

LOS ANGELES DEPARTMENT OF WATER AND POWER

FISCAL YEAR 2023-2024 GOALS AND OBJECTIVES

The goals and objectives of the Los Angeles Department of Water and Power (LADWP) for Fiscal Year 2023-24 are consistent with Mayor's priorities and reflect continued investment to comply with mandates, upgrade aging infrastructure to maintain reliability, provide customers with opportunities to reduce and control their energy bills as well as create a more sustainable and local water supply.

Key goals for FY 2023-24 include:

- (1) Maintaining reliable service through rebuilding our aging water and power infrastructure
- (2) Continuing the transformation of our water and power supplies for improved sustainability and to meet State and Federal regulatory mandates
- (3) Improving communications, services, and the overall experience for all LADWP customers

POWER SYSTEM

The primary focus of the Power System includes the following key areas:

- Increase the safety, reliability and resiliency of Power System's infrastructure
- Transform the power supply and flexible loads with a focus on environmental stewardship, while preserving resiliency and financial stability
- Implement new and expansion of existing customer/external programs to meet the needs of the diverse communities we serve
- Increase organizational efficiency, innovation and data-driven decision making
- Attract, develop and retain a safe, diverse and high-quality workforce

Improve Power System Reliability

The Power System Reliability Program (PSRP) is critical for the replacement of the rapidly aging backbone and infrastructure of the Generation, Transmission, Substation, and Distribution Systems. This includes infrastructure replacement of Poles, Crossarms, Generation, Distribution and Substation Transformers, Cables, and Circuit Breakers, as well as incorporating new technologies such as Substation Automation and Distribution Automation.

- Complete deployment of the distribution automation communication network and continue to deploy distribution automation devices
- Prioritize automation of stations to improve auto-reclosure and other controls in wildfire-prone areas

- Develop grid infrastructure upgrade strategies based on the Load Forecast, Electrification Plans and LA100 study results of the significant load growth with high electrification and high penetration of renewable capacity imports to ensure overall system reliability
- Support LA100 and Electrification Initiatives through distribution system development of new circuits plans and stations, reliability plans, equipment upgrades and initiate the Distribution Voltage Upgrades Program to enable electrification
- Maintain system reliability by performing all necessary studies and coordinating all planned outages
- Meet targets for the PSRP infrastructure replacement of 1,255 distribution transformers, 12,600 deteriorated crossarms, 3,700 deteriorated poles, 60 miles of 4.8kV and 34.5kV underground distribution cables, and PSRP Distribution load growth and upgrades through 15 miles of 4.8kV Feeders and 10 miles of 34.5kV Trunk Circuits
- Develop a solution for managing compliance data to support Critical Infrastructure Protection Cyber Security Compliance Program
- Meet targets for Wildfire Hardening and Mitigation which includes replacement of 550 poles, 1,800 crossarms, and 170 transformers along with Substation Automation to allow for situational awareness and control
- Maintain Vegetation Management Services for overhead power line clearance to maintain reliability and reduce customer outages
- Strengthen and upgrade the facility perimeters (walls and fencing) at various LADWP substations, up to five stations per year

Transform the power supply with a focus on environmental stewardship

In April 2019, the Mayor announced Los Angeles' Green New Deal which included targeting 55 percent renewable energy supply by 2025, 80 percent by 2036 and 100 percent by 2045 in compliance with California's mandate. A subsequent Presidential Executive Order and a LA City Council Motion has accelerated that goal to achieve 100 percent carbon-free energy by 2035.

- Develop the 2023 Strategic Long-Term Resource Plan and public outreach efforts, incorporate updates (including the Inflation Reduction Act), conduct studies and evaluate risk (i.e. climate change and extreme events), to determine the investments needed to reach a goal of 55 percent renewable energy by 2025, an accelerated goal of 80 percent by 2030, and 100 percent carbon-free by 2035 in a manner that is equitable and minimizes the rate impact on customers
- Collaborate with community-based organizations, environmental justice communities, and researchers from National Renewable Energy Laboratory and the University of California Los Angeles to conduct an Equity Strategies Study to

achieve specific, community-driven, and equitable outcomes to L.A. communities from the clean energy transition

- Collaborate and coordinate with Southern California Public Power Authority members to share studies, best practices, optimize costs, organize common value propositions, and allow joint procurement of renewable resources through power purchase agreements or acquisitions to meet renewable resource goals
- Continue to implement local customer solar programs and projects and other distributed energy resources to achieve distributed energy resource goals identified in the Strategic Long-term Resource Plan
- Conduct conceptual, preliminary technical, strategic analysis, and studies on generation and energy storage resources impacting the transmission and distribution system infrastructure; upgrade and build the new transmission lines needed; increase the capacity on external transmission; and upgrade the in-basin transmission system considering current and future addition of transmission and distribution projects
- Support emerging technologies such as energy storage including battery storage, solar, and electric vehicle charging considering the maintenance, repair, and eventual replacement required
- Support state and local efforts to increase the adoption and use of electric transportation in order to meet LADWP's targets of 250,000 electric vehicles (EV) in Los Angeles by 2025 and 750,000 by 2030. Additional targets include 45,000 commercial EV charging stations by 2025 and 120,000 by 2030; and to develop, implement, and maintain EV-related rebate programs to provide up to \$40 million in total assistance per year for various Commercial and Residential EV Charger rebates and Used EV Rebates including rebate adders for low-income and disadvantaged customers through LADWP's EZ-SAVE program
- As the Operating Agent and Project Manager for the Intermountain Power Project, develop green hydrogen fuel supply and storage project with Intermountain Power Agency, Intermountain Power Service Corporation, and other Power System Divisions. Continue to seek green hydrogen project funding opportunities from various state and federal sources
- Acquire and implement tools to improve the forecasting, modeling, and managing of natural gas transactions for more accurate calculations of Energy Imbalance Market generation costs and its impact to the ratepayer
- Remain in compliance with state environmental mandates/regulations through the replacement of high-emissions diesel Fleet equipment and the purchase of electric sedans in support of the Mayor's Sustainability Plan

Provide exemplary customer service

- Power New Business and Electrification (PNBE) is focusing on improving customer communications and project coordination through quarterly industry webinars, participation in bi-monthly industry seminars, enhancing auto-Email project milestone messages and through hosting specific project coordination meetings with specific developers, engineers, architects, and governmental agencies to provide information regarding overall submittal, design, and construction phases, as well as information related to LADWP design standards. With this shared understanding, the goal is to avoid unnecessary delays caused by corrections or lack of information in submittals received.
- PNBE continues to work with customers to improve solar programs and energy storage interconnection projects. This includes supporting the interconnection of Net Energy Metering and Feed-in Tariff customer projects, as well as Battery Energy Storage projects.
- PNBE continues to work with customers to improve efficiencies and shorten timelines in EV charger projects, in direct support of the Mayor's initiative and directive.
- PNBE continues to work supporting 100 percent Affordable Housing projects as directed by the Mayor's office, including prioritizing these types of projects through all phases of development.

Ensure the continuity of an effective and efficient workforce

- Improve worker safety through investigation of incidents; protective clothing, evaluation of new tools prior to implementation; reduce switching and procedural errors; safety tours; safety inspections; safety meetings; safety training; and employee involvement
- Construction of a training Distributing Station for trainees and journey-level employees to practice proper safety protocols, operations, and maintenance procedures in a realistic simulated substation environment
- Enhance succession planning and in-house training programs such as Electric Distribution Mechanic; Electrical Mechanic; Electric Station Operator; Electric Meter Setter; Underground Distribution Construction Mechanic; Load Dispatcher; Tree Surgeon; Line Maintenance Assistant; and improve their success ratio
- Delivery of two twin-engine helicopters, which have redundancy in the event of a primary engine failure, in support of the Human External Cargo program

Efficiency Solutions

- Having met the Board of Water and Power Commissioners' (Board) mandate of 15 percent energy efficiency savings by 2020 vs. 2010, LADWP seeks to continue this aggressive pace through 2030 to support LADWP's LA100 initiative and meet California's mandate through Senate Bill 350 to double energy

efficiency, while additionally supporting LA's Green New Deal to accelerate reduction of Greenhouse Gas (GHG) Emissions and reduce power bills for customers who need help the most

- Continue to expand efforts to electrify buildings with energy-efficient technologies and appliances to reduce emissions and increase opportunities for demand response and load shifting
- Continue to ramp up the Comprehensive Affordable Multifamily Retrofits program to promote deep decarbonization for low-income renters

Electrification of Transportation

- Support the L.A. Green New Deal's goals of 80 percent electric and zero emission vehicles in the City by 2036 and 100 percent by 2045; and for 100 percent of City and transit fleets to be electrified by 2028; and support the State's mandate of 100 percent new passenger car sales be zero emission by 2035, and 100 percent medium and heavy-duty vehicles be zero emission by 2045
- Expand the existing electric vehicle infrastructure to provide convenient and easy vehicle charging options throughout Los Angeles
- Expand efforts to electrify other transportation and goods movement infrastructure to minimize impacts and increase the use of more sustainable transit options
- Expand efforts to increase electric vehicle infrastructure to reduce emissions and increase opportunities for demand response and load shifting
- Ensure that LADWP remains in compliance with state environmental mandates and goals that incorporate a transparent and rigorous data performance analysis on GHG emissions and sustainable metrics into the day-to-day operations of LADWP

WATER SYSTEM

The Water System's mission is to provide reliable, high-quality water to all customers in a publicly and environmentally safe, efficient, and responsible manner. Goals toward achieving this priority include:

- Ensuring programs and policies are in place to protect and improve sustainability of water supply and resources.
- Assuring the completion of scheduled water infrastructure replacement projects.
- Meeting current and emerging water quality regulatory and policy mandates.
- High quality and affordable water for all customers.

The goals and objectives of the Water System for FY 2023-2024 are in alignment with the 2020 Urban Water Management Plan and consistent with Los Angeles' long term-sustainability goals. Water System is committed to pursuing any/all available local, State, and Federal funding opportunities in order to meet its long-term infrastructure, resiliency, and sustainability goals while maintaining affordability.

Local Water Supply Program

Local Water Supply Program is a long-term initiative to develop new local water supplies within the City to help further improve supply reliability and sustainability, and reduce continued reliance on imported supplies from the Bay Delta and Colorado River that are purchased from the Metropolitan Water District of Southern California (MWD). To reliably meet the long-term water supply needs of the City while minimizing costs to the ratepayers, LADWP is continuing investments to develop additional local supplies as outlined by the strategies in the updated 2020 Urban Water Management Plan (UWMP). Additional considerations for improving supply reliability include:

- The recycled water program will work towards maximizing water reuse by signing up new customers, continuing its public outreach efforts, and advancing potable reuse projects (Groundwater Replenishment in the San Fernando Valley, Headworks Direct Potable Reuse, and Operation NEXT). Fiscal year 2021/2022 marked the highest volume (12,000 acre-feet) of recycled water use in the City's history, and LADWP is working to further increase recycled water use to 17,300 acre-feet per year by Fiscal Year 2026-27. Specific objectives for the current fiscal year are to increase recycled water deliveries to over 12,500 acre-feet.
- LADWP is pursuing a major long-term water supply initiative aimed at maximizing production of purified reclaimed water from the Hyperion Water Reclamation Plant (Hyperion) for indirect and direct potable reuse applications. The Operation NEXT Water Supply Program (Operation NEXT) will help meet the City's long-term local water supply goals by maximizing beneficial reuse of available treated supplies from Hyperion. Reclaimed water from Hyperion will be advanced treated to help replenish underlying groundwater aquifers in the San Fernando, Central, and West Coast Groundwater Basins. Additionally, Operation NEXT may also connect to the Los Angeles Aqueduct Filtration Plant, as well as MWD's Pure Water Southern California Program's Backbone System to enhance LADWP's water supply reliability and resiliency. Ongoing Operation NEXT efforts include preparation of a Master Plan and Programmatic Environmental Impact Report by 2024, as well as various planning, feasibility, route studies, interagency coordination, and other institutional agreements. As part of the Master Plan, potential scenarios for early deliveries of Operation NEXT supply to improve short-term resiliency are also being evaluated.
- Maintaining a high emphasis on LADWP Water Conservation Programs, regardless of annual variations in water supply conditions, via outreach, education, and incentive programs in order to improve water use efficiency in the City of Los Angeles and drive permanent behavioral changes in residents' water use. The Water Conservation Program will continue developing new customer-

focused initiatives to meet the 2020 UWMP goals of reducing potable water use/gallons per capita per day by 22.5 percent in 2025 and 25 percent in 2035, along with meeting compliance with State mandated regulatory requirements released last year.

- Capture capacity of 150,000 acre-feet of stormwater per year by 2035. Projects will be developed based on the Stormwater Capture Master Plan completed in August 2015, which includes upgrades to existing spreading grounds to increase capacity, implementation of the Stormwater Capture Parks Program Phase I and Phase II, and collaboration with other agencies for execution of additional centralized and distributed projects.
- Two stormwater capture projects are anticipated to be under construction and 26 projects will be in design phase for a total anticipated capture volume of approximately 18,000 acre-feet per year.

LADWP has continued representation at MWD to protect LA's interests in maintaining a cost-effective and reliable supplemental water supply for the City.

LADWP will continue its comprehensive water loss control program by improving data quality on the Water Loss Audit and implementing the Water Loss Task Force Action Plan. These actions include the development of a preventative maintenance program to calibrate supply meters, targeted customer meter testing and replacement, and improved data collection on leak repairs and pressure events.

Water Infrastructure Program

Water Infrastructure Program entails investments in projects supporting the major components of the Water System infrastructure including water pipeline replacement, pumping stations refurbishment, meter replacement, regulator station refurbishment, tank and reservoir retrofits, and Los Angeles Aqueduct reservoirs and dam refurbishments to enhance water supply reliability. The Water Infrastructure Plan includes infrastructure upgrades that are a part of the \$6.2 billion five-year Water System capital plan. Investments are necessary to maintain reliability of supply and distribution of water for Los Angeles. Major areas of program investments include the following:

- Implement water pipeline replacement to enhance water supply reliability. This action plan supports the City of Los Angeles' Green New Deal. Pipe replacement is a high priority and is critical to the continued reliability of water supply to the City.
 - There are approximately 6,800 miles of mainline (pipes 20 inches or less in diameter) throughout the City of Los Angeles. Over 30 percent (about 1,871 miles) of LADWP's mainlines are over 80 years old, and are in the latter stage of their life cycle. The Water System's action plan is to achieve a mainline replacement rate of 240,000 feet per year by 2025. For FY 2023-24, the goal will be to achieve 225,000 feet of mainline replacement.

- Trunk lines (pipes greater than 20 inches in diameter) provide the transmission capacity to move large amounts of water around the city – from reservoirs and tanks to the smaller distribution mainlines. There are approximately 544 miles of transmission pipelines throughout the City of Los Angeles. In FY 2023-24, the goal is to replace 6,900 feet of trunk line.
- There are over 2,800 large valves (16 inches or greater in diameter) in the water distribution system. These valves are critical in performing system shutdowns during emergencies, such as water main breaks. The goal is to replace a minimum of five large valves annually.
- There are approximately 700,000 small meters (2 inches or less) in the water distribution system. The FY 2023-24 goal is to replace 34,000 small meters to achieve a 20-year replacement cycle, which is the industry-average useful life for a small meter (before wear and tear on its moving parts cause loss of measuring accuracy).
- Investments in regulator and pumping stations and in-city tank storage are planned to improve water distribution efficiency and water supply.
 - There are 86 pump stations that pump water to customers or storage tanks at higher elevations in the City. The goal for FY 2023-24 is to replace or rehabilitate twelve pumps/motors and complete the Griffith Park Pump Station No. 115 retrofit.
 - There are 389 regulator and relief stations. For FY 2023-24, the goal is to retrofit eight regulator stations.
 - There are 115 tanks and reservoirs. The goal is to retrofit five tanks and conduct internal cleaning of three tanks each fiscal year.

Water Quality and Regulatory Compliance

Water Quality projects and programs continue providing the City of Los Angeles with safe drinking water through pipe disinfection and flushing, online security monitoring, Chlorination Station Installations, Trunk Line Improvements, Water Treatment Improvements, and Tank and Reservoir Improvements. Regulatory Compliance ensures that LADWP's water supply meets all state and federal regulatory standards.

Supporting projects and programs include:

- Fairmont Sedimentation Plant – design and construction of a new sedimentation plant to improve water quality from Los Angeles Aqueduct (LAA) by removing turbidity and naturally occurring arsenic. The project provides flexibility to treat supplies from either LAA #1 or LAA #2.
- Groundwater Remediation - remediate contaminated groundwater and restore the beneficial use of well fields in the San Fernando Groundwater Basin. Some of these projects include North Hollywood Centralized Treatment, North Hollywood West Wellhead Treatment, Tujunga Centralized Treatment, North Hollywood Operable Unit (NHO) Second Interim Remedy Project/Honeywell, and NHO

Eastern Plume Remedial Action/Lockheed Martin. Reliable future use of local groundwater supply depends on the effective remediation of the contamination.

- Lead and Copper Rule Revisions – promulgated by the U.S. Environmental Protection Agency on December 16, 2021. LADWP has to submit lead service line inventory by October 24, 2024, which is the initial compliance requirement. The revisions to the existing rule require that public water systems conduct and submit a customer lead service line inventory, test for lead in the drinking water at childcare facilities and elementary schools, and develop a program to assist customers with lead service line replacement if found.
- New community water system permits for small systems – the regulatory authority for small systems along the Los Angeles Aqueduct was recently changed from the Inyo County Environmental Health Department to the State Water Resources Control Board Division of Drinking Water-San Bernardino Office. LADWP is required to submit new permit applications for Control Gorge Power Plant, Keeler Yard, Mountain View Trailer Court, and Laws Town due to a change in regulatory authority.
- The Hydration Station Initiative Program (HSIP) offers reimbursements for the installation of hydration stations to improve public accessibility to high-quality tap water and reduce single-use plastic waste. Hydration stations are drinking fountains with a bottle filling mechanism. In addition, HSIP includes distribution of promotional items and partnerships with community-based organizations to promote drinking tap water.
- Owens Lake Dust Control - the City has a 48.6 square miles dust mitigation obligation and utilizes approximately 60,000 acre-feet per year of raw water for the mitigation of particulate matter emissions control. LADWP's goal is to reduce water use at Owens Lake by an additional 9,000-acre feet per year by 2030. This will be achieved through a multi-phase set of projects, developed under the Owens Lake Master Project Framework. These projects will achieve regulatory compliance of dust mitigation performance standards in a more efficient and sustainable manner all while minimizing impacts to cultural and biological resources.

JOINT SYSTEM

The Joint System provides critical organization-wide support including but not limited to customer service, sustainability and economic development, corporate performance, human resources, financial services and community relations. Key goals that further this support include:

- Becoming a more customer-focused organization
- Maintaining and strengthening LADWP's financial position and liquidity through appropriate enhancements to financial policies and metrics

- Providing human resources services to develop and sustain a highly-skilled and diverse workforce
- Using technology, enterprise systems and other critical applications to support and enhance LADWP operations

Below are some of the Joint System Organizations and their programs in support of these key goals:

CHIEF FINANCIAL OFFICER

1. Financial Services Organization Executive Office/Strategic Rates Design

- Advise on rates development and implementation issues relating to rate design, metering, billing, and communication.

2. Accounting and Financial Reporting Division

- Deliver reliable, accurate financial information in a timely manner to internal and external stakeholders.
- Facilitate the completion of a successful fiscal year-end financial statement audit, Single Audit and State Compliance Audit related to Pandemic Debt Relief Programs.
- Implement the revamped Low Income & Lifeline Programs, “EZ-Save” for LADWP’s income-qualified customers together with CSD and IT teams.
- Process accounts payable and payroll documents for timely and accurate payments to employees and vendors.
- Implement new Government Accounting Standards Board Statement No. 96 related to Subscription Based IT contracts.
- Work with JP Morgan Chase and other LADWP divisions on implementing the new merchant services system.
- Work with internal and external teams to effectively move the Enterprise Resource Planning (ERP) implementation process forward.
- Continue transition of the Intermountain Power Project power sales billings from manual process to semi-automation using the new, off-mainframe, accounting application.
- Provide employees with training opportunities in an effort to continuously, professionally develop our teams.

3. Budget, Budget System Replacement, and Cost of Service

- Obtain Board approval for the Department’s FY 2024-25 annual budget
- Monitor FY 2023-24 budget versus actual results via Monthly Financial Reports

- Update Cost of Service models and support the Open Access Transmission Tariff Wholesale Rates update
- Continue to support Hyperion Planning Budget in the Oracle Cloud Infrastructure

4. Financial Systems Replacement and Administrative Services

- Continue to implement the Payroll and Finance modules of the ERP program with Workday and Ivalua, by working with various key internal stakeholders on data-related areas and change management
- Hire, develop and retain a highly-skilled, diverse, and motivated workforce through employee selection and onboarding processes, training and succession planning, and a safe and quality work environment.

5. Rates and Financial Planning Division

- Manage Department retail power and water rates
- Develop short-term and long-term financial plans and determine revenue requirements and strategies to ensure Department financial stability
- Perform rate impact analysis for large-scale projects for both water and power system
- Manage and Maintain MV90 and Complex Billing System
- Continue to work with key stakeholders on the proposed rate action and rate review for FY 2023-24

6. Finance and Risk Control Division

- Expand outreach to rating agencies and the investor community by rolling out Munite, a robust investor relations platform that allows LADWP to provide a one-stop resource for comprehensive and up-to-date information, to address headlines and regulatory concerns while promoting the Department's financial stability
- Issue approximately \$922 million new money bonds (\$631 million Power System and \$291 million Water System) to support Capital Improvement Programs
- Refund approximately \$1.3 billion callable bonds (\$1.1 billion Power System and \$249 million Water System) to secure substantial debt service savings
- Secure replacement for the \$345 million liquidity facility expiring in FY 2023-24
- Continue to explore cost-effective financing options including securitization of eligible water and power projects

7. Internal Audit Division

- Prepare and execute FY 2023-24 Annual Audit Plan
- Conduct contract, operational, and informational system audits
- Coordinate and participate in joint audits of LADWP joint projects
- Participate in joint audits of Intermountain Power Renewal Project
- Increase audit coverage in billings and revenue collection
- Monitor, track and log the status of actions planned by auditees and report the result to management and the Audit Committee periodically
- Participate in all LADWP Audit Committee meetings to discuss and seek guidance on audit issues
- Provide audit training to staff with a special focus on fraud and conflict of interest, cybersecurity, data analytics and continuous auditing, system development life cycle and forensic audits
- Add additional vendors to our multiple audit contractor list for audits which require external audit expertise

CHIEF OPERATING OFFICER

1. Information Technology Services (ITS)

- Develop and implement innovative, secure, repeatable and sustainable internal processes for delivering Information Technology (IT) services. ITS will implement transformational technology that will:
 - Deliver Digital Signature Technology which will enable the digitization of documents going forward
- Enable application modernization and maintain current application versions for consistency and compliance throughout the organization.

Related projects include:

- Implementation of an Internet of Things (IOT) framework to allow IOT devices on the network securely
- Increase transparency in the creation and enforcement of ITS standards, industry and security best practices for the IT infrastructure operations environment.
- Enhance and extend LADWP's cybersecurity visibility and response capabilities across Power, Water and Joint Systems on-premise and in the cloud.
- Continue to strengthen LADWP's resilience to cyber attacks through assessments and enhancements to existing technologies.

- Enhance LADWP's IT and cybersecurity governance, risk, and compliance programs including but not limited to improving our 3rd party vendor management program, policy rework, and cloud governance
- Develop and implement innovative processes to improve business system enablement for more efficient and effective customer service practices. Related projects include:
 - Customer Cloud Services (CCS) implementation in support of the Advanced Metering Infrastructure (AMI) implementation
 - Implementation of a monitoring solution for LADWP.COM and the web application replacement
- Prioritize LADWP technology projects and align IT resources to those priorities. Related projects include:
 - Targeted completion of Phase II (Configure and Prototype and make significant progress with the Test stage) of the ERP/Workday project to modernize HR, Payroll, Disability, Benefits and Safety incident tracking, and Phase III of Financials (complete Architect, Configure and Prototype stage)
 - Implementing Microsoft 365 services and applications for modern collaboration capabilities. This includes, but is not limited to SharePoint Online as a replacement of the current intranet sites on MyDWP (target 80 percent) and MS Teams as the primary web conference and messaging platform.
 - Continue expanding fiber optic connections and provide redundancy to additional Water and Power facilities, and expand the fiber optic system to the Disaster Recovery site.
 - Expand and upgrade our communication network for remote facilities and locations where LADWP operates.
 - Enhancing the corporate virtual machine infrastructure by building out OS and application specific clusters to improve performance and reduce Operating System Licensing costs
 - Continue deploying Software-Defined Wide Area Network to improve the performance and reliability of wide-area networks while reducing our operational costs. This will provide a flexible, secure, and cost-effective solution for connecting to cloud-based applications.
 - Implementing a PC Store and maintain an inventory level (desktop, laptop, monitor, accessories) that will meet the everyday demand and shorten turnaround time
 - Improving Operational Technology (OT) visibility by installing additional Intrusion Detection sensor in both our IT and OT environments
 - Continued implementation of identity based security for increased access control to on-premise and cloud systems.

- Develop project prioritization criteria and processes for Executive Management approval. Related activities include development and implementation of the ITS Project Management Office, and ITS Governance of programs and metric reporting.
- Develop and implement sustainable automated processes. Related projects ITS will be assisting with or focused on include:
 - Application modernization - upgrading applications to be current with versions including AMI, DocuSign and Microsoft 365
 - Continuing to improve the IT Disaster Recovery posture for critical applications and systems throughout LADWP
 - Implementing a software license management to efficiently deploy and maintain all licensed software
- Attract, develop and retain an engaged, highly skilled staff. Related activities include developing effective succession plans, division cross-training, and continued implementation of mandatory and IT-focused training particularly in the areas of IT Infrastructure Library Training, Agile Application Development, and Security by Design. Additionally, enhance LADWP's employee cybersecurity awareness by providing continuous awareness training to all employee and business unit specific information security training.

2. Security Services

- Provide 20 annual hours of safety, field and/or perishable skills training to all uniform personnel.
- Hold 12 Injury and Illness Prevention Program meetings for all Security Services and Emergency Management Division personnel.
- Hire to 95 percent of division's approved Annual Personnel Resolution headcount.
- Conduct a total of 9 emergency preparedness training exercises (3 for each System: Power, Water, and Joint), including combined workshop and tabletop, functional and full scale.
- Conduct 1 yearly emergency preparedness training, to include City agencies and non-governmental partners, including community emergency preparedness events.
- Host monthly inter-agency meetings, and work with the Power, Water, and Joint Systems to discuss collaboration in streamlining processes (e.g. communications, response, and mutual aid/assistance).
- Enhance post-disaster recovery strategies, by working closely with the Office of the City Administrative Officer, Federal Emergency Management Agency, California Office of Emergency Services, and LADWP's Financial Services Organization. Provide training for Initial Damage Estimates, protocols on how to track cost for efficient submittals, and documentation.

- Improve communication systems for both internal and external stakeholders by conducting communication distribution list exercises via radio, mass notification software and through LADWP's Voice Operations Center.

3. Supply Chain Services

Supply Chain Services Division's mission is to provide ethical, transparent and fiscally-responsible procurement and materials management for LADWP with the following strategic goals:

- Train, develop, and retain staff - Provide workshops, seminars, and conference opportunities to increase procurement skills and knowledge.
- Achieve consistency in processing all procurements - Increase consistency across all procurement types by creating written Standard Operating Procedures and training for staff.
- Improve efficiency of the procurement process - Assess current procurement processes, identify redundancies, and streamline where possible. Implement a modern software system.
- Improve internal and external customer service
 - Review results from internal customer service satisfaction survey and prioritize areas for improvement.
 - Develop and distribute an external customer service satisfaction survey to bidders and vendors.
 - Provide information, benefits and training for stakeholders on new software system
 - Continue outreach and training for vendors on upcoming LADWP procurement opportunities
 - Collect diversity data and certifications for vendors/suppliers.
- Coordinate with Water and Power to obtain critical supplies with limited supplies available in the marketplace due to supply chain delivery challenges affecting the world.

4. Facilities Services

- Provide planning and architectural design services for asset management, space planning, and tenant improvements for Power, Water, and Joint facilities such as the John Ferraro Building (JFB) and new Customer Services Centers at Eagle Rock and San Pedro.
- Promote and encourage rideshare (transit, vanpool, carpool, etc.) among department employees in compliance with the South Coast Air Quality Management District (SCAQMD) mandate to reduce mobile emissions generated by employee commutes. Complete the integration of vanpool, transit, and parking databases into one efficient database that allows users to interface directly with

the application and increase efficiency. Register additional LADWP sites with the SCAQMD as required by state mandate.

- Replace outdated records management database with a modern intuitive system and implement new records retention schedule application. Seek solutions to automate eFiling records with Artificial Intelligence. Update division retention schedules department-wide.
- Provide real-time maintenance, operation and repair of LADWP properties, which includes landscaping, custodial, and/or building operation/repair services for the JFB and all other LADWP properties and facilities. Expand drought tolerant landscape to remaining department facilities.
- Expand use of Maximo asset management software to JFB and Field staff to ensure consistency and efficiency in tracking and billing work for Divisions and chargeback process.

5. Capital Facilities Construction

- Provide planning, architectural design, and project management services for asset management, space planning, tenant improvement, and new building design for best use of new and existing properties, including the relocation of JFB occupants for the JFB Refurbishment Project and La Kretz Cole Street property.
- Examine the Department's real estate portfolio to identify opportunities for economies through more efficient space utilization, recommending capital investments to enhance customer and employee experiences.
- Continued focus on sustainability upgrades in conjunction with end-of-life replacement of facility mechanical and electrical systems to reduce water and electricity consumption.

6. Office of Corporate Health and Safety

- Review results from internal safety perception survey completed in 2022. Present findings to senior leadership and launch an online dashboard to place operationally specific results into the hands of LADWP's Divisions in order to prioritize improvement opportunities.
- Enhance Corporate Health and Safety's existing contractor pre-qualification program by integrating contract administrator training, safety audits and performance evaluations into Supply Chain's procurement system in order to improve overall compliance with regulatory requirements and public safety.
- Target ongoing Office of Corporate Health and Safety growth opportunities by filling vacancies dedicated to LADWP's energy efficiency programs, environmental protection goals, capital projects and maintenance activities. Continue efforts to reorganize Corporate Health and Safety by creating new sections dedicated to key focus areas including 1) Corporate Policy and Programs, 2) Field Operations and Training, and 3) Audits and Regulatory Compliance.

- Adopt and develop a Safety Management System software platform to standardize accident investigation reporting, collect leading indicators that measure safety performance and promote integration of safety and change management processes into Department operations including Workers Compensation, Occupational Health Services and LADWP's overall Enterprise Resource Plan.
- Develop an online safety review request system dedicated to capital projects and maintenance activities to facilitate timely delivery of safety services including job hazard analyses, training, and constructability reviews as a part of project design planning.
- Establish internal hiring and procurement practices that lead to more diverse hiring and vendor opportunities, such as mentorship programs, vendor outreach, recruitment partnerships with universities, interview preparation assistance and utilizing a third-panel member from a different division or system in interviews and procurement selection processes.
- Decrease "paper" charting and reporting in the Occupational Health Services (OHS) clinic, including establishing a paperless process for distributing Medical Surveillance Division records, designing and implementing the scanning of existing files into the Occupational Health Manager system (OHM) to reduce storage space, and streamlining administrative procedures in OHS and the Department for sending information more efficiently.
- Configure modules and implement the use of OHM in the clinical exam room with support from IT.
- Increase network of clinical facilities in remote areas, to meet the LADWP policy for medical evaluation and possible drug/alcohol testing of non-DOT (Department of Transportation) employees exhibiting behaviors or appearances suggestive of "being under the influence" of a substance.
- In the Worker's Compensation Office, identify and implement claims system options that provide key analytics to address and prevent workplace injuries and illnesses.
- Provide injured workers with the option to receive workers' compensation benefits for time lost via direct deposit or streamline payment process with Payroll.
- Establish a quarterly roundtable to discuss reasonable accommodations matters with Reasonable Accommodation Coordinators, Office of the City Attorney, and the Workers' Compensation Office.
- Collaboration with Worker's Compensation, Safety and OHS to train field supervisors and timekeepers on Worker's Compensation reporting and injury prevention.

7. Environmental Affairs

- Support the planning and construction of transmission, distribution, and generation projects that are needed to achieve a 100 percent renewable energy supply through a comprehensive environmental analysis and public scoping process
- Work with regulatory agencies to develop streamline permitting for LA100 projects; and emergency, maintenance, and operation projects
- Provide support to build infrastructure to send industrial wastewater to nearby reclamation plants and receive recycled water to offset the use of potable water at the coastal Generating Stations
- Work with the State Water Resources Control Board and affected stakeholders to obtain a five-year extension that would allow Units 1 and 2 at Scattergood Generating Station to continue operating, in order to maintain grid reliability, through 2029 while LADWP builds new infrastructure to replace the existing once-through cooling (OTC) units and eliminate OTC at the coastal power plants
- Identify biodiversity opportunities at LADWP landholdings beyond compliance obligations, expand and strengthen collaboration and partnerships on biodiversity with local non-profits as well as electric utility industry partners, and provide training to LADWP employees to increase awareness on biodiversity
- Further expand outreach for the \$20 million community emissions reduction non-profit grant program for projects in the Harbor and Valley communities, which have been disproportionately burdened by multiple sources of pollution
- Manage the proceeds generated by the Assembly Bill 32 Cap and Trade/GHG Auction (AB32) and the Low Carbon Fuel Standard Credit Sale that may fund LADWP's key GHG emission reduction programs that support the California statutory goal of reducing statewide emissions by 40 percent below 1990 levels by 2030
- Incorporate system enhancements into the existing online environmental review process used for all capital projects and maintenance activities to ensure that environmental approvals are obtained in order to improve overall compliance, meet regulatory requirements, and protect natural resources
- Expedite the cleanup of LADWP's legacy contaminated sites, by working closely with the California Environmental Protection Agency, to prioritize and allocate resources at the state and local level
- Support the planning and construction of Operation NEXT and other water conservation projects that are needed to achieve the goals of the New Green Deal, to become independent of imported and potable water with the use of local water supplies such as ground water, recycled water, and other types of local water resources.

GENERAL MANAGER OTHER DIRECT REPORTS

1. Diversity, Equity, and Inclusion Office (DEIO)

- Proactively attract and retain people needed to support current and future operations. Related projects include:
 - Develop processes that expedite the filling of current vacancies and reduces time to hire
 - Continue to enhance communications to highlight job opportunities
 - Establish a comprehensive outreach strategy that includes Los Angeles Unified School District, community colleges, community-based organizations, faith organizations, and other groups
 - Expand targeted outreach with stakeholders by hosting targeted outreach/job exposure events, including tours, creating hands-on experience opportunities, establishing baseline and measuring effectiveness of the targeted outreach/job exposure events
- Create a diverse and inclusive supplier base that reflects the diversity of our marketplace and strengthens our communities. DEIO will be focused on:
 - Establishing a supplier diversity policy for the department that promotes business inclusion
 - Conducting a disparity study that identifies the barriers to supplier/contractor diversity, develops the solutions, and presents a report to the leadership team
 - Partnering with community-based organizations to discuss or present contracting opportunities
 - Developing and implementing processes that simplify supplier on-boarding and encourages prime contractors to use new and diverse-owned subcontractors
 - Providing technical assistance by creating on-demand videos that clarify the procurement and certification process for contractors
- Provide insightful actionable data analysis and tools to support DEI initiatives and goals to support fact-based, strategic decision-making. Related projects include:
 - Provide data analysis on a regular basis to support DEI & Racial Equity Action Plan goals.
 - Create DEI dashboards for efforts including Equity Data Metrics Initiative, Workforce Diversity, Community Engagement, Supplier Diversity and other areas.

- Expand and support equity budgeting activities by partnering with divisions to develop meaningful ways to measure progress against FY 2023-24 goals.
- Assess, prioritize, and implement goals as identified in the Racial Equity Action Plan, Gender Equity Action Plan, and other DEI-related initiatives.
- Scaling up the hiring and training of DEI staff to further build capacity to address focus areas.
- Develop a comprehensive staffing plan with stakeholders that attract, acquire and retain people with the skills to meet the organization's needs and reflects the diverse communities of Los Angeles.
- Create a mentoring program across all systems that focuses on diversity, equity, and inclusion and professional development.
- Expand DEI developmental offerings through a combination of vendor-provided training and in-house workshops that advances LADWP's culture.
- Improve our leadership & management development programs that include a DEI component.
- Continue to evolve the Equity Ambassadors Program that promotes cultural transformative change.
- Support the employee-led Employee Resource Groups and Professional Resource Groups that promote diversity, equity and inclusion and leadership development for employees.
- Assess and identify DEI opportunities to enhance policies and programs that make LADWP a great place to work.

2. Customer Service, Communications, and Corporate Strategy

Communications and Corporate Strategy

- Communicate proactively through various channels (media, internal, corporate communications, social media, advertising, and community relations) about LADWP key customer programs and priorities, including Board policy initiatives and successes.
- Rollout 2023 Strategic Organizational Development Plan, build strategic planning capacity and implement procedures to update and advance the plan.
- Provide exceptional internal client support for various LADWP customer programs in order to communicate more effectively with our customers and increase participation in key programs, including: EV rebate programs, Energy Efficiency, Water Conservation, equity initiatives such as Cool LA and LADWP Cares, among over two dozen others.

- Partner with staff from Power and Water systems to continue to raise awareness about key initiatives including infrastructure replacement, power and water supply transformation and equity initiatives and programs.
- Provide rapid response to crisis incidents, including power outages, water main breaks, severe weather incidents, wildfires and other unplanned, but high-profile events that require effective, timely and accurate communications with our customers, the Board and City leadership
- Continue to ensure a visible presence at various community events and partnerships with key community organizations to promote LADWP's customer programs and to share information about key initiatives.
- Launch new CA Public Records Act handling process and electronic request system to the public and Department-wide to improve responsiveness to records requests.

Customer Service Division

The Customer Service Division (CSD) is the primary customer engagement and support provider for LADWP's nearly 1.7 million residential, commercial, institutional and industrial customers. Support is provided over all engagement channels, and throughout the entire service cycle, from service initiation through metering and billing to remittance and collections. The Coronavirus Pandemic, the increasing energy burden, water drought, and continued electrification efforts throughout the state require CSD to significantly adapt its operational processes and policies, develop new programs, and update and expand its technology infrastructure. The newly defined operational metrics drive CSD's continued focus on delivering high-quality service and continuing to improve the customer experience for Los Angeles and Owens Valley residents and businesses. CSD has developed new initiatives while helping our customers through the Pandemic recovery. The programs target both residential customers and businesses, especially small and medium segments: low-income programs such as EZ-SAVE, disadvantaged community outreach, and customer consultations. The CSD goals and objectives for FY 2023-2024 are:

- Establish a predictive and proactive customer engagement approach and adapt customer support services and programs to meet the needs of all customer segments
- Resolve issues and barriers that prevent customers from participating in programs and services
- Address customer affordability by expanding revenue management programs and services
- Build a scalable and secure customer and employee technology foundation
- Expand payment arrangement options and provide new and enhanced payment channels

- Construct and open new Customer Service Centers (CSC) in San Pedro and Eagle Rock, and initiate the construction of the replacement of the CSCs in Hollywood and Canoga Park
- Replace the website platform to modernize LADWP's customer experience and expand self-service functionality
- Begin the replacement of the Customer Contact Center platform including the Interactive Voice Response system to expand and improve self-service options and improve customer experience key performance indicators
- Replace the Electronic Bill Payment platform
- Promote programs for income-qualified multi-family dwellings to further promote equity initiatives
- Continue increased outreach to disadvantaged communities through partnerships with community-based organizations, key stakeholders, and other resources
- Provide customer service and call center support to ensure the success of Department programs including Electric Transportation, Demand Response, conservation education, and low-income customer assistance
- Deploy revenue and credit management operational functionalities that were previously deferred because of the billing system litigation and the Pandemic but are now required to address over \$900 million in active arrears
- Design a Customer Relationship Management system solution across the entire Department to provide employees with a 360-degree view of each customer and better service their needs and improve the customer experience
- In conjunction with ITS, establish a data integration architecture to facilitate customer omni channel and customer analytic capabilities
- Improve Department-wide customer-facing business processes and activities to cultivate operational efficiencies and deliver a consistent, highly positive, meaningful customer experience
- Enhance quality assurance function and audit processes that will monitor root causes for customer escalations, and recommend process improvements
- Enable every employee to be a positive customer ambassador
- Implement future state CSD operating model that enables the Customer Experience vision and drives a digital-led experience
- Continue to increase customer satisfaction scores as measured by industry surveys, transactional studies, and customer insight panels
- Foster employee engagement with a focus on safety, training, and development

Meter Services and Field Operations

In addition to CSD's Goals and Objectives, Meter Services and Field Operations (MSFO) goals and objectives reflect continued cost controls and prioritization of resources that address its customer-driven priorities. For FY 2023-2024, MSFO's goals and objectives are:

- Increase meter reading efficiencies and completion rates while ensuring accuracy
- Optimize field service and meter reading routes
- Investigate consumption irregularities in a timely manner
- Support customer, community, and distribution network safety through timely investigation of unsafe and unauthorized energy connections
- Continue implementation of quality assurance mechanisms to ensure operational efficiencies and regulatory compliance
- Continue to meet settlement-related Key Performance Indicators
- Construct a new Customer Service Center and Field Office in Owens Valley

3. Inspector General Office

- To conduct and supervise audits, reviews and analyses relating to the programs, operations and contracts of the LADWP;
- To receive and investigate complaints from any source and proactively conduct investigations concerning alleged abuse, fraud, or waste of LADWP resources and/or misconduct by LADWP contractors or personnel;
- To provide leadership and coordination in recommending policies or remedial actions to correct deficiencies and promote economy, efficiency and effectiveness of LADWP programs and operations including:
 - Identifying systemic issues and systemic steps that can be taken to reduce fraudulent, wasteful or unethical activities and recommend remedies in situations where apparent unethical, wasteful or fraudulent behavior has been found;
 - Ensuring compliance with Los Angeles City Ethics Commission policies and procedures for financial disclosure of personnel involved in procurement or contracting decisions, and developing a system to enhance such policies and procedures where appropriate; and
 - Coordinating with appropriate offices and agencies when criminal behavior is suspected.
- To provide independent analyses, evaluations and appraisals of LADWP's performance effectiveness, the accuracy of its information systems, the economic and efficient utilization of its resources, and the adequacy of its internal controls;

- To report expeditiously to appropriate local, state, and/or federal prosecutorial and investigative agencies whenever the Inspector General has reasonable grounds to believe there has been a violation of criminal law; and
- To prepare a semi-annual report of investigations, audits and other Inspector General actions and coordinate with the LADWP's Communications, Marketing and Public Affairs office to facilitate dissemination, public outreach and engagement efforts.
- Continue to report the Rates Metrics on quarterly basis to the Office of Public Accountability/Ratepayer Advocate and semi-annually to the Board
- Report the Equity Metrics semi-annually to the Board
- Continue to provide monthly data for the Mayor's Office Dashboard metrics and for the Mayor's Open Data portal – work with Mayors' Office as necessary
- Work with Joint Authority that includes the Office of the Mayor, Controller's Office, and the Council Office to assist with the 2021 IEA (industrial, economic, and administrative) Survey and follow-up recommendations

4. Equal Employment Opportunity Services (EEOS)

- Implement a new Case Management System that will greatly increase functionality and sophistication to perform inter-system communication with the City of Los Angeles MyVoiceLA system, integration of current business processes, and customization of reporting mechanisms.
- Conduct on-site outreach to LADWP facilities and yards to reinforce the Zero Tolerance Policy (ZTP) and the consequences of violating the ZTP at all worksites.
- Perform workplace restoration, including conflict resolution or mediation, following the investigation of a discrimination or harassment complaint.
- Establish and promote a new marketing campaign that will focus on LADWP as a zero tolerance Department. The new marketing campaign will aim to foster and encourage a workplace where discrimination, harassment, retaliation, and hazing are prohibited and will not be tolerated.
- Provide "Workplace Harassment & Abusive Conduct Prevention" training to all LADWP employees (approximately 12,000) between 2023-2024. EEOS will also monitor compliance as legally mandated by the State of California Assembly Bill AB 1825.

5. Employee Relations and Benefits

- Effectively advocate the Department's position regarding employment related and labor relations related matters before various Commissions, Boards, City Council, Committees and third-party neutrals.

- Support and maintain effective labor/management relationships for the purpose of addressing labor relations issues in the most constructive and cost-effective manner, including resolving and reducing the number of grievances, arbitrations, and unfair employee relations practice claims filed.
- Enhance and improve compliance, fairness, and consistency throughout the Department on the interpretation and application of Memorandum of Understandings, policy, federal, state, and local laws, and the Department's historical and past practices pertaining to various labor relations issues.
- Ensure the continuity of an effective and efficient workforce by developing and improving staff skills and capabilities to enhance productivity, quality, efficiency, effectiveness, and timeliness through training, education, and partnerships.
- Secure successor Memoranda of Understanding with bargaining units that are under negotiations (e.g. Service Employees International Union, Association of Confidential Employees). Negotiate department policy changes, salary and benefit information, and memorialize and implement policies and agreements.
- Implement investigations training for supervisors and managers department-wide. Conduct strategic and focused Labor Relations meetings and trainings with Division Managers and Administrative staff to provide guidance on current labor relations issues to ensure consistency and compliance with Department policies and procedures.
- Continue to maintain quality health and family care benefit programs that meet or exceed industry standards, which support the department's recruitment/retention strategy, and to implement enhancements developed in conjunction with the Board and the LADWP Women's Council. Key activities and priorities include:
 - Conducting benefits benchmarking surveys of other comparable public sector entities and utilities
 - Reimagining the Wellness Program by developing strategic planning/metrics to track, study and assess results on the Wellness Program
 - Securing new contract for Health Care Consultancy, Lactation Program Consultation and Services, and a contract amendment to the Flex Plan Program contract
 - Negotiating carrier health plan rate renewals containing more competitive rates
 - Continuing to work with Workday, Payroll, and HRMS on developing an ERP system for employee health and dental plans and benefits
- Continue to streamline, consolidate and enhance the content displayed on the MyDWP intranet and eBenefits internet pages regarding benefit programs managed by Employee Health and Benefits.
- Provide policy guidance and expertise to department managers and supervisors on programs administered by Employee Health and Benefits, which includes centralized training for Department of Transportation (DOT) Drug and Alcohol

Testing for LADWP supervisors with employees that are within DOT parameters, and who must be randomly tested

- Centralize the reasonable accommodation function within the Department, to ensure consistency in handling cases and the Interactive Process, and better coordinate and communicate with the department's Reasonable Accommodation Coordinators, Office of the City Attorney, and the Workers' Compensation Office.
- Make updates to the department's Family Medical Leave policy based on changes to the California Family Rights Act and Interim Drug and Alcohol policy in the LADWP Administrative Manual and on MyDWP intranet, as appropriate.
- Distribute the new LADWP handbooks on drug and alcohol testing for Federal Motor Carrier Safety Administration and Pipeline and Hazardous Material Safety Administration employees.

6. Legislative and Intergovernmental Affairs

- Meet with legislators and agency representatives in Sacramento and Washington, D.C. quarterly (minimum) to educate the Los Angeles delegation and other key legislators to protect and preserve LADWP interests
- Work closely with the Mayor's Office to secure City Council positions on State and Federal bills impacting LADWP
- Proactively maintain and develop relationships and alliances within the utility industry as well as with elected officials to advocate for and protect LADWP interests
- Develop and maintain relationships with key utility, business associations, and trade organizations (e.g., American Public Power Association, Valley Industry & Commerce Association, California Municipal Utilities Association, Los Angeles Chamber of Commerce, Greater Los Angeles African American Chamber of Commerce, etc.) sharing common interest in legislative and regulatory issues of significance to LADWP
- Single point of contact resource for offices of local, state, and federal elected officials

7. Innovation & Partnerships

- Partner with secondary, college, and university institutions, community-based organizations, and others to create and maintain workforce development programs and pipelines for the energy, water, and clean technology sectors
- Partner with business organizations, ethnic and gender chambers, and others to educate and grow businesses that provide energy, water, and clean tech products and services to our customers
- Partner with the faith-based community, non-profits, and others including the South Los Angeles Transit Empowerment Zone to promote small businesses

participation in LADWP programs and incentives, especially in disadvantaged communities

- Partner with the Mayor's Office and other stakeholders to develop and implement resiliency pilot projects
- Partner with the Los Angeles Cleantech Incubator, Business Source Centers, ethnic chambers, and other incubators to move towards equity in the energy, water and clean technology sectors
- Partner with the Mayor's Office, The Valley Economic Alliance, and other stakeholders to attract, retain, and grow business especially in disadvantaged communities, opportunity zones, and promise zones

8. Real Estate

- Hire and promote personnel in line with the initiatives to support Water and Power System projects.
- Continue working with IT in the development of the comprehensive database to include all of the Department's facilities and properties within the City of Los Angeles
- Provide support to Power, Water, and Joint Systems in leasing and acquiring property related to the JFB restack, LA100, and Operation Next projects.
- Work on increasing the Department's revenue by integrating a fee-based system for customer licensing, processing of encroachments, accessory dwelling units, and handling public customer requests.

9. Legal and Claims Office

- Provide aggressive and cost-effective legal representation to LADWP
- Pursue creative cost-effective solutions to client-business problems which provide efficient methods to achieve Department goals while satisfying City Charter and other legal requirements
- Aggressively pursue reimbursement for injuries and damage to property
- Work closely with Customer Service Division to identify and collect unpaid judgments
- Provide legal support and advice to the Water, Power, and Joint Systems in the execution of priority projects
- Upgrade Customer Service and maintain a high level of professionalism in the Customer Service area for the personnel of the Office of the City Attorney
- Improve administrator/supervisor/employee communication
- Improve attendance by informing the employees of the Department's standards and the procedures for those who find themselves on the Attendance Improvement Program

- Establish a paperless environment for the Legal Division to increase efficiency and reduce waste
- Continue to establish a paperless environment for the Claims Office and improve claims processing time