,357	7,209	-2,148	-23.0%	
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 June 2021, eight regulator stations have been retrofitted.

3. PERFORMANCE / VARIANCE ANALYSIS AND YEAR-END PROJECTION

- One retrofit was completed during the month of June.
- The annual goal to replace or rehabilitate eight regulator stations has been met. 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)

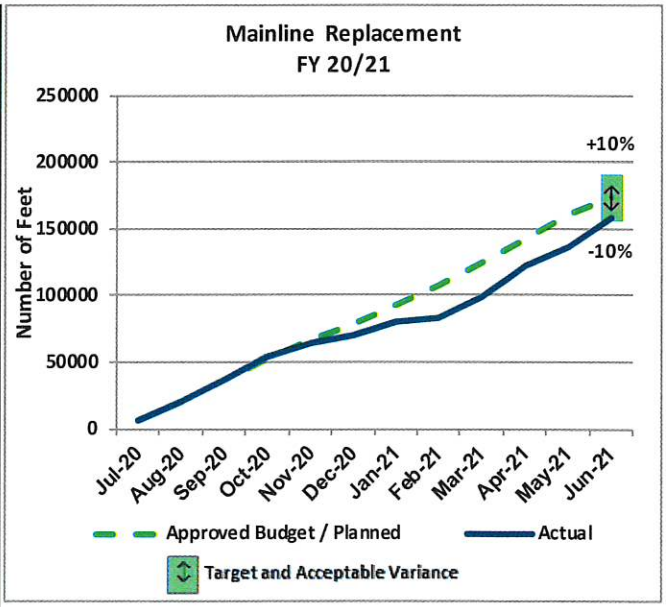
RESPONSIBLE MANAGER: Breonia Lindsey/Sandra Foster **REPORTING PERIOD:** June 2021

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

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

STATUS: Within Acceptable Variance

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	136,495	-25271	-15.6%	
Jun-21	174,000	157,890	-16110	-9.3%	
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 June 2021, 157,890 feet of mainline have been installed.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The rate of mainline replacement for this reporting period is within 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:** June 2021

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

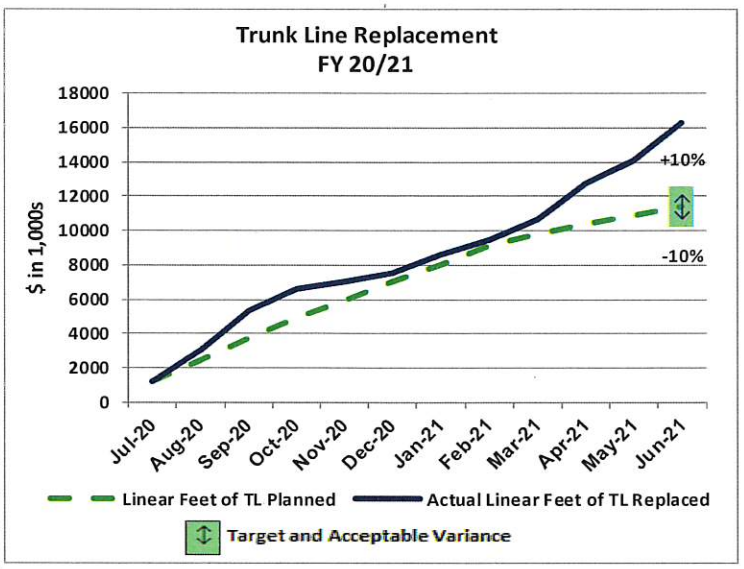
TARGET & ACCEPTABLE VARIANCE (FY 20/21): 11,400 feet, 10 percent

GREGORY REED

AUG 12 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	14,084	3,209	29.5%	
Jun-21	11,400	16,313	4,913	43.1%	
Acceptable Variance			± 10%		



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 June 2021.
- 750 feet of trunk line was installed on Foothill Trunk Line through June 2021.
- 382 feet of trunk line was installed on MWD-LA 30 through June 2021.
- 2,464 feet of trunk line was installed on Machado Lake Pipeline through June 2021.
- 5,922 feet of trunk line was installed on Century Trunk Line Unit 1 Phase 3 through June 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 June 2021. RSC 7 reached 50% construction in September 2020.
- 3,270 feet of trunk line was installed on Coronado through June 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)

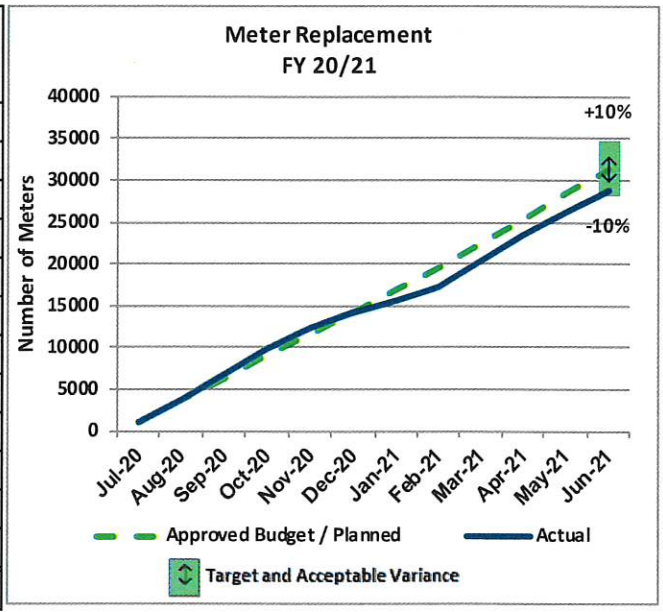
RESPONSIBLE MANAGER: Breonia Lindsey/Sandra Foster **REPORTING PERIOD:** June 2021

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	26,261	-2270	-8.0%	
Jun-21	31,500	28,948	-2552	-8.1%	
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 June 2021, 28,948 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.

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.

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

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

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

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

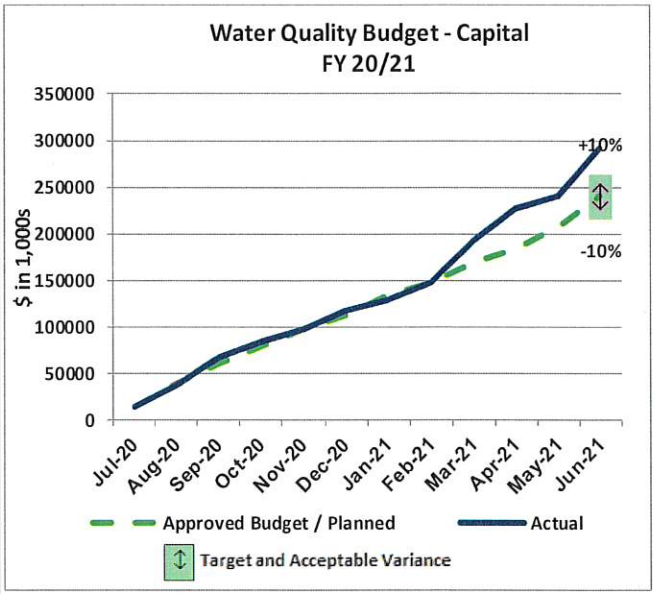
TARGET & ACCEPTABLE VARIANCE (FY 20/21): $240M, 10 percent

GREGORY REEL

AUG 30 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	240,070	33,071	16.0%	
Jun-21	240,080	291,965	51,885	21.6%	
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 June 2021, project is at 94% construction complete. The field acceptance testing of the facility was completed and project is in commissioning.
- Performance testing of UV disinfection equipment, programming and testing of chlorine systems were completed in February 2021.
- Integration testing of UV reactors and control systems as well as functional testing of UV reactors were completed as of December 2020.

99th St. Wells Filtration Plant:

- Project is at 10% construction completion. Power Construction and Maintenance (PCM) completed installation of the well collector line and backfilled the area in June 2021.
- PCM General Construction started grading the site and trenching for pipe locations in April 2021.
- PCM began active construction on March 1, 2021.
- Demolition and Mobilization were completed on February 22, 2021.
- The Construction Work Package was submitted to and approved by PCM on January 9, 2021.

- Final design drawings were completed on December 18, 2020.

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

- Project is at 20% construction completion as of June 2021.
- 100% Design was completed on February 4, 2021.
- 100% user review meetings were completed in December 2020.
- The Notice to Proceed for construction was issued on November 2, 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)

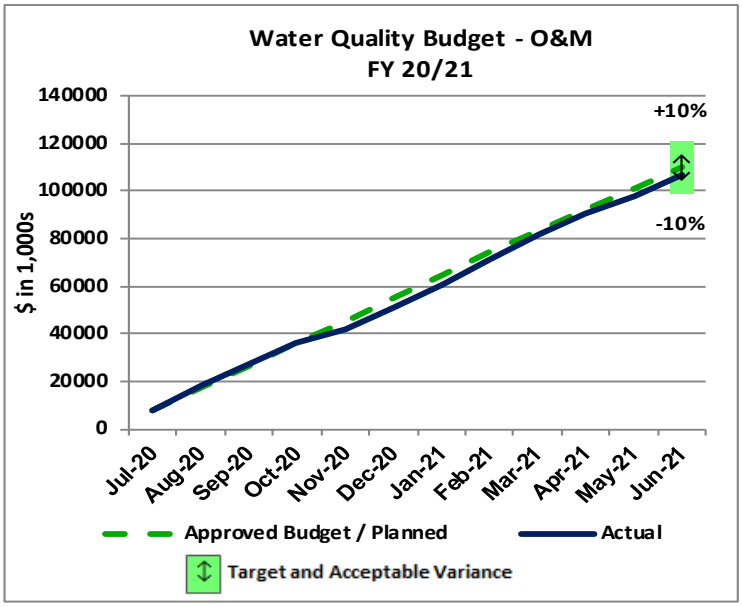
for ECD

RESPONSIBLE MANAGER: Evelyn Cortez-Davis **REPORTING PERIOD:** June 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	97,700	-3,410	-3.4%	
Jun-21	110,142	106,505	-3,637	-3.3%	
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 9,423 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 28,449 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 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.

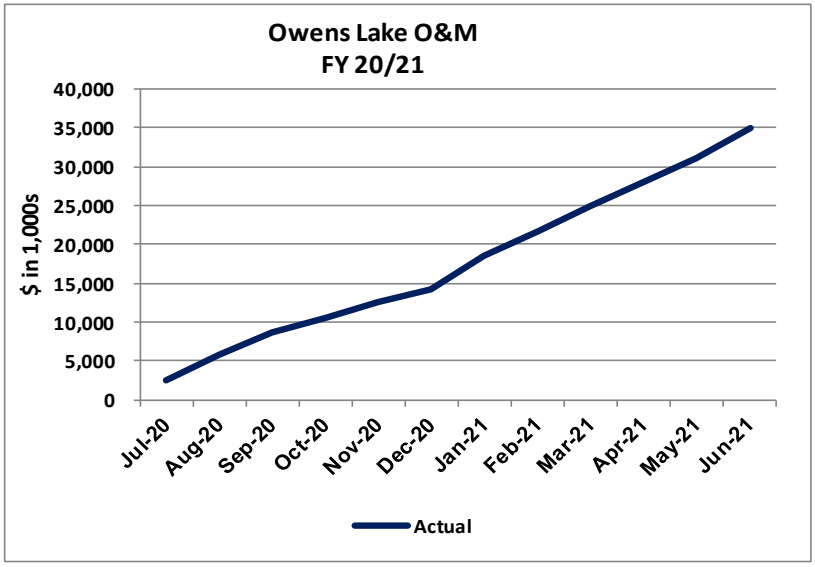
LADWP RATES METRIC –BUDGET VS ACTUAL FOR OWENS LAKE O&M [Water]

RESPONSIBLE MANAGER: Nelson Mejia **REPORTING PERIOD: June 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	31,116
Jun-21	35,000



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

- The Owens Lake Group successfully completed another dust season without notices of violation or fines.
- Owens Lake construction staff spent most of the month of June building partition berms to improve wetness in shallow flood areas.
- 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

- Variance is within acceptable range.

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*

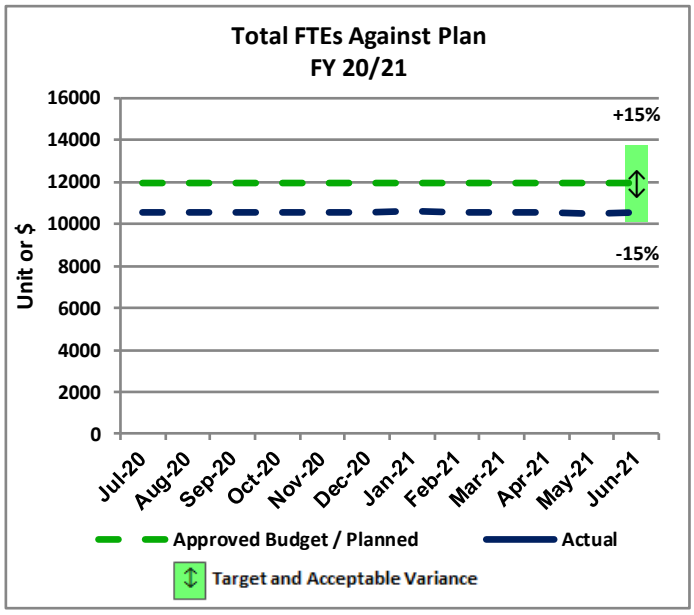
RESPONSIBLE MANAGER: Shannon C. Pascual **REPORTING PERIOD: June 2021**

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	10,527	-1436	-12.0%	
Jun-21	11,963	10,571	-1392	-11.6%	
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 = 109
- Attrition = 56
- Net New Employees = 53

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

N/A

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

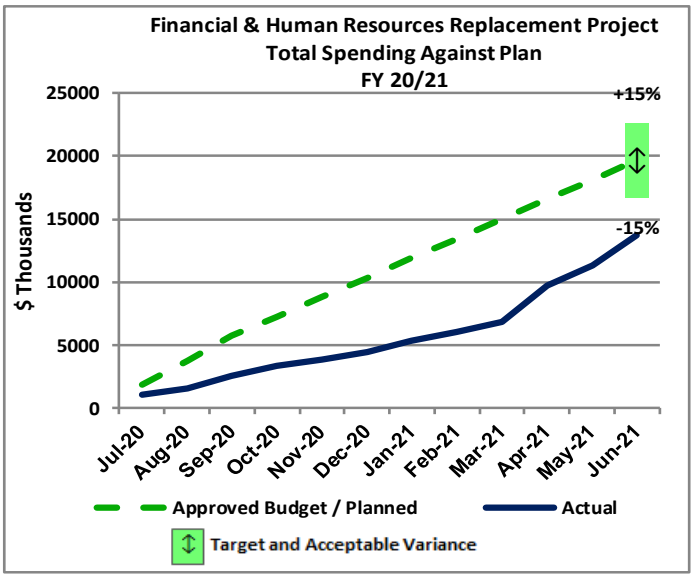
REPORTING PERIOD: June 2021

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	11,365.8	-6736	**-37.2%**	15160.0
Jun-21	19,698.7	13,682.3	-6016	**-30.5%**	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. had engaged in a two-stage procurement process:
  - Stage One: 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 Kicked-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.

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

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: June 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. had engaged in a two-stage procurement process:
  - Stage One: 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 Kicked-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**

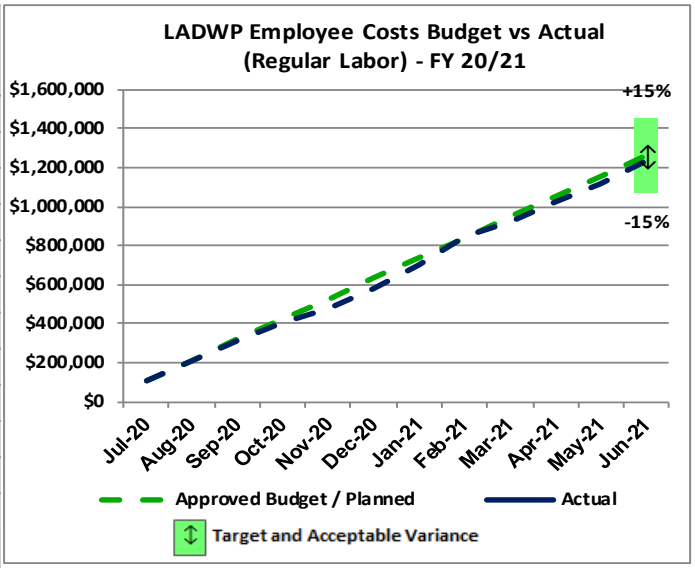
DEFINITION OF RATES METRIC: LADWP employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual ($M)

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

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

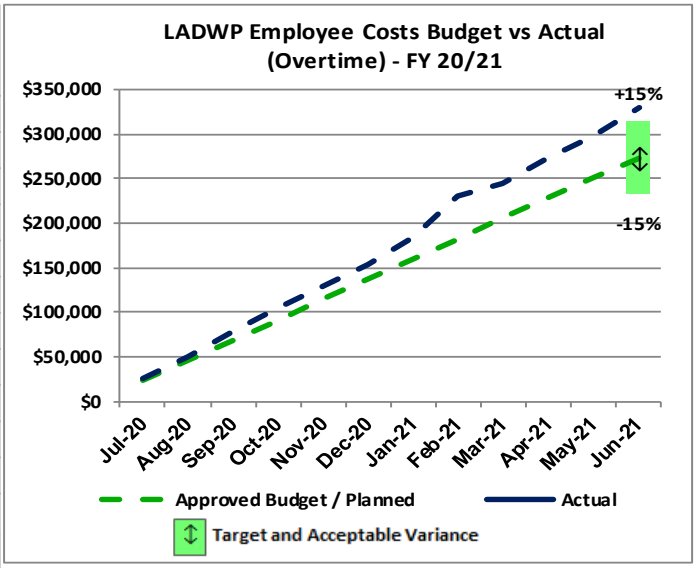
REGULAR LABOR STATUS: **Within Acceptable Variance**

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	1,115,748	-40573	-3.5%	
Jun-21	1,261,441	1,233,713.40	-27727	-2.2%	
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	297,904	47247	18.8%	
Jun-21	273,444	329,505.40	56061	20.5%	
Acceptable Variance			± 15%		



	YTD as of June 2021				
Employee Cost Category	**Budget**	**Actual**	**Variance**	**Variance %**	**FY 20/21 Approved**
Regular Labor	1,261,441	1,233,713	-27,727	-2.2%	1,261,441
Overtime	273,444	329,505	56,061	20.5%	273,444
Regular Labor + Overtime	**1,534,885**	**1,563,219**	**28,334**	**1.8%**	**1,534,885**
Health Care Allocation	377,148	348,102	-29,046	-7.7%	377,148
Retirement & Death Benefit	589,692	392,360	-197,332	-33.5%	589,692
Total	**2,501,725**	**2,303,681**	**-198,044**	**-7.9%**	**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: June** 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 June 2021:
Total Number of Water and Power Employees per Customer Meter 10,571/2,317,325 = .0046

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

System	Occupied
Power	5,173
Water	2,128
Joint	3,270
Total	10,571

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

	Total
Power	1,605,645
Water	711,680
Total	2,317,325

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)

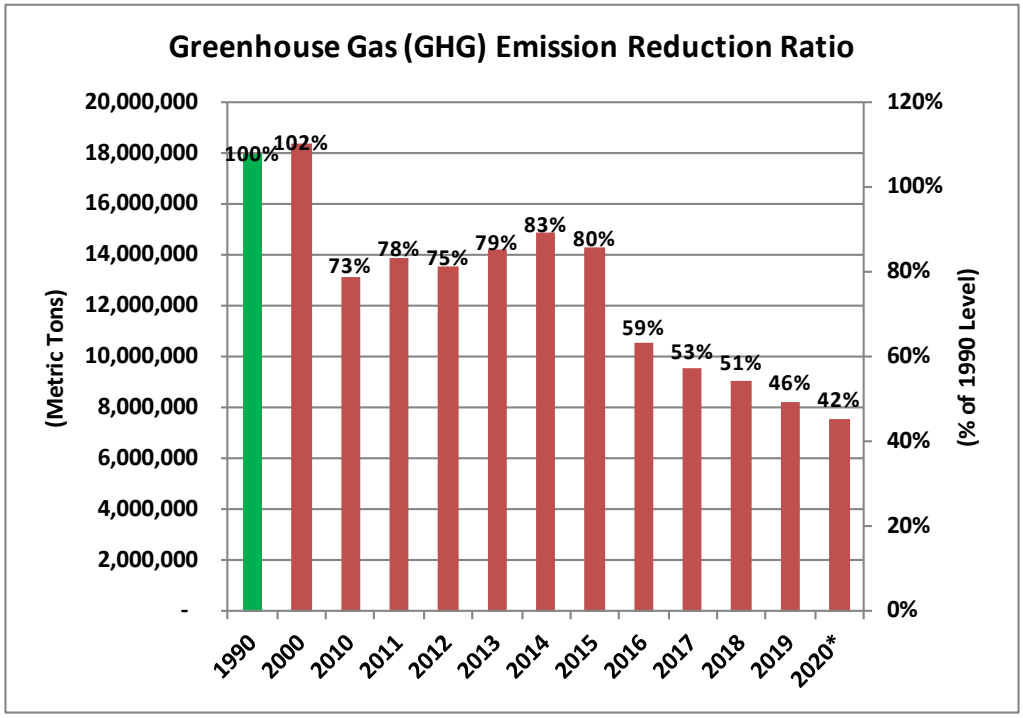
RESPONSIBLE MANAGER: Mark Sedlacek, Katherine Rubin **REPORTING PERIOD:** As of June 2021

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

TARGET & ACCEPTABLE VARIANCE (CY 2021): 42%; + 5%

STATUS: **Within Acceptable Variance** CY 2021 Target: 42% of 1990 GHG Emission level; 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	8,230,332	46%
2020*	7,528,640	42%



*2020 load was lower than normal due to COVID-19 impacts.

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 2020 included 36.7% renewable energy based on the preliminary 2020 Power Content Label.
- LADWP's 2020 emissions are 57% below its 1990 emissions baseline. 2020 load was lower than normal due to COVID-19 impacts.

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)*

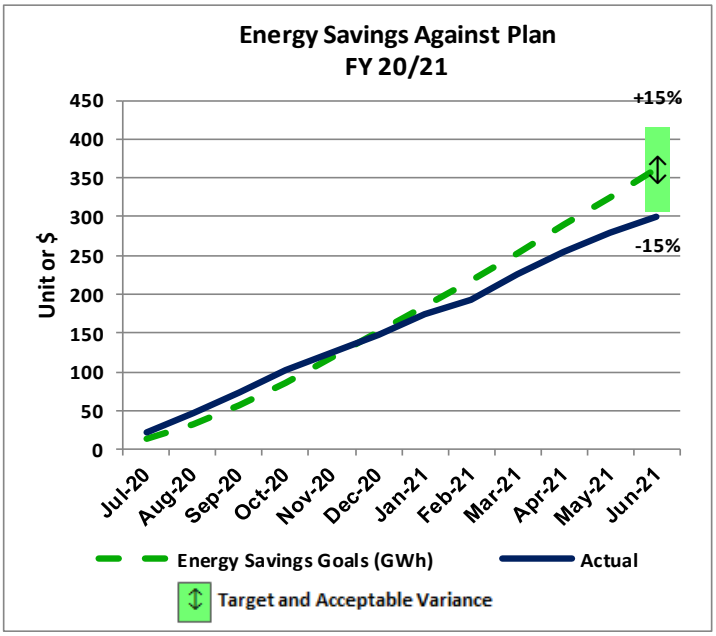
RESPONSIBLE MANAGER: David Jacot **REPORTING PERIOD: June 2021**

DEFINITION OF RATES METRIC: Energy Savings Against Plan

TARGET & ACCEPTABLE VARIANCE (FY 20/21): GWh Installed Compared to the 2020 baseline/GWh for all customers. 15%

STATUS: **Outside 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	278.4	-46	-14.3%	
Jun-21	360.9	300.3	-61	-16.8%	
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

The Efficiency Solutions Division achieved 300.3 GWh energy savings in FY 20-21, or 83% of the FY target, despite COVID-19 and the "Safer At Home" mandate. Major contributors to the FY 20-21 total energy savings are the Commercial Lighting Incentive Program, Custom Performance Program, Consumer Rebate Program and LAUSD Direct Install energy efficiency programs.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

Total energy savings as of June 2021, is 300.3 GWh, 17% below the FY 20-21 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 have resumed with safety protocols in place.

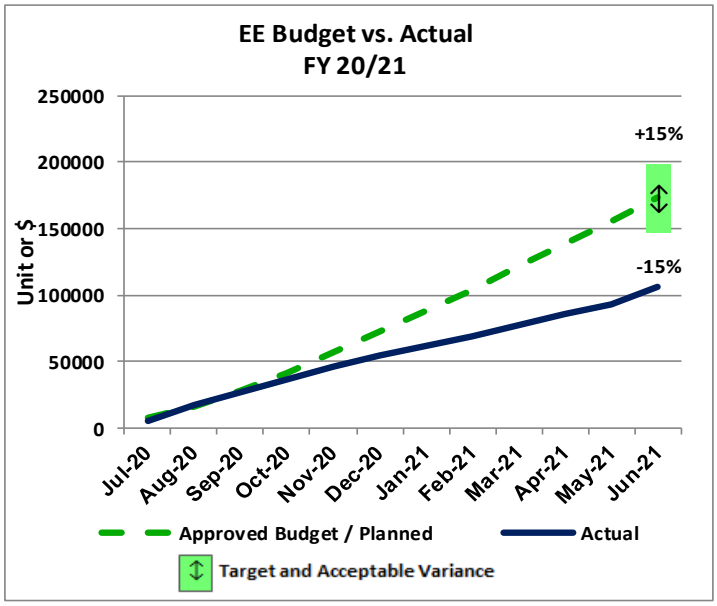
LADWP RATES METRIC – *BUDGET VARIANCE ENERGY EFFICIENCY (JOINT)*

RESPONSIBLE MANAGER: David Jacot **REPORTING PERIOD: June 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	92,707	-62899	-40.4%	
Jun-21	172,896	105,632	-67265	-38.9%	
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 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

The Efficiency Solutions Division achieved 300.3 GWh energy savings in FY 20-21, or 83% of the FY target, despite being under expended by 38.9%, and COVID-19 and the "Safer At Home" mandate. Major contributors to the FY 20-21 total energy savings are the Commercial Lighting Incentive Program, Custom Performance Program, Consumer Rebate Program and LAUSD Direct Install energy efficiency programs.

3. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

Energy efficiency program expenditures are at $ 105.6M as of June 2021, 38.9% below the FY 20-21 approved budget due to the suspension of some customer site-based 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 have resumed, with safety protocols in place.

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

RESPONSIBLE MANAGER: David Jacot **REPORTING PERIOD: June 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 Energy Efficiency (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 energy 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 have resumed with safety protocols in place.

ATTACHMENT III
LADWP Equity Metrics Data Initiative

Equity Metrics Data Initiative

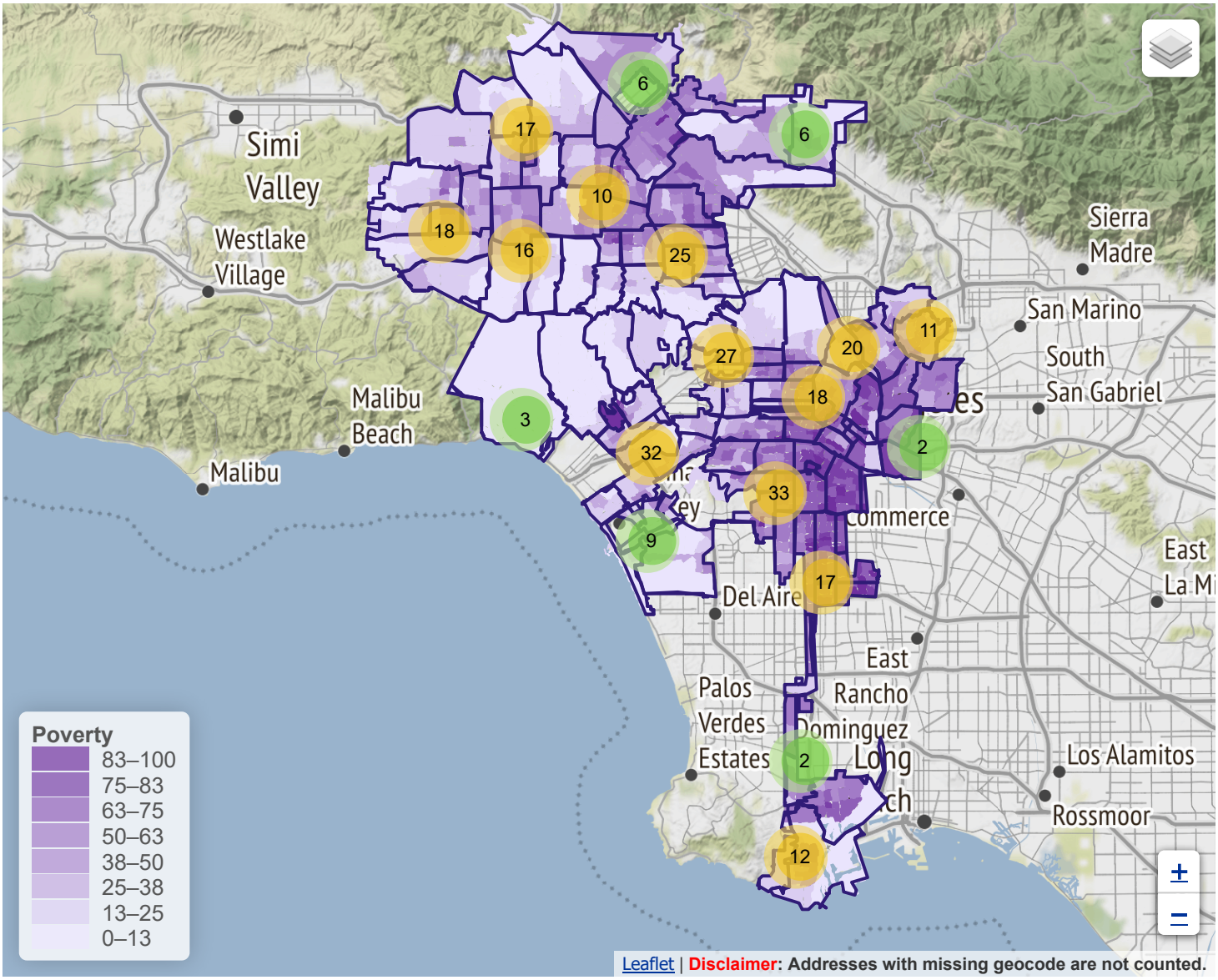
LADWP EMDI - Water & Power Infrastructure Investment

RESPONSIBLE MANAGER:Serge Haddad

(Reporting Period: May 2021 - Oct 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: May 2021 - Oct 2021**
EQUITY CORE CATEGORY: Responding to Customer Inquiries Before the End of the Next Business Day

1. NARRATIVE / BACKGROUND

During the period from May to October 2021, a total of 509 water quality inquiries were received by the Water Quality Division. This included 153 inquiries regarding taste/odor and 133 inquiries for discolored water.

2. CRITERIA

- Taste/Odor inquiries
- Discolored water inquiries

3. GOALS and PROGRESS

- 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.
- During the reporting period, the Water Quality Division met the goal; recent transactional survey data shows that customers continue to rate their experience as "excellent".

4. OUTREACH STRATEGY / PLAN

- Currently LADWP has executed MOUs with General Services, LA Rec and Parks, LA Zoo, LAWA, LAPL and StreetsLA to support the Hydration Station Initiative Program as part of Mayor Garcetti's Green New Deal to install or refurbish 200 hydration stations city-wide.
- Through the LADWP Community Partnerships Water Quality Grants program, two non-profit organizations, WeTap and the Council of Mexican Federations in North America (COFEM), have been selected to conduct public outreach and education to promote LADWP's high quality water, and communicate the environmental, health, and economic benefits of drinking tap water.

Water Main Conditions with Replacement Projects Currently In-Progress as of November 22, 2021

Los Angeles Department of Water & Power

WaterGIS

Water Main Replacement Project

Currently planned or active (as of November 22, 2021)

Water Main Conditions

Generalized Likelihood of Failure (LOF) grade among water distribution mains within a 1,000-foot radius

A B C D F

No distribution mains, or A-grade mains only

Highest density of D-grade and F-grade mains

N W E S

0 1 2 3 4 5 6 Miles

Cartography: Samuel Krueger, GISP, LADWP WaterGIS Group. Streets & shoreline: Thomas Brothers. All other data: LADWP. MLR_EquityMetrics.aprx skrueger 11/22/2021

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

RESPONSIBLE MANAGER: Alvin Bautista **REPORTING PERIOD: May 2021 – October 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 2.2 million feet of mainline since Mainline Replacement Program inception (2006 – Oct 2021)
- Set three-year goal to install 10 miles of earthquake resilient piping from July 1, 2021 to June 30, 2024
- Pilot-tested alternative earthquake resilient pipe manufacturer to develop a competitive and diverse supplier base for resilient pipes
- Maintained a leak rate that continues to be well below the national industry average of 25 leaks per 100 miles
- Implementing mainline replacement effort to upgrade pipe infrastructure in parts of the City with the highest leak density.
- As of the end of October 2021, mainline replacement was approximately 27% of the 195,000 feet goal for Fiscal Year 2021/22. Crews are fully deployed as of this report, and achieving the footage goal will be strongly influenced by issues described below.

4. ISSUES

Labor staffing, regulations, and additional work measures necessary to increase overall safety are challenges that are dealt with on a regular basis, impacting mainline replacement efforts.

5. OUTREACH STRATEGY / PLAN

- Utilize resource sharing among districts to systematically replace pipes in areas of greatest leak density (Western District)
- 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

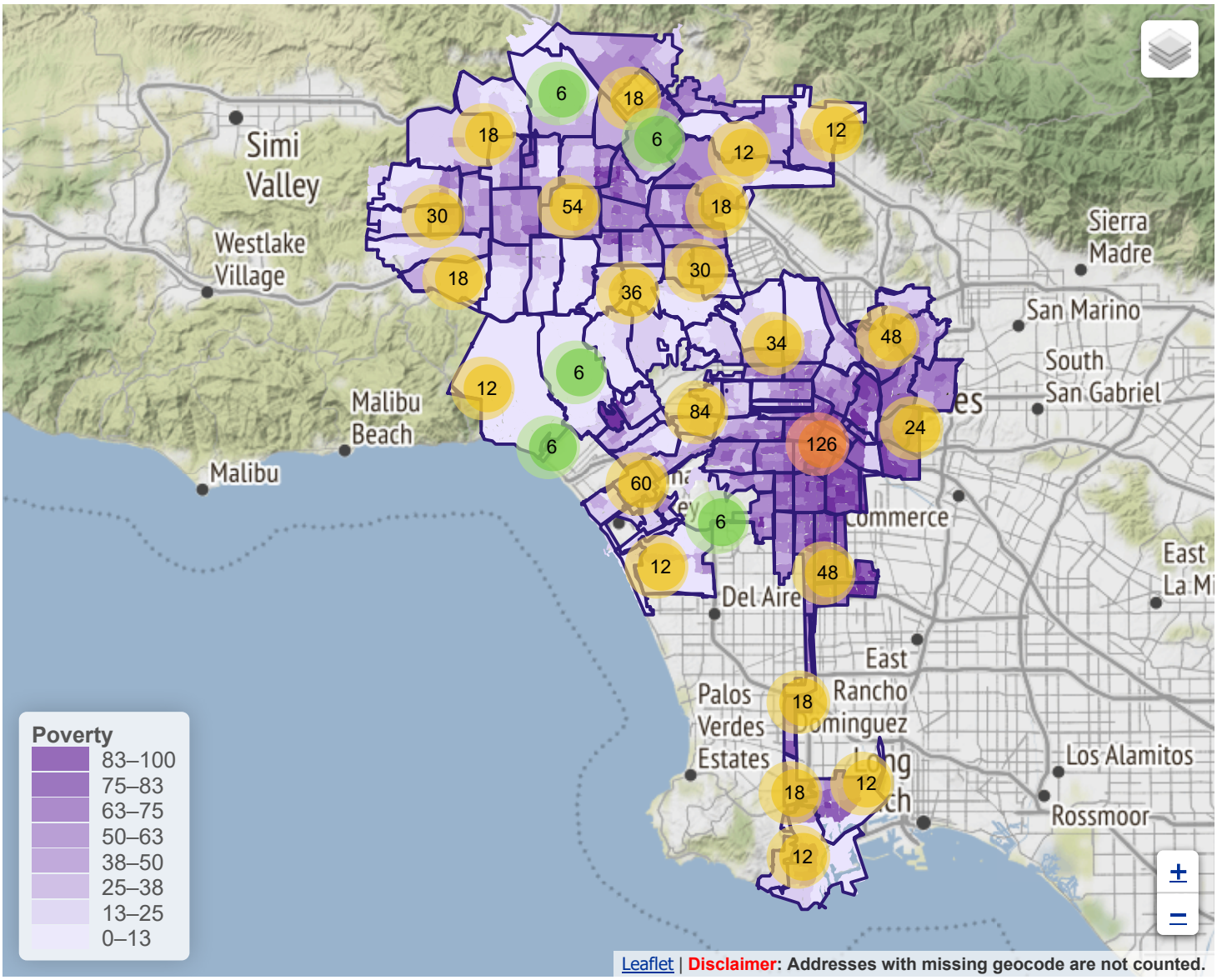
RESPONSIBLE MANAGER:Herman Cheng (Reporting Period: May 2021 - Oct 2021)

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: May 2021 - Oct 2021)

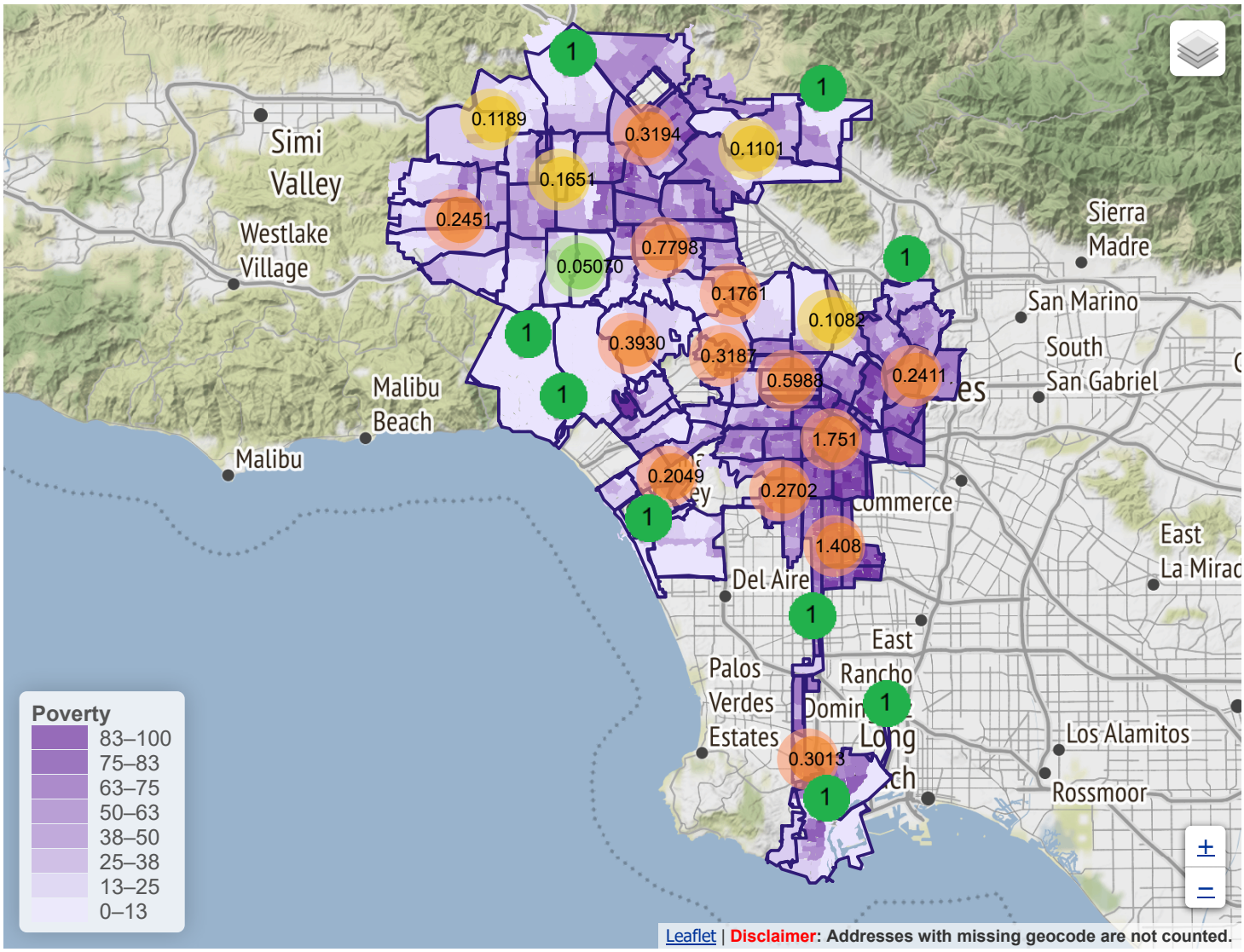
SAIFI

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.

SAIFI

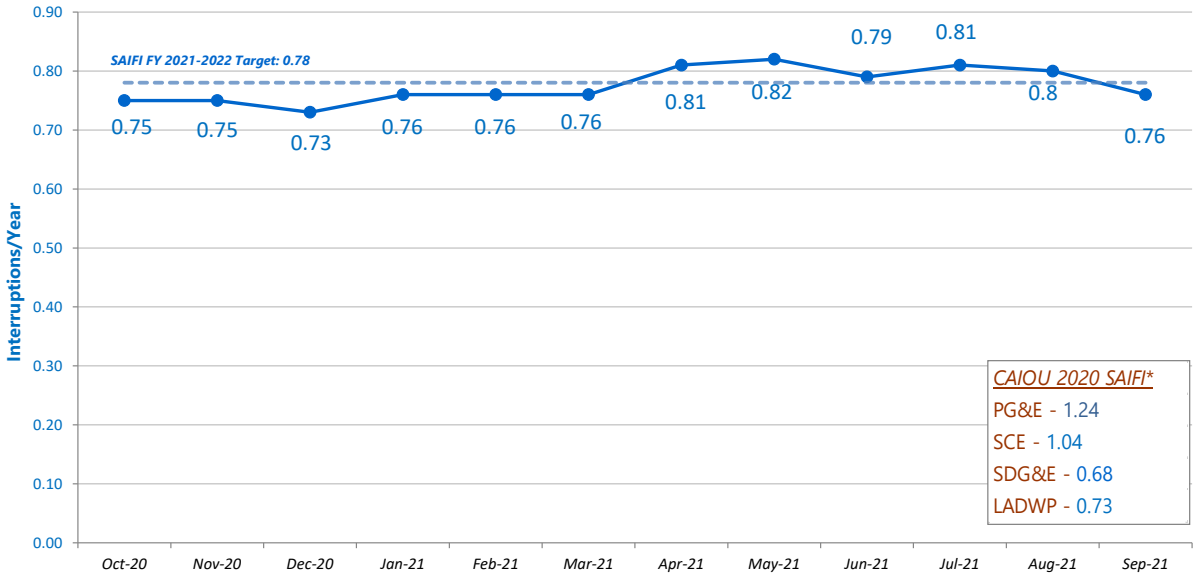


LADWP EQUITY METRIC – *SAIFI AND SAIDI (POWER)*

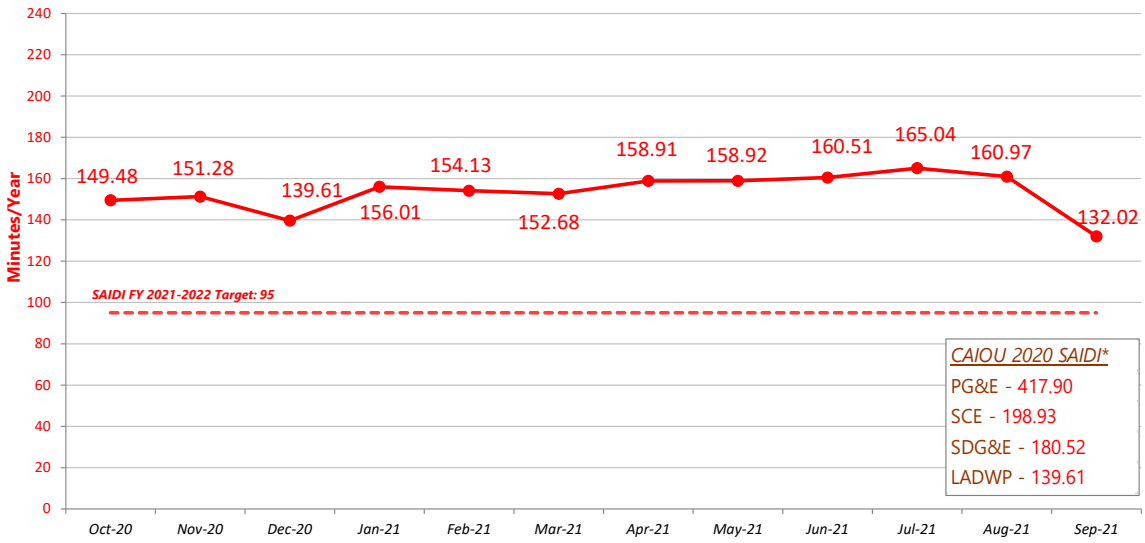
RESPONSIBLE MANAGER: Herman Cheng *Herman Cheng*
EQUITY CORE CATEGORY: Water and Power Infrastructure Investment

REPORTING PERIOD: Oct 2021 **(**Rolling Data Ending Sep 2021)

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



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



https://www.cpuc.ca.gov/industries-and-topics/electrical-energy/infrastructure/electric-reliability/electric-system-reliability-annual-reports

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 FY21/22, 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 September 2021 are SAIFI at 0.76 and SAIDI at 132.02 minutes.

- Severe weather events are causing outages for prolonged durations, such as wind storms of almost 100 mph in January 2021 and a rain and wind event in July 2021. The increase in SAIFI in April 2021 was due to DS-13 being de-energized due to a line down hazardous situation in the field. The sharp decrease in SAIFI and SAIDI for September 2021 was due to the September 2020 heat wave falling outside the 12-month rolling annual window.

- 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.

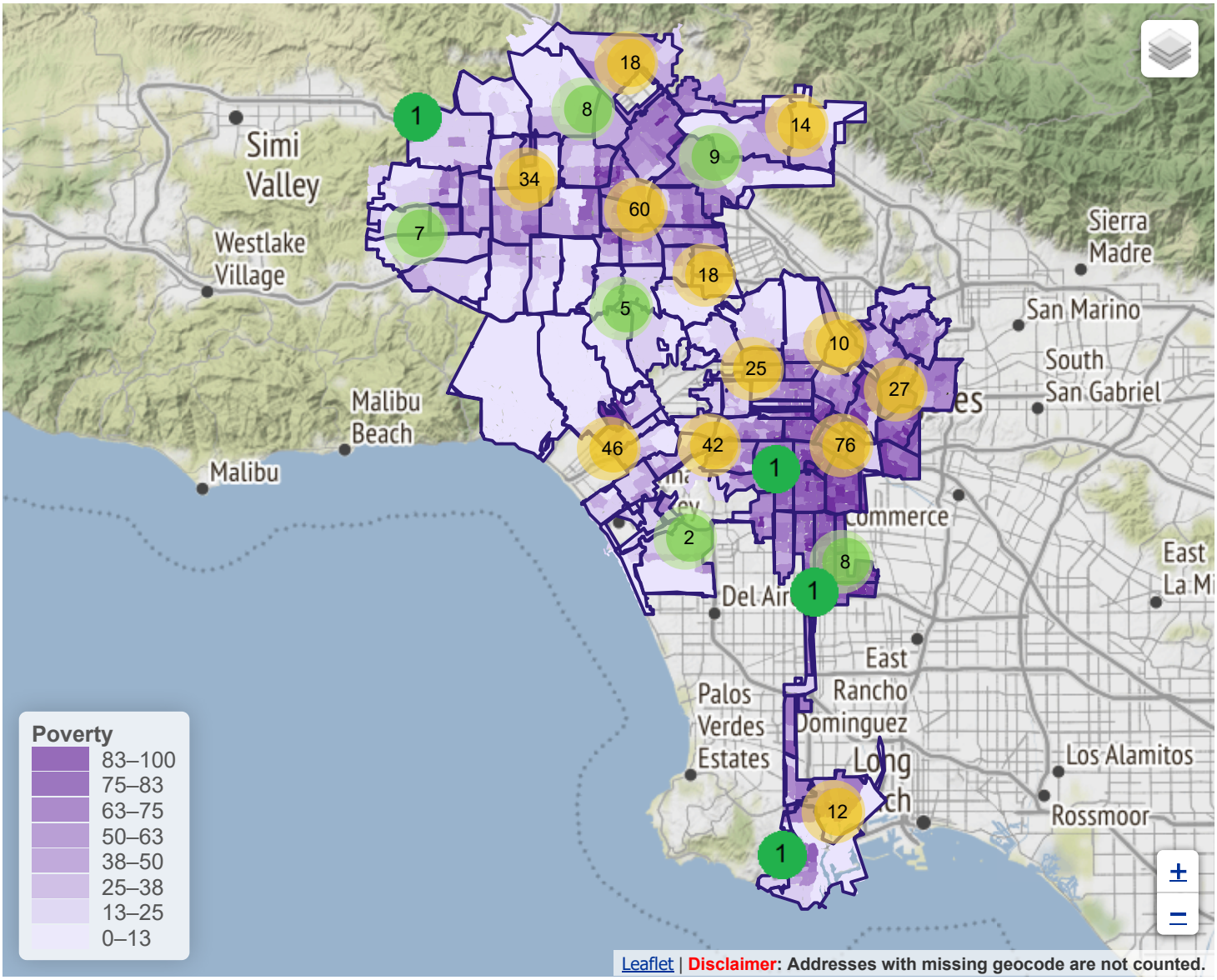
LADWP EMDI - Water & Power Infrastructure Investment

RESPONSIBLE MANAGER:Ruben Hauser

(Reporting Period: May 2021 - Oct 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.



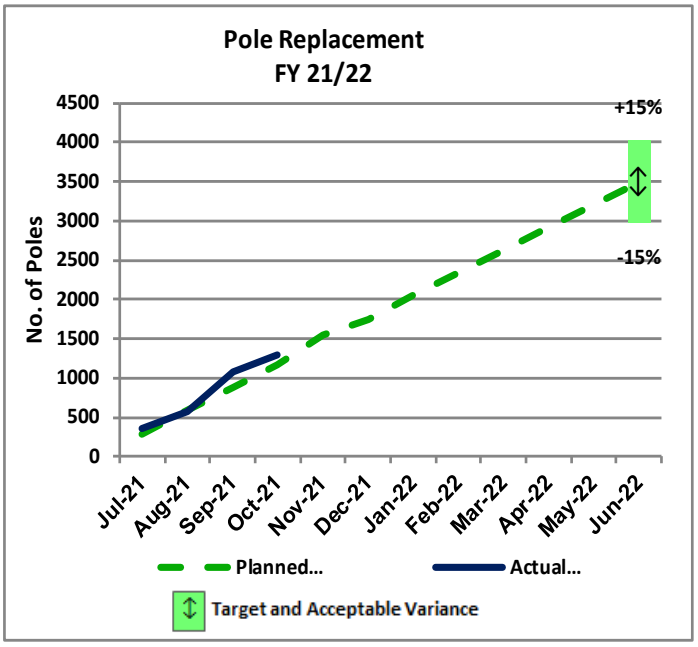
LADWP RATES/EQUITY METRIC – *Pole Replacement (Power)*

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

DEFINITION OF RATES METRIC: Number of Poles Replaced Against Plan
TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = 3,500; Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned (No.)	Actual (No.)	Variance		Re-Estimate
			No.	%	
Jul-21	292	365	73	**25.0%**	
Aug-21	583	565	-18	**-3.1%**	
Sep-21	876	1,075	199	**22.7%**	
Oct-21	1,168	1,288	120	**10.3%**	
Nov-21	1,549				
Dec-21	1,752				
Jan-22	2,043				
Feb-22	2,335				
Mar-22	2,628				
Apr-22	2,919				
May-22	3,212				
Jun-22	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 1,168 poles and the current actual number of poles replaced is 1,288.

4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The number of crossarms replaced falls within the ±15% threshold.
- 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.

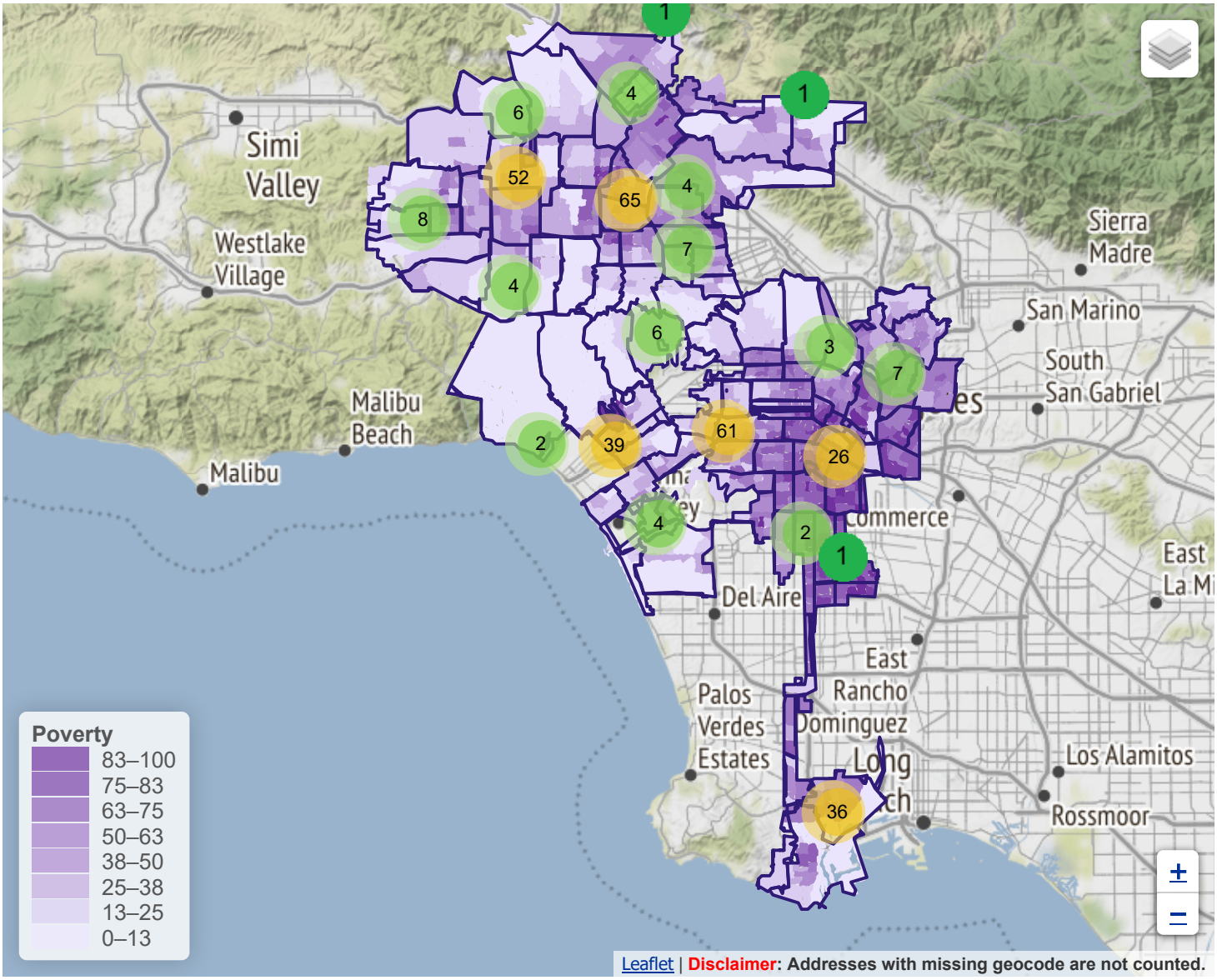
LADWP EMDI - Water & Power Infrastructure Investment

RESPONSIBLE MANAGER:Ruben Hauser

(Reporting Period: May 2021 - Oct 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



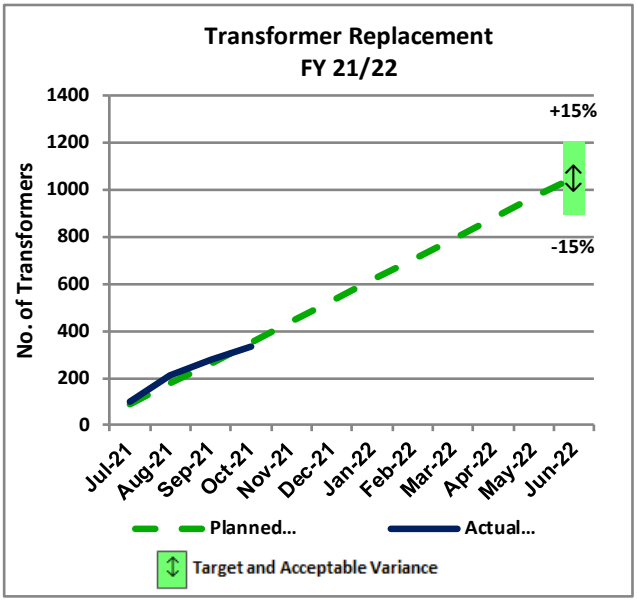
LADWP RATES/EQUITY METRIC – *Transformer Replacement (Power)*

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

DEFINITION OF RATES METRIC: Number of Transformers Replaced Against Plan
TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = 1,050; Acceptable Variance = ± 15%

STATUS: **Within Acceptable Variance**

FYTD as of:	Planned (No.)	Actual (No.)	Variance		Re-Estimate
			No.	%	
Jul-21	88	102	14	**15.9%**	
Aug-21	176	210	34	**19.3%**	
Sep-21	264	278	14	**5.3%**	
Oct-21	352	336	-16	**-4.5%**	
Nov-21	440				
Dec-21	528				
Jan-22	616				
Feb-22	704				
Mar-22	792				
Apr-22	880				
May-22	968				
Jun-22	1,050				
Acceptable Variance			± 15%		



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

1. BACKGROUND / PURPOSE

- Replace 1,050 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 1,050 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.

3. ACHIEVEMENTS / MILESTONES MET

- To date, the target was to replace 352 transformers and the current actual number of transformers replaced is 336.

4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual number of transformers replaced is within the acceptable variance.
- Transformers are replaced after failure; overload condition 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. 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.

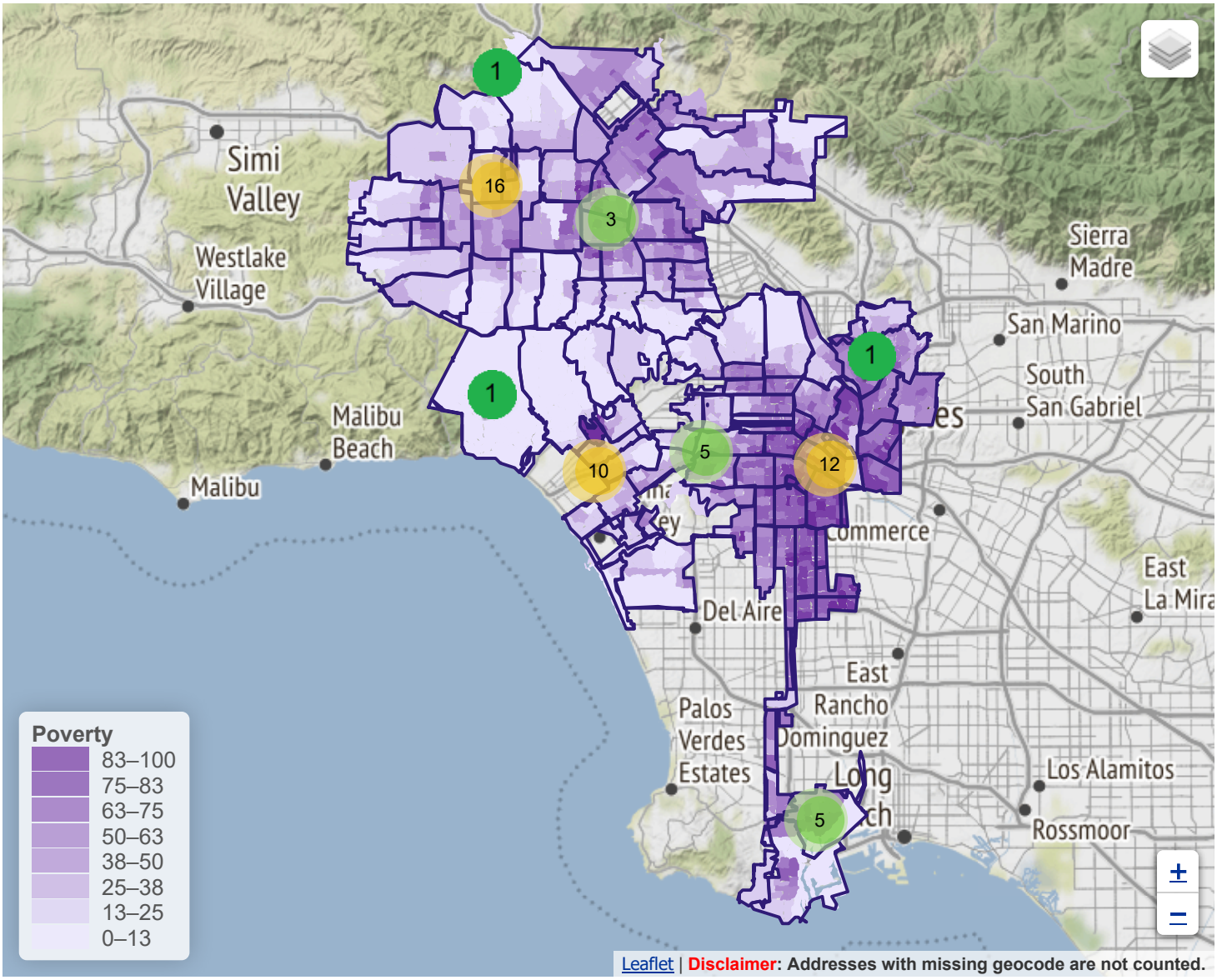
- PTD conducts presentations at Community Council meetings describing PSRP work.
- PTD crew leaders notify customers in person when planning access to facilities for transformer replacements.

LADWP EMDI - Water & Power Infrastructure Investment

RESPONSIBLE MANAGER:Vincent Zabukovec (Reporting Period: May 2021 - Oct 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

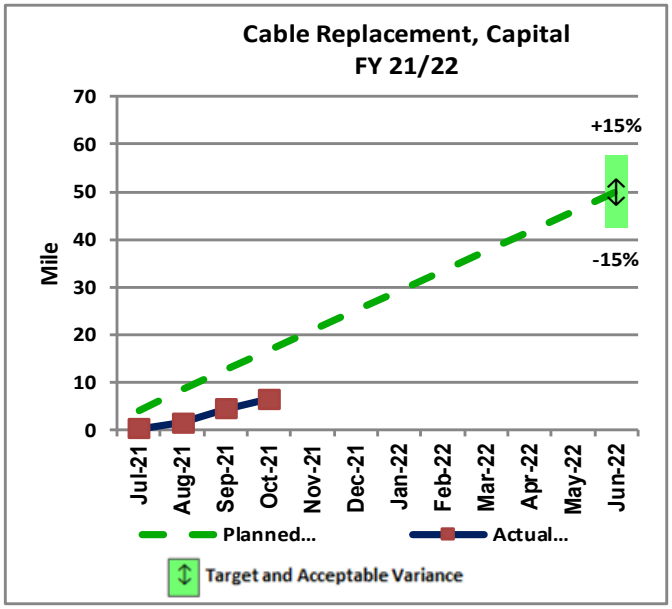
LADWP RATES/EQUITY METRIC – *Cable Replacement (Power)*

RESPONSIBLE MANAGER: Vincent Zabukovec
Power Engineering and Technical Services Division
REPORTING PERIOD: October 2021
EQUITY CORE CATEGORY: Water & Power Infrastructure Investment

DEFINITION OF RATES METRIC: No. of Miles of Cable Replaced Against Plan
TARGET & ACCEPTABLE VARIANCE (FY 21/22): Target = 50 miles; Acceptable Variance = ±15%

STATUS: **Outside Acceptable Variance**

FYTD as of:	Planned (Mile)	Actual (Mile)	Variance		Re-Estimate
			Mile	%	
Jul-21	4.2	0.3	-3.9	**-92.9%**	
Aug-21	8.4	1.6	-6.8	**-81.0%**	
Sep-21	12.6	4.5	-8.1	**-64.3%**	
Oct-21	16.8	6.5	-10.3	**-61.3%**	
Nov-21	21.0				21.0
Dec-21	25.0				25.0
Jan-22	29.2				29.2
Feb-22	33.4				33.4
Mar-22	37.6				37.6
Apr-22	41.8				41.8
May-22	46.0				46.0
Jun-22	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 4.8-kV and 34.5-kV 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 October, Distribution Construction & Maintenance completed 6.5 circuit-miles. The goal is to complete 50 circuit-miles for Fiscal Year 21/22.

4. PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION

- Variance through the month of October is 10.3 circuit-miles, 61.3% below target. This is due to District crews needing to close completed jobs and finalizing jobs close to completion. Furthermore, District crews have been focusing on other priorities such as customer line extension, relocation and conversion work. Finally, some current and future cable replacement projects require the installation of new conduit and underground structures since new cable and equipment cannot be accommodated in existing deteriorated conduit and structures which delays completion of the projects. An example is the emergency cable replacement job currently ongoing on Franklin Av and Argyle Av. Expenditures for cable replacement have incurred $5.1M 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 will compile lists of cable replacement jobs under construction, identify which jobs are completed or close to being completed and work with District 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

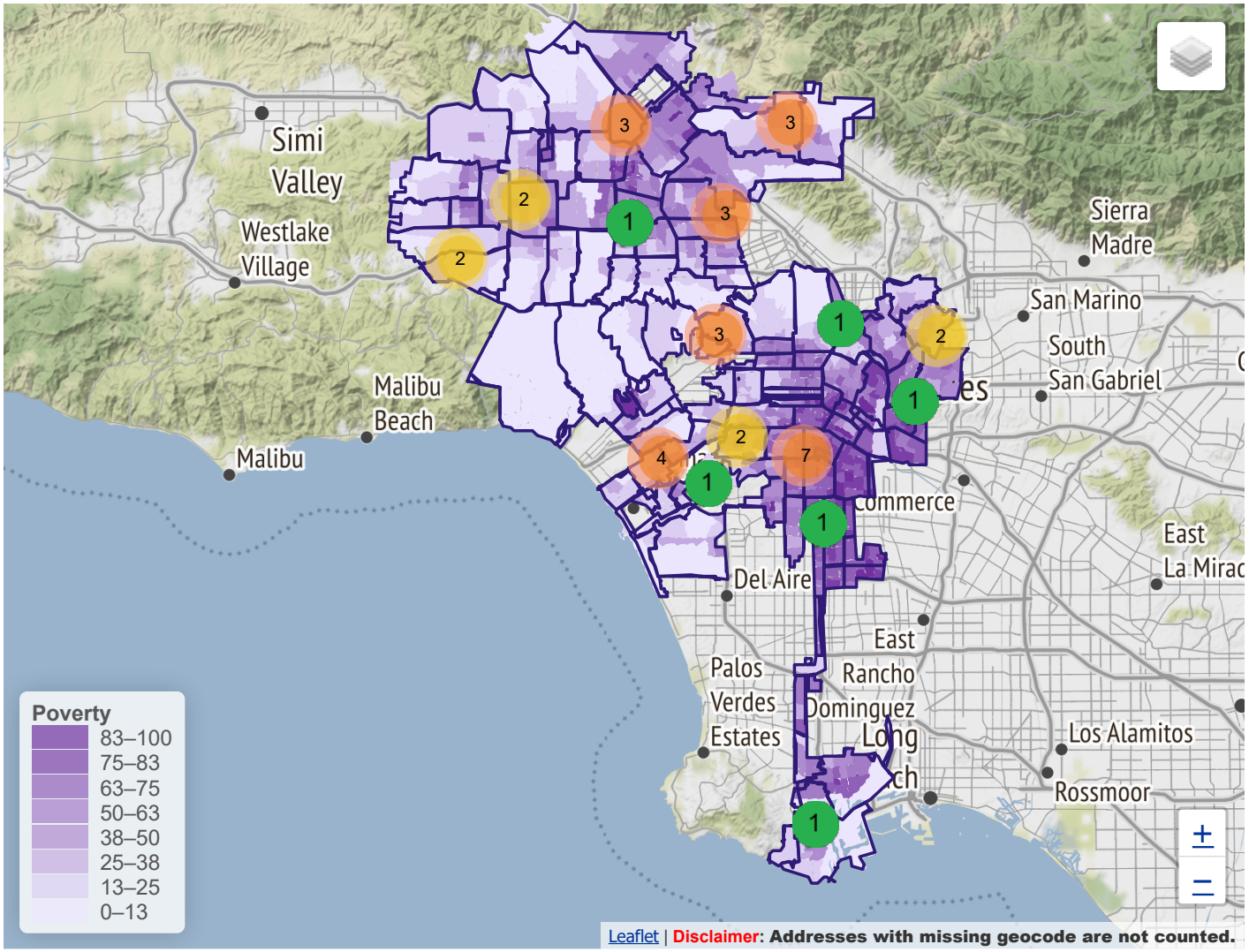
RESPONSIBLE MANAGER:Terrence McCarthy (Reporting Period: May 2021 - Oct 2021)

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.

Rain Barrel Rebates



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

RESPONSIBLE MANAGER: Terrence McCarthy **REPORTING PERIOD: May 2021 – October 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. Goals for participation are tied to water savings potentials identified in our Water Conservation Potential Study to meet GPCD reduction targets.

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. GOALS and PROGRESS

- Period Goals:
  - 150 rain barrels/cisterns
- Period Progress:
  - 53 rain barrels/cisterns

4. ISSUES

- Impacts from the pandemic continue to cause lower than average program participation rates.

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 - Customer Incentive Programs/Services

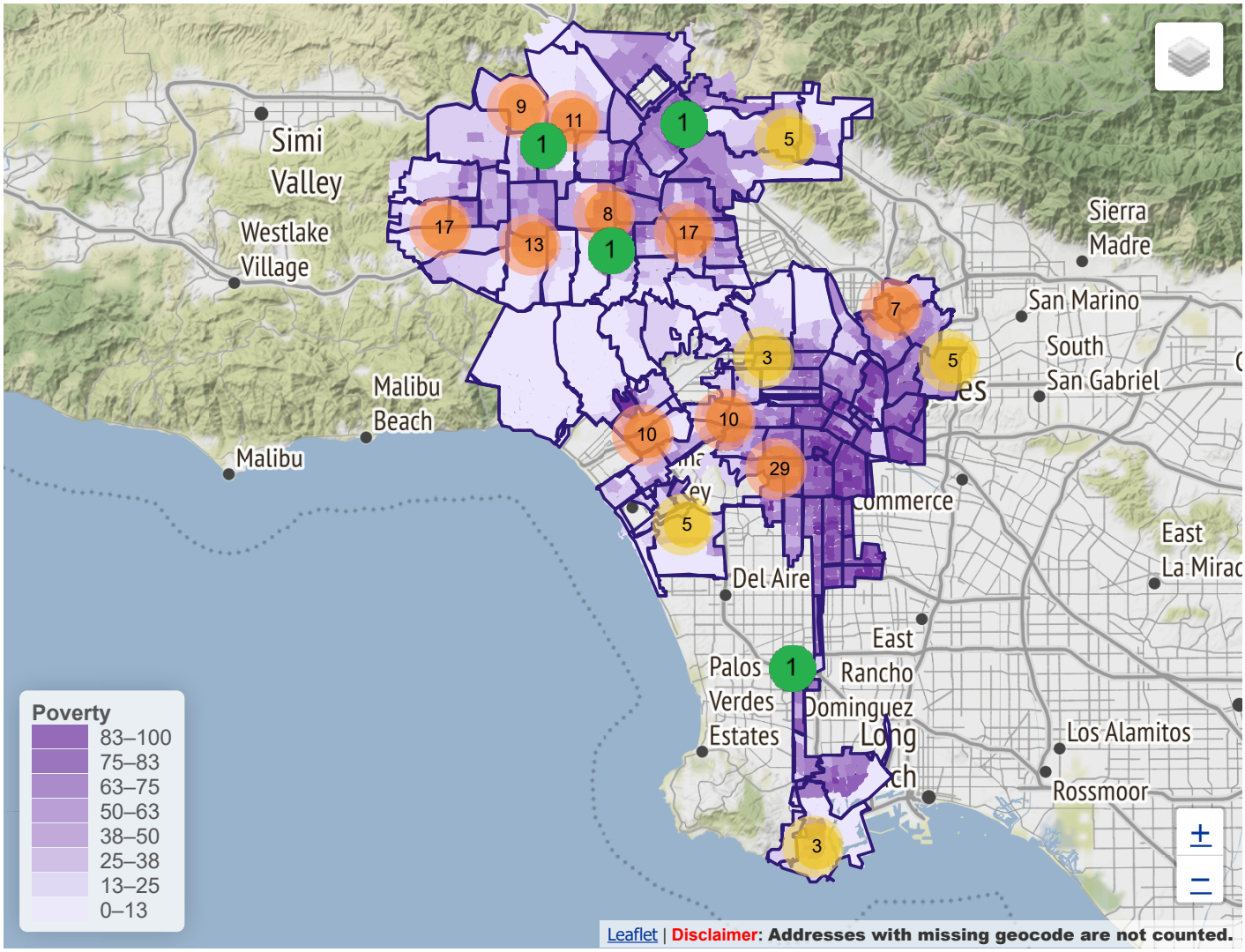
RESPONSIBLE MANAGER:Terrence McCarthy (Reporting Period: May 2021 - Oct 2021)

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.

Turf Removal Rebates



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

RESPONSIBLE MANAGER: Terrence McCarthy 
EQUITY CORE CATEGORY:

REPORTING PERIOD: May 2021 – October 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. Goals for participation are tied to water savings potentials identified in our Water Conservation Potential Study to meet GPCD reduction targets.

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. GOALS and PROGRESS

- Period Goals:
  - Residential: 350,000 square ft.
  - Commercial: 48,000 square ft.
- Period Progress:
  - Residential: 214,352 square ft.
  - Commercial: 5,963 square ft.

4. ISSUES

- Impacts from the pandemic continue to cause lower than average program participation rates.

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 authorized an 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 resumed in October of 2021 following COVID safety protocols. Customers can always access the HOW curriculum via an online workbook.

- LADWP fully launched the Turf Replacement Design Services program for all Single-Family Residential customers in June. 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.

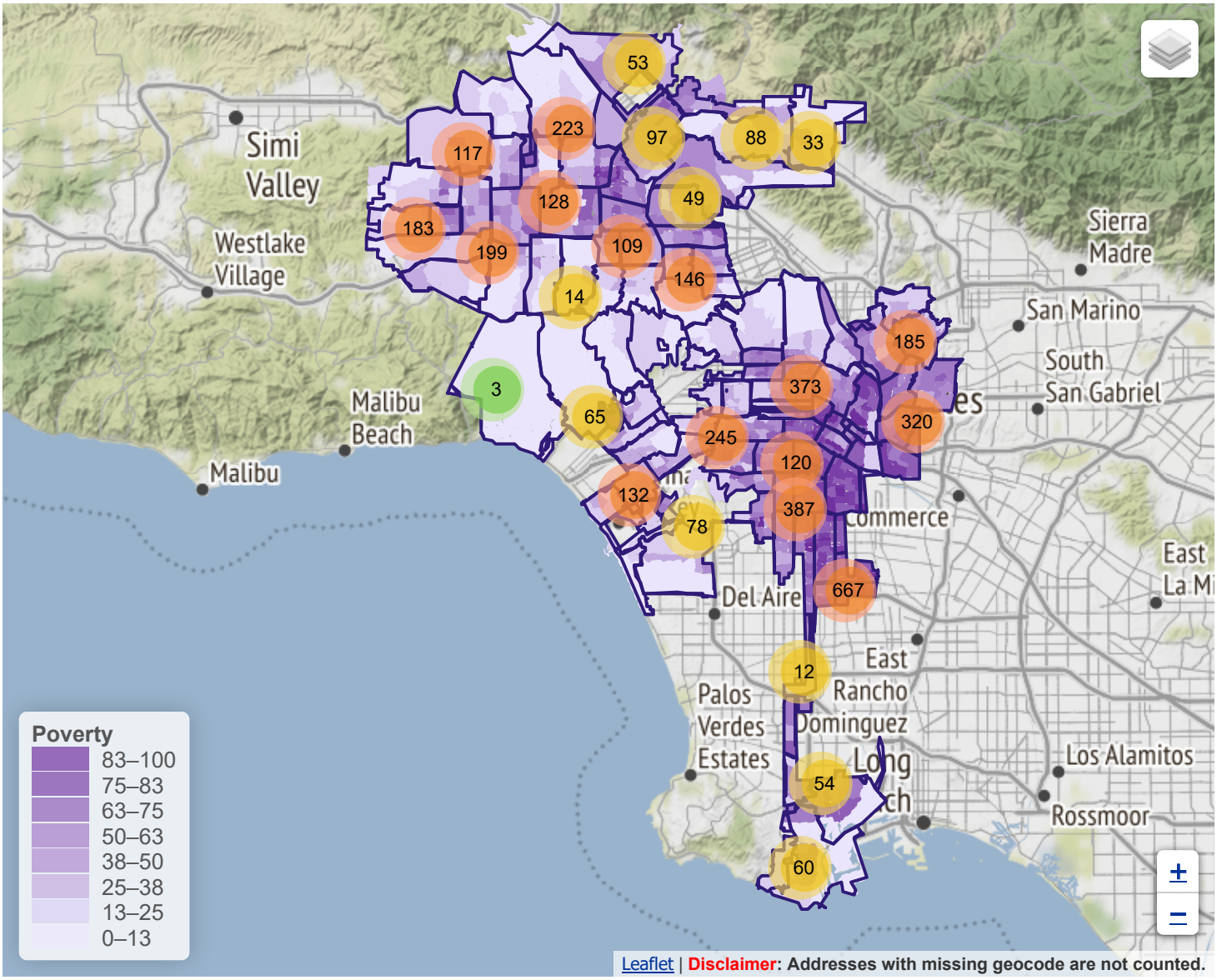
- LADWP offers planting templates, individual plant profiles and virtual tours of sustainable landscaping through the Lawn-to-Garden Transformation Section of our website. This site provides customers with design suggestions and installation instructions.

LADWP EMDI - Customer Incentive Programs/Services

RESPONSIBLE MANAGER:Craig Tranby (Reporting Period: May 2021 - Oct 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: 5/21 – 10/21**
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 Public 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 nearing completion toward distribution/planting of over 42,000 trees. However, the COVID-19 pandemic slowed down progress for a number of key months. Over 34,000 trees have been distributed/planted under the MOU through October, the greenhouse gas equivalent to removing over 5,000 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 with traditional adoptions now resuming, showing a further tree increase of 38% 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, the larger of which are beginning to be distributed. Collaboration continues with partners regarding gathering local native seed to grow the next generation of trees.

4. ISSUES

- After many pandemic-related adjustments to protocols which slowed down tree distribution activities, regular activity levels have largely resumed.
- A new wave of drought has prompted more focus around smart water use for trees. A recent forum was held addressing best practices for tree care and planting during the drought.
- 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 well underway engaging neighborhoods most in need of tree canopy and related benefits.

5. OUTREACH STRATEGY / PLAN

- Continue to develop and 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. A number of cross-promotions have occurred recently with the Turf Replacement in particular.
- Coordination with several City Plants non-profit planting/distribution partners and elected City offices and neighborhood councils.
- Coordination with LADWP Community Partnership grantees to hold distribution events and/or promote the program.
- Tree Ambassador program fully underway training and funding local community members in targeted areas of need. Public events also feature the program.
- Regular Website/Monthly Newsletter/Social Media updates
- Periodic advertising campaigns

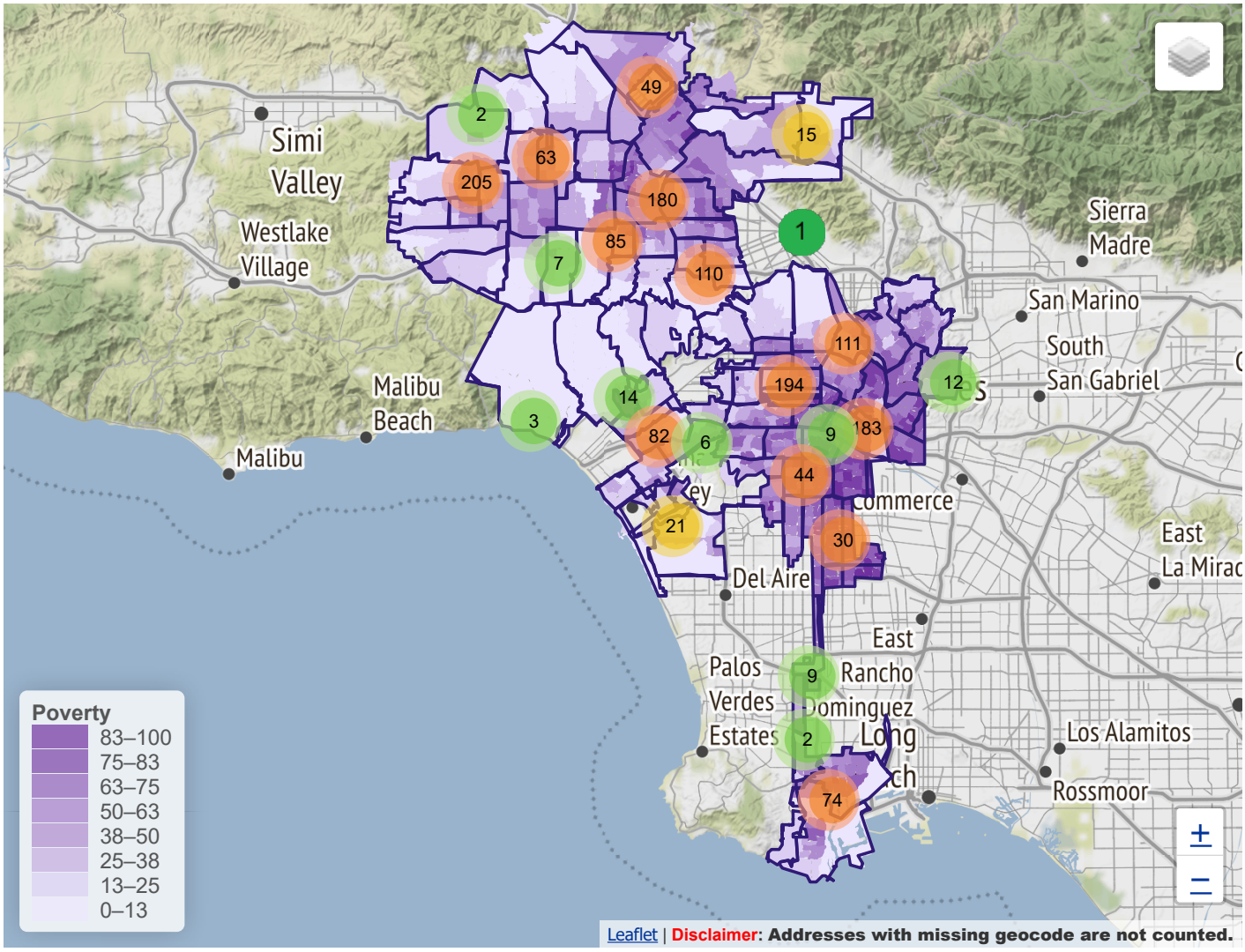
LADWP EMDI - Customer Incentive Programs/Services

RESPONSIBLE MANAGER:Steven Starks (Reporting Period: May 2021 - Oct 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.

Commercial Direct Install



LADWP EQUITY METRIC – *Commercial Direct Install (Joint)*

RESPONSIBLE MANAGER: Steven Starks **REPORTING PERIOD: 05-01-21 through 10-31-21**
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 was suspended since March 2020 due to the pandemic, except for installations at vacant City of Los Angeles Recreation and Parks facilities. Program reopened on June 28, 2021 for lighting retrofits.

FY 20/21 and 21/22 05-01-21 through 10-31-21

- Savings 14,884,437 kWh
- Savings 2,749 kW
- Savings 0 HCF
- 1,486 commercial customers

Short Term Target:
The restart of CDI in June 2021 was only for the lighting retrofits performed by subcontractors. The water measures are still on hold pending LADWP PCM clearance to resume working inside of customer properties (commercial and residential).

1. 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

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 and City agencies (colleges, trade-schools, private schools, City Libraries, Harbor Dept., 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:

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)
- Customer dissatisfaction with the non-acceptance of proposed projects that do not meet the established cost effectiveness requirements

5. OUTREACH STRATEGY / PLAN

- Outbound Canvassing – Existing Community Based Organizations (CBO) and other community organizations market the program and its availability to LADWP business customers
- Flyers –Program flyers are distributed via outbound canvassing, community events support, and any other appropriate outreach channel likely to build program awareness
- Website –Program information in English and Spanish is available on the LADWP website
- New lighting product technology is frequently introduced and evaluated for review and approval for inclusion to the existing approved measures

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

RESPONSIBLE MANAGER: Steven Starks **REPORTING PERIOD: 05-01-21 through 10-31-21**
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 in person customer interaction.

FY 20/21 and 21/22 05-01-21 through 10-31-21

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

Short-Term Target:

Goal: Resume the HEIP program.

Progress:

- *Pending PCM permission to have staff resume work on the program at customer facilities. There is no date scheduled for restart of HEIP at this time.*
- Planning and implementation discussions with Power, Construction, and Maintenance (PCM) staff have commenced.
- Currently consulting with Marketing - CPA team to redesign and update collateral program materials.
- 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.
- Increase marketing and emphasize efforts toward the multi-family dwellings, specifically apartment buildings.

Challenges/Barriers: The ramp up period may take 30 to 60 days provided skilled resources from LADWP Power Construction who are familiar with the program are reinstated.

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.

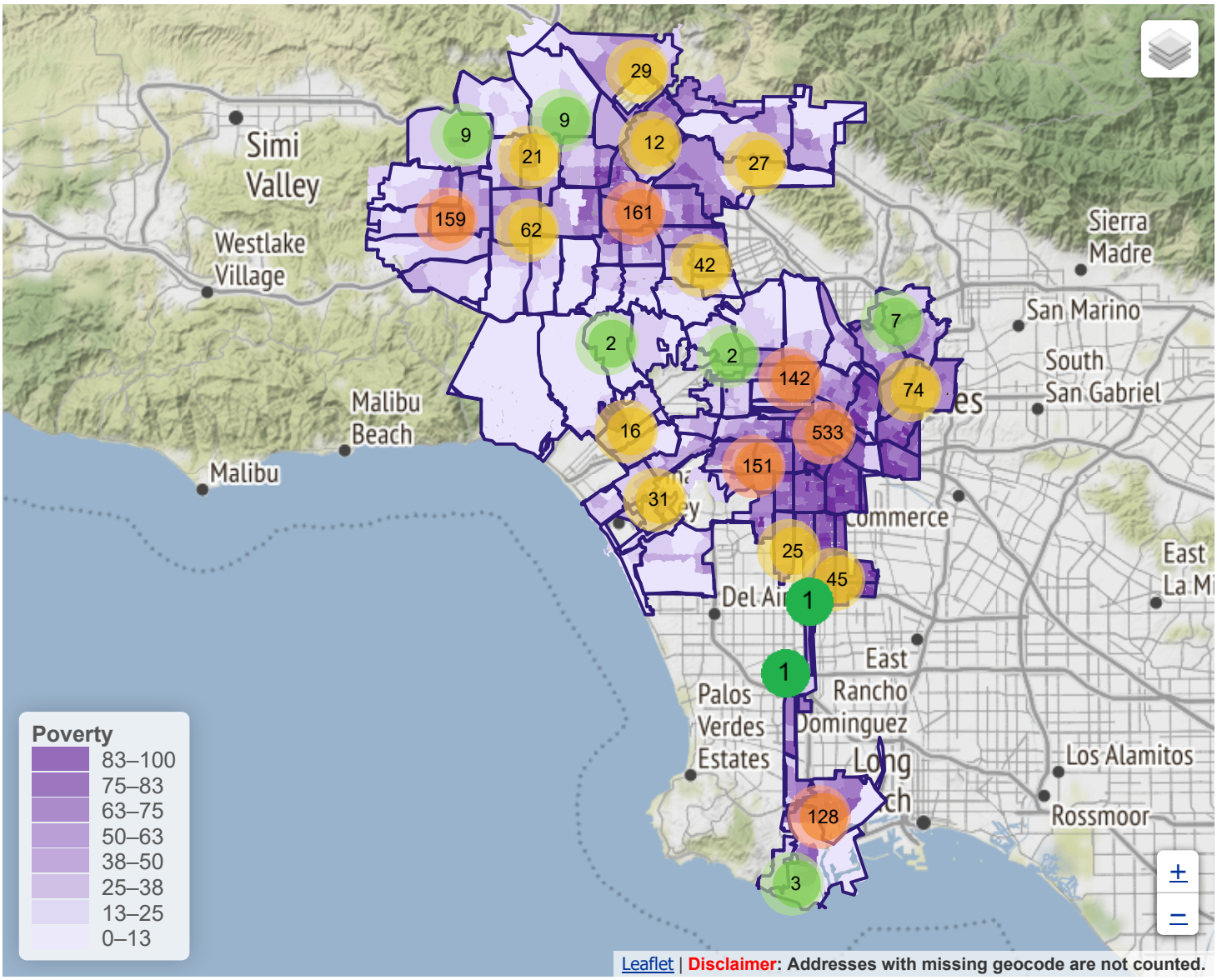
- Direct Mail – ***Currently on hold;*** Mail batches are created according to council districts and zip codes and delivered to our vendor for mailing
- Flyers – ***Distribution currently on hold;*** Program flyers are distributed via direct mail, utilized for community events support, and any other 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 EMDI - Customer Incentive Programs/Services

RESPONSIBLE MANAGER:Steven Starks (Reporting Period: May 2021 - Oct 2021)

Refrigerator Exchange Program

The LADWP's Refrigerator Exchange Program provides new energy-saving, ENERGY STAR® rated refrigerators in exchange for qualified older model refrigerators, free of charge.
The numbers shown on the map are the number of refrigerators provided by geographic area.



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

RESPONSIBLE MANAGER: Steven Starks

REPORTING PERIOD: FY 20-21 (05/01/21 to 10/31/21)

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 October 31, 2021, there were approximately 219,895 customers who are receiving services on a qualifying rate schedule (low income or lifeline) who may have qualifying units.

3. GOALS AND PROGRESS

- The program reopened to customer contact June 28, 2021.
- Since program inception, May 1, 2007 to October 31, 2021, a total of 136,251 refrigerators were exchanged for a savings of 109,747,216 kWh.
- Short Term Goal: Collaborate with Marketing and Communications team to create a program specific marketing plan which targets Multi-Unit Dwellings (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 new pandemic related concerns.
      FY 21-22 Goal: Finalize marketing plan, present to the Board, and implement.
- Short Term Goal: 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 ARCA to identify potential qualifying customers within 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: Goal reached for the current quarter, 30 MUDs were engaged, 700 units were exchanged. Overall, thru this engagement 793 MUDs were engaged, 75 have been completed, totaling 2,758 units exchanged.
      FY 21-22 Goal: Identify and engage 10 MUDs per month – 120 MUDs/yr.
- Long-Term Goal: Exchange 8,165 annually, once program has been restarted.
    - Progress: To date 1,237 units have been exchanged for the year.
        - 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. BARRIERS/ISSUES

- 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)
-
- Customer inconvenience with coordinating and being present for two separate site visits, pre-inspection and delivery.
- Customer dissatisfaction with lack of refrigerator features and options.

5. OUTREACH STRATEGY / PLAN

- 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 and environmental impacts of both inefficient and possessing additional refrigerators and/or freezers

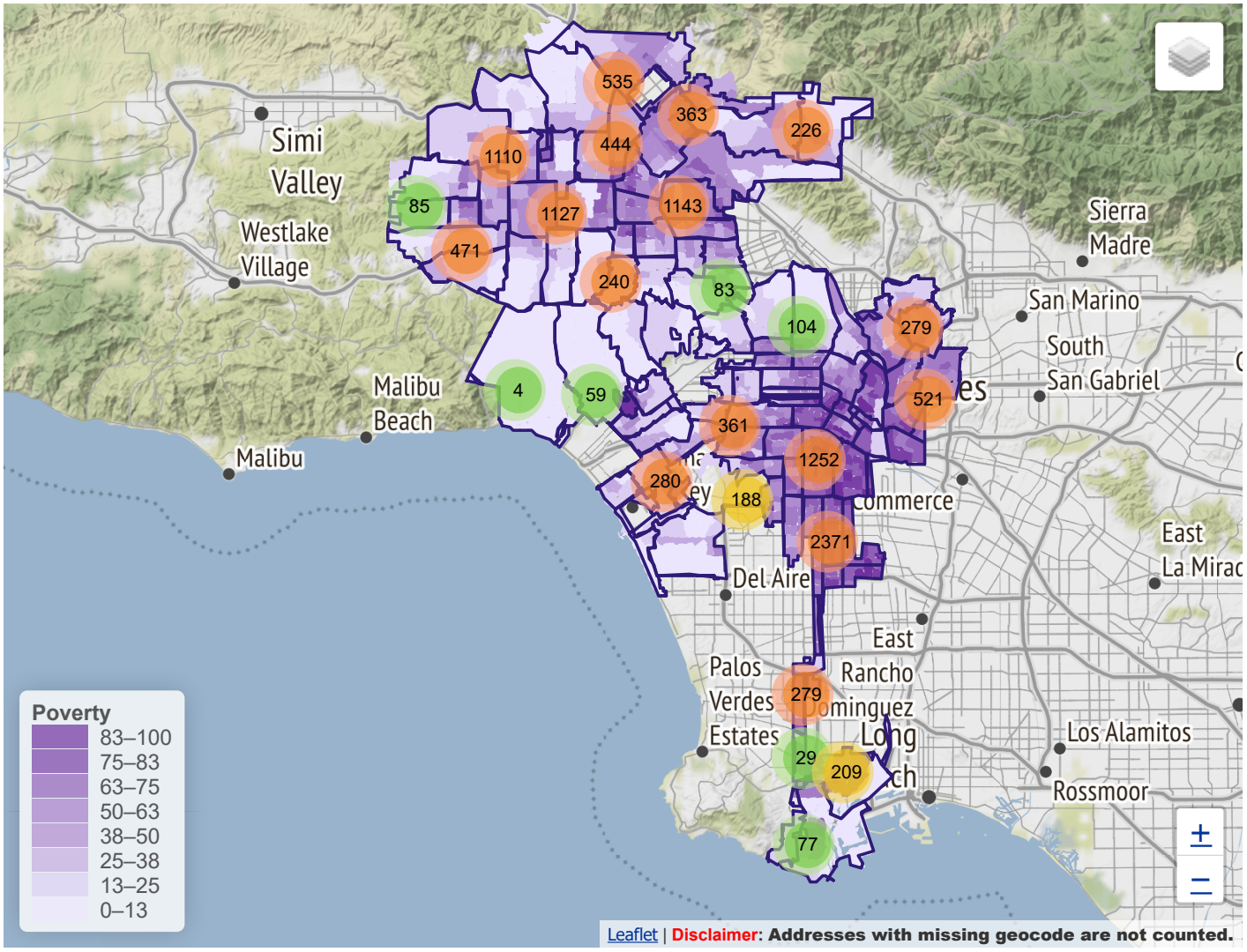
LADWP EMDI - Customer Incentive Programs/Services

RESPONSIBLE MANAGER:Steven Starks (Reporting Period: May 2021 - Oct 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.

Consumer Rebate Program



LADWP EQUITY METRIC – *Consumer Rebate Program (Joint)*

RESPONSIBLE MANAGER: Steven Starks **REPORTING PERIOD: 5-1-21 – 10-31-21**
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, at the beginning of FY 20-21, the monthly targets were revised now putting the program on track to exceed Efficiency Solutions' projected monthly targets.

Progress: Paid 11,840 rebates with energy savings of 3.7304 GWh in current reporting period (5-01-21 through 10-31-21)

Challenges/Barriers: During the reporting period, the Consumer Rebate Unit began to transition check printing to Wells Fargo Bank limiting the number of payments issued towards the end of the reporting period. Staff reporting restrictions due to COVID-19 presents challenges with distribution of paper applications and with timely resolution of processing issues.

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) continues to pay dividends which allows our team to exceed pre-COVID 19 production levels.

Progress: The existing CRP backlog continues to dwindle and we expect to be caught up by the end of this year.

Challenges/Barriers: Balancing two very robust programs (CRP & EV portfolio) continues to be a challenge with current staffing levels. Also, we continue to have 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: Permanent USS-B staff have achieved proficiency and are actively contributing to working down the application backlog.

Progress: Emergency USS-C's have also achieved proficiency during the reporting period and have contributed to working down the backlog. However, during this period we lost 3 emergency appointments who reverted to their prior positions.

Challenges/Barriers: Absence of an available USS hiring list requires us to manage the large

volumes of work with limited resources presents numerous challenges.

Goal: Actively continuing to work on the relaunch of the Attic Insulation Program which we expect to launch early next year.

Progress: The relaunch development is still in progress. This process was delayed while CRU focused on transitioning check printing services to Wells Fargo Bank and preparing the trust fund bank transition to JP Morgan.

Challenges/Barriers: The temporary allocation of staff to assist with EV rebate processing continues to slow the development of the redesigned Attic Insulation program.

Goal: Transition all check printing under $10,000 to Wells Fargo Bank. This process allows us to significantly reduce the amount of resources needed to process the thousands of checks we normally print.

Progress: During the reporting period we completed all UAT testing and expect to print our first production checks in November.

Long Term Goals.

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

Progress: Relaunching the Attic Insulation program at the same incentive levels allows low income and disadvantaged communities to continue to take advantage of Consumer Rebate Program offerings.

Challenges/Barriers: Staffing vacancies continue to slow efforts 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: Continues to be a struggle 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. During the reporting period developed checklists for our Cool Roof Processing measure to ensure quality.

Progress: During the reporting period we began developing Visual Samples for the HVAC measure.

Challenges/Barriers: Staffing vacancies continue to limit our ability to complete 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

Progress: This goal has yet to be worked on due to our lack of staffing resources.

Challenges/Barriers: Staffing vacancies are slowing 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
- 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

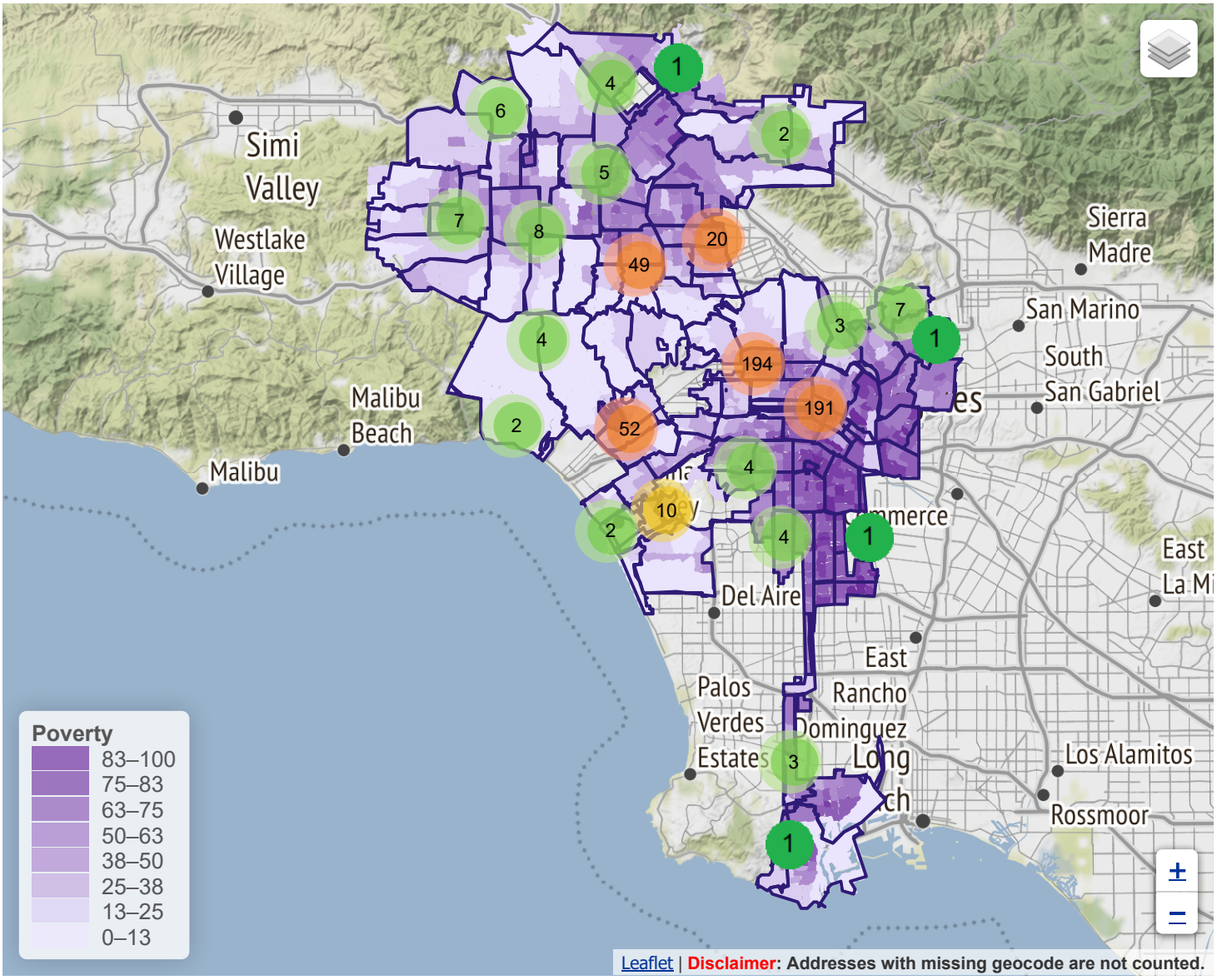
- Current outreach strategy to increase customer awareness of the program consists of utilizing LADWP website, email blast, customer contact, service center, and Consumer Rebate Program staff
- Partner with Community Based Organizations to raise program awareness and identify underserved communities, 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: May 2021 - Oct 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 3,437 EV Charging Stations installed, and 1,824 of EV Charging Stations are publicly assessible throughout Los Angeles.



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

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

REPORTING PERIOD: October 2021

1. NARRATIVE / BACKGROUND

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

- In support of LA's Green New Deal 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 SLTIRP, 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	%	
21-Jul	360	1128	768	**213%**	
21-Aug	720	2098	1378	**191%**	
21-Sep	1080	3166	2086	**193%**	
21-Oct	1440	3648	2208	**153%**	
21-Nov	1800				
21-Dec	2160				
22-Jan	2520				
22-Feb	2880				
22-Mar	3240				
22-Apr	3600				
22-May	3960				
22-Jun	4320				

*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
21-Jul	0	41	1087	1128
21-Aug	75	181	1897	2153
21-Sep	120	266	2870	3256
21-Oct	176	479	3139	3794
21-Nov				
21-Dec				
22-Jan				
22-Feb				
22-Mar				
22-Apr				
22-May				
22-Jun				

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

4. ISSUES

- 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. 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 November 2020. However, this has been postponed to Q1 of calendar year 2022 due to a delay in obtaining a third party agreement needed for the programming resources to modify Customer Connect.
- Vandalism remains an issue in some areas.
- In early 2021 Customer Service Division obtained a third party contract for the resources and technical expertise necessary to perform the programming needed to provide the web interface for the electronic applications. The Residential Electronic Application has been prioritized and the development of Minimum Viable Product Requirements is in progress.

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 implementation in Q1 2022.
- 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

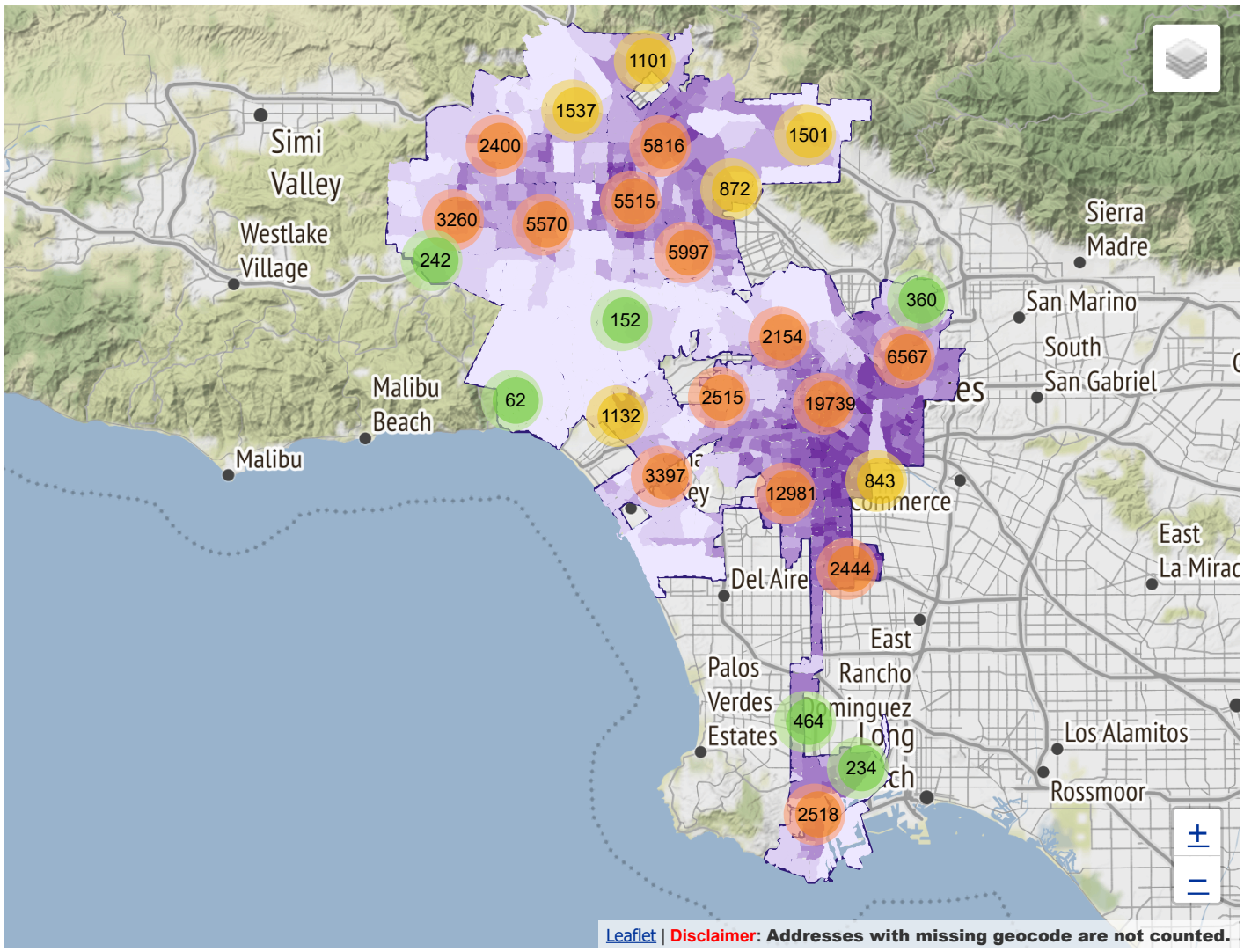
RESPONSIBLE MANAGER:Gerren Edwards (Reporting Period: May 2021 - Oct 2021)

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 commercial customers participating in the program by geographic area.

Lifeline Discount Program



LADWP EQUITY METRIC – *Lifeline Discount Metric*

RESPONSIBLE MANAGER: Gerren Edwards – Assistant Director, Billing **REPORTING PERIOD: FY 2021-2022**
EQUITY CORE CATEGORY:

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) for 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 $47,300~~1,800~~ for the prior calendar year

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

3. ACHIEVEMENTS

- As of October 2021, there are approximately 91,469 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 current 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 the 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 and community-based organizations.

LADWP EMDI - Customer Incentive Programs/Services

RESPONSIBLE MANAGER:Gerren Edwards (Reporting Period: May 2021 - Oct 2021)

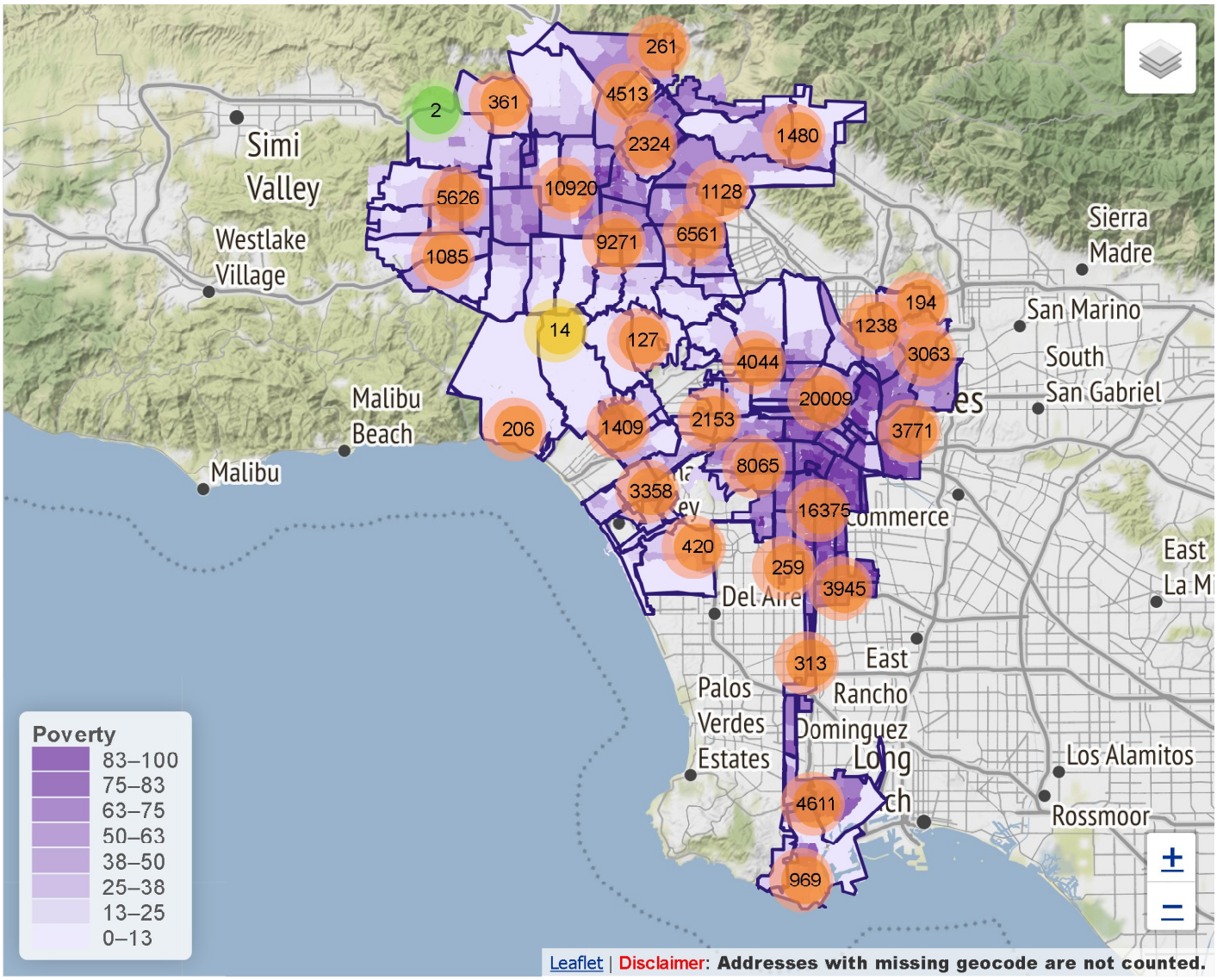
Low Income Discount Program

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 commercial customers participating in the program by geographic area.

Household Income Requirements Effective July 1, 2020

Members in Household	Maximum Annual Gross Income*
1	$33,820
2	$33,820
3	$42,660
4	$51,500
5	$60,340
6	$69,180
7	$78,860
8	$86,860
Each additional member:	Add $8,840 to income



LADWP EQUITY METRIC – *Low Income Discount Metric*

RESPONSIBLE MANAGER: Gerren Edwards – Assistant Director, Billing **REPORTING PERIOD: FY 2021-2022**
EQUITY CORE CATEGORY:

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	$34,840
3	$43,920
4	$53,000
5	$62,080
6	$71,160
7	$80,240
8	$89,320
Each Additional Person	$9,080
* Effective July 1, 2021 to June 30, 2022	

3. GOALS

- Increase customer enrollment in the program by 10%.

4. ACHIEVEMENTS

- In September 2021, LADWP updated the Low Income Discount Program guidelines to remove the Proof of Income Requirement from the application process and allow board approved self-attestation.
- As of October 2021, there are approximately 123,344 participants enrolled in the program, which is a 0.70% 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 October 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:

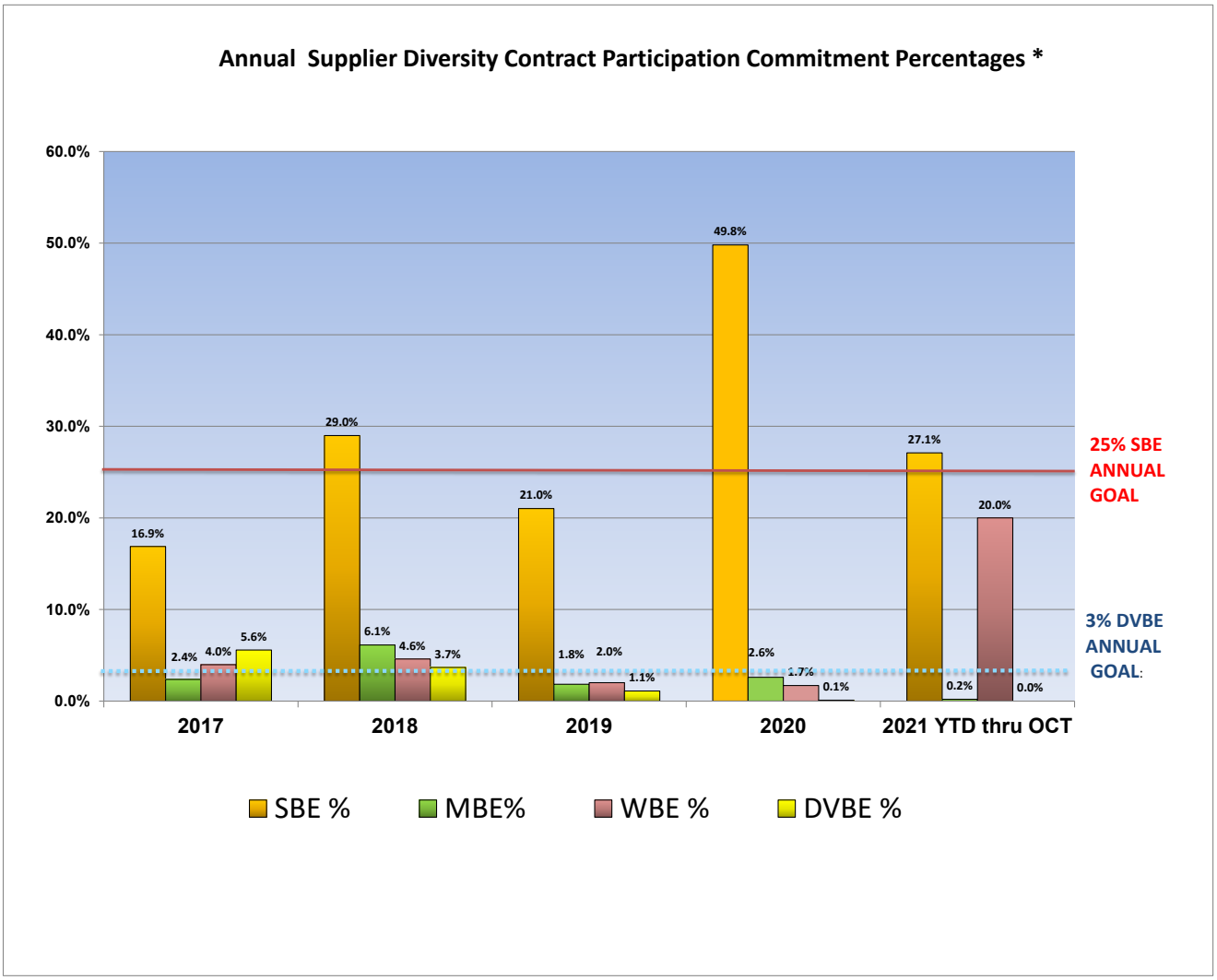
- Customer Contact Center who can mail the application to the customer;
- LADWP.com to access an online application;
- Customer Service Centers to receive the application; and
- Local community outreach events to receive the application.

Planned Improvements:

- Increase outreach through governmental agencies.
- Increase outreach through community-based organizations.
- Extend customer recertification period from 3 years to 5 years* *(*Note: to maintain program integrity, decision was made to maintain 3-year recertification period)*
- Increase use of newer technology for faster application submission and approval.

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 OCT	**$ 245,209,273**	**$ 66,511,267**	**27.1%**	**$ 612,500**	**0.2%**	**$ 49,075,399**	**20.0%**	**$ -**	**0.0%**



LADWP EQUITY METRIC – *Contract Participation (Joint)*

RESPONSIBLE MANAGER: Karyn Son **REPORTING PERIOD: May 2021– October 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 October 2021:
    - SBE 27.1%
    - MBE 0.2%
    - WBE 20.0%
    - DVBE 0.0%
- Launched the LA Small Business Academy in a virtual format, in conjunction with the Department of Public Works Bureau of Contract Administration, Bureau of Engineering, Department of Transportation, and Port of Los Angeles. This year's virtual academy is focused on the professional services sector and consists of a cohort of 25 participants who will attend weekly classes for 5 weeks.
- In collaboration with the City's Department of Public Works Bureau of Contract Administration, 3 new videos on the topic of certifications were added to the City of LA's *Lighting the Way* Youtube channel to provide small and diverse business guidance and information on how to do business with LADWP and the City of LA.
- Participated in 13 virtual contractor outreach events.

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.

LADWP EMDI - Employment

RESPONSIBLE MANAGER:Shannon Pascual

(Reporting Period: May 2021 - Oct 2021)

New Hires/Promotions Demographic Composition

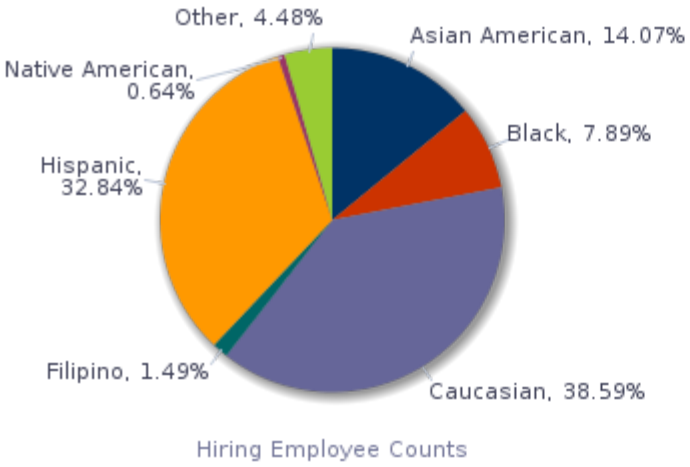
Hiring and Promotions by Ethnic Group

	Hiring		Promotion	
Ethnic Group	Female	Male	Female	Male
Asian American	26	40	20	77
Black	14	23	11	58
Caucasian	30	151	28	220
Filipino	4	3	11	28
Hispanic	40	114	37	235
Native American		3		4
Other	6	15	4	14
Grand Total	**120**	**349**	**111**	**636**

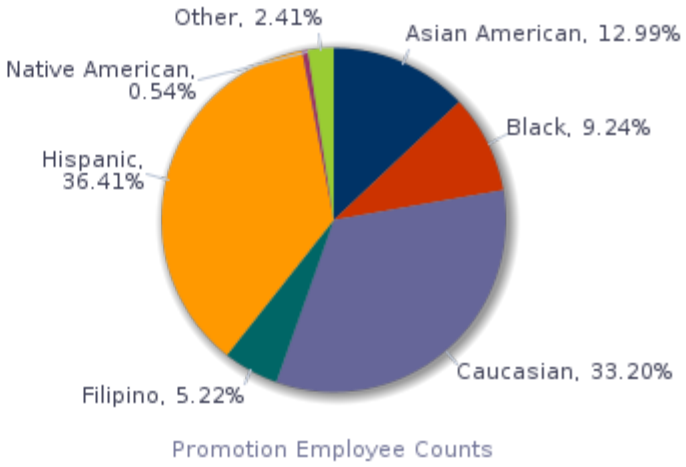
Hiring and Promotions by Gender

Gender	Hiring	Promotion
Female	120	111
Male	349	636
Grand Total	**469**	**747**

Hiring and Promotions by Ethnic Group

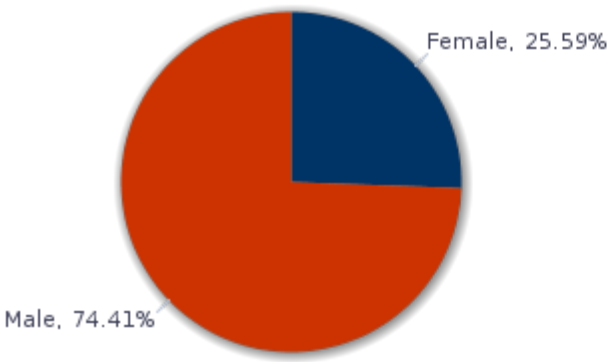


Hiring Employee Counts

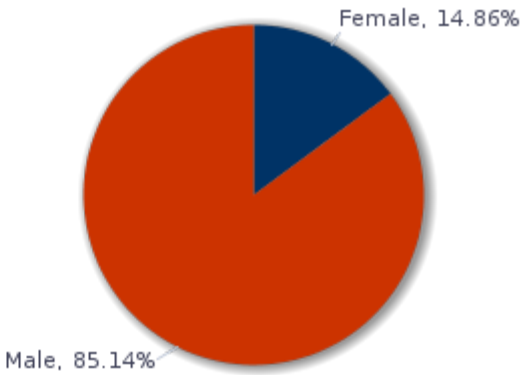


Promotion Employee Counts

Hiring and Promotions by Gender



Hiring Employee Counts



Promotion Employee Counts