Los Angeles Department of Water & Power

**INFORMATIONAL BOARD LETTER**

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Ann M. Santilli (Jan 22, 2024 11:41 PST)

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**DATE:** January 8, 2024

**SUBJECT:** LADWP Rates Metrics Semi-Annual Report

## SUMMARY

Attached is the semi-annual report on Rates 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 detailed information is provided in this Informational Board Letter under section Rates Metrics.

## RATES METRICS

Rates Metrics 2023-2024 (Fiscal-Year-To-Date October 2023)

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 2023 performance status of all these metrics is listed in the Rates Metrics Summary (Attachment I).

| LADWP Rates Metrics Status (Fiscal Year to Date October 2023) | | |
|---|---|---|
| **Performance Status** | | **# Metrics** |
| Exceeds Target | Blue | **2** |
| Within Acceptable Variance | Green | **29** |
| Outside Acceptable Variance | Red | **19** |
| Needs Attention | Yellow | **0** |
| Information Only | White | **9** |
| | Total | **59** |

For the period ending October 2023, 53 percent of the metrics are either within the acceptable variance or exceed the target.

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

Power System

| Metric | Variance | Explanation |
|---|---|---|
| Average cost of training per Electric Distribution Mechanic Trainee (EDMT) | 31.2% | • The actual cost per trainee is higher this month compared to September due to increased spending in classroom training. More trainee classes were in session at the Truesdale Training Facility, thus increasing labor and allocations. |
| Power System Reliability Program (PSRP) Generation Capital (Budget vs. Actual) | -25.4% (-$2.3M) | • The underspending is due to a high budget projection. The budget has been marked up to reflect more accurate expenditures. |
| PSRP Transmission Capital (Budget vs. Actual) | -75.7% (-$10.3M) | • Underrun is primarily due to the expenditures for these projects being non-linear. The bulk of the new construction and maintenance work cannot happen on the transmission system until the summer is over. More significant charges are anticipated to start in November; expenditures are expected to ramp up as the fiscal year progresses. Additional budget re-estimates are in progress to remove budget items associated with projects that are completed and projects that have construction schedule changes. |
| PSRP Substation Capital (Budget vs. Actual) | -29.7% (-$15.1M) | • Underspending due to lack of Construction and Test Lab resources and competing capital jobs. |

| Metric | Variance | Explanation |
|---|---|---|
| Number of Crossarms Replaced | -26.6% | • There is a lack of contracted crews available to meet the target goal, due to a shortage of qualified workers.<br>• Current crews are prioritizing fix-it tickets in high fire threat areas along with deteriorated poles. |
| Average Unit Price per Crossarm | 137.5% | • Crossarm replacement costs will fluctuate depending on the difficulty factor of the crossarm replacement.<br>• In addition to the other contributing factors causing a fluctuation in cost, District crews are working overtime to keep up with the Key Performance Indicator (KPI) targets for crossarms. |
| Average Unit Price per Mile of Cable | 38.6% | • Overrun is caused by customer outages which require additional labor and overtime by District crews to restore power and labor intensive large 34.5kV cable replacement projects. |
| Distribution Automation Project (Budget vs. Actual) | 32.7% ($1.6M) | • LADWP made payments in October 2023 for Distribution Automation contract milestones. Cost overrun due to payments for consulting services, Advanced Meter Infrastructure (AMI) managed services and software upgrades. |

## Water System

| Metric | Variance | Explanation |
|---|---|---|
| Water Supply Costs - Capital (Budget vs. Actual) | -54.2% ($-14.8M) | • The $4.7M underrun in Los Angeles Aqueduct (LAA) Southern District Additions and Betterments jobs is primarily due to underspending in labor and construction services. Several capital projects, such as the Old Top Removal and Nine Mile Cement Lining projects, have been delayed.<br>• Water Recycling Capital jobs have a $4.4M underrun caused by delays in processing construction mobilization invoices for jobs in the Harbor area. The projects are actively in progress to support the expansion of the recycled water system in the Harbor area.<br>• There is a $3.6M underrun in LAA Northern District Additions & Betterments. The underspending in outside services and purchases from other systems is driven by payment delays for landfill remediation services. Underspending in labor is due to project delays as well as a shifting of priorities from Capital projects to focus on O&M due to major storm events. |

| Metric | Variance | Explanation |
|---|---|---|
| Water Supply Costs – Operations and Maintenance (O&M) (Budget vs. Actual) | 15.1% ($7.4M) | • The $11M overrun in the LAA North District Operations is due to expenditures for labor, materials and supplies, rentals, and fleet operator services being higher than anticipated as crews continued to work on flood mitigation due to record snowpack and storms occurring in 2023. Other system purchases overruns account for the additional resources required to protect Aqueduct assets and infrastructure.<br>• Helping offset the overrun is a $3.8M underrun in LA Groundwater Pump and Source Facilities. Several well fields are currently not in production due to the excess supply of aqueduct water, which has resulted in decreased expenditures. |
| Aqueduct Refurbishment Capital (Budget vs. Actual) | -57.2% ($-6.7M) | • The underrun in LAA Southern District Additions & Betterments is due to several capital projects being delayed. The Old Top Removal project is uncertain whether it will occur this fiscal year due to high flows in 2023 and the Nine Mile Sag Pipe Cement Re-Lining Project is postponed due to contractor and materials supply delays.<br>• Contributing to the underrun is LAA Northern District Additions & Betterments as management shifted priorities from Capital projects to focus on O&M due to major storm events this calendar year. |
| Aqueduct Refurbishment O&M (Budget vs. Actual) | 49.6% ($9.7M) | • The $11M overrun in the LAA North District Operations is due to additional labor, materials and supplies, and construction equipment services that were needed for flood mitigation as a result of the record snowpack and storms occurring in 2023. |
| Meter Replacement | -16.0% | • The rate of meter replacement is outside the acceptable variance due to supply chain issues, thus resulting in a meter inventory shortage. Dedicated meter replacement crews were temporarily redeployed to other tasks. However, once additional meter inventory is received, the Division anticipates meeting the meter replacement goal by fiscal year-end. |

| Metric | Variance | Explanation |
|---|---|---|
| Water Quality Capital (Budget vs. Actual) | -18.4% (-$12.2M) | • The $6.9M underrun in Chloramination Station Installation jobs is due to a delay in the Mission Wells Chloramination Station project as the project delivery method is set to be changed and design specifications are being modified to prepare for this change. Contributing to the underrun is the North Hollywood Central Chlorination Station Replacement job. The project is pending Notice of Compliance approval; construction is expected to start in November 2024.<br>• The $5.4M underrun in Water Treatment Improvement jobs is due to delays with the procurement of the Owner's Agent and Design-Build contract for the Fairmont Sediment Plant project. Contributing to the underrun are project delays for the Crystal Springs Treatment Station Construction, Keeler Treatment Station Upgrade, and Santa Ynez Temporary Hypo Station. |

## Joint System

| Metric | Variance | Explanation |
|---|---|---|
| Financial and Human Resources Replacement Project (Budget vs. Actual) | -69.2% ($-20.2M) | • Due to overall delays in Human Resources/Payroll and Financial Management (Phases II and III) contract spending for Professional Services are projected to be underspent $10M this year.<br>• $2.1M was moved in Functional Item 98189 using Cost Element 20 further increasing variance in the budget vs actuals.<br>• Budgeted expenses were delayed in the first quarter of Fiscal Year (FY) 23-24 due to delayed deliverables completion and labor constraints. |
| Cyber Security Capital Projects (Budget vs. Actual) | -48.1% ($-3.6M) | • Slower than anticipated progress in task order planning and awards is causing the underrun. Budget to be re-estimated by mid-fiscal year to realistically reflect what's possible to execute through year-end. |
| Customer Information System Upgrades (Budget vs. Actual) | -91.2% (-$10.5M) | • Delays in planned kickoff/implementation of Customer Cloud Service (CCS) migration are causing the underrun in labor and professional service costs. The project kickoff delay is also causing the underrun related to the purchase of CCS software licenses and related technology. The purchase of CCS software licenses is delayed due to issues encountered in the procurement process for the contract to purchase these licenses. Once procurement issues are resolved, an estimated $13.4M in professional services and software licensing is projected to hit in the fourth quarter of this fiscal year. |

| Metric | Variance | Explanation |
|---|---|---|
| Energy Savings Against Plan | -27.2% | • Energy efficiency program activities are slowly ramping up in the first 4 months of FY 23-24. Program participation and incentive payments are expected in the coming months for Comprehensive Affordable Multifamily Retrofit (CAMR) and other Commercial Institutional Industrial (CII) energy efficiency programs. |
| Energy Efficiency Portfolio (Budget vs. Actual) | -23.8% (-$14.6M) | • Energy efficiency program activities started the FY 23-24 with a 39% underrun, but has slowly accelerated and expenditures increased, with a 24% underrun by October 2023. Expenditures are expected to increase this FY with CAMR program anticipating incentive payments in the coming months. Also, CII program revisions with increased incentive rates anticipates increased participation in programs. |

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 2022-2023

The Rates Metrics for Fiscal Year 2022-2023 included 16 for Water System, 29 for Power System, and 14 for Joint System. A summary of the fiscal-year-to-date June 2023 performance status of all these metrics is listed in the Rates Metrics Summary (Attachment II).

| **LADWP Rates Metrics Status (Fiscal Year to Date June 2023)** | | |
|---|---|---|
| **Performance Status** | | **# Metrics** |
| Exceeds Target | Blue | **4** |
| Within Acceptable Variance | Green | **29** |
| Outside Acceptable Variance | Red | **18** |
| Needs Attention | Yellow | **0** |
| Information Only | White | **8** |
| | Total | **59** |

For the period ending June 2023, 56 percent of the metrics are either within the acceptable variance or exceeds the target. Achievements highlighted in the metrics include:

Power System

- Exceeded targets for number of EDMT and Electrical Mechanic Trainee (EMT) graduates.
- Met Power System Reliability Program asset replacement targets for distribution assets (poles, crossarms, and cable) and exceeded replacement target for transformers.

Water System

- Met asset replacement goals for mainline and meter replacement and exceeded target goal for trunk line replacement.

Eighteen of the fifty-nine 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 |
|---|---|---|
| Average Cost of Training per Electric Distribution Mechanic Trainee | 73.9% | • The actual cost per trainee in June is higher compared to May due to increased spending in classroom training and increased allocations. The annual average cost per EDMT was within target with a variance of 24%. |
| Average Cost of Training per Electrical Mechanic Trainee | 28.4% | • The actual cost per trainee in June is higher compared to May due to increased spending in Classroom training and increased allocations. The annual average cost per EMT was within target with a variance of -19.4%. |
| Last Signed Power Purchase Agreement by Technology (Geothermal) | 23.8% | • Actual is above target due to current market trends. |
| Power System Reliability Program (PSRP) Generation Capital (Budget vs. Actual) | -16.5% (-$3.5M) | • Underrun caused by Generation Transformer Replacement Project due to delay of transformer delivery to next fiscal year. |
| PSRP Transmission Capital (Budget vs. Actual) | 45.1% ($18.9M) | • Overrun is primarily due to a major milestone payment made to the contractor for Scattergood-Olympic Cable B Install, and the unbudgeted payment made for Cable B Bypass work as a |

| Metric | Variance | Explanation |
|---|---|---|
| | | change order for the same contract regarding this job. |
| PSRP Substation O&M (Budget vs. Actual) | 21.6% ($15.5M) | • Overall overrun is mainly attributed to overtime labor and allocations for equipment repairs, restorations, and emergency response efforts at various Receiving, Distributing, and Customer Stations system-wide. |
| Average Unit Price Per Cross-arm | 41.7% | • The increased cost is due to allocating more than usual resources to the repair of Priority 1 fix-it tickets, many of these were arm replacements. This includes personnel and equipment. |
| Distribution Automation Project (Budget vs. Actual) | -59.5% (-$15.4M) | • Delays in substation deployment and changes in the complete system integrations project, and termination of associated task orders has resulted in significant underspending. |

## Water System

| Metric | Variance | Explanation |
|---|---|---|
| Water Supply Costs - Capital (Budget vs. Actual) | -55.7% (-$62.1M) | • Watershed Stormwater Capture jobs have a $29.3M underrun. The Stormwater Capture Parks Program, which consists of nine recreational parks in the San Fernando Valley area, has experienced major delays in implementing the Memorandum of Agreement (MOA), which was initially in negotiation with the Bureau of Sanitation, but will now be in collaboration with the LA County Flood Control District. The execution of the MOA is anticipated to occur next FY 23-24.<br>• Water Recycling Capital jobs have a $12.3M underrun. The Harbor Refineries Pipeline Project is experiencing delays in construction mobilization with the contractor. Permitting issues and concerns from the Bureau of Engineering have led to construction delays for the Harbor Recycled Water Potable Backup Project.<br>• Water Conservation Water funded jobs contribute $12M to the underrun due to decrease in demand for commercial and residential rebates from customers. |

| Metric | Variance | Explanation |
|---|---|---|
| Water Supply Costs – O&M (Budget vs. Actual) | 27.1% ($37.7M) | • The Los Angeles Aqueduct Northern District Operation jobs have a $20M overrun and the LAA Northern District Maintenance job has a $8.9M overrun. Due to the record snowpack, additional labor, fleet operator services, construction equipment services, and materials and supplies were needed for the implementation of flood control measures.<br>• Water Recycling O&M jobs have a $12.4M overrun. Payments to the West Basin Municipal Water District for the cost of water treatment on the westside, construction of the Hyperion Advanced Water Purification Facility, and additional labor needed to assist with the Groundwater Replenishment Project and the high sales of recycled water have resulted in increased payments to Los Angeles Sanitation have all contributed to the overrun. |
| Aqueduct Refurbishment Capital (Budget vs. Actual) | -29.8% (-$10.2M) | • The underrun is due to several capital projects, such as the North Haiwee Dam Project, Grant Lake Roto Valve, and Grant Lake Spillway Modification Project being postponed due to additional Scope of Work or delays in planning and permitting. Contributing to the underrun is management's directive to contract out the Grant Lake Spillway Modification Project; work will no longer be performed by Power Construction & Maintenance. |
| Aqueduct Refurbishment O&M (Budget vs. Actual) | 57.5% ($33.3M) | • Aqueduct continues to focus on O&M work as several Capital projects are delayed.<br>• Additional labor, materials and construction services were needed for flood control measures due to record snowpack. |

## Joint System

| Metric | Variance | Explanation |
|---|---|---|
| Financial and Human Resources Replacement Project (Budget vs. Actual) | -50.9% (-$50.0M) | • Due to overall delays in Human Resources/Payroll and Financial Management (Phases II and III) contract spending for Professional Services is projected to be underspent $27 million this year and Material Services are projected to be $8 million underspent.<br>• Enterprise Resource Planning labor expenditures were below approved budget levels as hiring for additional positions continues. |
| Cyber Security Capital Projects (Budget vs. Actual) | -56.6% (-$15.3M) | • Establishment of new Task Order Request Package (TORP) and corresponding TORP Amendments delayed invoice processing during the second half of the fiscal year. |

| Metric | Variance | Explanation |
|---|---|---|
| | | • Labor cost variances are due in part to shifting projects between Capital and O&M as well as collaborative efforts between Cyber and different groups within IT. |
| Customer Information System Upgrades (Budget vs. Actual) | -67.4% (-$17.5M) | • Labor costs are lower due to delays in hiring activity to fill vacant positions. Lower labor costs are also related to the delays with the kickoff of some capital project initiatives such has Water Trouble Work Management system replacement and AMI.<br>• Additionally, there are also delays in purchase of software licenses needed to support AMI and implementation of related technology. |
| Number of Full-Time Equivalents for Information Technology Services (ITS) as Compared to Plan | 82% | • Hiring has been largely affected by delays in the establishment or refresh of critical Civil Service lists by the Personnel Department. |
| Energy Savings Against Plan | -21.4% | • Efficiency Solutions Division achieved 328 Gigawatt hours energy savings this FY 22-23. Energy efficiency program activities are expected to accelerate in FY 23-24. |
| Energy Efficiency Portfolio (Budget vs. Actual) | -19.8% (-$34.3M) | • Energy efficiency programs have slowly ramped up after some programs resumed in June 2021. Energy efficiency program activities accelerated and expenditures increased towards the end of FY 22-23. |

## 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.

## ATTACHMENTS

- LADWP Rates Metrics Summary 2023-2024 Fiscal Year to Date October 2023 (Attachment I)
- LADWP Rates Metrics Summary 2022-2023 Fiscal Year to Date June 2023 (Attachment II)

# ATTACHMENT I
# LADWP Rates Metrics
# Summary 2023-2024 Fiscal Year
# To Date (October 2023)

# LADWP RATES METRICS SUMMARY

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 23/24 Target | Acceptable Variance | Responsible Manager | October 2023 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: $594.9K | +/- 25% | Brian Williams | 31.2% |
| | Power System Training Plan | 2 | Average cost of Power System Training Plan per trainee | Average cost of training for Electrical Mechanic Technician (EMT) classification per trainee that graduates from respective training program | EMT: $689.7K | +/- 25% | Brian Williams | 1.3% |
| | Power System Training Plan | 3 | Number of trainee graduates against Power System Training Plan | Number of Electric Distribution Mechanic Technician (EDMT) trainees that graduate from each respective training program against the annual training plan | EDMT: 25 | +/- 15% | Brian Williams | 25.0% |
| | Power System Training Plan | 4 | Number of trainee graduates against Power System Training Plan | Number of Electrical Mechanic Technician (EMT) trainees that graduate from each respective training program against the annual training plan | EMT: 25 | +/- 15% | Brian Williams | 9.1% |
| None | Power Distribution Staffing Program | 5 | Number of Full Time Equivalents (FTEs) for Power Distribution field positions as compared to plan | Number of Full Time Equivalents (FTEs) for Power Distribution field positions as compared to plan | Vacant budgeted Power Distribution field positions at 495 vacancies or less by the end of the fiscal year | +/- 15% | Nazir Fazli | 9.2% |
| Energy Cost Adjustment Factor | Renewable Portfolio Standard (Owned) | 6 | Renewable Portfolio Standard (RPS) Percentage (%) | GWh from RPS plants/GWh for all customers (State requirement) | 41.25% for Calendar Year 2023<br>44.00% for Calendar Year 2024 | +/- 3% of each calendar year's goal toward state law mandates | Steven Pruett | N/A |
| | Renewable Portfolio Standard (Owned) | 7 | Total RPS cost ($/MWh) vs. plan, by technology (Wind) | Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Wind) | Wind: $108.88/MWh | + 15% | Marlon Santa Cruz | 7.9% |
| | Renewable Portfolio Standard (Owned) | 8 | Total RPS cost ($/MWh) vs. plan, by technology (Solar) | Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Solar) | Solar: $71.29/MWh | + 15% | Marlon Santa Cruz | 0.5% |
| | Renewable Portfolio Standard (Owned) | 9 | Total RPS cost ($/MWh) vs. plan, by technology (Geothermal) | Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Geothermal) | Geothermal: $79.41/MWh | + 15% | Marlon Santa Cruz | -2.2% |
| | Renewable Portfolio Standard (Owned) | 10 | Last signed power purchase agreement (PPA) ($/MWh) by technology (Wind) | Last signed PPA ($/MWh) by technology (Wind) | Wind: $41.00/MWh | +30% | Marlon Santa Cruz | -37.8% |
| | Renewable Portfolio Standard (Owned) | 11 | Last signed PPA ($/MWh) by technology (Solar) | Last signed PPA ($/MWh) by technology (Solar) | Solar: $41.00/MWh | +15% | Marlon Santa Cruz | -52.0% |
| | Renewable Portfolio Standard (Owned) | 12 | Last signed PPA ($/MWh) by technology (Geothermal) | Last signed PPA ($/MWh) by technology (Geothermal) | Geothermal: $61.00/MWh | +30% | Marlon Santa Cruz | 23.8% |

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

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 23/24 Target | Acceptable Variance | Responsible Manager | October 2023 Performance |
|---|---|---|---|---|---|---|---|---|
| Reliability Cost Adjustment Factor | Power System Reliability Program (Generation) | 13 | Budget vs. actual ($M) for capital in the Generation budget | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 15% | Jose Gutierrez | -25.4% |
| | Power System Reliability Program (Transmission) | 14 | Budget vs. actual ($M) for capital included in the Transmission budget | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 15% | Adriana Perez | -75.7% |
| | | 15 | Budget vs. actual ($M) for O&M expenses included in the Transmission budget | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 15% | Ruben Hauser | -2.1% |
| | Power System Reliability Program (Substation) | 16 | Budget vs. actual ($M) for capital in the Substation budget | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 15% | Vincent Zabukovec | -29.7% |
| | | 17 | Budget vs. actual ($M) for O&M expenses in the Substation budget | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 15% | Jonathan Fonti | 10.8% |
| | Power System Reliability Program (Distribution) | 18 | Budget vs. actual ($M) for capital in the Distribution budget | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 15% | Tesfaye Zeleke | -9.3% |
| | | 19 | Budget vs. actual ($M) for O&M expenses in the Distribution budget | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 15% | Ruben Hauser | 7.6% |
| | 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: 1,255 | +/- 15% | Ruben Hauser | 14.8% |
| | | 21 | Number of fixed assets replaced against plan for critical Distribution assets (Poles) | Numbers of poles replaced against plan | Pole: 3,700 | +/- 15% | Ruben Hauser | -0.3% |
| | | 22 | Number of fixed assets replaced against plan for critical Distribution assets (Crossarms) | Numbers of crossarms replaced against plan | Cross-arm: 12,600 | +/- 15% | Ruben Hauser | -26.6% |
| | | 23 | Number of fixed assets replaced against plan for critical Distribution assets (Cable) | Numbers of  miles of cable replaced against plan | Cable: 60 miles | +/- 15% | Tesfaye Zeleke | -7.5% |
| | Power System Reliability Program (Distribution) | 24 | Average unit price for critical Distribution assets (Transformers) | Average unit price per transformer | Transformer: $10.2k | +/- 15% | Walter Rodriguez, Jr. | 4.9% |
| | | 25 | Average unit price for critical Distribution assets (Poles) | Average unit price per pole | Pole: $36.6k | +/- 15% | Walter Rodriguez, Jr. | -9.8% |
| | | 26 | Average unit price for critical Distribution assets (Cross-arms) | Average unit price per cross-arm | Cross-arm: $1.6k | +/- 15% | Walter Rodriguez, Jr. | 137.5% |
| | | 27 | Average unit price for critical Distribution assets (Cable) | Average unit price per mile of cable | Cable: $1,376.1k | +/- 15% | Walter Rodriguez, Jr. | 38.6% |
| None | Distribution Automation Project | 28 | Distribution Automation Project total spending against plan | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 15% | Kodi Uzomah | 32.7% |

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

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 23/24 Target | Acceptable Variance | Responsible Manager | October 2023 Performance |
|---|---|---|---|---|---|---|---|---|
| None | Distribution Automation Project progress | **29** | Distribution Automation Project progress against schedule | Project milestones met against project schedule | Project Milestones and Dates:<br>Target date: FY 23/24 Qtr 2 (Oct 2023-Dec 2023) - Complete installation of pole top communication equipment.<br>Target date: FY 23/24 Qtr 4 (Apr 2024-Jun 2024) - Complete construction work at RS-G, DS-93, and DS-36.<br>Target date: FY 23/24 Qtr 4 (Apr 2024-Jun 2024) - Complete installation of reclosers and Intelligent Electronic Device (IEDs) on 36-05 and 36-10. | 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 86 vacancies or less by the end of the fiscal year | +/- 15% | Breonia Lindsey/Sandra Foster | **-4.2%** |
| Water Supply Cost Adjustment Factor | Water Supply | **31** | Water supply costs budget vs. actual ($M) for capital | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 10% | April Thang | **-54.2%** |
| | Water Supply | **32** | Water supply costs budget vs. actual ($M) for O&M (excluding Purchased Water costs) | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 10% | April Thang | **15.1%** |
| | 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 | Jesus Gonzalez | **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 R. Pettijohn | **-0.5%** |
| | Capital Improvement Program | **36** | Budget vs. actual ($M) for Aqueduct refurbishment capital | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 10% | Wendy McGhie | **-57.2%** |
| | Capital Improvement Program | **37** | Budget vs. actual ($M) for Aqueduct refurbishment O&M | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 10% | Wendy McGhie | **49.6%** |
| | Water Supply | **38** | Level of water conservation against target (GPCD) | Gallons per capita per day (GPCD) of water conserved against target | 106 Gallons | +/- 10% | Terrence McCarthy | **-3.9%** |
| Water Infrastructure Adjustment Factor | Capital Improvement Program | **39** | Budget vs. actual ($M) for fixed assets replacement | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 10% | April Thang | **-7.5%** |
| | Capital Improvement Program | **40** | Assets replaced against plan | Feet of mainline replaced against plan | Mainline: 225,000 Feet | +/- 10% | **Mainline & Meters:** Breonia Lindsey/Sandra Foster | **-5.3%** |
| | Capital Improvement Program | **41** | Assets replaced against plan | Feet of trunkline replaced against plan | Trunk Line: 6,900 Feet | +/- 10% | **Trunkline:** Paul Liu | **38.9%** |
| | Capital Improvement Program | **42** | Assets replaced against plan | Number of meters replaced against plan | Meters: 34,000 | +/- 10% | **Mainline & Meters:** Breonia Lindsey/Sandra Foster | **-16.0%** |

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

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 23/24 Target | Acceptable Variance | Responsible Manager | October 2023 Performance |
|---|---|---|---|---|---|---|---|---|
| Water Quality Improvement Adjustment Factor | Water Quality Projects | **43** | Total Water Quality Budget vs. actual ($M) for capital | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 10% | Paul Liu | **-18.4%** |
| Water Quality Improvement Adjustment Factor | Water Quality Projects | **44** | Total Water Quality Budget vs. actual ($M) for O&M | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 10% | Ruben Rosales | **-6.0%** |
| Owens Valley Regulatory Adjustment Factor | Owens Valley | **45** | Budget vs. actual for Owens Lake O&M ($M) | Board Approved Annual Budget vs. Actual expenditures | No Target | Info only | Adam Perez | **NA** |
| | Human Resources | **46** | Human Resources Total FTEs against plan | Total number of full time equivalent positions occupied vs. annual Authorized Personnel Resolution | FY23/24 Board Approved Annual Authorized Personnel Resolution - May 2023 | +/- 20% | Gregory Reed | **-18.5%** |
| | Financial and Human Resources Replacement Project | **47** | Financial and Human Resources Replacement Project total spending against plan | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 20% | Rita Khurana-Carwile | **-69.2%** |
| | Financial and Human Resources Replacement Project | **48** | Financial and Human Resources Replacement Project progress against schedule | Project milestones met against project schedule | Phase 1: Human Capital Management (HCM) Test Stage Completion Dec 2024<br>Phase 1: Deploy Jan 2024<br>Phase 2: Financial Management (FIN) Configure & Prototype Stage Completion Sept 2023<br>Phase 2: FIN Test Stage Completion May 2024 | Info only | Rita Khurana-Carwile | **NA** |
| | Cyber Security Capital Projects | **49** | Budget vs. Actual ($M) for Cyber Security Capital Projects | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 15% | Marco Elizarraras | **-48.1%** |
| | Customer Information System Upgrades | **50** | Budget vs. Actual ($M) for Customer Information System (CIS) Upgrades, Enhancements and System Integrations | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 15% | Annamae Peji | **-91.2%** |
| | Information Technology Services Staffing Program | **51** | Number of Full Time Equivalents (FTEs) for Information Technology Services (ITS) as compared to plan | Number of FTEs for ITS employed as compared to plan | Vacant budgeted ITS positions at 50 vacancies or less by the end of the fiscal year | +/- 15% | Mona Guirguis | **-5.1%** |
| | LADWP Employee Cost | **52** | LADWP Employee Cost Budget vs. Actual ($M) | LADWP total employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainees) Budget vs. Actual | FY23/24 Board Approved Budget - May 2023 | +/- 15% | LADWP Senior Management | **-5.6%** |
| | 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** |

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

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 23/24 Target | Acceptable Variance | Responsible Manager | October 2023 Performance |
|---|---|---|---|---|---|---|---|---|
| | 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** |
| 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 2023: 60% below LADWP's 1990 levels<br>Calendar Year 2024: 60% below LADWP's 1990 levels | +5% | Katherine Rubin | **40.0%** |
| 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 | **-27.2%** |
| | Energy Efficiency | **58** | Budget vs. actual ($M) for the overall EE portfolio | Board Approved Annual Budget vs. Actual expenditures | FY23/24 Board Approved Budget - May 2023 | +/- 15% | David Jacot | **-23.8%** |
| | Energy Efficiency | **59** | Levelized EE program costs ($/kWh) | Cost per kWh over lifetime of installed energy efficiency solutions | Annual metric: Levelized Cost $0.047/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)*

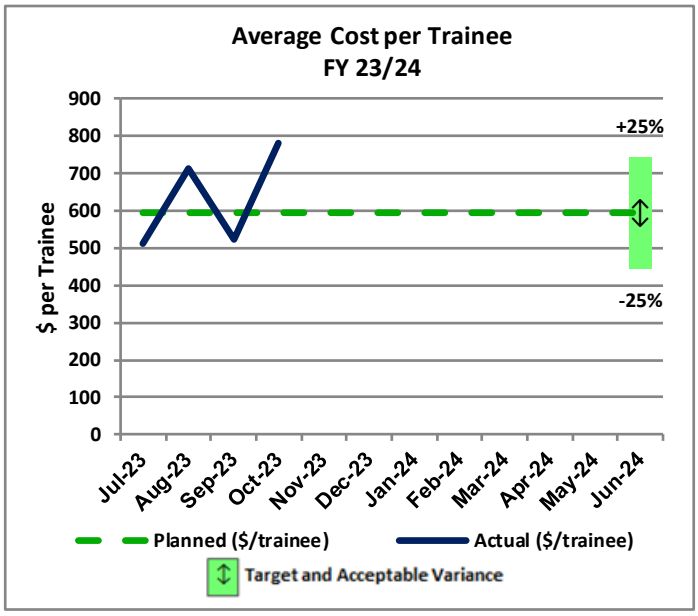
**RESPONSIBLE MANAGER:** Brian Williams, Power System Safety and Training - Training **REPORTING PERIOD:** October 2023

**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 23/24):** Target = $594.9 per EDMT; Acceptable Variance = ± 25% Brian Williams

**STATUS:** **Outside Acceptable Variance**

| FYTD as of: | Planned ($/trainee) | Actual ($/trainee) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-23 | 594.9 | 513.4 | (81.5) | -13.7% | |
| Aug-23 | 594.9 | 713.6 | 118.7 | 20.0% | |
| Sep-23 | 594.9 | 522.9 | (72.0) | -12.1% | |
| Oct-23 | 594.9 | 780.5 | 185.6 | 31.2% | |
| Nov-23 | 594.9 | | | | 667.6 |
| Dec-23 | 594.9 | | | | 667.6 |
| Jan-24 | 594.9 | | | | 667.6 |
| Feb-24 | 594.9 | | | | 667.6 |
| Mar-24 | 594.9 | | | | 667.6 |
| Apr-24 | 594.9 | | | | 667.6 |
| May-24 | 594.9 | | | | 667.6 |
| Jun-24 | 594.9 | | | | 667.6 |
| 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%
  - 2020 to 2021: 63%

## 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, primarily due to increased spending in the Classroom Trainees for EDM Trainees (X7922). More trainee classes were in session at the Truesdale Training Facility, thus increasing the total labor and allocations for Job X7922.
- The Re-Estimate of $667.6K was calculated using the final figures of the related jobs (X7922/X7999/X7955) for the entire fiscal year 22/23 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)*

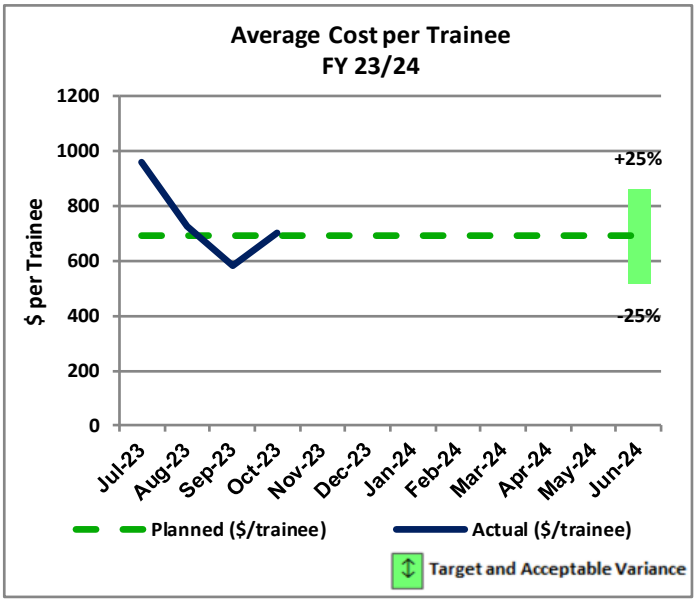
**RESPONSIBLE MANAGER:** Brian Williams, Power System Safety and Training - Training **REPORTING PERIOD:** October 2023

**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 23/24):** Target = $689.70K per EMT; Acceptable Variance = ± 25% Brian Williams

**STATUS:** **Within Acceptable Variance**

| FYTD as of: | Planned ($/trainee) | Actual ($/trainee) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-23 | 689.7 | 958.5 | 268.8 | **39.0%** | |
| Aug-23 | 689.7 | 725.1 | 35.4 | **5.1%** | |
| Sep-23 | 689.7 | 582.0 | (107.7) | **-15.6%** | |
| Oct-23 | 689.7 | 699.0 | 9.3 | **1.3%** | |
| Nov-23 | 689.7 | | | | 743.9 |
| Dec-23 | 689.7 | | | | 743.9 |
| Jan-24 | 689.7 | | | | 743.9 |
| Feb-24 | 689.7 | | | | 743.9 |
| Mar-24 | 689.7 | | | | 743.9 |
| Apr-24 | 689.7 | | | | 743.9 |
| May-24 | 689.7 | | | | 743.9 |
| Jun-24 | 689.7 | | | | 743.9 |
| **Acceptable Variance** | | | ± 25% | | |




**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%
     - 2020 to 2021: 75%
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 primarily due to increased spending in the Classroom Training for EM Trainees (X7923) and Classroom Trainers for EM Training (X7926) Jobs. The primary driver for the higher CPT is the increase in classroom training labor for EMTs and increase in labor for the Instructors. More EMT classes were at the Training Center for centralized training in October.
   - The Re-Estimate of $743.9K was calculated using the final figures of the related jobs (X7923/X7926/X7955) for the entire fiscal year 23/24 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 EMT candidates.

# LADWP RATES METRIC – *EDMT Graduates (Power)*

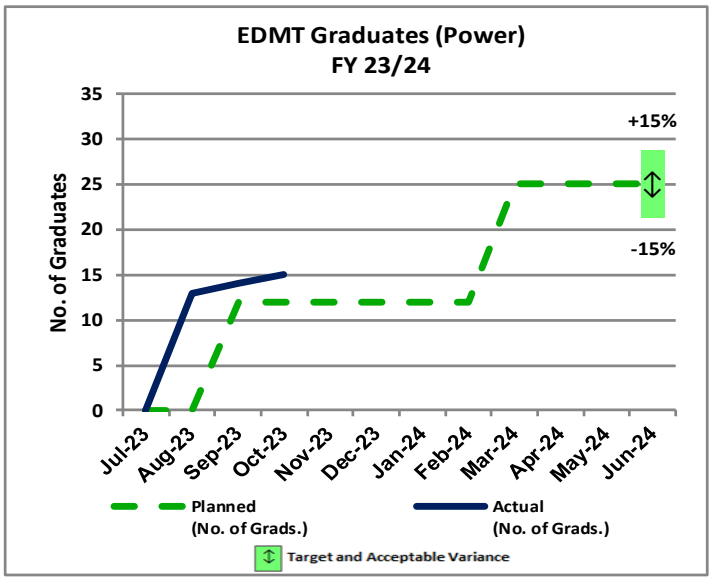
**RESPONSIBLE MANAGER:** Brian Williams, Power System Safety and Training - Training **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = 25 graduates; Acceptable Variance = ± 15% Brian Williams

**STATUS:** **Exceeds Target**

| FYTD as of: | Planned (No. of Grads.) | Actual (No. of Grads.) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | No. | % | |
| Jul-23 | 0 | 0 | 0 | **0.0%** | |
| Aug-23 | 0 | 13 | 13 | **100.0%** | |
| Sep-23 | 12 | 14 | 2 | **16.7%** | |
| Oct-23 | 12 | 15 | 3 | **25.0%** | |
| Nov-23 | 12 | | | | 15 |
| Dec-23 | 12 | | | | 15 |
| Jan-24 | 12 | | | | 15 |
| Feb-24 | 12 | | | | 15 |
| Mar-24 | 25 | | | | 28 |
| Apr-24 | 25 | | | | 28 |
| May-24 | 25 | | | | 28 |
| Jun-24 | 25 | | | | 28 |
| **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 22/23, a total of 30 EDMTs graduated – yielding a graduation rate of 77%.
- 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%
  - 2020 to 2021: 63%

## 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.

## 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)*

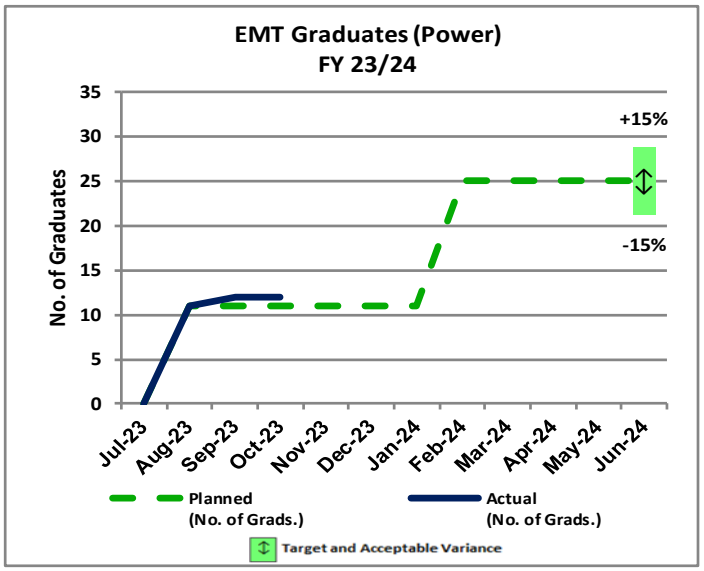
**RESPONSIBLE MANAGER:** Brian Williams, Power System Safety and Training - Training **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = 25 graduates; Acceptable Variance = ± 15% Brian Williams

**STATUS:** **Within Acceptable Variance**

| FYTD as of: | Planned (No. of Grads.) | Actual (No. of Grads.) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | No. | % | |
| Jul-23 | 0 | 0 | 0 | **0.0%** | |
| Aug-23 | 11 | 11 | 0 | **0.0%** | |
| Sep-23 | 11 | 12 | 1 | **9.1%** | |
| Oct-23 | 11 | 12 | 1 | **9.1%** | |
| Nov-23 | 11 | | | | 14 |
| Dec-23 | 11 | | | | 14 |
| Jan-24 | 11 | | | | 14 |
| Feb-24 | 25 | | | | 28 |
| Mar-24 | 25 | | | | 28 |
| Apr-24 | 25 | | | | 28 |
| May-24 | 25 | | | | 28 |
| Jun-24 | 25 | | | | 28 |
| **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 22/23, a total of 54 EMTs graduated, yielding a graduation rate of 93%.
- The past classes average success rates are based on two calendar years as follows:
  1. 2014 to 2015: 70%
  2. 2016 to 2017: 85%
  3. 2018 to 2019: 89%
  4. 2020 to 2021: 75%

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

- There are currently 11 active trainee classes in the Training Program.
- 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)

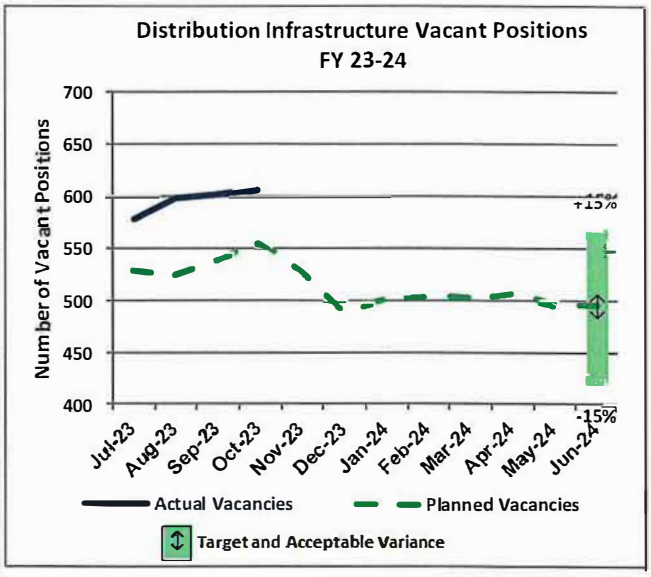
**RESPONSIBLE MANAGER:** Nazir Fazli **REPORTING PERIOD:** October 2023

**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 23/24):** Vacant budgeted Power Distribution Infrastructure field positions at 495 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-23 | 530 | 578 | 48 | 9.1% | |
| Aug-23 | 525 | 598 | 73 | 13.9% | |
| Sep-23 | 540 | 602 | 62 | 11.5% | |
| Oct-23 | 556 | 607 | 51 | 9.2% | |
| Nov-23 | 530 | | | | |
| Dec-23 | 491 | | | | |
| Jan-24 | 501 | | | | |
| Feb-24 | 505 | | | | |
| Mar-24 | 503 | | | | |
| Apr-24 | 508 | | | | |
| May-24 | 496 | | | | |
| Jun-24 | 495 | | | | |
| 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 Transmission & Distribution (PTD), Power Construction & Maintenance (PCM), and Power System Integrated Support Services (PSISS).
- The target is to reduce vacant budgeted Power Distribution Infrastructure Field positions to 495 or less by the end of the fiscal year.

## 2. ACHIEVEMENTS/MILESTONES MET

- During the month of October, there was a total of 607 vacancies, which was 51 or 9.2% 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.
  - Hiring delays and attrition in Electric Distribution Mechanic (EDM), Electrical Craft Helper (ECH), and Line Maintenance Assistant (LMA) positions.

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

- The actual vacancies for Power System increased from 602 in September 2023 to 607 in October 2023 due to the following position movements:

| | Actual Vacancies in August 2023 | Actual Vacancies in September 2023 | Position Movements |
|---|---|---|---|
| PTD | 438 | 441 | Increased by three (3) due to the following:<br>- Three Electrical Craft Helpers promoting out of class. |
| PCM/PSISS | 164 | 166 | Increased by two (2) due to the following:<br>- Two Electrical Mechanic and two Senior Electrical are on article 1-5 temporary assignments<br>- One Electrical Craft Helper and one Electrical Mechanic Supervisor returned from 1-5 temporary assignments. |
| Power System | 602 | 607 | |

## 4. MITIGATION PLAN AND/OR RECOMMENDATIONS

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

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

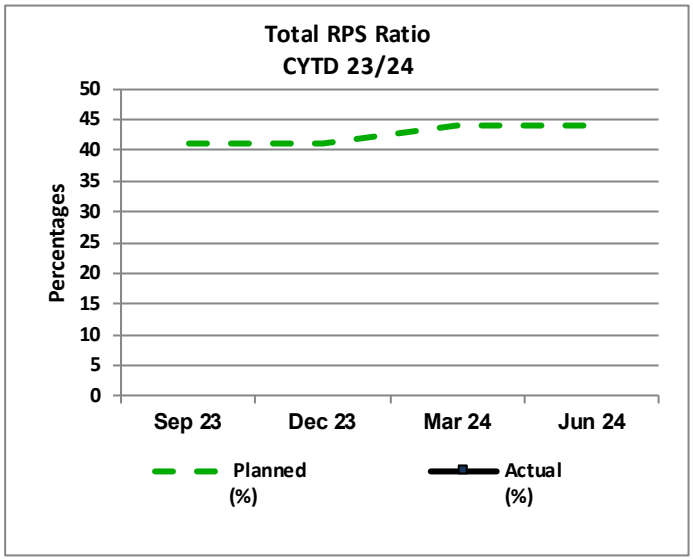
**RESPONSIBLE MANAGER:** Steven Pruett, Power External Energy Resources **REPORTING PERIOD:** October 2023

**DEFINITION OF RATES METRIC:** GWH from RPS Resource/GWH of Retail Sales (State Requirement), In Percentages (%)
**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = 41.25% for calendar year 2023 and 44.00% for calendar year 2024; Acceptable Variance = ± 3%

**STATUS:** Data Not Available

| CYTD as of: | Planned (%) | Actual (%) | Variance % | Re-Estimate (If Applicable) |
|---|---|---|---|---|
| Sep 23* | 41.25 | | | |
| Dec 23 | 41.25 | | | |
| Mar 24 | 44.00 | | | |
| Jun 24 | 44.00 | | | |
| Acceptable Variance | | ± 3% | | |

***Actuals for the first quarter of FY 23/24 will be available in December 2023.**




**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 50% Renewable Portfolio Standard (RPS) ratio requirement 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

- No updates.

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

- The original 2023 calendar year submittal was targeted at 41.3%. The current target of 41.25% reflects a rounding error on the board approved package and cannot be modified.
- Actuals for the first quarter of FY 23/24 will be available in December 2023.

## 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)*

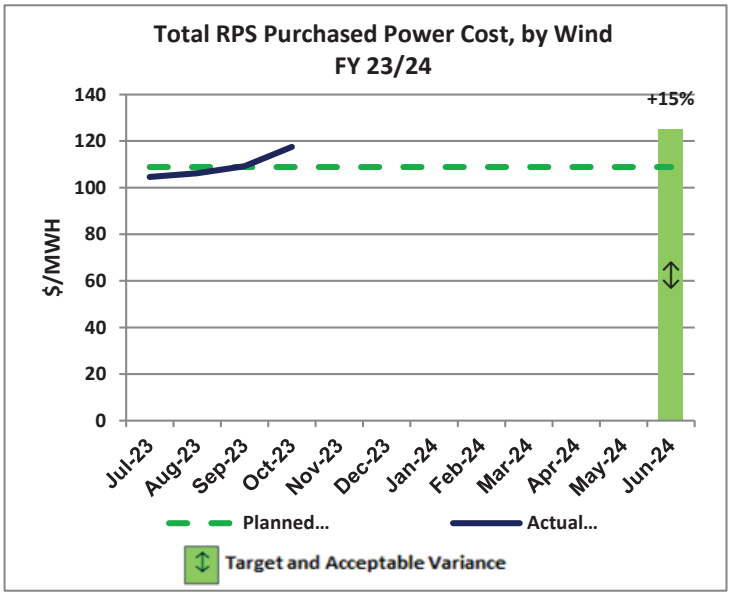
**RESPONSIBLE MANAGER:** Marlon Santa Cruz, FPP External Energy Resources **REPORTING PERIOD:** October 2023

**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 23/24):** Target = $108.88/MWH; Acceptable Variance = + 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Planned ($/MWH) | Actual ($/MWH) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-23 | 108.88 | 104.60 | -4.28 | -3.9% | |
| Aug-23 | 108.88 | 106.17 | -2.71 | -2.5% | |
| Sep-23 | 108.88 | 109.22 | 0.34 | 0.3% | |
| Oct-23 | 108.88 | 117.46 | 8.58 | 7.9% | |
| Nov-23 | 108.88 | | | | |
| Dec-23 | 108.88 | | | | |
| Jan-24 | 108.88 | | | | |
| Feb-24 | 108.88 | | | | |
| Mar-24 | 108.88 | | | | |
| Apr-24 | 108.88 | | | | |
| May-24 | 108.88 | | | | |
| Jun-24 | 108.88 | | | | |
| 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 33.8% of the Calendar Year 2023 RPS portfolio.

## 2. ACHIEVEMENTS / MILESTONES MET

- No updates.

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

- Actual is within acceptable variance.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

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Date: 2023.11.27 12:56:40 -08'00'



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

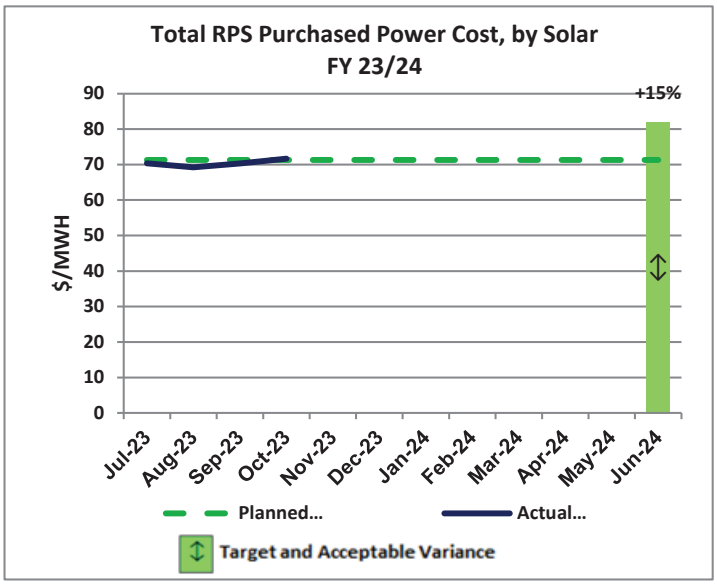
**RESPONSIBLE MANAGER:** Marlon Santa Cruz, FPP External Energy Resources **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $71.29/MWH; Acceptable Variance = + 15%

**STATUS:** **Within Acceptable Variance**

| FYTD as of: | Planned ($/MWH) | Actual ($/MWH) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-23 | 71.29 | 70.39 | -0.9 | **-1.3%** | |
| Aug-23 | 71.29 | 69.22 | -2.07 | **-2.9%** | |
| Sep-23 | 71.29 | 70.32 | -0.97 | **-1.4%** | |
| Oct-23 | 71.29 | 71.63 | 0.34 | **0.5%** | |
| Nov-23 | 71.29 | | | | |
| Dec-23 | 71.29 | | | | |
| Jan-24 | 71.29 | | | | |
| Feb-24 | 71.29 | | | | |
| Mar-24 | 71.29 | | | | |
| Apr-24 | 71.29 | | | | |
| May-24 | 71.29 | | | | |
| Jun-24 | 71.29 | | | | |
| **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 32.4% of the Calendar Year 2023 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)*

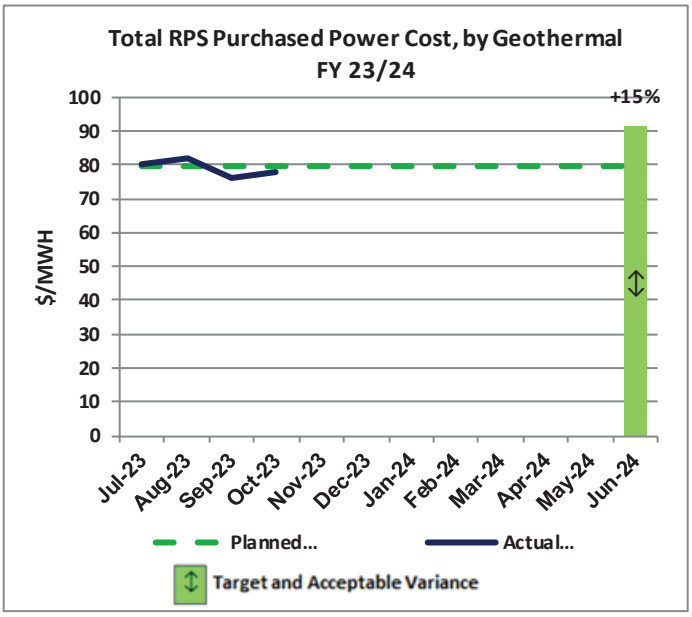
**RESPONSIBLE MANAGER:** Marlon Santa Cruz, FPP External Energy Resources **REPORTING PERIOD:** October 2023

**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 23/24):** Target = $79.41/MWH; Acceptable Variance = + 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Planned ($/MWH) | Actual ($/MWH) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-23 | 79.41 | 80.21 | 0.80 | 1.0% | |
| Aug-23 | 79.41 | 82.10 | 2.69 | 3.4% | |
| Sep-23 | 79.41 | 76.05 | -3.36 | -4.2% | |
| Oct-23 | 79.41 | 77.69 | -1.72 | -2.2% | |
| Nov-23 | 79.41 | | | | |
| Dec-23 | 79.41 | | | | |
| Jan-24 | 79.41 | | | | |
| Feb-24 | 79.41 | | | | |
| Mar-24 | 79.41 | | | | |
| Apr-24 | 79.41 | | | | |
| May-24 | 79.41 | | | | |
| Jun-24 | 79.41 | | | | |
| 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 20.4% of the Calendar Year 2023 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)*

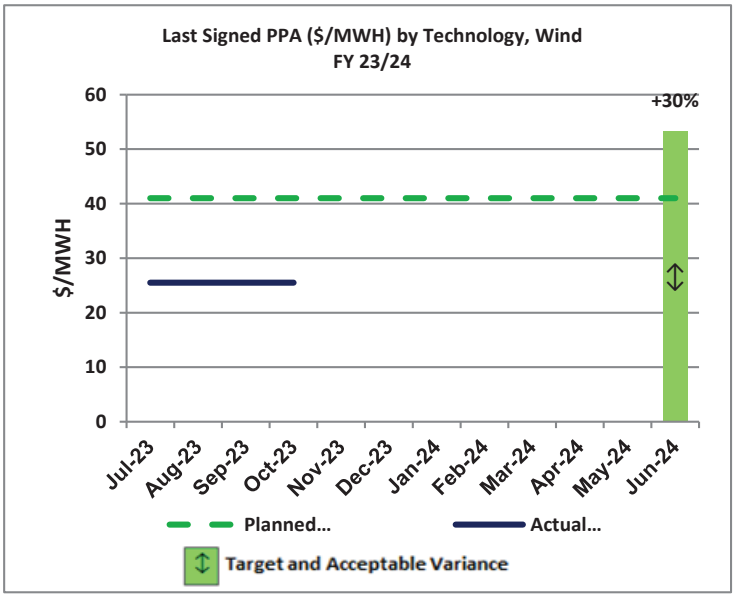
**RESPONSIBLE MANAGER:** Marlon Santa Cruz, FPP External Energy Resources **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $41.00/MWH; Acceptable Variance = + 30%

**STATUS:** **Within Acceptable Variance**

| FYTD as of: | Planned ($/MWH) | Actual ($/MWH) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-23 | 41.00 | 25.50 | -15.50 | **-37.8%** | |
| Aug-23 | 41.00 | 25.50 | -15.50 | **-37.8%** | |
| Sep-23 | 41.00 | 25.50 | -15.50 | **-37.8%** | |
| Oct-23 | 41.00 | 25.50 | -15.50 | **-37.8%** | |
| Nov-23 | 41.00 | | | | |
| Dec-23 | 41.00 | | | | |
| Jan-24 | 41.00 | | | | |
| Feb-24 | 41.00 | | | | |
| Mar-24 | 41.00 | | | | |
| Apr-24 | 41.00 | | | | |
| May-24 | 41.00 | | | | |
| Jun-24 | 41.00 | | | | |
| **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 2022 Padilla Report, which reflects current trends and does not include transmission costs.

## 2. ACHIEVEMENTS / MILESTONES MET

- The last signed PPA is Red Cloud Wind which 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.

RP

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

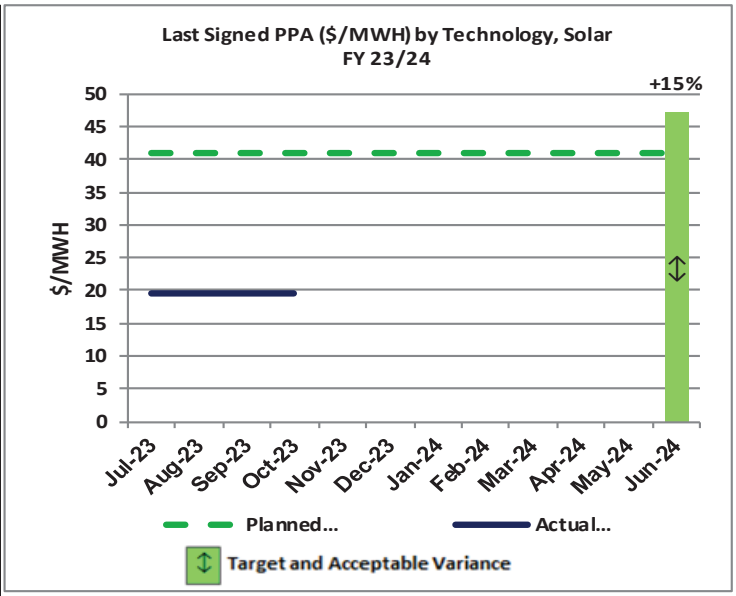
**RESPONSIBLE MANAGER:** Marlon Santa Cruz, FPP External Energy Resources **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $41.00/MWH; Acceptable Variance = + 15%

**STATUS:** **Within Acceptable Variance**

| FYTD as of: | Planned ($/MWH) | Actual ($/MWH) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-23 | 41.00 | 19.67 | -21.33 | **-52.0%** | |
| Aug-23 | 41.00 | 19.67 | -21.33 | **-52.0%** | |
| Sep-23 | 41.00 | 19.67 | -21.33 | **-52.0%** | |
| Oct-23 | 41.00 | 19.67 | -21.33 | **-52.0%** | |
| Nov-23 | 41.00 | | | | |
| Dec-23 | 41.00 | | | | |
| Jan-24 | 41.00 | | | | |
| Feb-24 | 41.00 | | | | |
| Mar-24 | 41.00 | | | | |
| Apr-24 | 41.00 | | | | |
| May-24 | 41.00 | | | | |
| Jun-24 | 41.00 | | | | |
| **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 2022 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.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

RP

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

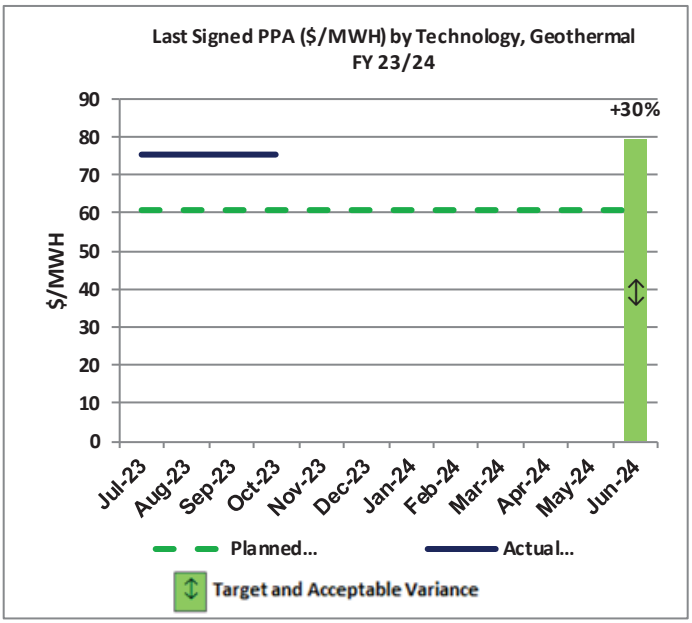
**RESPONSIBLE MANAGER:** Marlon Santa Cruz, FPP External Energy Resources **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $61.00/MWH; Acceptable Variance = + 30%

**STATUS:** **Within Acceptable Variance**

| FYTD as of: | Planned ($/MWH) | Actual ($/MWH) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-23 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Aug-23 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Sep-23 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Oct-23 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Nov-23 | 61.00 | | | | |
| Dec-23 | 61.00 | | | | |
| Jan-24 | 61.00 | | | | |
| Feb-24 | 61.00 | | | | |
| Mar-24 | 61.00 | | | | |
| Apr-24 | 61.00 | | | | |
| May-24 | 61.00 | | | | |
| Jun-24 | 61.00 | | | | |
| Acceptable Variance | | | + 30% | | |




**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 2022 Padilla Report, which reflects current trends.

## 2. ACHIEVEMENTS / MILESTONES MET

- No updates.

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

- Actual is above the target due to current market trends.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

# LADWP RATES METRIC – *Power System Reliability Program*

## GB *Generation, Capital (Power)*

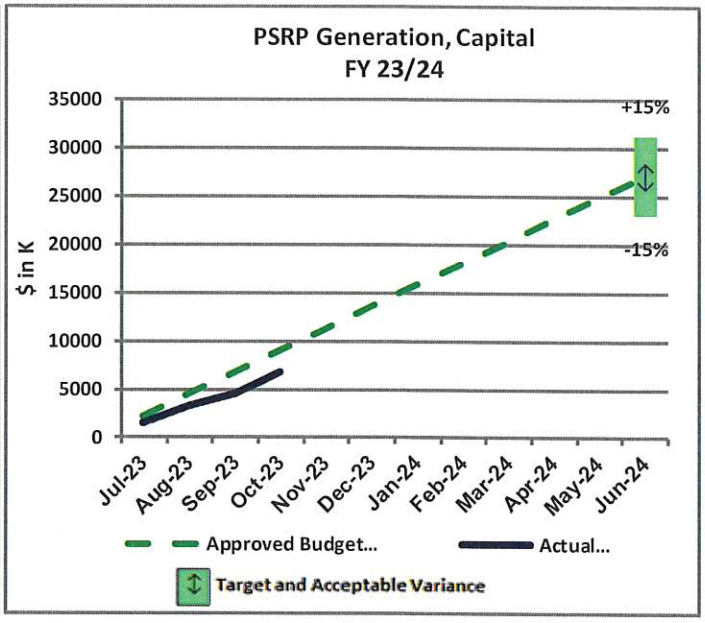
**RESPONSIBLE MANAGER:** Jose Gutierrez, Power Supply Operations **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $27,162 K; 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-23 | 2,263.0 | 1,476.0 | -787.0 | -34.8% | |
| Aug-23 | 4,526.5 | 3,286.0 | -1,240.5 | -27.4% | |
| Sep-23 | 6,790.1 | 4,653.0 | -2,137.1 | -31.5% | |
| Oct-23 | 9,053.6 | 6,752.0 | -2,301.6 | -25.4% | |
| Nov-23 | 11,317.2 | | | | |
| Dec-23 | 13,580.7 | | | | |
| Jan-24 | 15,844.3 | | | | |
| Feb-24 | 18,107.8 | | | | |
| Mar-24 | 20,371.4 | | | | |
| Apr-24 | 22,634.9 | | | | |
| May-24 | 24,898.5 | | | | |
| Jun-24 | 27,162.0 | | | | |
| 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

- None available at this time.

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

- The underspending is due to a high budget projection. The budget has been marked up to reflect more accurate expenditures. The year-end projection is $18.7 million.

| | |
|---|---|
| **Total Project Approved From Inception To FY32/33** | **610,858.3** |
| **Project Approved To Date** | **237,365.3** |
| **Project Actuals To Date** | **141, 441.8** |

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The mitigation plan is to update the budget during budget mark-up season to reflect more accurate expenditures.

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

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

**RESPONSIBLE MANAGER:** Adriana Perez Adriana Perez 2023.11.30 14:06:19 -08'00'
Power System Engineering Division

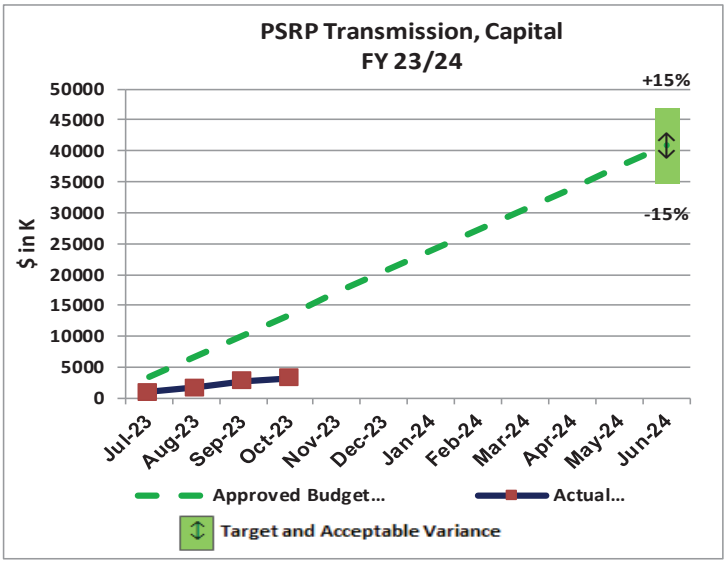
**REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $40,832K; Acceptable Variance = ± 15%

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-23 | 3,402.7 | 936.0 | (2,466.7) | -72.5% | |
| Aug-23 | 6,805.3 | 1,649.0 | (5,156.3) | -75.8% | |
| Sep-23 | 10,208.0 | 2,745.0 | (7,463.0) | -73.1% | |
| Oct-23 | 13,610.7 | 3,303.0 | (10,307.7) | -75.7% | |
| Nov-23 | 17,013.3 | | | | |
| Dec-23 | 20,416.0 | | | | |
| Jan-24 | 23,818.7 | | | | |
| Feb-24 | 27,221.3 | | | | |
| Mar-24 | 30,624.0 | | | | |
| Apr-24 | 34,026.7 | | | | |
| May-24 | 37,429.3 | | | | |
| Jun-24 | 40,832.0 | | | | |
| Acceptable Variance | | | ± 15% | | |




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

## 1. BACKGROUND / PURPOSE

- Expenditures for various Power System Reliability Program (PSRP) transmission capital projects, which includes overhead and underground transmission projects, annual improvements, and various transmission projects under FI 21212.

## 2. ACHIEVEMENTS / MILESTONES

- As of October, there are no achievements or milestones to report.

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

- Actual costs were under the approved budget by 75.7%, which is outside the acceptable variance.
- Underrun is primarily due to the expenditures for these projects being non-liner. The bulk of the new construction and maintenance work cannot happen on the transmission system until the summer is over. More significant charges are anticipated to start in November; expenditures are expected to ramp up as the Fiscal Year (FY) progresses. Scattergood-Olympic Cable B Install (Job O1406) construction is scheduled to begin in November. Improvements to In Basin Transmission Line Right-Of-Ways (Job B9010) is delayed to Quarter 1 of 2024 due to environmental permitting issues. Upgrade to Tarzana-Olympic Lines 1A and 1B (Job C5208) and Toluca Hollywood Line 1 (Job O9810) will be re-estimated for this FY due to construction schedule changes. Transmission Maintenance Hole Restraints (Job B1126) and Construct 230kV Underground Circuit from Receiving Station-G to Receiving Station-W (Job O1375) will be re-estimated and closed out, which will also reduce the overall FY budget.

| | |
|---|---|
| Total Project Approved From Inception to FY32/33 | 2,182.5M |
| Project Approved to Date | 1,336.9M |
| Project Actuals to Date | 1,209.8M |

## 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)

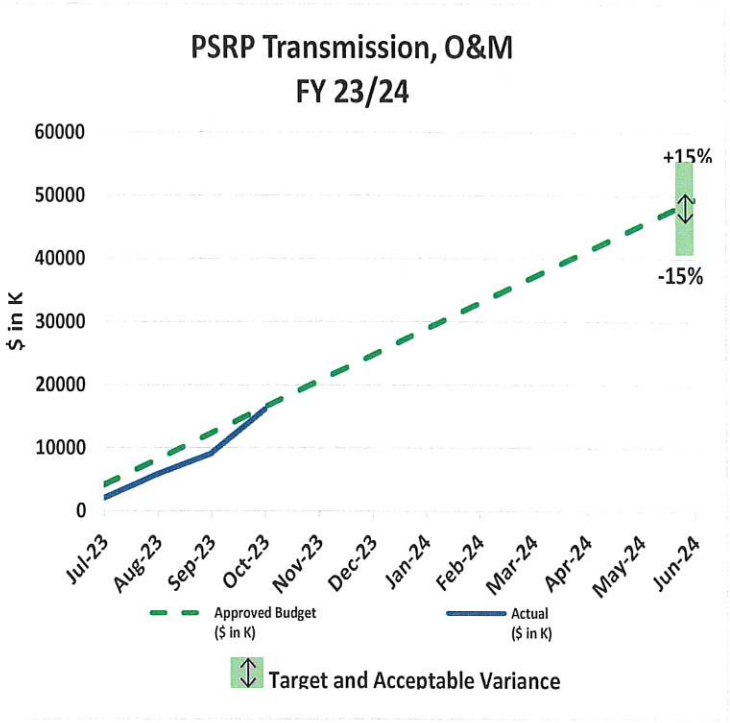
**RESPONSIBLE MANAGER:** Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = 49,389K; 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-23 | 4,116.0 | 2,058.0 | -2058.0 | -50.0% | |
| Aug-23 | 8,232.0 | 5,898.0 | -2334.0 | -28.4% | |
| Sep-23 | 12,347.0 | 9,095.0 | -3252.0 | -26.3% | |
| Oct-23 | 16,463.0 | 16,123.0 | -340.0 | -2.1% | |
| Nov-23 | 20,579.0 | | | | |
| Dec-23 | 24,695.0 | | | | |
| Jan-24 | 28,810.0 | | | | |
| Feb-24 | 32,926.0 | | | | |
| Mar-24 | 37,042.0 | | | | |
| Apr-24 | 41,157.0 | | | | |
| May-24 | 45,273.0 | | | | |
| Jun-24 | 49,389.0 | | | | |
| 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 within the 15% threshold set for its goal.
- The improvement in the underrun is due to charges and contributions from Jointly Owned facilities being made and reconciled.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

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

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

**RESPONSIBLE MANAGER:** Vincent Zabukovec Vincent Zabukovec Digitally signed by Vincent Zabukovec Date: 2023.11.30 15:55:18 -08'00'
Power System Engineering Division

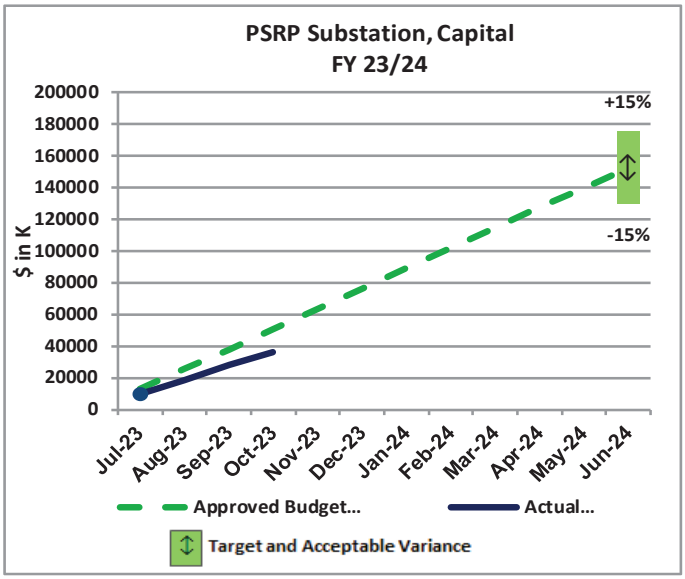
**REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $152,789.0K; Acceptable Variance = ± 15%

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual (S in K) | Variance | | Re-Estimate ($ in K) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-23 | 12,732.0 | 9,489.0 | -3,243.0 | -25.5% | |
| Aug-23 | 25,465.0 | 18,661.0 | -6,804.0 | -26.7% | |
| Sep-23 | 38,197.0 | 27,884.0 | -10,313.0 | -27.0% | |
| Oct-23 | 50,929.0 | 35,822.0 | -15,107.0 | -29.7% | |
| Nov-23 | 63,662.0 | | | | |
| Dec-23 | 76,394.0 | | | | |
| Jan-24 | 89,126.0 | | | | |
| Feb-24 | 101,858.0 | | | | |
| Mar-24 | 114,591.0 | | | | |
| Apr-24 | 127,323.0 | | | | |
| May-24 | 140,055.0 | | | | |
| Jun-24 | 152,789.0 | | | | |
| 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, Regulators, Relays, and RTUs) to improve substation reliability, availability and capacity.

## 2. ACHIEVEMENTS / MILESTONES

- Transformer, circuit breaker replacement, substation automation, feeders and trunklines design progress is captured in the completed Construction Work Packages (CWP) KPIs in the table below:

| KPI | PSRP Replacements or Upgrades: | FYTD Completed CWP Actual | FYTD Completed CWP Target | FYE Completed CWP 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 |
| 04.01.01.77 | Medium Voltage Transformers (high side below 100kV – Distributing Station - DS) | 3 | 6 | 29 |
| 04.01.01.81 | High Voltage Transformers (high side 100kV to 230kV - RS, SS) | 1 | 1 | 3 |
| | **CIRCUIT BREAKER REPLACEMENT:** | | | |
| 04.01.01.78 | Transmission Circuit Breakers (>100kV - RS, SS, High Voltage Alternate Current Switchyards) | 0 | 3 | 15 |
| 04.01.01.79 | Sub-transmission Circuit Breakers (34.5kV - RS, DS) | 1 | 20 | 59 |
| 04.01.01.80 | Distribution Circuit Breakers (4.8kV - DS) | 12 | 24 | 75 |
| | **SUBSTATION AUTOMATED:** | | | |
| 04.01.03.03 | Issue Substation Automation CWP | 0 | 4 | 12 |
| | **FEEDERS AND TRUNKLINES:** | | | |
| 04.01.01.82 | 34.5kV Line Positions (Reported Quarterly) | 0 | 0 | 4 |
| 04.01.01.83 | 4.8kV Feeder Positions (Reported Quarterly) | 4 | 6 | 24 |
| | **BATTERY SYSTEMS:** | | | |
| 04.01.01.87 | Substation Battery Systems (RS, DS) | 2 | 4 | 15 |

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

- Transformers, circuit breakers replacement, substations automation, feeders and trunklines construction progress is captured in the table below

| PSRP Replacements or Upgrades: | FYTD Actual Placed In-service |
|---|---|
| **TRANSFORMER REPLACEMENT:** | |
| Extra High Voltage (high side >230kV – Receiving Station (RS), Switching Station (SS), High Voltage Direct Current Converter Stations) | 0 |
| High Voltage Transformers (high side 100kV to 230kV - RS, SS) | 0 |
| Medium Voltage Transformers (high side below 100kV – Distributing Station - DS) | 0 |
| **CIRCUIT BREAKER REPLACEMENT:** | |
| Transmission Circuit Breakers (>100kV - RS, SS, High Voltage Alternate Current Switchyards) | 1 |
| Sub-transmission Circuit Breakers (34.5kV - RS, DS) | 4 |
| Distribution Circuit Breakers (4.8kV - DS) | 7 |
| **SUBSTATION AUTOMATED:** | |
| Distributing or Receiving Station Upgrade/Automation | 0 |
| **FEEDERS AND TRUNKLINES:** | |
| 34.5kV Line Positions (Reported Quarterly) | 0 |
| 4.8kV Feeder Positions (Reported Quarterly) | 3 |
| **BATTERY SYSTEMS:** | |
| Substation Battery Systems (RS, DS) | 0 |

Additional year-to-date achievements and milestones include:

- **Substation Equipment Life Extensions:** (0) DS transformer Cans, (5) 34.5 kV circuit breakers and (10) 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. It is critical that divisions such as Power Construction and Maintenance (PCM) 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. There are a number of existing vacancies, and PCM is working progressively to remedy, backfill the vacancies, and to support Capital Projects.
    - Currently, Electrical Construction (EC) has two methods for acquiring journey-level resources for capital work, PCM's Electrical Mechanic Training Center (EMTC) for permanent employees, Full-time (FTEs), and hiring temporary employees, (exempts), from Local 18.
    - In 2022, EC began working with Local 18 to ramp up hiring of exempts for specific projects, with the intent of using the new employees for low voltage, electrician type work, and moving our long-term exempts to Power System Reliability Program (PSRP) and Major Projects.
    - EC will add new permanent employees as follows (approximate numbers) from the EMTC:
        - 2023: 25
        - 2024: 10
        - 2025: 22
        - 2026: 25
        - 2027: 30
        - 2028: 40
    - EC is also expected to begin an accelerated Electrical Mechanic program. The program is in the development phase. No new employees are expected until 2026.

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

| | |
|---|---|
| Total Project Approved from Inception to FY32/33 | $3,784.3M |
| Project Approved to Date | $2,024.2M |
| Project Actuals to Date | $1,667.6M |

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

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)*

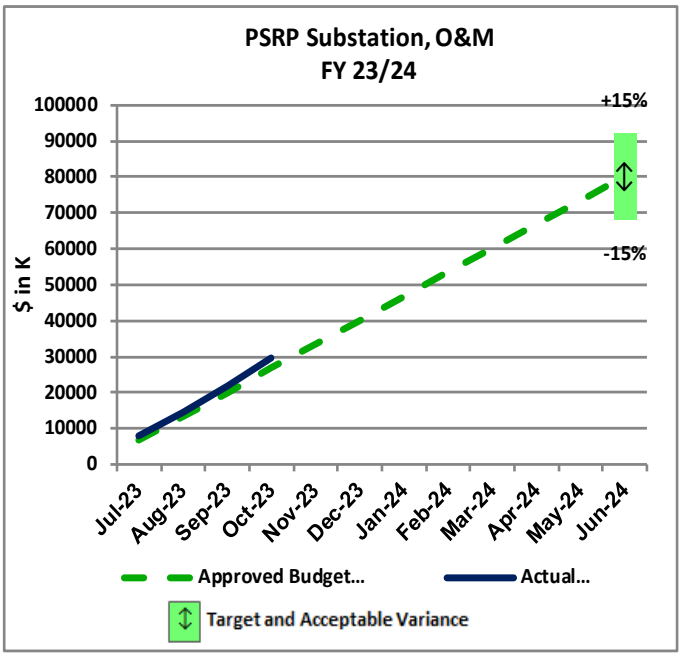
**RESPONSIBLE MANAGER:** Jonathan Fonti, Power System Integrated Support Services Division *Jonathan Fonti* **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $80,198K; Acceptable Variance = ± 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-23 | 6,683 | 8,018 | 1,335 | 20.0% | |
| Aug-23 | 13,366 | 14,597 | 1,231 | 9.2% | |
| Sep-23 | 20,049 | 22,062 | 2,013 | 10.0% | |
| Oct-23 | 26,732 | 29,629 | 2,896 | 10.8% | |
| Nov-23 | 33,416 | | | | |
| Dec-23 | 40,099 | | | | |
| Jan-24 | 46,782 | | | | |
| Feb-24 | 53,465 | | | | |
| Mar-24 | 60,148 | | | | |
| Apr-24 | 66,831 | | | | |
| May-24 | 73,514 | | | | |
| Jun-24 | 80,198 | | | | |
| 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 overrun continues to be attributed to overtime labor (CE11) and allocations for equipment repairs, restorations, and emergency response efforts at various Receiving, Distributing, and Customer Stations system-wide. CE11 main driver is the 4.8kV Circuit Breaker Preventative Maintenance project since this is spread throughout the crews/areas to meet the three-year target and to assure safety and reliability for Feeder Circuits. Overrun breakdown is as follows: total OT: $2.3M, IND Reimbursements: $711K.

## 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 July and October 2023 combined, ESM received 16 new EMs from the Training Center and expects to receive 8 additional new EMs in February 2024.

## ACHIEVEMENTS / MILESTONES MET

**The following table details the monthly breakdown of Substation O&M activity since JULY 2023.**

| | JULY 2023 | AUG 2023 | SEPT 2023 | OCT 2023 | NOV 2023 | DEC 2023 | JAN 2024 | FEB 2024 | MAR 2024 | APR 2024 | MAY 2024 | JUNE 2024 | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **NO. OF RESTORATIONS OF CUSTOMER CIRCUITS:** | | | | | | | | | | | | | |
| Receiving Stations (RS) Circuit Outages | 64 | 57 | 37 | 34 | | | | | | | | | **192** |
| Distributing Station (DS) Circuit Outages | 69 | 76 | 55 | 69 | | | | | | | | | **269** |
| 5-kV Circuit Grounds | 44 | 75 | 34 | 24 | | | | | | | | | **177** |
| **NO. OF INSULATOR WASHINGS:** | | | | | | | | | | | | | |
| Generating Stations | 0 | 0 | 0 | 0 | | | | | | | | | **0** |
| Receiving Stations | 3 | 3 | 4 | 5 | | | | | | | | | **15** |
| Distributing Stations | 10 | 6 | 10 | 11 | | | | | | | | | **37** |

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

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

**RESPONSIBLE MANAGER:** Tesfaye Zeleke
Power System Engineering Division

Tesfaye Zeleke
Digitally signed by Tesfaye Zeleke
Date: 2023.12.01 14:19:37 -08'00'

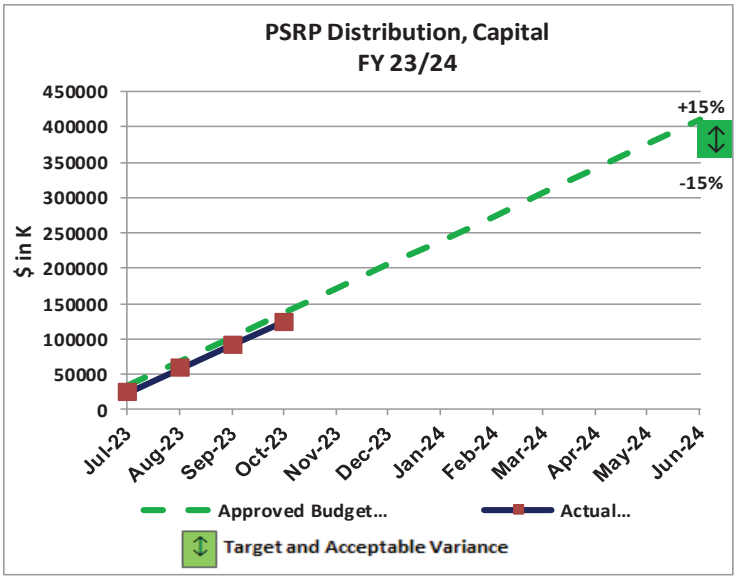
**REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $409,938K; Acceptable Variance = ± 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-23 | 34,161.5 | 23,474.0 | -10,687.5 | -31.3% | |
| Aug-23 | 68,323.0 | 58,122.0 | -10,201.0 | -14.9% | |
| Sep-23 | 102,484.5 | 91,035.0 | -11,449.5 | -11.2% | |
| Oct-23 | 136,646.0 | 123,926.0 | -12,720.0 | -9.3% | |
| Nov-23 | 170,807.5 | | | | |
| Dec-23 | 204,969.0 | | | | |
| Jan-24 | 239,130.5 | | | | |
| Feb-24 | 273,292.0 | | | | |
| Mar-24 | 307,453.5 | | | | |
| Apr-24 | 341,615.0 | | | | |
| May-24 | 375,776.5 | | | | |
| Jun-24 | 409,938.0 | | | | |
| 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 (PSRP) distribution capital projects.
- Below is the approved budget % of four major functions:
  - Transformers: 4% (Jobs P6309 & P6394)
  - Poles: 33% (Job P6322)
  - Crossarms: 5% (Job P6318)
  - Cables: 20% (Job P6306)

## 2. ACHIEVEMENTS / MILESTONES MET

- The Distribution Reliability spent 90.7% of the budget through the month of October to work on and complete the following:
  - 3.8 circuit-mile of reconductoring
  - 482 transformer installations
  - 1,232 pole replacements
  - 3,084 deteriorated crossarm replacements
  - 18.5 circuit-mile of cable replacements
  - 9,995 FIX-IT tickets (Jobs P6318, P6322, P6394, P6306 & 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 $12.7M, 9.3% under budget. This is due to District crews focusing resources on other priority work such as Affordable Housing projects and New Business line extension projects. Additionally, crews are also focusing work on projects for the Metropolitan Transportation Authority, Los Angeles World Airports, and Bureau of Engineering, as well as relocations and conversions projects. However, continued spending has increased this month due to increased labor and materials restoring power due to outages, replacement of transformers and crossarms and large labor intensive 34.5kV cable replacement projects.

| | |
|---|---|
| Total Project Approved from Inception to FY32-33 | $8,382.9M |
| Projects Approved to Date | $4,430.1M |
| Project Actuals to Date | $3,954.8M |

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Coordinate with Contract Operations to assist District crews in completing cable replacement, system growth, and PSRP (Power System Reliability Program) related jobs.

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

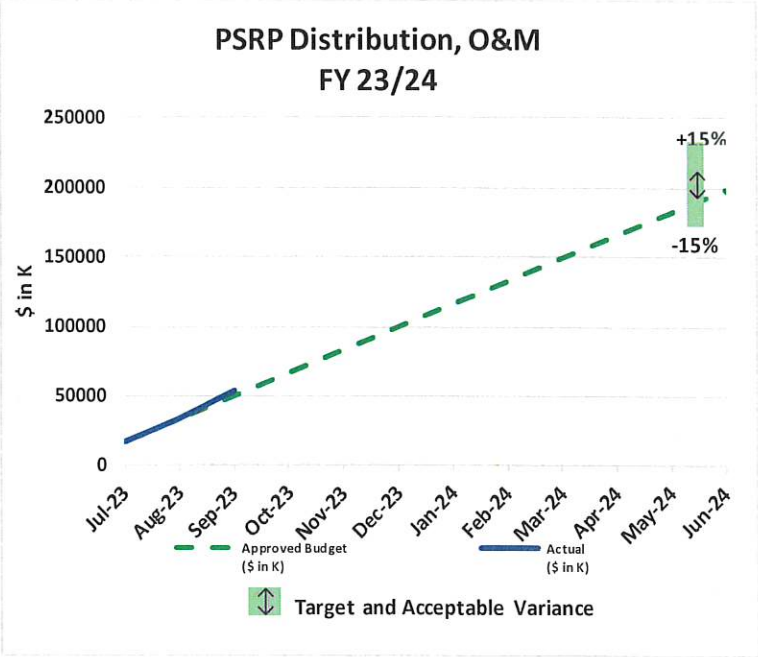
**RESPONSIBLE MANAGER:** Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $198,973K; 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-23 | 16,581.0 | 16,838.0 | 257.0 | 1.5% | |
| Aug-23 | 33,162.0 | 33,962.0 | 800.0 | 2.4% | |
| Sep-23 | 49,743.0 | 53,144.0 | 3,401.0 | 6.8% | |
| Oct-24 | 66,324.0 | 71,369.0 | 5,045.0 | 7.6% | |
| Nov-23 | 82,905.0 | | | | |
| Dec-23 | 99,486.0 | | | | |
| Jan-24 | 116,067.0 | | | | |
| Feb-24 | 132,648.0 | | | | |
| Mar-24 | 149,229.0 | | | | |
| Apr-24 | 165,810.0 | | | | |
| May-24 | 182,391.0 | | | | |
| Jun-24 | 198,973.0 | | | | |
| 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 the 15% threshold set for its goal.
- The cause of the overrun is the processing of invoices that included older unpaid invoices that needed to be reconciled for both PTD Vegetation Management Program (Job (P6341) and Maintenance of Overhead Distribution System (Job P6338). Spending will realign as the year progresses.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Power Transmission and Distribution (PTD) management will monitor this FI and address any variations.

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

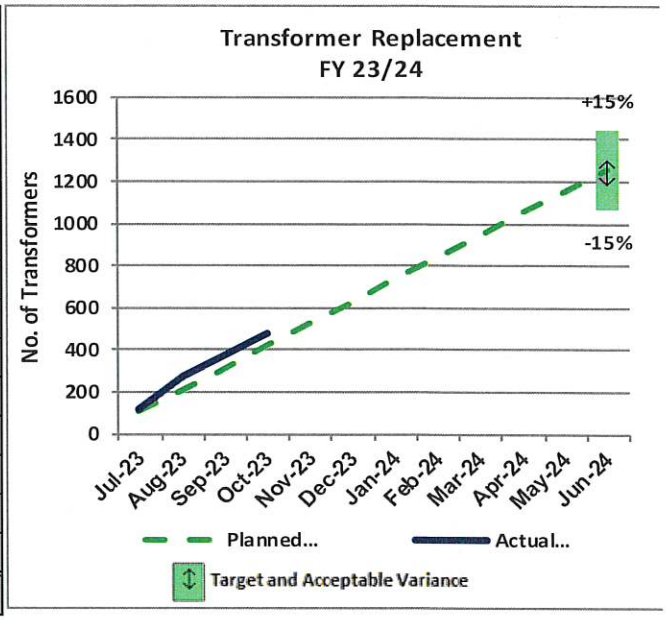
# LADWP RATES/EQUITY METRIC – *Transformer Replacement (Power)*

**RESPONSIBLE MANAGER:** Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** October 2023
**EQUITY CORE CATEGORY:** Water and Power Infrastructure Investment

**DEFINITION OF RATES METRIC:** Number of Transformers Replaced Against Plan
**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = 1,255; Acceptable Variance = ± 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Planned (No.) | Actual (No.) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | No. | % | |
| Jul-23 | 105 | 113 | 8 | 7.6% | |
| Aug-23 | 210 | 270 | 60 | 28.6% | |
| Sep-23 | 315 | 377 | 62 | 19.7% | |
| Oct-23 | 420 | 482 | 62 | 14.8% | |
| Nov-23 | 525 | | | | |
| Dec-23 | 630 | | | | |
| Jan-24 | 735 | | | | |
| Feb-24 | 840 | | | | |
| Mar-24 | 945 | | | | |
| Apr-24 | 1,050 | | | | |
| May-24 | 1,155 | | | | |
| Jun-24 | 1,255 | | | | |
| Acceptable Variance | | | ± 15% | | |




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

## 1. BACKGROUND / PURPOSE

- Replace 1,255 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 1,200 reflects the planned transformer replacement for job P6394 (Identify and Replace Distribution Transformers and Related Equipment). Additionally, there is a planned replacement of 55 transformers under job P6309 (System Transformer Installation/Upgrades). The actual transformer replacements reflect the transformers replaced under both Jobs P6394 and 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 420 transformers and the current actual number of transformers replaced is 482.

## 4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual number of transformers replaced is within the ±15% threshold.
- 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.
- Weather conditions may change throughout the year, affecting the amount of activity in any given month.

## 5. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

## 6. OUTREACH STRATEGY / PLAN

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

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

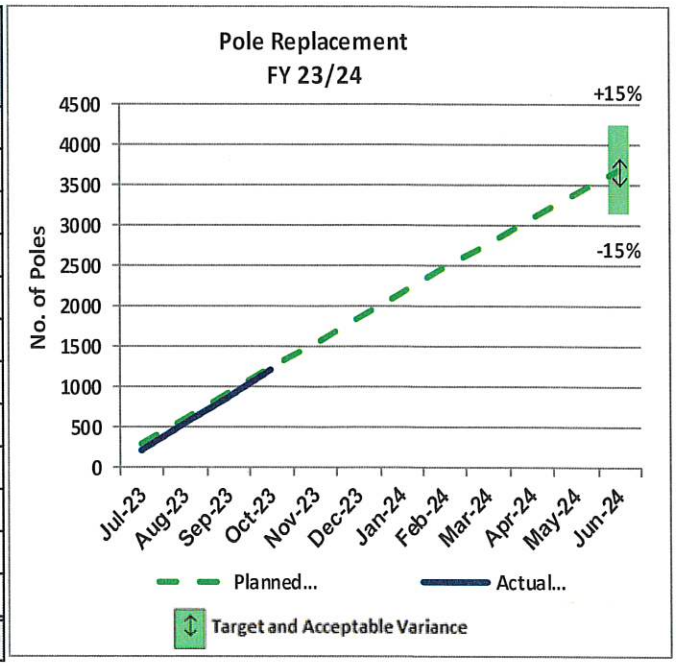
# LADWP RATES/EQUITY METRIC – *Pole Replacement (Power)*

**RESPONSIBLE MANAGER:** Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** October 2023
**EQUITY CORE CATEGORY:** Water and Power Infrastructure Investment

**DEFINITION OF RATES METRIC:** Number of Poles Replaced Against Plan
**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = 3,700; Acceptable Variance = ± 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Planned (No.) | Actual (No.) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | No. | % | |
| Jul-23 | 309 | 227 | -82 | -26.5% | |
| Aug-23 | 618 | 564 | -54 | -8.7% | |
| Sep-23 | 927 | 888 | -39 | -4.2% | |
| Oct-23 | 1,236 | 1,232 | -4 | -0.3% | |
| Nov-23 | 1,545 | | | | |
| Dec-23 | 1,854 | | | | |
| Jan-24 | 2,163 | | | | |
| Feb-24 | 2,472 | | | | |
| Mar-24 | 2,781 | | | | |
| Apr-24 | 3,090 | | | | |
| May-24 | 3,399 | | | | |
| Jun-24 | 3,700 | | | | |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA:** Jobs P6322 (KPI # 04.01.01.03)

## 1. BACKGROUND / PURPOSE

- Replace 3,700 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 1,236 poles and the current actual number of poles replaced is 1,232.

## 4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The number of poles replaced is within the acceptable ±15% threshold.
- Replacements will vary month to month due to some jobs taking over a month to complete.
- Efforts previously prioritizing "Fix-it" tickets, are being refocused to pole replacement.

## 5. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD will evaluate the progress of the job and make necessary adjustments to assure goals are achieved.
- Currently the contractors have approximately 21 crews working for LADWP with plans to increase that to more than 30 crews later this FY.

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

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

# LADWP RATES METRIC – *Crossarm Replacement (Power)*

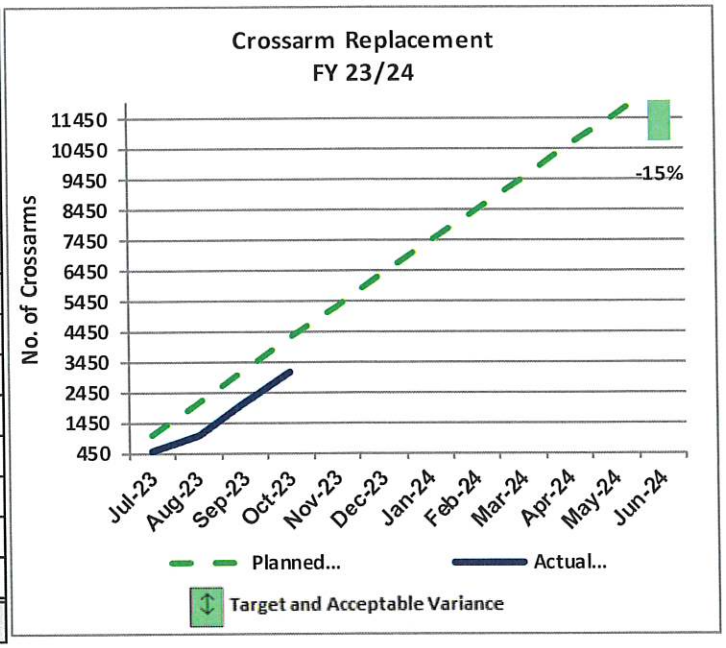
**RESPONSIBLE MANAGER:** Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** October 2023

**DEFINITION OF RATES METRIC:** Number of Crossarms Replaced Against Plan

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = 12,600; Acceptable Variance = ± 15%

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Planned (No.) | Actual (No.) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | No. | % | |
| Jul-23 | 1,050 | 472 | -578 | -55.0% | |
| Aug-23 | 2,100 | 1,042 | -1,058 | -50.4% | |
| Sep-23 | 3,150 | 2,102 | -1,048 | -33.3% | |
| Oct-23 | 4,200 | 3,084 | -1,116 | -26.6% | |
| Nov-23 | 5,250 | | | | |
| Dec-23 | 6,300 | | | | |
| Jan-24 | 7,350 | | | | |
| Feb-24 | 8,400 | | | | |
| Mar-24 | 9,450 | | | | |
| Apr-24 | 10,500 | | | | |
| May-24 | 11,550 | | | | |
| Jun-24 | 12,600 | | | | |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA:** Jobs P6318 (KPI #04.01.01.21)

## 1. BACKGROUND / PURPOSE

- Replace 12,600 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 4,200 crossarms and the current actual number of crossarms replaced is 3,084. 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 is outside the acceptable ±15% threshold.
- PTD is outside the acceptable variance because there is a lack of contracted crews available to meet the targeted goals. The lack of crews is due to a shortage of qualified workers.
- Current crews are prioritizing General Order 95 non-conformance work (a.k.a. "Fix-it tickets") in high fire threat areas along with deteriorated poles.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD will monitor this job and adjust work and resources as needed throughout the year to ensure goals are met. Priorities should shift back to crossarms by the end of December.
- Currently, the contractors have approximately 21 crews working for LADWP with plans to increase that to more than 30 crews later this FY.
- Both the contractors and LADWP, continue to actively recruit additional resources to meet needs. LADWP has started to implement Saturday hiring and on-the-spot job offers, but

due to the lack of available resources throughout the industry, this will be a long process.

- LADWP has increased the number of trainees which will lead to an increase in available resources.

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

**RESPONSIBLE MANAGER:** Tesfaye Zeleke
Power System Engineering Division
**EQUITY CORE CATEGORY:** Water & Power Infrastructure Investment

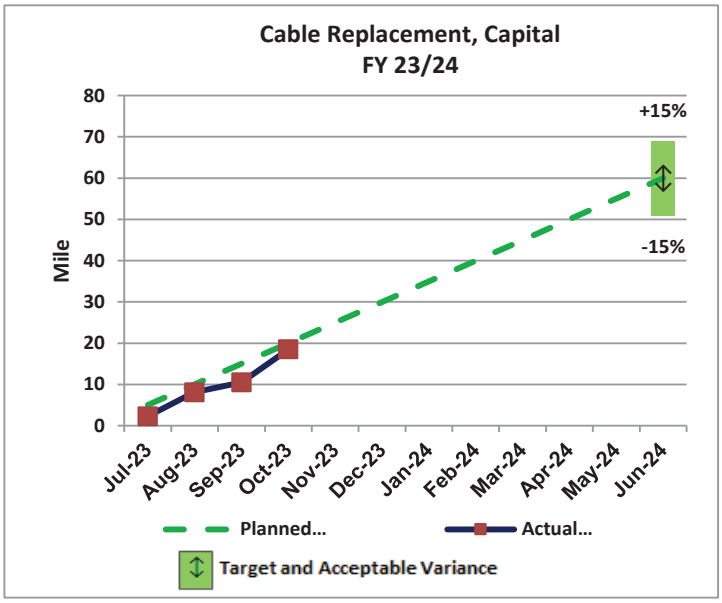
Tesfaye Zeleke Digitally signed by Tesfaye Zeleke Date: 2023.12.01 14:21:06 -08'00'

**REPORTING PERIOD:** October 2023

**DEFINITION OF RATES METRIC:** No. of Miles of Cable Replaced Against Plan
**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = 60 miles; Acceptable Variance = ±15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Planned (Mile) | Actual (Mile) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | Mile | % | |
| Jul-23 | 5.0 | 2.3 | -2.7 | -54.0% | |
| Aug-23 | 10.0 | 8.1 | -1.9 | -19.0% | |
| Sep-23 | 15.0 | 10.5 | -4.5 | -30.0% | |
| Oct-23 | 20.0 | 18.5 | -1.5 | -7.5% | |
| Nov-23 | 25.0 | | | | |
| Dec-23 | 30.0 | | | | |
| Jan-24 | 35.0 | | | | |
| Feb-24 | 40.0 | | | | |
| Mar-24 | 45.0 | | | | |
| Apr-24 | 50.0 | | | | |
| May-24 | 55.0 | | | | |
| Jun-24 | 60.0 | | | | |
| Acceptable Variance | | | ± 15% | | |




**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 18.5 circuit-miles. The goal is to complete 60 circuit-miles for Fiscal Year 23/24.
4. **PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION**
   - Variance through the month of October is 1.5 circuit-miles, 7.5% below target. Variance is due to District crews focusing on other priorities such as customer outages, customer line extension work such as Affordable Housing 100 projects, conversion work and relocation work. Additionally, District crews need to close completed jobs and finalize jobs close to completion. Actual circuit-miles recorded are expected to be closer to the target goal when the District crews close the completed jobs. Expenditures for cable replacement have incurred $7.6M overrun in the corresponding budget in Lead & Synthetic 4.8kV & 34.5kV Cable Replacement (Job P6306). Overrun is caused by customer outages which require additional labor and overtime by District crews to restore power and labor intensive large 34.5kV cable replacement projects.
5. **MITIGATION/RECOMMENDATION**
   - 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 District crews to close the completed jobs.
   - Contract Operations crews will assist in completing cable replacement 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]*

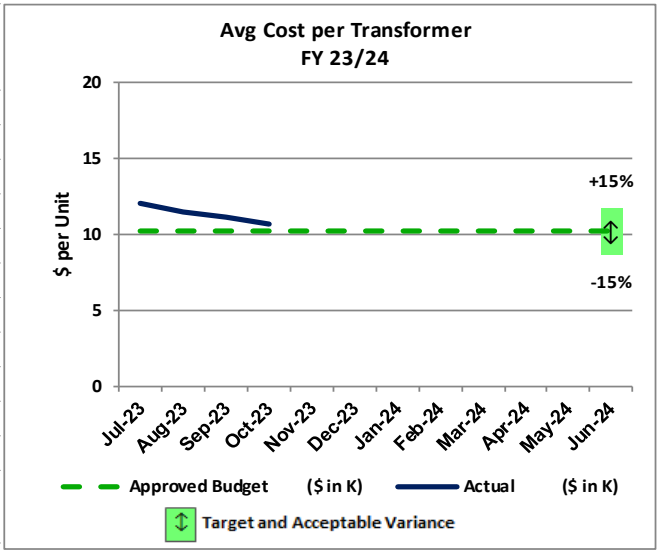
**RESPONSIBLE MANAGER**: Walter Rodriguez, Jr., Power Transmission and Distribution **REPORTING PERIOD**: October 2023

**DEFINITION OF RATES METRIC:** Average Unit Cost per Transformer Walter Rodriguez

**TARGET & ACCEPTABLE VARIANCE (FY 23/24)** Target = $10.2K per transformer: 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-23 | 10.2 | 12.0 | 1.8 | 17.6% | |
| Aug-23 | 10.2 | 11.5 | 1.3 | 12.7% | |
| Sep-23 | 10.2 | 11.1 | 0.9 | 8.8% | |
| Oct-23 | 10.2 | 10.7 | 0.5 | 4.9% | |
| Nov-23 | 10.2 | | | | |
| Dec-23 | 10.2 | | | | |
| Jan-24 | 10.2 | | | | |
| Feb-24 | 10.2 | | | | |
| Mar-24 | 10.2 | | | | |
| Apr-24 | 10.2 | | | | |
| May-24 | 10.2 | | | | |
| Jun-24 | 10.2 | | | | |
| Acceptable Variance | | | ± 15% | | |




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

## 1. BACKGROUND / PURPOSE

- Identify and replace 1,255 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 $10.2K per unit.

## 2. ACHIEVEMENTS / MILESTONES MET

- As of October, the target was to replace 420 transformers at 33.5% of the fiscal year-end goal. PTD has completed replacement of 482 transformers, which is 38.4% of the fiscal year goal with a current average cost of $10.7K per unit.

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

- PTD is within the acceptable target and there is a variance of $0.5K per unit. For the month of October, the average cost is $10.7K, which is 4.9% over the planned target. Compared to July, there were more overhead transformer replacements rather than underground which is less labor intensive.
- Additional work is being performed in this area to keep up with restoration work due to weather conditions and customer demand.
- 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.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Power Contracts and External Generation Division (PCEGD) 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 will continue to work with PCEGD on refining the mapping of AC jobs and providing the most accurate cost per unit.
- PTD will continue to monitor and provide recommendations as needed.

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

**RESPONSIBLE MANAGER**: Walter Rodriguez, Jr., Power Transmission and Distribution **REPORTING PERIOD**: October 2023

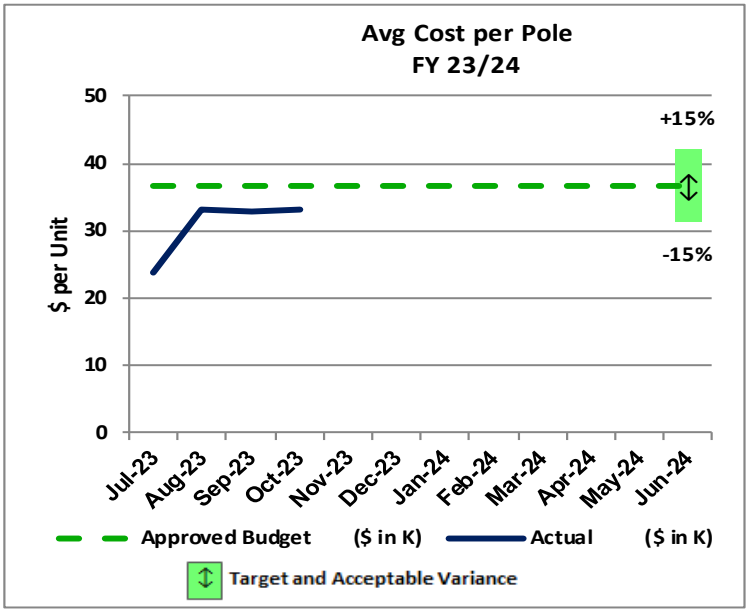
**DEFINITION OF RATES METRIC:** Average Unit Cost per Pole

Walter Rodriguez

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $36.6K per pole: 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-23 | 36.6 | 23.8 | (12.8) | -35.0% | |
| Aug-23 | 36.6 | 33.0 | (3.6) | -9.8% | |
| Sep-23 | 36.6 | 32.9 | (3.7) | -10.1% | |
| Oct-23 | 36.6 | 33.0 | (3.6) | -9.8% | |
| Nov-23 | 36.6 | | | | |
| Dec-23 | 36.6 | | | | |
| Jan-24 | 36.6 | | | | |
| Feb-24 | 36.6 | | | | |
| Mar-24 | 36.6 | | | | |
| Apr-24 | 36.6 | | | | |
| May-24 | 36.6 | | | | |
| Jun-24 | 36.6 | | | | |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA:** Jobs P6322 (KPI # 04.01.01.72)

## 1. BACKGROUND / PURPOSE

- Replace 3,700 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 $36.6K per unit.

## 2. ACHIEVEMENTS / MILESTONES MET

- As of September, PTD's current to date target was a replacement of 1,236 power poles at 33.4% of the fiscal year goal. PTD has completed replacement of 1232 power poles, which is 33.3% of the fiscal year goal with a current average cost of $33K per unit.

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

- PTD's Contract Operations personnel, which includes outside contractors, is within the target with a variance of $3.6K per unit. For the month of September, the average cost is $33K, which is 9.8% under the planned target of $36.6K.
- 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.
- 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 continue to monitor and audit unit costs in addition to working with Power Contracts and External Generation Division (PCEGD) 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**: Walter Rodriguez, Jr., Power Transmission and Distribution **REPORTING PERIOD**:October 2023

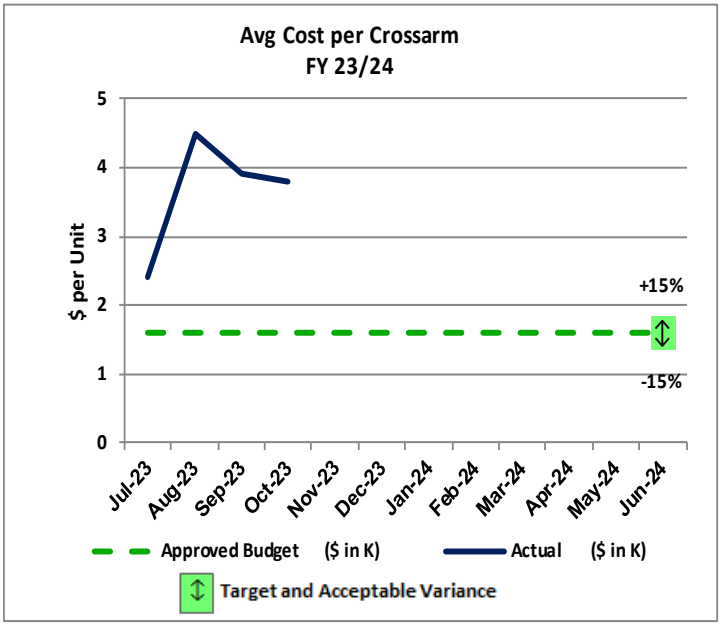
**DEFINITION OF RATES METRIC:** Average Unit Cost per Crossarms

Walter Rodriguez

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $1.6K per crossarm: 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-23 | 1.6 | 2.4 | 0.8 | 50.0% | |
| Aug-23 | 1.6 | 4.5 | 2.9 | 181.3% | |
| Sep-23 | 1.6 | 3.9 | 2.3 | 143.8% | |
| Oct-23 | 1.6 | 3.8 | 2.2 | 137.5% | |
| Nov-23 | 1.6 | | | | |
| Dec-23 | 1.6 | | | | |
| Jan-24 | 1.6 | | | | |
| Feb-24 | 1.6 | | | | |
| Mar-24 | 1.6 | | | | |
| Apr-24 | 1.6 | | | | |
| May-24 | 1.6 | | | | |
| Jun-24 | 1.6 | | | | |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA:** Jobs P6318 (KPI # 04.01.01.73)

## 1. BACKGROUND / PURPOSE

- Replace 12,600 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 $1.6K per unit.

## 2. ACHIEVEMENTS / MILESTONES MET

- As of October, our current to date target is to replace 4,200 crossarms, which is 33.3% of the fiscal year goal. PTD has completed the replacement of 3,084 crossarms, which is 24.5% of the FY goal, with a current average cost of $3.8K per unit.

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

- PTD is outside the acceptable target and there is a variance of $2.2K per unit. For the month of October, the average cost is $3.8K, which is 137.5% over 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.
- In addition to the other contributing factors causing a fluctuation in cost, District crews are working overtime to keep up with the KPI targets for crossarms. Moreover, when a crossarm is replaced, the crew will complete non-conformance work on the pole, which is subsequently charged to Job P6318.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- PTD will monitor and work with Power Contracts and External Generation Division (PCEGD) business group on the Work Management Information System (WMIS) mapping of work requests targeting this job.
- PTD will continue to investigate any reporting issues that may be affecting the increase in cost and will continue to monitor and ensure efficient work practices and proper capturing of costs.

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

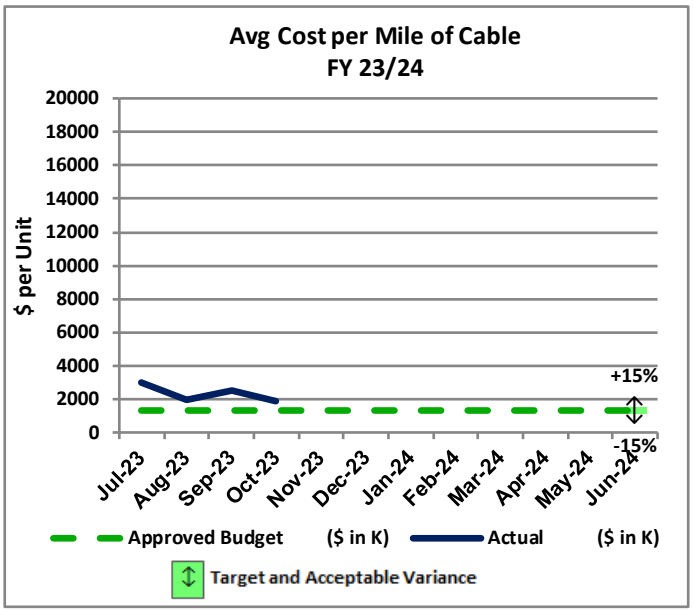
**RESPONSIBLE MANAGER**: Walter Rodriguez Jr., Power Transmission and Distribution **REPORTING PERIOD**: October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $1,376.1 per mile of cable replaced; 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-23 | 1,376.10 | 3,023.2 | 1,647.1 | 119.7% | |
| Aug-23 | 1,376.10 | 2,018.7 | 642.6 | 46.7% | |
| Sep-23 | 1,376.10 | 2,509.6 | 1,133.5 | 82.4% | |
| Oct-23 | 1,376.10 | 1,907.2 | 531.1 | 38.6% | |
| Nov-23 | 1,376.10 | | | | |
| Dec-23 | 1,376.10 | | | | |
| Jan-24 | 1,376.10 | | | | |
| Feb-24 | 1,376.10 | | | | |
| Mar-24 | 1,376.10 | | | | |
| Apr-24 | 1,376.10 | | | | |
| May-24 | 1,376.10 | | | | |
| Jun-24 | 1,376.10 | | | | |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA:** Jobs P6306 (KPI # 04.01.01.74)

## 1. BACKGROUND / PURPOSE

- Replace 60 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 $1,376.1K per mile.

## 2. ACHIEVEMENTS / MILESTONES MET

- PTD's annual target is replacement of 60 miles of cable. The actual cable replacement accounted for in October totals 18.5 miles.

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

- Average cost per mile of cable is $1,907.2K which is outside the acceptable target for the month of October.
- Overrun is caused by customer outages which require additional labor and overtime by District crews to restore power and labor intensive large 34.5kV cable replacement projects.

## 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 Contracts and External Generation Division (PCEGD) business group to ensure all work and costs are accounted for with the highest accuracy possible.

# LADWP RATES METRIC – *Distribution Automation (Power)*

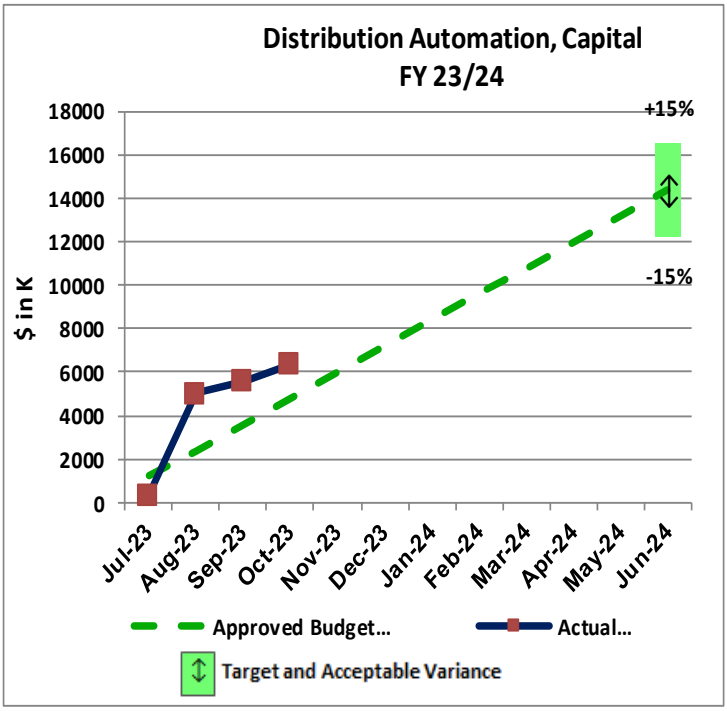
**RESPONSIBLE MANAGER:** Kodi Uzomah, Advanced Technologies Infrastructure Division **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = $14,371K; Acceptable Variance = ± 15%

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-23 | 1,198 | 359 | (839) | -70.0% | |
| Aug-23 | 2,395 | 5,013 | 2,617 | 109.3% | |
| Sep-23 | 3,593 | 5,579 | 1,986 | 55.3% | |
| Oct-23 | 4,790 | 6,358 | 1,568 | 32.7% | |
| Nov-23 | 5,988 | | | | |
| Dec-23 | 7,186 | | | | |
| Jan-24 | 8,383 | | | | |
| Feb-24 | 9,581 | | | | |
| Mar-24 | 10,778 | | | | |
| Apr-24 | 11,976 | | | | |
| May-24 | 13,174 | | | | |
| Jun-24 | 14,371 | | | | |
| Acceptable Variance | | | ± 15% | | |




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

1. **BACKGROUND / PURPOSE**

The purpose of the Distribution Automation (DA) 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 the end of 2024, 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**

Ongoing key milestones:

- Collaboration with Bureau of Street Light to install network devices to increase DA communication coverage is ongoing; expected to complete by May 2024.
- Installation of Communication Equipment is ongoing; expected to complete by May 2024.
- Construction of Substation DA Equipment; expected completion June 2024.
- Installation of reclosers and IED on 36-05 and 36-10; expected completion June 2024.

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

- LADWP made payments in October 2023 for DA contract milestones. Cost overrun due to payments for consulting services, Advanced Meter Infrastructure managed services and software upgrades.
- Critical field crew required for the installation re-assigned to restore LADWP system from incremental tropical weather events related to Hurricane Hilary.
- Ongoing cable replacements has also held up critical field crew required to install additional DA communication devices.

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

- Rate of installation to possibly increase (by 15%) by February 2024 as a result of crew completing weather related assignments and cable installation, and refocusing attention back to field work.

12/20/2023

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

**RESPONSIBLE MANAGER: Kodi Uzomah** Advanced Technologies Infrastructure Division **REPORTING PERIOD:** October 2023

**DEFINITION OF RATES METRIC:** Distribution Automation Project Progress Against Schedule (Target as %)
**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Target = Complete Equipment Installations by June 2024. Variance = N/A

**STATUS** **INFORMATION ONLY**

| Project Milestones | Target Dates | Status |
|---|---|---|
| Complete Installation of Pole-Top Communication Equipment | FY 23/24 2nd Qtr. (October 2023 - December 2023) | Delay, anticipated completion FY 24/25 2nd Qtr |
| Complete Construction work at RS-G, DS-93, and DS-36 | FY 23/24 4th Qtr. (April 2024 - June 2024) | Delay, anticipated completion FY 24/25 2nd Qtr |
| Complete Installation of Reclosers and Intelligent Electronic Devices (IEDs) on 36-05 and 36-10 | FY 23/24 4th Qtr. (April 2024 - June 2024) | Delay, anticipated completion FY 24/25 2nd Qtr |

**SOURCE OF DATA:** Distribution Automation Program Schedule

1. **BACKGROUND / PURPOSE**

The purpose of the Distribution Automation (DA) 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 the end of 2024, 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**

- Collaborated with Bureau of Street Light to install network devices to increase DA communication coverage. Collaboration is ongoing and expected to complete by May 2024.
- Total of 996 pole-top communication equipment installed; completion is expected by May 2024.
- DA related construction work in progress at RS-G and DS-93; completion is expected by June 2024.

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

- Pole top installation delayed as a result of critical field crew required for the installation re-assigned to restore LADWP system from incremental tropical weather events related to Hurricane Hilary.
- Ongoing cable replacements has also held up critical field crew required to install additional DA communication devices.

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

- Rate of installation to possibly increase (by 15%) by February 2024 as a result of crew completing weather related assignments and cable installation, and refocusing attention back to field work.

12/20/2023

# Water System

# LADWP RATES METRIC – WATER DISTRIBUTION INFRASTRUCTURE POSITIONS (Water)

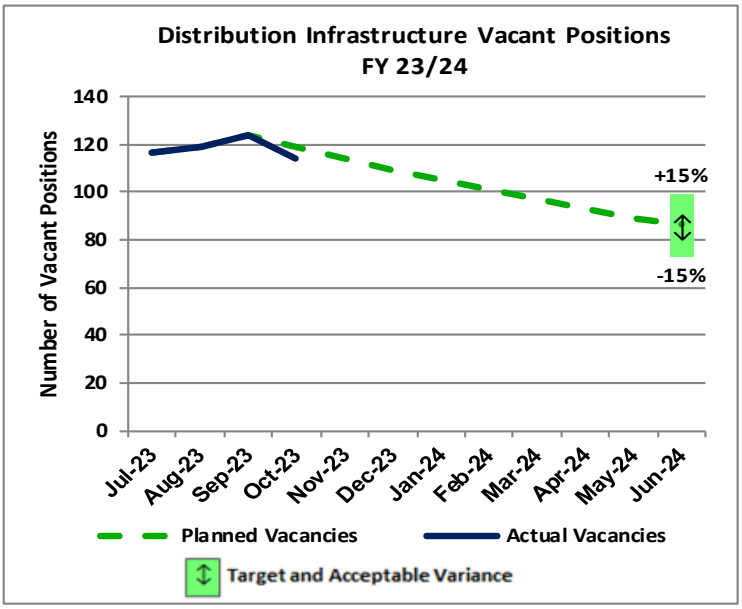
**RESPONSIBLE MANAGER:** Breonia Lindsey/Sandra Foster **REPORTING PERIOD:** October 2023

**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 23/24):** Vacant budgeted Water Distribution Infrastructure field positions at 86 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-23 | 116 | 116 | 0 | 0.0% | |
| Aug-23 | 119 | 119 | 0 | 0.0% | |
| Sep-23 | 124 | 124 | 0 | 0.0% | |
| Oct-23 | 119 | 114 | -5 | -4.2% | |
| Nov-23 | 114 | | | | |
| Dec-23 | 109 | | | | |
| Jan-24 | 105 | | | | |
| Feb-24 | 101 | | | | |
| Mar-24 | 97 | | | | |
| Apr-24 | 93 | | | | |
| May-24 | 89 | | | | |
| Jun-24 | 86 | | | | |
| 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 86 vacancies or less by the end of the fiscal year. Actual vacancy numbers are the total APR field budgeted vacancies resulting from employee retirements, transfers, promotions, and terminations.

## 2. ACHIEVEMENTS / MILESTONES MET

- The Division continues hiring infrastructure employees in fiscal year 2023/24, 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.

## 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.

# ** Appendix – WATER DISTRIBUTION INFRASTRUCTURE POSITIONS VACANCY CALCULATIONS

| | |
|---|---|
| **June 2023 Net Vacancies** | **98** |
| Hired | -7 |
| Reallocated* | -2 |
| Attrition | 25 |
| Adjustment** | 2 |
| **July 2023 Net Vacancies** | **116** |
| Hired | 0 |
| Reallocated* | 0 |
| Attrition | 3 |
| **August 2023 Net Vacancies** | **119** |
| Hired | -3 |
| Reallocated* | 0 |
| Attrition | 8 |
| **September 2023 Net Vacancies** | **124** |
| Hired | -19 |
| Reallocated* | -1 |
| Attrition | 9 |
| Adjustment** | 1 |
| **October 2023 Net Vacancies** | **114** |

*Temporarily reallocated for alternate positions providing infrastructure support, and positions loaned to other divisions, to facilitate hiring processes while waiting for Civil Service Lists to be established for field positions.

**Adjustment due to correction in occupancy data.

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

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

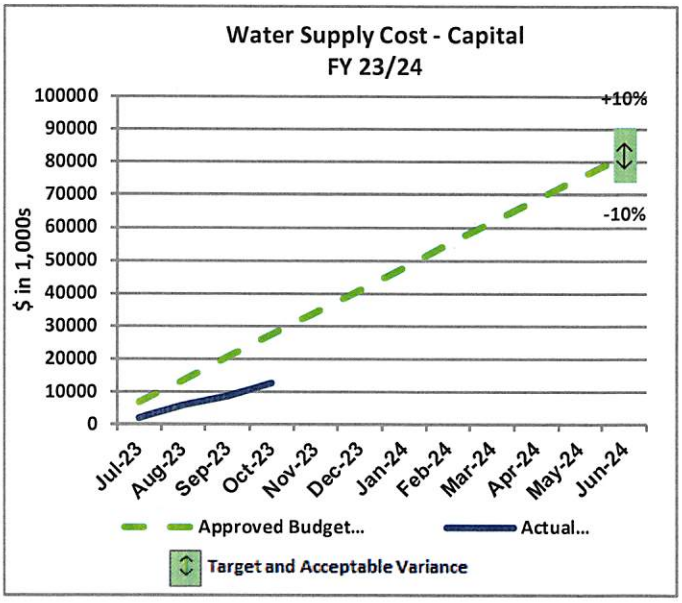
**RESPONSIBLE MANAGER:** April Thang **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** $82,075K, ±10 percent

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-23 | 6,840 | 1,827 | -5,013 | -73.3% | |
| Aug-23 | 13,679 | 5,862 | -7,817 | -57.1% | |
| Sep-23 | 20,519 | 8,778 | -11,741 | -57.2% | |
| Oct-23 | 27,358 | 12,533 | -14,825 | -54.2% | |
| Nov-23 | 34,198 | | | | 19,160 |
| Dec-23 | 41,037 | | | | 25,787 |
| Jan-24 | 47,877 | | | | 32,414 |
| Feb-24 | 54,716 | | | | 39,041 |
| Mar-24 | 61,556 | | | | 45,668 |
| Apr-24 | 68,395 | | | | 52,295 |
| May-24 | 75,235 | | | | 58,922 |
| Jun-24 | 82,075 | | | | 65,552 |
| Acceptable Variance | | | ± 10% | | -20.1% |




**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 October 2023, the Department of Water Resources awarded LADWP with a $4.5M grant for the Dominguez Gap Second Connection project. A press conference was held and highlighted the project goals to achieve 100% water reuse in the Los Angeles Harbor, cease wastewater discharge into the LA Harbor, and reduce potable water usage at the Dominguez Gap Seawater Intrusion Barrier.

- In September 2023, the installation of the Headworks Direct Potable Reuse Pilot Study (Pilot Study) was completed. The Pilot Study includes a small-scale installation of various treatment processes that will help LADWP in testing and developing the scope for the larger scale Demonstration Facility.

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

- The $4.7M underrun in Los Angeles Aqueduct Southern District Additions and Betterments jobs is primarily due to underspending in labor and construction services. Several capital projects, such as the Old Top Removal and Nine Mile Cement Lining projects, have been delayed.

- Water Recycling Capital jobs have a $4.4M underrun caused by delays in processing construction mobilization invoices for jobs in the Harbor area. The underrun in professional services is due a delay by the contractor in issuing invoices for the Headworks DPR Demonstration Facility. Despite these underruns, the projects are actively in progress to support the expansion of the recycled water system in the Harbor area.

- In addition, there is a $3.6M underrun in LA Aqueduct Northern District Additions and Betterments. The underspending in other outside services and purchases from other systems is driven by payment delays for landfill remediation services. Underspending in labor is due to projects delays as well as a shifting of priorities from Capital projects to focus on O&M due to the major storm events in 2023.

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.

Adam Perez

ET AP



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

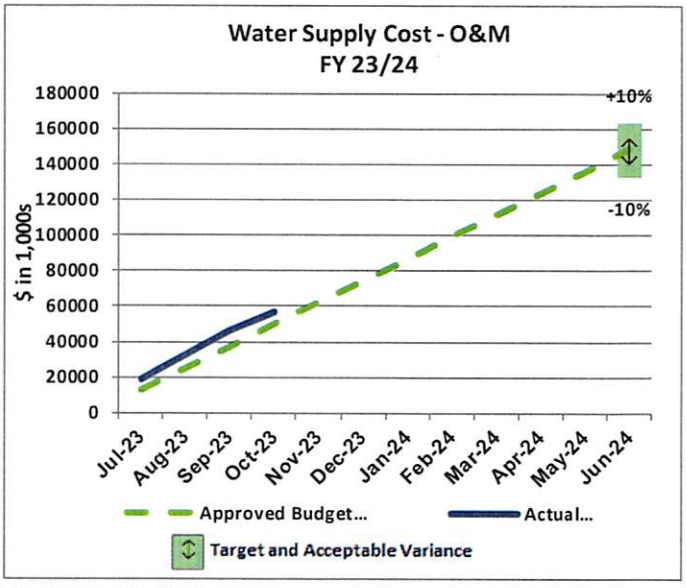
**RESPONSIBLE MANAGER:** April Thang **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** $147,701K, ±10 percent

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-23 | 12,308 | 18,642 | 6,334 | 51.5% | |
| Aug-23 | 24,617 | 31,981 | 7,364 | 29.9% | |
| Sep-23 | 36,925 | 45,709 | 8,784 | 23.8% | |
| Oct-23 | 49,233 | 56,682 | 7,449 | 15.1% | |
| Nov-23 | 61,542 | | | | |
| Dec-23 | 73,850 | | | | |
| Jan-24 | 86,158 | | | | |
| Feb-24 | 98,466 | | | | |
| Mar-24 | 110,775 | | | | |
| Apr-24 | 123,083 | | | | |
| May-24 | 135,391 | | | | |
| Jun-24 | 147,701 | | | | |
| 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

- As of October 2023:
  - completed 255 preventative maintenance tasks for 96 pump station facilities and 46 regulatory bi-weekly maintenance on 45 emergency backup IC Engine units located throughout the Water System.

  - there has been one complete retrofit at the Valley and Metro Pressure Regulating Stations.

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

- The $11M overrun in the Los Angeles Aqueduct Northern District Operation is due to expenditures for labor, materials and supplies, rentals, and fleet operator services being higher than anticipated as crews continued to work on flood mitigation due to the record snowpack and storms occurring in 2023. Other system purchases overruns account for the additional resources required to protect Aqueduct assets and infrastructure.

- Helping offset the overrun is a $3.8M underrun in LA Groundwater Pump and Source Facilities. Several well fields are currently not in production due to the excess supply of aqueduct water, which has resulted in decreased expenditures.

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

- The budget has been decreased to account for the decrease in production at the Groundwater Pump and Source Facilities. Continue to monitor the water supply expenditure carefully to ensure it is in line with the approved budget.

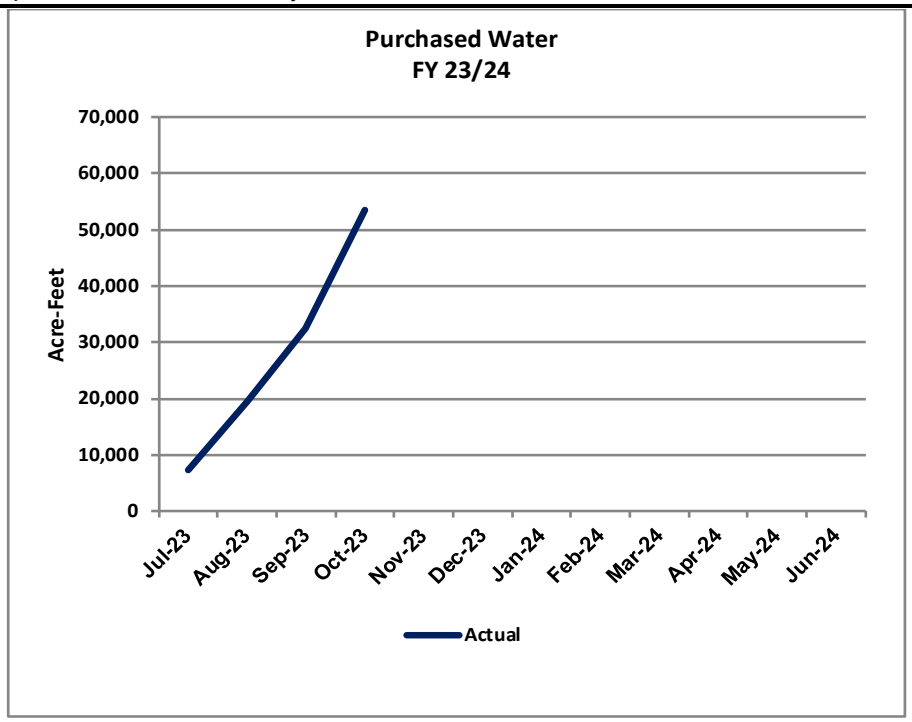
# LADWP RATES METRIC – Purchased Water (Water)

**RESPONSIBLE MANAGER:** April Thang **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** N/A - for information only

| FYTD as of: | Actual |
|---|---|
| Jul-23 | 7,461 |
| Aug-23 | 19,556 |
| Sep-23 | 32,554 |
| Oct-23 | 53,612 |
| Nov-23 | |
| Dec-23 | |
| Jan-24 | |
| Feb-24 | |
| Mar-24 | |
| Apr-24 | |
| May-24 | |
| Jun-24 | |




**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 165,000 AF.
- Due to the wetter conditions resulting from the major storm events in 2023, forecasted Los Angeles Aqueduct (LAA) supplies were significantly increased, which impacted the purchases of water from the Metropolitan Water District of Southern California. The increase of LAA supplies significantly reduced purchases of the more expensive water.

## 3. MITIGATION PLAN AND / OR RECOMMENDATIONS

- October 2023 is the start of the new hydrologic year. The first snow survey* will be conducted February 1, 2024.

* Snow survey conducted by hydrographers on the 1st of February, March and April of each year. Historically, April 1st has been peak snowpack.

# LADWP RATES METRIC – RECYCLED WATER DELIVERED (Water)

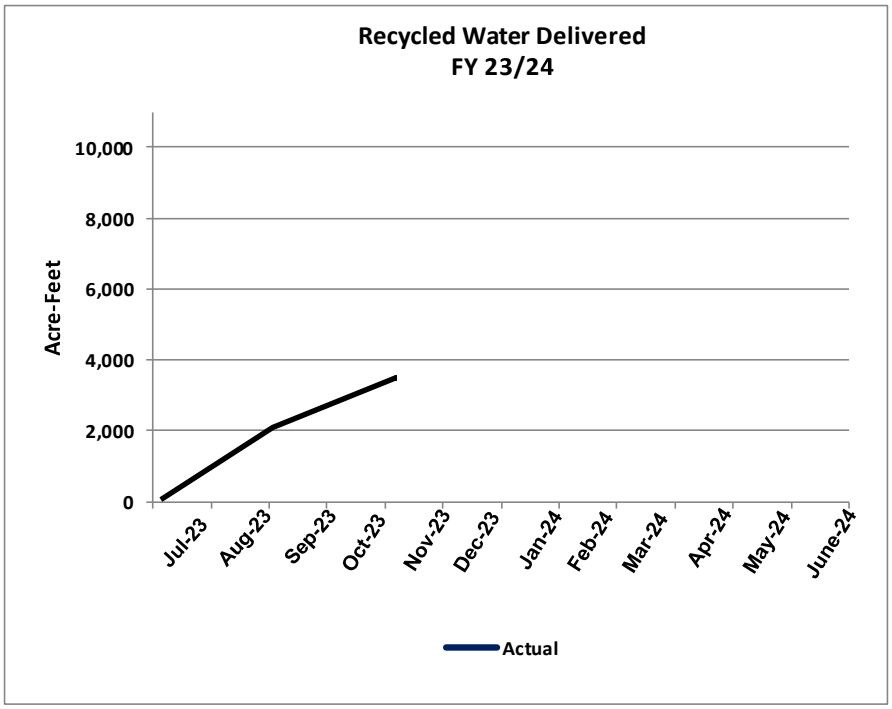
**RESPONSIBLE MANAGER:** Jesus Gonzalez Jesus Gonzalez Digitally signed by Jesus Gonzalez Date: 2023.11.29 13:51:19 -08'00' **REPORTING PERIOD: October 2023**

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** N/A - for information only

**STATUS:** Information Only

| FYTD as of: | Actual |
|---|---|
| Jul-23 | 1,117 |
| Aug-23 | 2,332 |
| Sep-23 | 2,977 |
| Oct-23 | 3,568 |
| Nov-23 | |
| Dec-23 | |
| Jan-24 | |
| Feb-24 | |
| Mar-24 | |
| Apr-24 | |
| May-24 | |
| Jun-24 | |




**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. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Not applicable - for information only.

## 3. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue to deliver recycled water to existing customers.
- Identify barriers and challenges to work with prospective recycled water customers in close proximity to RW infrastructure to expand RW deliveries.

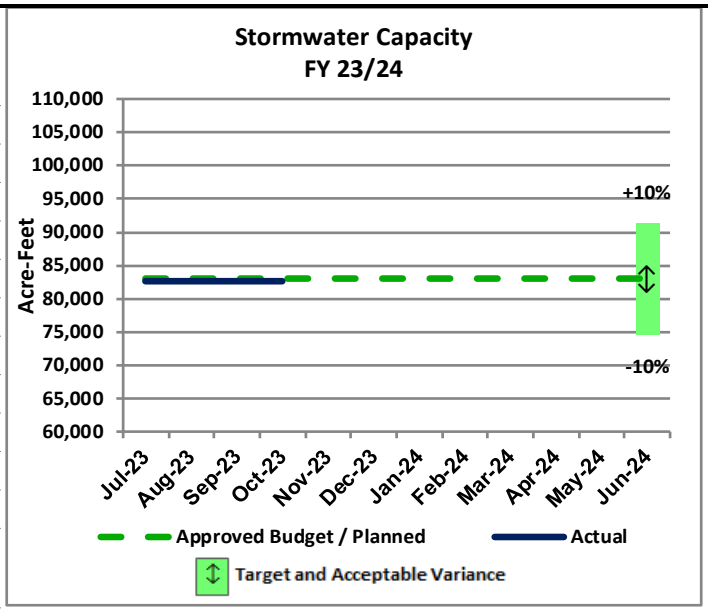
# LADWP RATES METRIC – STORMWATER CAPACITY (Water)

**RESPONSIBLE MANAGER:** David R. Pettijohn **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** 83,000 AFY; ±10% variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Unit or $ | % | |
| Jul-23 | 83,000 | 82,626 | -374 | -0.5% | |
| Aug-23 | 83,000 | 82,626 | -374 | -0.5% | |
| Sep-23 | 83,000 | 82,626 | -374 | -0.5% | |
| Oct-23 | 83,000 | 82,626 | -374 | -0.5% | |
| Nov-23 | 83,000 | | | | |
| Dec-23 | 83,000 | | | | |
| Jan-24 | 83,000 | | | | |
| Feb-24 | 83,000 | | | | |
| Mar-24 | 83,000 | | | | |
| Apr-24 | 83,000 | | | | |
| May-24 | 83,000 | | | | |
| Jun-24 | 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:
  - Pacoima Spreading Grounds Improvement Project (5,300 AFY), 70% complete.
  - San Fernando Regional Park Infiltration Project (446 AFY), 90% complete.
- Projects in design/planning include:
  - 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), 100% design plans in progress.

## 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 – LA AQUEDUCT BUDGET VS ACTUAL - CAPITAL (Water)

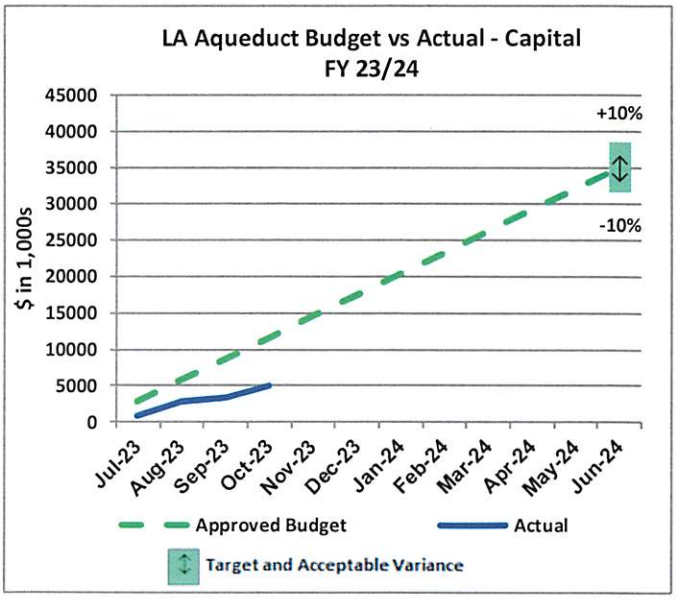
**RESPONSIBLE MANAGER:** Wendy McGhie @ AP **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** $35,011, ±10 percent

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance $ in K | Variance % | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| Jul-23 | 2,918 | 803 | -2,115 | -72.5% | |
| Aug-23 | 5,835 | 2,866 | -2,969 | -50.9% | |
| Sep-23 | 8,753 | 3,403 | -5,350 | -61.1% | |
| Oct-23 | 11,670 | 4,995 | -6,675 | -57.2% | |
| Nov-23 | 14,588 | | | | 8,003 |
| Dec-23 | 17,505 | | | | 10,303 |
| Jan-24 | 20,423 | | | | 12,603 |
| Feb-24 | 23,341 | | | | 14,903 |
| Mar-24 | 26,258 | | | | 17,203 |
| Apr-24 | 29,176 | | | | 19,503 |
| May-24 | 32,093 | | | | 21,803 |
| Jun-24 | 35,011 | | | | 24,400 |
| Acceptable Variance | | | ± 10% | | -30.3% |




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

## 1. BACKGROUND / PURPOSE

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

## 2. ACHIEVEMENTS / MILESTONES MET

- In August 2023, the Tinemaha Siphon project was completed.
- Studies for the Long Valley Rockfall Mitigation project are underway.

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

- The underrun in Los Angeles Aqueduct (LAA) Southern District Additions & Betterments is due to several capital projects being delayed:
  - Old Top Removal project is uncertain whether it will occur this fiscal year due to high flows in 2023.
  - The Nine Mile Sag Pipe Cement Re-Lining Project is postponed due to contractor and materials supply delays. (Construction expected to commence in Spring 2024).
- Contributing to the underrun is Los Angeles Aqueduct (LAA) Northern District Additions & Betterments as Management shifted priorities from Capital projects to focus on O&M due to the major storm events this calendar year.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue to work with Water Engineering and Technical Services to move projects forward.
- The budget will be re-estimated and continue to be monitored.

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

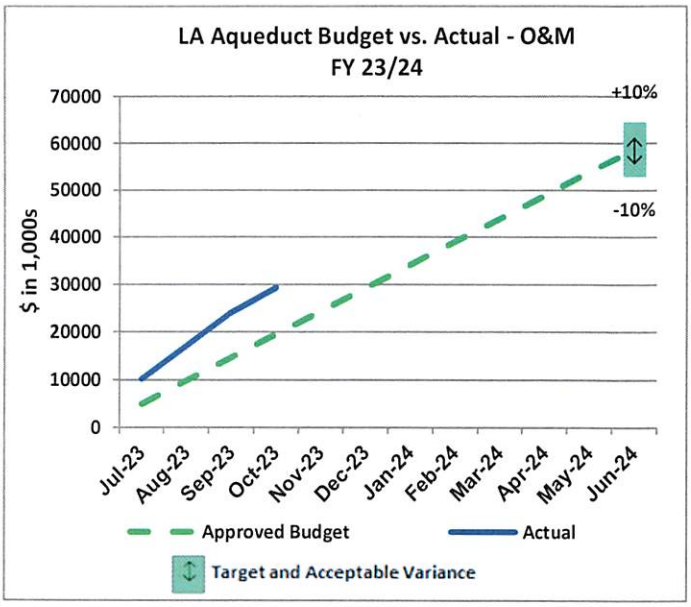
**RESPONSIBLE MANAGER:** Wendy McGhie **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24)** $58,714, ±10 percent

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance $ in K | Variance % | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| Jul-23 | 4,893 | 10,230 | 5,337 | 109.1% | |
| Aug-23 | 9,786 | 17,149 | 7,363 | 75.2% | |
| Sep-23 | 14,678 | 24,151 | 9,473 | 64.5% | |
| Oct-23 | 19,571 | 29,282 | 9,711 | 49.6% | |
| Nov-23 | 24,464 | | | | 36,151 |
| Dec-23 | 29,357 | | | | 40,151 |
| Jan-24 | 34,250 | | | | 44,151 |
| Feb-24 | 39,143 | | | | 50,151 |
| Mar-24 | 44,035 | | | | 57,151 |
| Apr-24 | 48,928 | | | | 65,151 |
| May-24 | 53,821 | | | | 72,151 |
| Jun-24 | 58,714 | | | | 81,151 |
| Acceptable Variance | | | ± 10% | | 38.2% |




**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 (generally, the first two months of the year), operations and maintenance focus is to manage the run-off.

## 2. ACHIEVEMENTS / MILESTONES MET

As of October 2023, Aqueduct crews have:

- Mowed 820 acres for resource clearing;
- Graded 645 miles of roads;
- Mowed 521 miles of canals and ditches;
- Cleaned 27.8 miles of canals and ditches;
- Installed 6.3 miles of fencing;
- Cleaned 13.75 cubic miles of sand traps;
- Installed 1 data logger/station retrofits.

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

- The $11M overrun in Los Angeles Aqueduct Northern District Operations is due to additional labor, materials and supplies, and construction equipment services that were needed for flood mitigation as a result of the record snowpack and storms occurring in 2023.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The annual budget was increased as crews continue performing substantial maintenance needed for asset protection due to record annual precipitation, and working towards Operational and Maintenance goals.

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

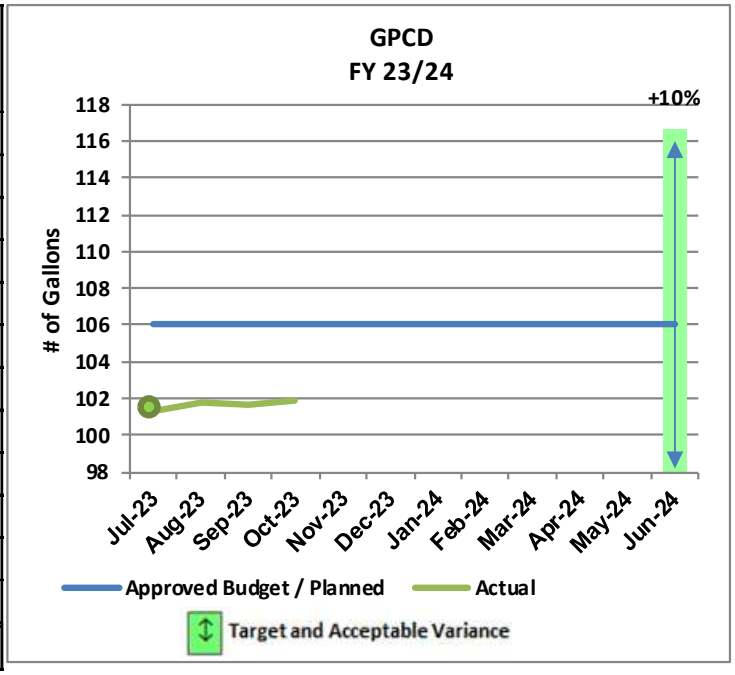
**RESPONSIBLE MANAGER:** Terrence McCarthy **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** 106 GPCD, ±10% Acceptable Variance

**STATUS:** Within Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate of Budget/Planned |
|---|---|---|---|---|---|
| | | | GPCD | % | |
| Jul-23 | 106 | 101 | -5 | -4.4% | |
| Aug-23 | 106 | 102 | -4 | -4.0% | |
| Sep-23 | 106 | 102 | -4 | -4.1% | |
| Oct-23 | 106 | 102 | -4 | -3.9% | |
| Nov-23 | 106 | | | | |
| Dec-23 | 106 | | | | |
| Jan-24 | 106 | | | | |
| Feb-24 | 106 | | | | |
| Mar-24 | 106 | | | | |
| Apr-24 | 106 | | | | |
| May-24 | 106 | | | | |
| Jun-24 | 106 | | | | |
| Acceptable Variance | | | ± 10% | | |




**SOURCE OF DATA:** Water Operations Monthly Supply Tracking

## 1. BACKGROUND / PURPOSE

- Gallons per capita per day (GPCD) is a measure of the City's progress in water conservation. The Mayor's Sustainable City pLAn set GPCD reduction goals of 20, 22.5, and 25 percent by 2017, 2025, and 2035, respectively.

## 2. ACHIEVEMENTS / MILESTONES MET

- In October 2023, LADWP provided testimony and written comments to the State Water Resources Control Board regarding the proposed "Making Water Conservation a California Way of Life" regulation.
- On March 1, 2023, LADWP reached and surpassed its 2022 Drought Target of 105 GPCD.
- On January 1, 2017, LADWP met the pLAn goal of 20 percent reduction in GPCD.

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

- Monthly customer water per capita use may slightly increase due to re-instatement of Phase 2 of the City's Emergency Water Conservation ordinance (three day a week irrigation) in late July 2023.
- 12-month rolling GPCD is anticipated to stay the same as a result of continued conservation efforts and weather. October 2023 was hotter than October 2022, with less precipitation than usual.
- LADWP's Water Conservation Response Unit has continued to educate residential and commercial customers about conservation practices and respond to water waste complaints received from the public. During October 2023, 86 warnings were issued, which is an approximately 56% decrease compared to October 2022.
- LADWP has seen a 2% increase in supply deliveries compared to October 2022.

## 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.

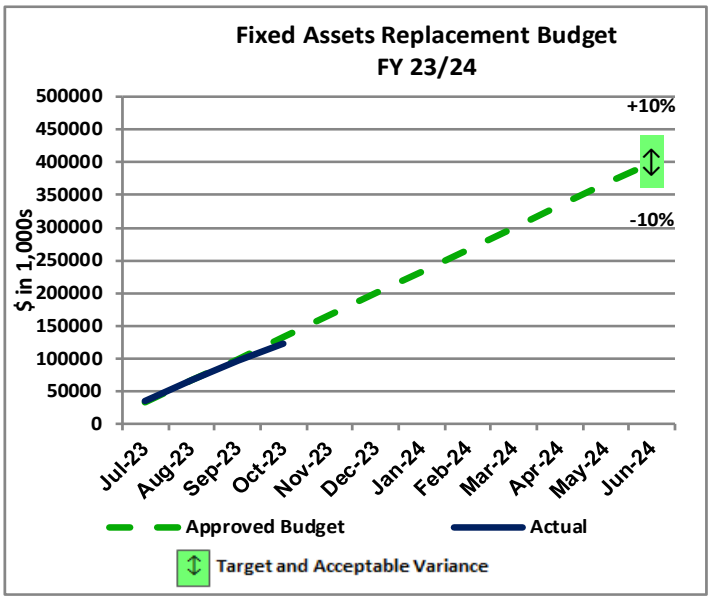
# LADWP RATES METRIC – FIXED ASSETS REPLACEMENT BUDGET VS ACTUAL (Water)

**RESPONSIBLE MANAGER:** April Thang **REPORTING PERIOD:** October 2023

**DEFINITION OF RATES METRIC:** Board approved annual budget vs actual expenditures.
**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** $400,236K, ± 10 percent

**STATUS:** Within Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance $ in K | Variance % | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| Jul-23 | 33,353 | 35,321 | 1,968 | 5.9% | |
| Aug-23 | 66,705 | 67,682 | 977 | 1.5% | |
| Sep-23 | 100,058 | 97,083 | -2,975 | -3.0% | |
| Oct-23 | 133,410 | 123,443 | -9,967 | -7.5% | |
| Nov-23 | 166,763 | | | | |
| Dec-23 | 200,115 | | | | |
| Jan-24 | 233,468 | | | | |
| Feb-24 | 266,820 | | | | |
| Mar-24 | 300,173 | | | | |
| Apr-24 | 333,525 | | | | |
| May-24 | 366,878 | | | | |
| Jun-24 | 400,236 | | | | |
| 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 2023:

- 66,816 feet of mainline have been installed
- 2,605 feet of trunk line have been replaced
- 5 pumps have been replaced/retrofitted
- 2 Regulator/Relief Station has been retrofitted
- 198 new fire hydrants have been installed

- North Haiwee Dam No. 2 Project:
  - the Los Angeles Aqueduct Bypass was constructed and became operational in October 2023

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

- On target.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue to hire staff and work with Power Construction & Maintenance (PCM) to accomplish the Water Infrastructure Plan goals.

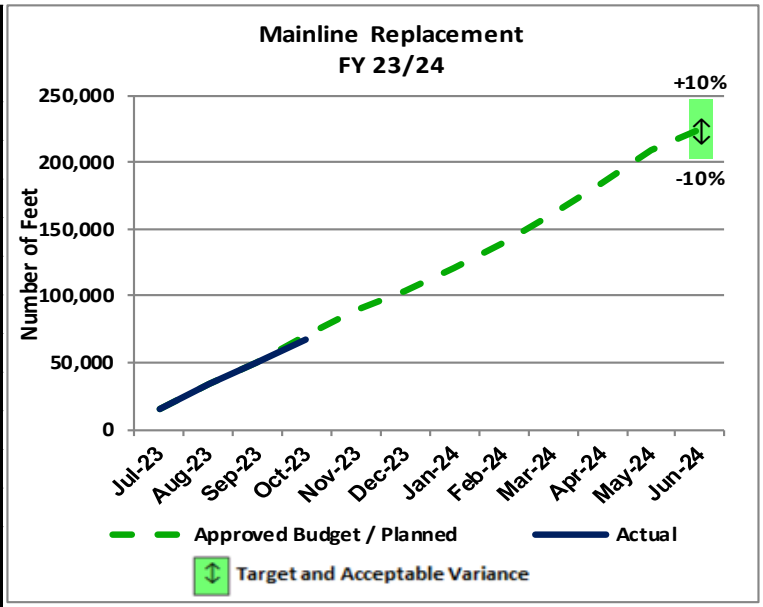
# LADWP RATES METRIC – MAINLINE REPLACEMENT (Water)

**RESPONSIBLE MANAGER:** Breonia Lindsey/Sandra Foster **REPORTING PERIOD:** October 2023

**DEFINITION OF RATES METRIC:** Feet of mainline replaced against plan.
**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** 225,000 feet, ±10%

**STATUS:** **Within Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Feet | % | |
| Jul-23 | 15,170 | 15,170 | 0 | 0.0% | |
| Aug-23 | 33,645 | 33,645 | 0 | 0.0% | |
| Sep-23 | 50,435 | 50,435 | 0 | 0.0% | |
| Oct-23 | 70,572 | 66,816 | -3,756 | -5.3% | |
| Nov-23 | 88,620 | | | | |
| Dec-23 | 104,223 | | | | |
| Jan-24 | 121,513 | | | | |
| Feb-24 | 139,905 | | | | |
| Mar-24 | 161,967 | | | | |
| Apr-24 | 184,401 | | | | |
| May-24 | 209,466 | | | | |
| Jun-24 | 225,000 | | | | |
| 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 2023, the Division has replaced 66,816 feet of mainline.

## 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.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The Division will continue with planned hiring and training for mainline crews to reach the replacement rate of 240,000 feet of pipe per year, by FY 2024/25, resulting in a replacement cycle of 150 years and meet customer demand for new installations.

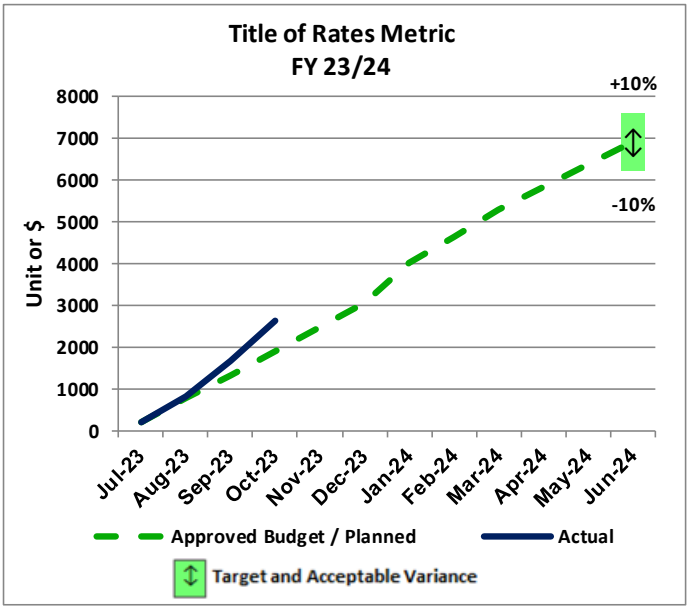
# LADWP RATES METRIC – TRUNK LINE REPLACEMENT (Water)

**RESPONSIBLE MANAGER:** Paul Liu *Paul Liu* MS 12/4/2023 **REPORTING PERIOD:** October 2023

**DEFINITION OF RATES METRIC:** Feet of trunk line replaced against the plan.
**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** 6,900 feet, ± 10 percent

**STATUS:** Exceeds Target

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Unit or $ | % | |
| Jul-23 | 219 | 209 | -10 | -4.6% | |
| Aug-23 | 794 | 807 | 13 | 1.6% | |
| Sep-23 | 1,322 | 1,669 | 347 | 26.2% | |
| Oct-23 | 1,875 | 2,605 | 730 | 38.9% | |
| Nov-23 | 2,453 | | | | |
| Dec-23 | 3,031 | | | | |
| Jan-24 | 4,004 | | | | |
| Feb-24 | 4,629 | | | | |
| Mar-24 | 5,277 | | | | |
| Apr-24 | 5,802 | | | | |
| May-24 | 6,352 | | | | |
| Jun-24 | 6,900 | | | | |
| Acceptable Variance | | | ± 10% | | |




**SOURCE OF DATA:** FI 23222 - Jobs 23117, 23515; FI 26220 - Jobs 23095, 23213, 23137.

## 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

As of October 2023:

- 201 feet of trunk line was installed on City Trunk Line North Unit 2.
- 674 feet of trunk line was installed on River Supply Conduit (RSC) Lower Reach Unit 1A Project.
- 1,730 feet of trunk line was installed on North Hollywood Operable Unit Second Interim Remedy Project.

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

- The rate of trunk line replacement has exceeded the FY 23/24 target. North Hollywood Operable Unit Second Interim Remedy Project exceeded target since the contractor expedited the work in order to make the connection to the North Hollywood Chlorination Station before the commissioning of the chemical building. However, actual footage is anticipated to be within the acceptable variance range by fiscal year-end.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue ongoing trunk line replacement projects.

# LADWP RATES METRIC – METER REPLACEMENT (Water)

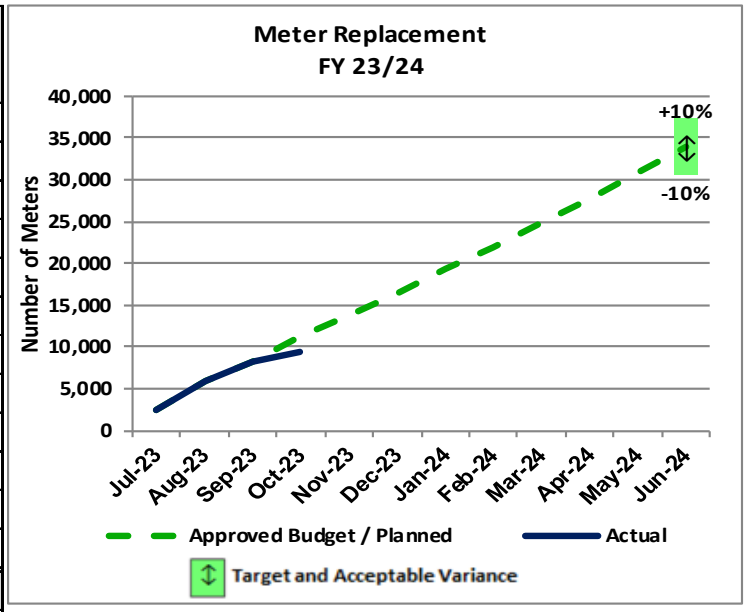
**RESPONSIBLE MANAGER:** Breonia Lindsey/Sandra Foster **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** 34,000 meters, ±10%

**STATUS:** **Outside Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Meters | % | |
| Jul-23 | 2,531 | 2,531 | 0 | 0.0% | |
| Aug-23 | 5,970 | 5,970 | 0 | 0.0% | |
| Sep-23 | 8,328 | 8,328 | 0 | 0.0% | |
| Oct-23 | 11,253 | 9,452 | -1,801 | -16.0% | |
| Nov-23 | 13,811 | | | | |
| Dec-23 | 16,451 | | | | |
| Jan-24 | 19,291 | | | | |
| Feb-24 | 21,881 | | | | |
| Mar-24 | 24,806 | | | | |
| Apr-24 | 27,771 | | | | |
| May-24 | 30,953 | | | | |
| Jun-24 | 34,000 | | | | |
| 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 2023, 9,452 meters of the 34,000 fiscal year goal have been replaced.

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

- The rate of meter replacement for this reporting period is outside the acceptable variance. The rate of meter replacement decreased this reporting period as a result of supply chain issues resulting in a meter inventory shortage. Dedicated meter replacement crews were temporarily redeployed to other tasks. However, once additional meter inventory is received, the Division anticipates meeting the meter replacement goal by fiscal year end.

## 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.

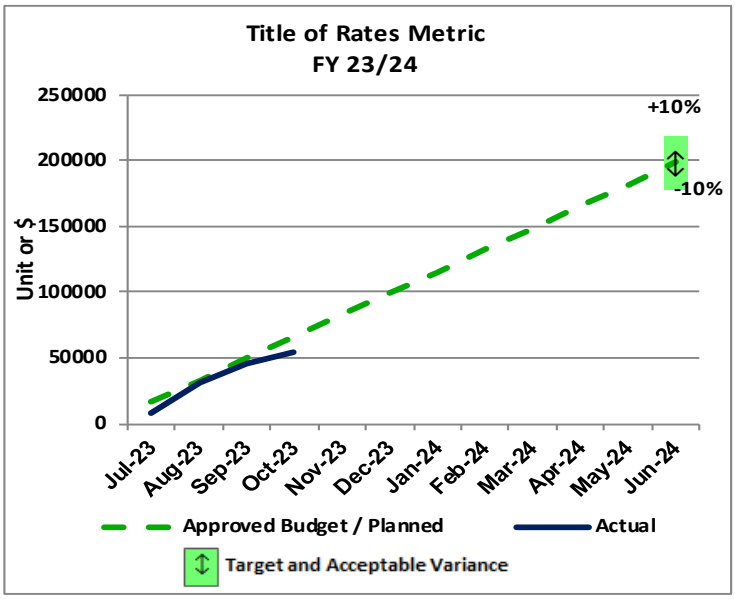
# LADWP RATES METRIC – WATER QUALITY CAPITAL BUDGET VS ACTUAL (Water)

**RESPONSIBLE MANAGER:** Paul Liu *Paul Liu* MS 12/6/2023 **REPORTING PERIOD:** October 2023

**DEFINITION OF RATES METRIC:** Board approved annual budget vs actual expenditures
**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** $199M, ±10 percent

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Unit or $ | % | |
| Jul-23 | 16,550 | 8,403 | 8,147 | -49.2% | |
| Aug-23 | 33,101 | 31,107 | 1,994 | -6.0% | |
| Sep-23 | 49,651 | 45,806 | 3,845 | -7.7% | |
| Oct-23 | 66,202 | 54,030 | 12,172 | -18.4% | |
| Nov-23 | 82,752 | | | | |
| Dec-23 | 99,303 | | | | |
| Jan-24 | 115,853 | | | | |
| Feb-24 | 132,403 | | | | |
| Mar-24 | 148,954 | | | | |
| Apr-24 | 165,504 | | | | |
| May-24 | 182,055 | | | | |
| Jun-24 | 198,607 | | | | |
| 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.

## 2. ACHIEVEMENTS / MILESTONES MET

As of October 2023:

- North Hollywood Central Chlorination Station Replacement Project: Design reached 100% complete.
- San Fernando Groundwater Basin Remediation (SFGBR) – North Hollywood Centralized Treatment and SFGBR – Tujunga Centralized Treatment: Construction is at approximately 93% complete as crews work on punch list items.
- River Supply Conduit (RSC) Upper Reach Unit 7 Project: Construction reached 100% complete.
- RSC Lower Reach Unit 1A West Project: Construction remains at 95% complete.

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

- The $6.9M underrun in Chloramination Station Installation jobs is due a delay in the Missions Wells Chloramination Station project as the project delivery method is set to be changed. Design specifications are being modified to prepare for the change. Another contribution to the underrun is the North Hollywood Central Chlorination Station Replacement job. The project is pending Notice of Compliance (NOC) approval; construction is expected to start in November 2024.
- The $5.4M underrun in Water Treatment Improvements jobs is due to delays with the procurement of the Owner's Agent and Design-Build Contract for the Fairmont Sedimentation Plant project. Contributing to the underrun are project delays for the Crystal Springs Treatment Station Construction, Keeler Treatment Station Upgrade, and Santa Ynez Temporary Hypo Station.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue ongoing work as planned.

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

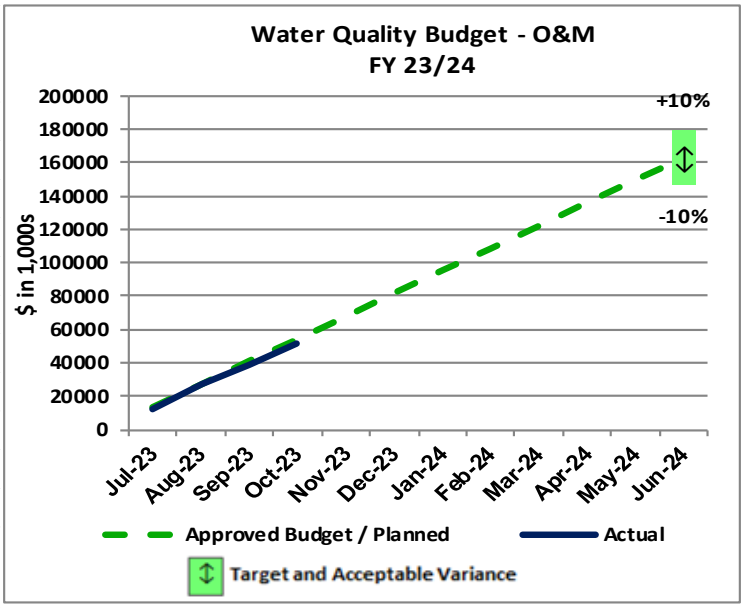
# LADWP RATES METRIC – WATER QUALITY BUDGET VS ACTUAL – O&M [Water]

**RESPONSIBLE MANAGER:** Ruben Rosales *Ruben Rosales* 11/29/2023 **REPORTING PERIOD:** October 2023

**DEFINITION OF RATES METRIC:** Board approved annual budget vs actual expenditures.
**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** $163,268K, ± 10 percent

**STATUS:** **Within Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Unit or $ | % | |
| Jul-23 | 13,606 | 12,678 | -928 | **-6.8%** | |
| Aug-23 | 27,211 | 27,181 | -30 | **-0.1%** | |
| Sep-23 | 40,817 | 39,118 | -1,699 | **-4.2%** | |
| Oct-23 | 54,422 | 51,161 | -3,261 | **-6.0%** | |
| Nov-23 | 68,028 | | | | |
| Dec-23 | 81,633 | | | | |
| Jan-24 | 95,239 | | | | |
| Feb-24 | 108,844 | | | | |
| Mar-24 | 122,450 | | | | |
| Apr-24 | 136,055 | | | | |
| May-24 | 149,661 | | | | |
| Jun-24 | 163,268 | | | | |
| **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

As of October 2023:

- Water Quality Groundwater O&M completed 1,737 groundwater samplings required for regulatory permits and Prop 1 Grant Program projects.
- Water Quality Control collected 9,681 regulatory required water quality samples from distribution system and supply sources, and made operational adjustments as well as developed safety protocols in light of events such as unhoused encampments.
- 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, Los Angeles Zoo and Los Angeles City Tourism Department for the Hydration Station Initiative Program (HSIP). During this reporting period, 114 hydration stations have been incentivized through HSIP partnerships and approximately $700,000 in reimbursements paid.
- Community Outreach - Water Quality Customer Care supported the efforts of two newly selected grantees, Alliance to Save Energy and Climate Resolve, who will be conducting public outreach and education campaigns that promote LADWP's high quality water, and communicate the environmental, health and economic benefits of drinking tap water.

3. **PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION**
   - Water Quality O&M expenditures are on target and 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

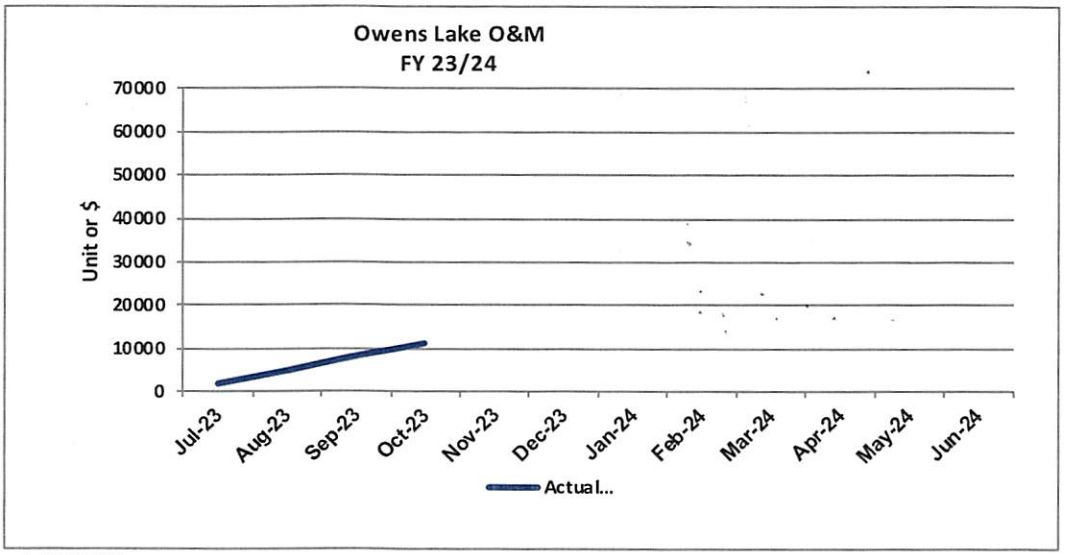
# LADWP RATES METRIC – BUDGET VS ACTUAL FOR OWENS LAKE O&M [Water]

**RESPONSIBLE MANAGER: Adam Perez** **REPORTING PERIOD: October 2023**

**DEFINITION OF RATES METRIC: Board approved annual budget vs. actual expenditures**
**TARGET & ACCEPTABLE VARIANCE (FY 23/24): N/A – for information only** ET

**STATUS:** **Information Only**

| FYTD as of: | Actual ($ in K) |
|---|---|
| Jul-23 | 1,594 |
| Aug-23 | 4,602 |
| Sep-23 | 8,323 |
| Oct-23 | 11,186 |
| Nov-23 | |
| Dec-23 | |
| Jan-24 | |
| Feb-24 | |
| Mar-24 | |
| Apr-24 | |
| May-24 | |
| Jun-24 | |




**SOURCE OF DATA:** FIs 3022002 and 4013006

## 1. BACKGROUND / PURPOSE

- Proper operation and maintenance of 48.6 square miles 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. Because regulatory compliance is not required between July 1st through October 15th, large scale summer maintenance activities are key to successful operation during the dust season.

## 2. ACHIEVEMENTS / MILESTONES MET

- Performed as-needed ongoing brine, tillage, and gravel maintenance.
- Perform as-needed, ongoing lake-wide road maintenance.
- The Keeler Construction Yard's five-year update of the Spill Prevention Control and Countermeasure Plan was approved and finalized in September 2023.
- All five chemical tanks at Managed Vegetation area T8 were replaced by mid-September 2023 as part of the 10-year replacement program. 100% complete.
- LORPS Pump #1 troubleshooting commenced at the end of September 2023. It was identified that the motor starter controller had failed. Working with the manufacturer on a temporary fix and permanent retrofit. On-going.
- Gopher fumigation activities commenced on September 13, 2023. 100% complete by the end of October 2023.
- T26 Pressure Relief Valve (PRV) and piping system corrosion replacement and rehabilitation work commenced on August 14, 2023. 100% complete by the end of September 2023.
- Working towards expanding the mining operations at the Keeler Shale Mining Pit to potentially add 1.5 million cubic yards of permitted shale mining. Working with the Inyo County Planning Department and Bureau of Land Management to gain the necessary approvals. Tentative approval of the draft grading plan was approved in mid-July 2023. Coordinating required environmental assessments with Environmental Affairs. Initial environmental studies began early July 2023 but were postponed because of Tropical Storm Hilary. Field biology surveys were completed in October 2023.

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

- The closure of the Keeler Old NSP Mining Pit was initiated in October 2022. The Inyo County Planning Commission approved the zoning reclassification (ZR) and general plan amendment (GPA) on August 23, 2023. The Inyo County Board of Supervisors voted on final approval of the ZR/GPA on October 10, 2023.
- Analyzed and addressed major flash flood impacts resulting from September 2022 100-year storm event and the Governor's declared state of emergency for the region. Construction of new berms resumed July 12, 2023 through August 18, 2023, and paused due to the reallocation of resources to address extensive impacts and emergency response for Tropical Storm Hilary which brought record amounts of precipitation on August 20 and 21, 2023, and widespread flooding and mud and debris flow throughout Inyo County and Owens Lake, including significant damage to T13-1/T13-1 Addition shallow flood infrastructure, and existing and newly constructed berms. Pre-Hilary, as of August 18, 2023, new berms were about 35% complete. LADWP is seeking a new variance from the air regulator for T13-1/T13-1 Addition meanwhile damage repair plans are completed and implemented.
- LADWP commenced work on lake-wide stormwater management plan in June 2023. The plan will include assessment of existing flood and siltation control systems; leverage lessons learned from recent peak precipitation and snowmelt driven events, and protective measures recently implemented; identify critical infrastructure; and, if necessary, make recommendations for additional studies to improve infrastructure protection. Hydrologic analysis 95% complete, and hydraulic analysis 25% complete as of 10/31/2023.
- Initial lake-wide damage assessment following Tropical Storm Hilary was completed early September 2023. Approximately 8,797 acres experienced minor to major damage (~28% of the OLDMP dust mitigation area). Due to LADWP's aggressive repair schedule, the extent of area included in the variance request to the air regulator was reduced by 6,613 acres (~75% reduction). LADWP is seeking a variance for 1,246 acres located within DCAs T5-2, T5-3, T5-3 addition, and portions of DCAs T13-1/T13-1 Addition, T17-1, T5, T6, T7, and T8.
- Fertigation activities on the T5, T6, T7, and T8 Managed Vegetation dust control areas were completed by the end of July 2023. Irrigation activities resumed in April 2023 and concluded by the end of October 2023.
- In anticipation of high runoff, berm armoring of up to 15 miles of dust control areas were initiated in DCAs adjacent to the Brine pool (includes T11, T16, T18, T23-5, T25, T27, T29, T36-3, T36-2, T37-2b, T37-2c, and T37-2d). T37-2c and T37-2d berm armoring was completed in May 2023. All other berm armoring was transferred to Sully Miller and was 100% completed on August 11, 2023.
- Tropical storm Hilary repair work largely started in early September 2023. The areas impacted by the storm included DCAs T3SW, T3SE, T3NE, T3SE Addition, T4-3, T5-2, T5-3, T5-3 Addition, T9, T10-1, T10-1a, T13-1, T13-1 Addition, T17-1, T17-2, T23, T24, T25, and T27. Except for the T13 and T5 areas, repairs to the other areas were 90% complete at the end of October 2023.

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

- Not applicable – for information only.

## 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*

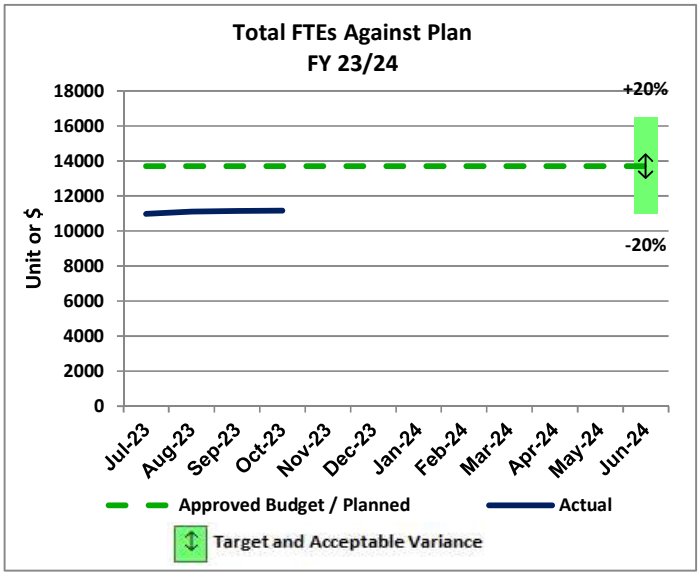
**RESPONSIBLE MANAGER: Gregory Reed** Gregory Reed Digitally signed by Gregory Reed Date: 2023.12.11 15:15:04 -08'00' **REPORTING PERIOD: OCTOBER 2023**

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24): +/- 20%**

**STATUS:** **Within Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Unit or $ | % | |
| Jul-23 | 13,713 | 10,981 | -2732 | -19.9% | |
| Aug-23 | 13,713 | 11,116 | -2597 | -18.9% | |
| Sep-23 | 13,713 | 11,150 | -2563 | -18.7% | |
| Oct-23 | 13,713 | 11,175 | -2538 | -18.5% | |
| Nov-23 | 13,713 | | | | |
| Dec-23 | 13,713 | | | | |
| Jan-24 | 13,713 | | | | |
| Feb-24 | 13,713 | | | | |
| Mar-24 | 13,713 | | | | |
| Apr-24 | 13,713 | | | | |
| May-24 | 13,713 | | | | |
| Jun-24 | 13,713 | | | | |
| Acceptable Variance | | | ± | 20.0% | |




**SOURCE OF DATA: Monthly Staffing Report**

## 1. BACKGROUND / PURPOSE

Workforce Development 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

**MONTHLY ACTIVITY:**

| | |
|---|---|
| External Hires = | 34 |
| Attrition = | 31 |
| Net New Employees = | 3 |

**YEAR-TO-DATE ACTIVITY (23/24):**

| | |
|---|---|
| External Hires = | 364 |
| Attrition = | 225 |
| Net New Employees = | 139 |

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

The variance is caused by an increased APR for Fiscal Year 23-24. LADWP will continue to remain in the acceptable variance target range as long as occupancy is greater than 10,970 FTEs. The variance is expected to decrease as Power, Water, and Joint Systems fill positions to their approved APR levels.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Employment Services 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)*

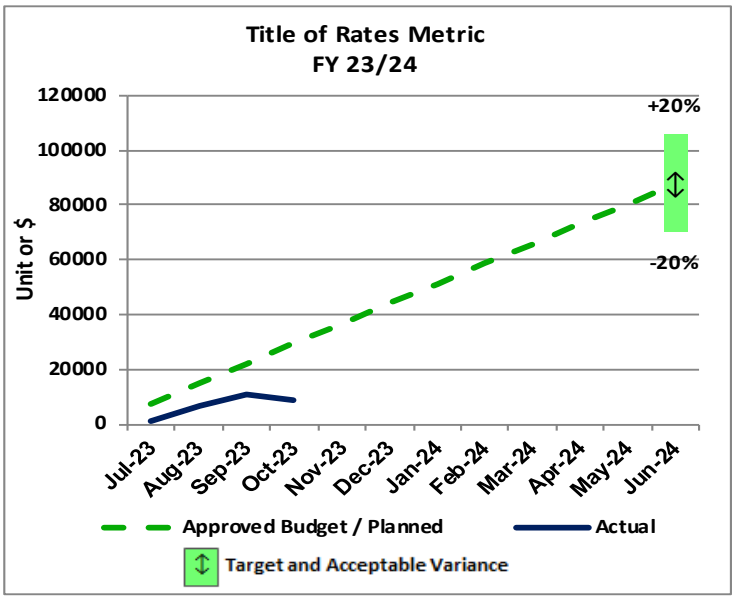
**RESPONSIBLE MANAGER:** Rita Khurana-Carwile R Carwile
Information Technology Program Management Office

**REPORTING PERIOD:** October, 2023

**DEFINITION OF RATES METRIC:** Board approved annual budget vs. actual expenditure ($ thousand)
**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** +/-20% of FY 23/24 Board Approved Budget

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Unit or $ | % | |
| Jul-23 | 7308 | 1220.3 | -6088 | -83.3% | |
| Aug-23 | 14617 | 6355.5 | -8261 | -56.5% | |
| Sep-23 | 21925 | 10654.7 | -11271 | -51.4% | |
| Oct-23 | 29234 | 9004.1 | -20230 | -69.2% | |
| Nov-23 | 36542 | | | | |
| Dec-23 | 43850 | | | | |
| Jan-24 | 51159 | | | | |
| Feb-24 | 58467 | | | | |
| Mar-24 | 65776 | | | | |
| Apr-24 | 73084 | | | | |
| May-24 | 80392 | | | | |
| Jun-24 | 87794 | | | | |
| Acceptable Variance | | | ± 20% | | |




**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
- 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 project, 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
- March 24, 2022: ERP HR/Payroll Planning Stage Completion
- January 19, 2023: ERP Financial Management Planning Stage Completion
- May 9, 2023: ERP HR/Payroll Architect Stage Completion
- October 6, 2023: ERP HR/Payroll Configure and Prototype Stage Completion

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

- HR/Payroll Testing Stage, continues to progress in parallel (7% complete)
- Financial Management Architect Stage continues to progress (91% complete)
- Due to overall delays in HR/Payroll and Financial Management (Phases II and III) contract spending for Professional Services are projected to be underspent $10 million this year
- $2.1 Million was moved in FI 98189 using CE 20 further increasing variance in the budget vs actuals
- Budgeted expenses were delayed in the first quarter of FY 23/24 due to delayed deliverables completion and labor constraints
- The project timeline was delayed one year, increasing project costs by $23.7 million, due to constraints in planning, designing, and testing running longer than expected. The new go live date for the HR/Payroll

project is January 2025 and the new go live date for the Financial Management project is July 2025

## 4. MITIGATION PLAN AND/OR RECOMMENDATIONS

- 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 due to continued telecommuting by many project members (including Workday staff)
- The $2.1 million reimbursement is related to Ivalua cancellation. This should not occur again or need for further mitigation
- Continue to work through and move delayed deliverables forward. Many delayed deliverables are expected to be completed during the third quarter of FY 23/24 with total expenditures expected to exceed $6.8 Million

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

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

**REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24): 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 | March 24, 2022 |
| ERP HR/Payroll Architect Stage Completion | April 2022 | May 9, 2023 |
| ERP HR/Payroll Configure and Prototype Stage Completion | December 2022 | October 6, 2023 |
| ERP HR/Payroll Testing Stage Completion | September 2024 | |
| ERP Deployment of HR and Payroll Modules (Phase I) | December 2024 | |
| ERP Financials Planning Stage Completion | May, 2022 | January 19, 2023 |
| ERP Financials Architect Stage Completion | December 2023 | |
| ERP Financials Configure and Prototype Stage Completion | July 2024 | |
| ERP Financials Testing Stage Completion | May 2025 | |
| ERP Deploy of Financials Module (Phase II) | June 2025 | |

**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
- 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 project, 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
- March 24, 2022: ERP HR/Payroll Planning Stage Completion
- January 19, 2023: ERP Financial Management Planning Stage Completion
- May 9, 2023: ERP HR/Payroll Architect Stage Completion
- October 6, 2023: ERP HR/Payroll Configure and Prototype Stage Completion

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

- HR/Payroll Testing Stage, continues to progress in parallel (7% complete)
- Financial Management Architect Stage continues to progress (91% complete)
- The project timeline was delayed one year due to constraints in planning, designing, and testing running longer than expected. The new go live date for the HR/Payroll project is January 2025 and the new go live date for the Financial Management project is July 2025
-

## 4. MITIGATION PLAN AND/OR RECOMMENDATIONS

- 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 due to continued telecommuting by many project members (including Workday staff)
- Continue to work through and move delayed deliverables forward. Many delayed deliverables are expected to be completed during the third quarter of FY 23/24

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

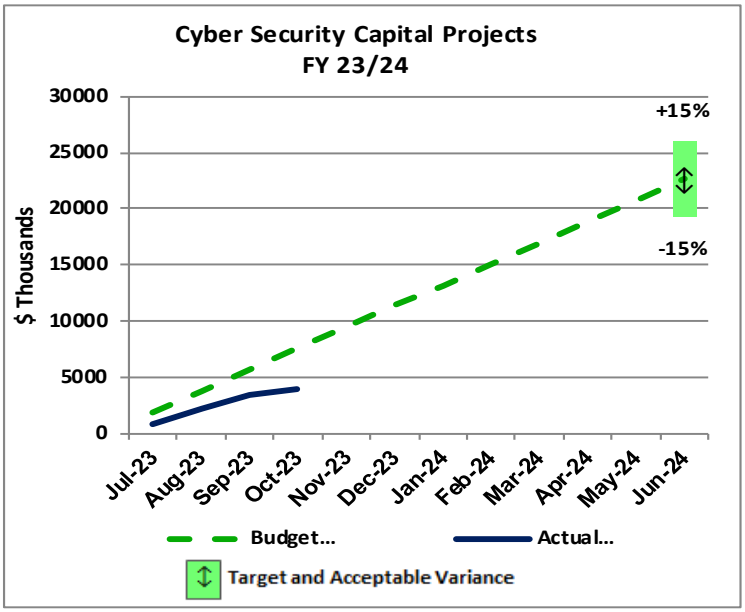
**RESPONSIBLE MANAGER:** Marco Elizarraras *Marco A. Elizarraras* **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** **FY 23/24 Board Approved Budget (+/- 15%)**

**STATUS:** **Outside Acceptable Variance**

| FYTD as of: | Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-23 | 1886 | 727.3 | -1159 | -61.4% | |
| Aug-23 | 3772 | 2171.7 | -1600 | -42.4% | |
| Sep-23 | 5658 | 3439.2 | -2219 | -39.2% | |
| Oct-23 | 7544 | 3915.1 | -3629 | -48.1% | |
| Nov-23 | 9430 | | | | |
| Dec-23 | 11316 | | | | |
| Jan-24 | 13202 | | | | |
| Feb-24 | 15088 | | | | |
| Mar-24 | 16974 | | | | |
| Apr-24 | 18860 | | | | |
| May-24 | 20746 | | | | |
| Jun-24 | 22632 | | | | |
| 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

- Between July 2023 and September 2023:
  - Part of the effort to mature the Cybersecurity posture and mitigate risks, during the first quarter, 61 applications were integrated with Enterprise Multi-Factor Authentication.
  - Completed LADWP's PCI DSS Compliance Assessment and KPMG Financial Statement Audit for IT Controls.
- At the end of October 2023, implemented Microsoft Defender endpoint protection on most LADWP managed laptops and desktops in the IT environment.

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

New TORPs are in the planning stage that will address the variance in the CE37/Professional Services budget. Re-alignment of O&M and Capital Labor costs is being addressed as some of the capital projects will now be switched to O&M during the FY 23-24.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

We will continue to work with vendors, Supply Chain services, and Accounts Payable Section to address billing related issues. Additionally, we are exploring additional contracting or purchasing vehicles to allow for additional planned cyber related purchases for FY 23-24.

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

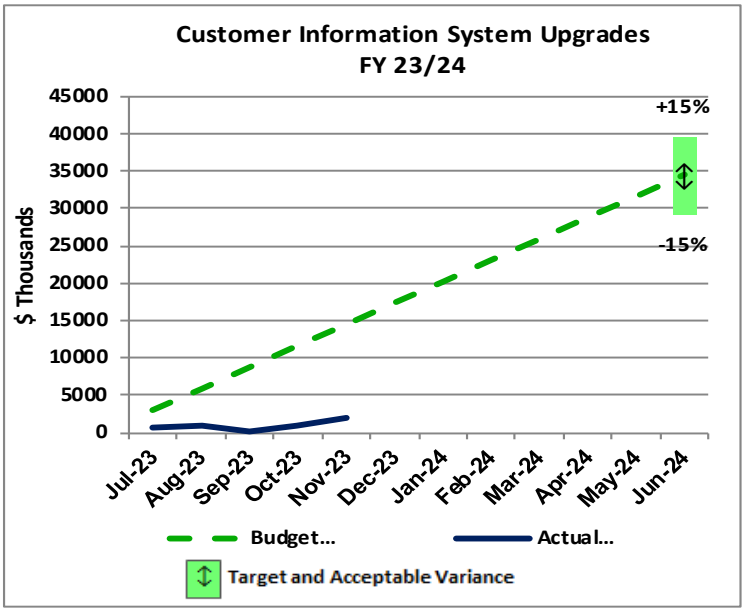
**RESPONSIBLE MANAGER:** Annamae Peji **REPORTING PERIOD:** October 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** **FY 23/24 Board Approved Budget (+/- 15%)**

**STATUS:** **Outside Acceptable Variance**

| FYTD as of: | Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-23 | 2872 | 540.9 | -2331 | **-81.2%** | |
| Aug-23 | 5744 | 793.4 | -4951 | **-86.2%** | |
| Sep-23 | 8616 | 220.7 | -8395 | **-97.4%** | |
| Oct-23 | 11488 | 1014.1 | -10474 | **-91.2%** | |
| Nov-23 | 14360 | | | | |
| Dec-23 | 17232 | | | | |
| Jan-24 | 20104 | | | | |
| Feb-24 | 22976 | | | | |
| Mar-24 | 25848 | | | | |
| Apr-24 | 28720 | | | | |
| May-24 | 31592 | | | | |
| Jun-24 | 34467 | | | | |
| **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

Completed Development for all CCB code as of 8/2023 for the Merchant Services (transition from Wells Fargo to JP Morgan Chase/Paymentus) project. Unit Testing phase in progress as of 10/2023. Organizational Readiness discussions have also started in 10/2023.

As of 10/2023, assessments related to Billing Exceptions, Temporary Workarounds and Hot Fixes are still continuing and being discussed with Customer Service Division (CSD) to determine improvements that can be made as part of Customer Cloud Services (CCS) migration project or if there are items that can be done in current CCB implementation.

Conducted assessment of current MWM application components to determine high-level impacts and level of effort to migrate MWM to Oracle Field Service Cloud (OFS). The completed assessment report was also presented to the Business units to confirm validity and correctness of the assessment. Assessment work was completed end of 9/2023.

Identified scope and conducted scope statement review with the CCS Project team to determine scope for the CCS project. Preliminary project schedule was developed. Began onboarding of CCS project resources in 9/2023.

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

Underrun is due to delays in planned kickoff/implementation of Customer Cloud Service (CCS) migration which are causing the underrun in labor and professional service costs. The project kickoff delay is also causing the underrun related to the purchase of CCS software licenses and related technology. Purchase of CCS software licenses is also delayed as issues are currently being encountered with the procurement process for the contract to purchase said licenses, which require additional City Attorney review. Once procurement issues are resolved, an estimated $13.4M in professional services and software licensing is projected to hit in the fourth quarter of this fiscal year.

Merchant Services replacement project to implement JP Morgan Chase/Paymentus is expected to be implemented by June 2024.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

The planned project kickoff for the CCS migration project has now been scheduled for the month of November so additional spending is expected in the coming weeks/months.

Hiring activity to fill vacant positions is still ongoing.

Onboarding several resources thru the professional services contract to assist with the Customer Cloud Services (CCS) project have begun. Expenditures related to other project activities are also in progress.

ITS is also working closely with Legal to monitor and provide additional info and options to resolve the issue related to the procurement process for the contract to purchase CCS software licenses and related technology.

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

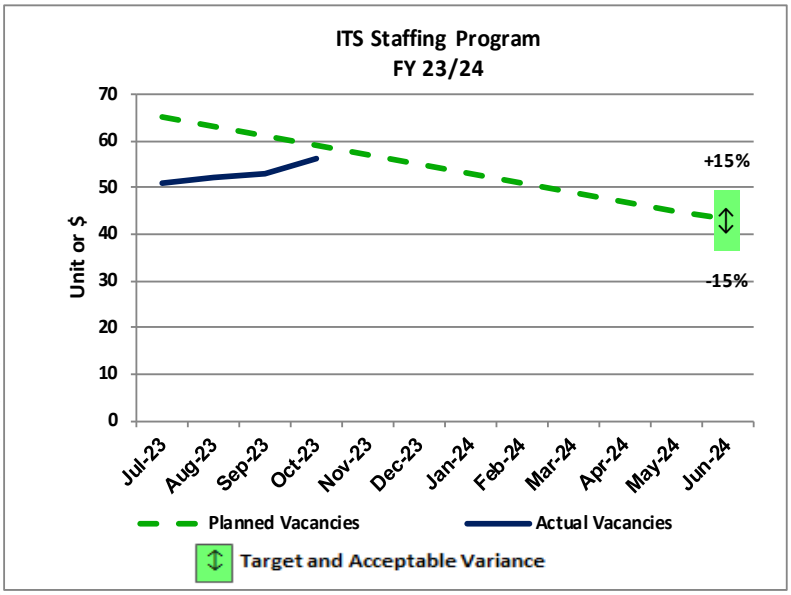
*Mona Guirguis*

**RESPONSIBLE MANAGER: Mona Guirguis / Analee Klee** **REPORTING PERIOD: October 2023**

**DEFINITION OF RATES METRIC: Number of Full Time Equivalents (FTEs) for ITS employed as compared to plan**
**TARGET & ACCEPTABLE VARIANCE (FY 23/24): 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-23 | 65 | 51 | -14 | -21.5% | |
| Aug-23 | 63 | 52 | -11 | -17.5% | |
| Sep-23 | 61 | 53 | -8 | -13.1% | |
| Oct-23 | 59 | 56 | -3 | -5.1% | |
| Nov-23 | 57 | | | | |
| Dec-23 | 55 | | | | |
| Jan-24 | 53 | | | | |
| Feb-24 | 51 | | | | |
| Mar-24 | 49 | | | | |
| Apr-24 | 47 | | | | |
| May-24 | 45 | | | | |
| Jun-24 | 43 | | | | |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA: Hiring Plan/Annual Personnel Resolution and LADWP Monthly Staffing Report**
Method of Calculation: Reported Actual Vacancies = Approved Headcount less Adjusted Occupancy (excludes Trainee Classifications)

## 1. BACKGROUND / PURPOSE

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

## 2. ACHIEVEMENTS / MILESTONES MET

ITSD conducted its first ever expedited mass hiring on October 14, 2023 resulting in 43 same day job offers in the Applications Programmer/IT Specialist trainee class. These trainees will serve as built, well trained and invested, base pool of candidates for future vacancies/backfills.

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

Hiring has been largely affected by delays in the establishment or refresh of critical Civil Service lists by the Personnel Department. Additionally, ITSD experienced an unusually high attrition rate (due to retirement, voluntary separation and terminations) in the first four months of the fiscal year.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

Outreach to engage future IT graduates continues. ITS currently has 13 exempt Student Professional Workers on payroll.

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

**RESPONSIBLE MANAGER: LADWP Senior Management** **REPORTING PERIOD: October 2023**

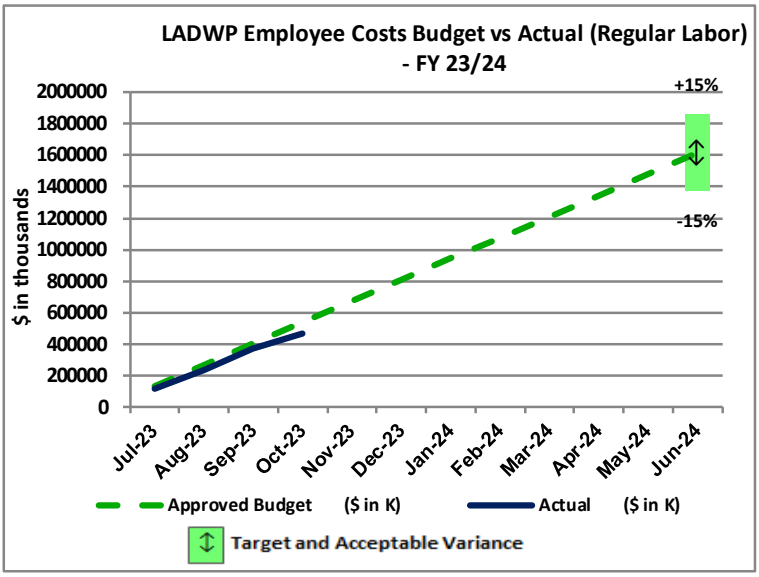
**DEFINITION OF RATES METRIC:** LADWP employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual ($ in thousands)

**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** +/- 15%

**SOURCE OF DATA:** ORACLE (HPBUDGET) - Rates Metrics Report

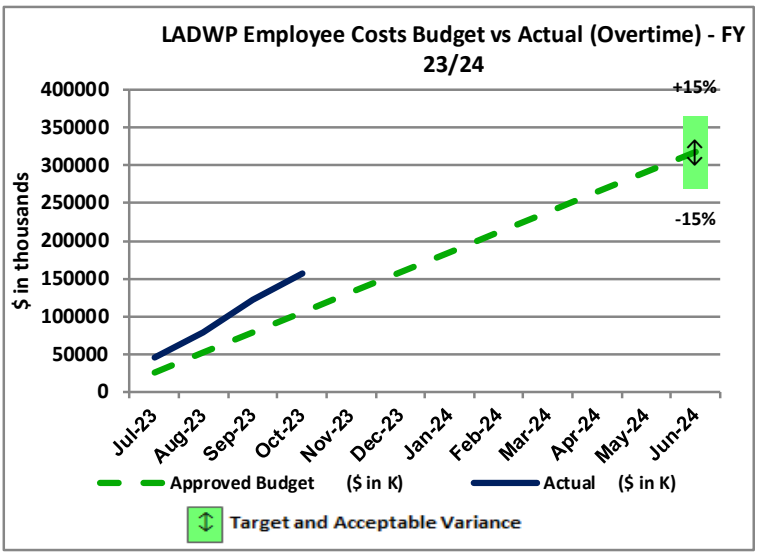
**REGULAR LABOR STATUS:** **Within Acceptable Variance**

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-23 | 134,635 | 122,530 | -12,105 | -9.0% | |
| Aug-23 | 269,271 | 234,839 | -34,432 | -12.8% | |
| Sep-23 | 403,906 | 372,105 | -31,801 | -7.9% | |
| Oct-23 | 538,541 | 472,266 | -66,275 | -12.3% | |
| Nov-23 | 673,176 | | | | |
| Dec-23 | 807,812 | | | | |
| Jan-24 | 942,447 | | | | |
| Feb-24 | 1,077,082 | | | | |
| Mar-24 | 1,211,717 | | | | |
| Apr-24 | 1,346,353 | | | | |
| May-24 | 1,480,988 | | | | |
| Jun-24 | 1,615,623 | | | | |
| Acceptable Variance | | | ± 15% | | |




**OVERTIME STATUS:** **Outside Acceptable Variance**

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-23 | 26,451 | 45,469 | 19,018 | 71.9% | |
| Aug-23 | 52,903 | 78,866 | 25,963 | 49.1% | |
| Sep-23 | 79,354 | 121,783 | 42,429 | 53.5% | |
| Oct-23 | 105,806 | 156,515 | 50,709 | 47.9% | |
| Nov-23 | 132,257 | | | | |
| Dec-23 | 158,709 | | | | |
| Jan-24 | 185,160 | | | | |
| Feb-24 | 211,611 | | | | |
| Mar-24 | 238,063 | | | | |
| Apr-24 | 264,514 | | | | |
| May-24 | 290,966 | | | | |
| Jun-24 | 317,417 | | | | |
| Acceptable Variance | | | ± 15% | | |




| | YTD as of October 2023 | | | | |
|---|---|---|---|---|---|
| **Employee Cost Category** | **Budget ($ in K)** | **Actual ($ in K)** | **Var ($ in K)** | **Variance %** | **FY 23/24 Approved** |
| Regular Labor | 538,541 | 472,266 | -66,275 | -12.3% | 1,615,623 |
| Overtime | 105,806 | 156,515 | 50,709 | 47.9% | 317,417 |
| **Regular Labor + Overtime** | **644,347** | **628,781** | **-15,566** | **-2.4%** | **1,933,040** |
| Health Care Allocation | 133,177 | 125,302 | -7,875 | -5.9% | 399,532 |
| Retirement & Death Benefit | 148,902 | 120,518 | -28,384 | -19.1% | 446,705 |
| **Total** | **926,426** | **874,601** | **-51,825** | **-5.6%** | **2,779,277** |

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

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

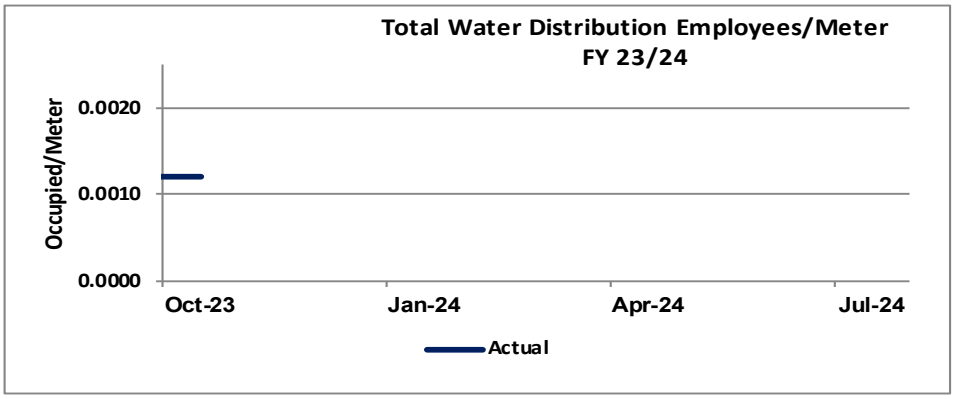
**RESPONSIBLE MANAGER:** Corporate Performance **REPORTING PERIOD: October 2023**

**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 23/24):** No Target

**STATUS:** **Information Only**

| FYTD as of: | Actual |
|---|---|
| Oct-23 | 0.0012 |
| Jan-24 | |
| Apr-24 | |
| Jun-24 | |




**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

Total Number of Water Distribution Employees (excluding daily exempt and utility pre-craft trainees) as of October 2023 = 858

| | 10/23 | 01/24 | 04/24 | 06/24 |
|---|---|---|---|---|
| Water | 858 | | | |

Total Number of Water Meters as of October 2023 = 715,413

| | 10/23 | 01/24 | 04/24 | 06/24 |
|---|---|---|---|---|
| Water | 715,413 | | | |

## 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)*

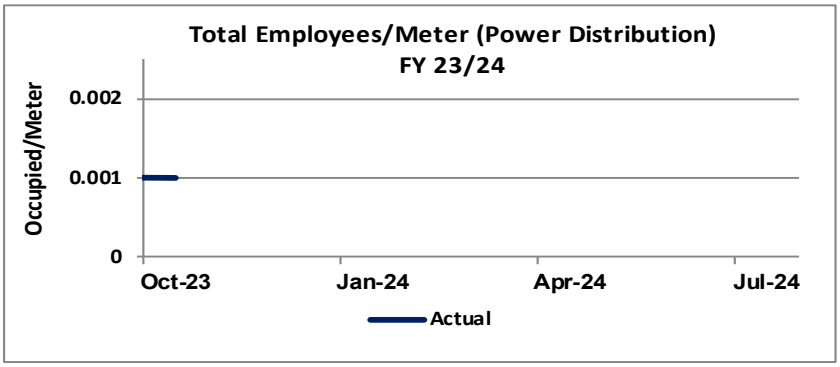
**RESPONSIBLE MANAGER:** Corporate Performance **REPORTING PERIOD: October 2023**

**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 23/24):** No Target

**STATUS:** **Information Only**

| FYTD as of: | Actual |
|---|---|
| Oct-23 | 0.0010 |
| Jan-24 | |
| Apr-24 | |
| Jun-24 | |




**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

Total Number of Power Distribution Employees (excluding daily exempt and utility pre-craft trainees) as of October 2023 = 1,675

| | 10/23 | 01/24 | 04/24 | 06/24 |
|---|---|---|---|---|
| Power | 1,675 | | | |

Total Number of Power Meters as of October 2023 = 1,630,933

| | 10/23 | 01/24 | 04/24 | 06/24 |
|---|---|---|---|---|
| Power | 1,630,933 | | | |

## 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 – *Total Number of Water and Power Employees per Customer Meter (Joint)*

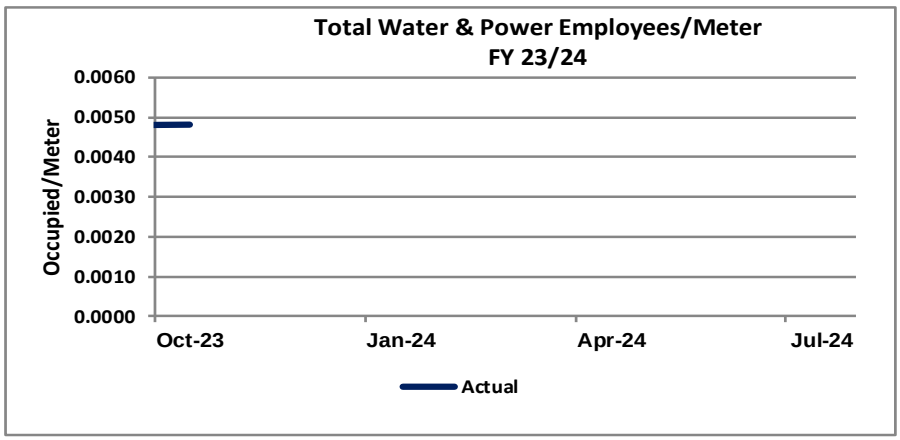
**RESPONSIBLE MANAGER:** Corporate Performance **REPORTING PERIOD: October 2023**

**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 23/24):** No Target

**STATUS:** Information Only

| FYTD as of: | Actual |
|---|---|
| Oct-23 | 0.0048 |
| Jan-24 | |
| Apr-24 | |
| Jun-24 | |




**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

Total Number of Water and Power Employees (excluding daily exempt and utility pre-craft trainees) as of October 2023 = 11,175

| | 10/23 | 01/24 | 04/24 | 06/24 |
|---|---|---|---|---|
| Power | 5,182 | | | |
| Water | 2,209 | | | |
| Joint | 3,784 | | | |
| Total | 11,175 | | | |

Total Number of Water and Power Meters as of October 2023 = 2,346,346

| | 10/23 | 01/24 | 04/24 | 06/24 |
|---|---|---|---|---|
| Power | 1,630,933 | | | |
| Water | 715,413 | | | |
| Total | 2,346,346 | | | |

## 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 – *GHG Emissions Reduction Ratio (Joint)*

**RESPONSIBLE MANAGER:** Katherine Rubin **REPORTING PERIOD:** As of October 2023

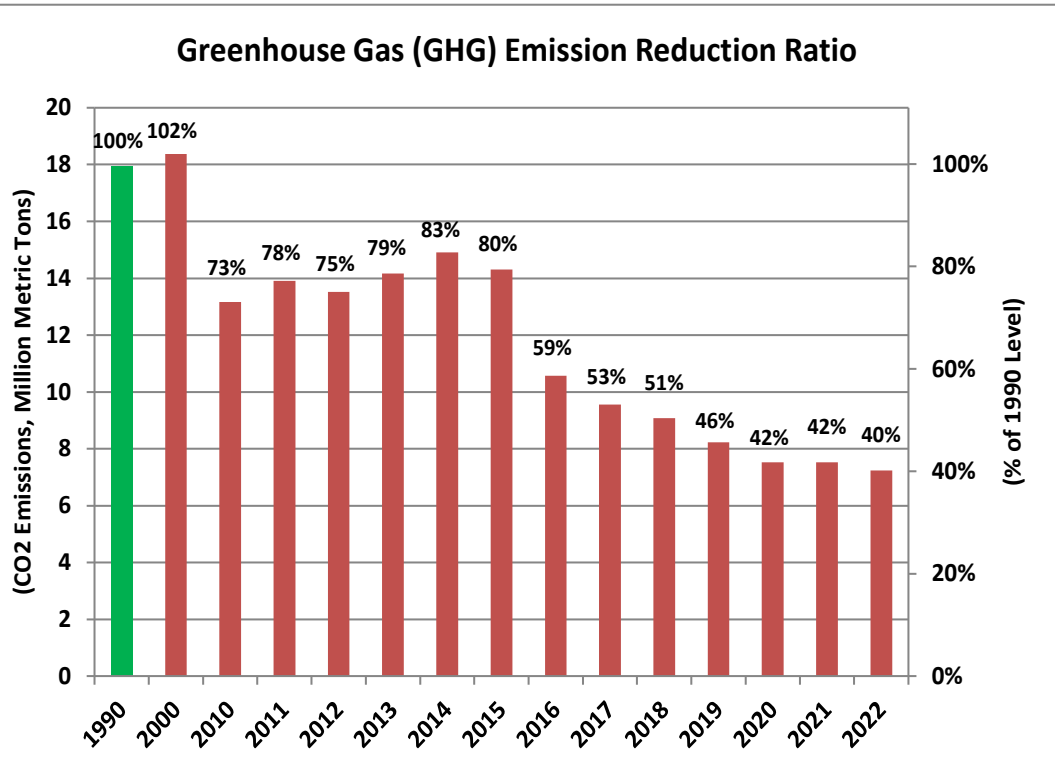
**DEFINITION OF RATES METRIC:** Current Year GHG Emissions / 1990 GHG Emissions (in million metric tons)

**TARGET & ACCEPTABLE VARIANCE (CY 2023):** 60% below = 40% of 1990 LADWP GHG emission baseline; Variance + 5%

**STATUS:** **Within Acceptable Variance**

Note: CO2 is 99.9% of total GHG emissions. Annual emissions are CO2 only for comparison with the 1990 baseline which is CO2 emissions only (not total GHG).

| Historical Trend: | | |
|---|---|---|
| CY | CO2 Emissions (Metric Tons) | % of 1990 CO2 Emissions |
| 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% |
| 2021 | 7,527,570 | 42% |
| 2022 | 7,236,799 | 40% |




**SOURCE:** 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 (audited).

## 1. POLICY / PURPOSE

- The State of California has set goals to reduce GHG emissions to 1990 levels by 2020, 40% below 1990 by 2030, and 85% below 1990 by 2045. 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% 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.
- California Assembly Bill 1279 (Muratsuchi, 2022) establishes state policy to achieve net zero GHG emissions no later than 2045 and reduce anthropogenic GHG emissions to at least 85% 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 2022 included 35.6% renewable energy based on LADWP's Power Content Label.
- LADWP's 2022 CO2 emissions are 60% below its 1990 emissions baseline.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

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

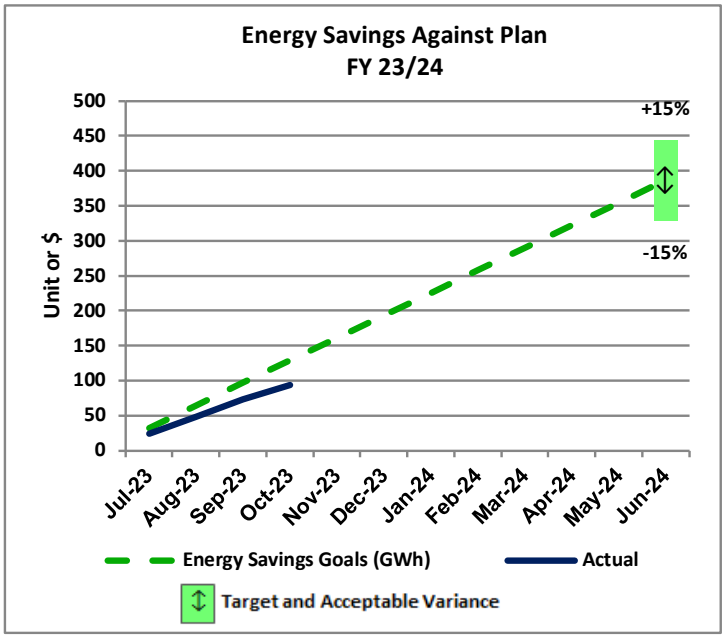
**RESPONSIBLE MANAGER: David Jacot** **REPORTING PERIOD: October 2023**

**DEFINITION OF RATES METRIC: Energy Savings Against Plan**

**TARGET & ACCEPTABLE VARIANCE (FY 23/24): 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-23 | 32.2 | 24.0 | -8 | **-25.5%** | |
| Aug-23 | 64.5 | 48.1 | -16 | **-25.4%** | |
| Sep-23 | 96.7 | 73.2 | -24 | **-24.3%** | |
| Oct-23 | 128.9 | 93.8 | -35 | **-27.2%** | |
| Nov-23 | 161.2 | | | | |
| Dec-23 | 193.4 | | | | |
| Jan-24 | 225.6 | | | | |
| Feb-24 | 257.9 | | | | |
| Mar-24 | 290.1 | | | | |
| Apr-24 | 322.3 | | | | |
| May-24 | 354.6 | | | | |
| Jun-24 | 386.8 | | | | |
| **Acceptable Variance** | | | ± 15% | | |




**SOURCE OF DATA: Efficiency Solutions KPI FY 23-24 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

Energy Efficiency Programs achieved 328 GWh energy savings in FY 22-23. Major program contributors to the FY 22-23 total energy savings are the Commercial Lighting Incentive Program, Commercial Direct Install, Custom Performance Program and HVAC Optimization Program.

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

Energy efficiency program activities are slowly ramping up in the first 4 months of the FY 23-24. Program participation and incentive payments are expected in the coming months for CAMR and other Commercial Institutional Industrial (CII) energy efficiency programs. The Codes and Standards contract is currently in progress and once in place will update Codes and Standards energy savings numbers.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Vacant Utility Services Specialist positions are expected to be filled in the second quarter of FY 23-24, no later than January 2024.

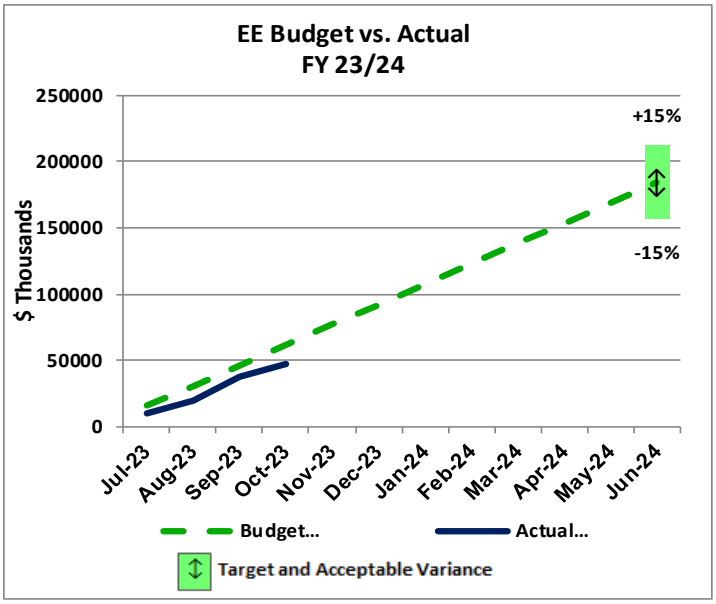
# LADWP RATES METRIC – BUDGET VARIANCE ENERGY EFFICIENCY (JOINT)

**RESPONSIBLE MANAGER: David Jacot** **REPORTING PERIOD: October 2023**

**DEFINITION OF RATES METRIC: Budget vs. Actual for the overall Energy Efficiency Portfolio**
**TARGET & ACCEPTABLE VARIANCE (FY 23/24): +/- 15%**

**STATUS:** **Outside Acceptable Variance**

| FYTD as of: | Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-23 | 15,318 | 9,422 | -5896 | -38.5% | |
| Aug-23 | 30,636 | 19,850 | -10787 | -35.2% | |
| Sep-23 | 45,955 | 38,019 | -7936 | -17.3% | |
| Oct-23 | 61,273 | 46,662 | -14611 | -23.8% | |
| Nov-23 | 76,591 | | | | |
| Dec-23 | 91,909 | | | | |
| Jan-24 | 107,227 | | | | |
| Feb-24 | 122,545 | | | | |
| Mar-24 | 137,864 | | | | |
| Apr-24 | 153,182 | | | | |
| May-24 | 168,500 | | | | |
| Jun-24 | 183,818 | | | | |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA: Efficiency Solutions KPI FY 23-24 Report**

## 1. BACKGROUND / PURPOSE

Energy Efficiency Programs 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 energy efficiency 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 in FY 22-23. The Home Energy Improvement Program (HEIP) resumed field assessments and installation work mid-September 2022; and the Comprehensive Affordable Multi-Family Retrofits (CAMR) Program officially launched on May 1, 2022. 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 activities started the FY 23-24 with a 39% under spend, but has slowly accelerated and expenditures increased, with a 24% under spend by October 2023. Expenditures are expected to increase this FY with CAMR program anticipating incentive payments in the coming months. Also, CII program revisions with increased incentive rates anticipates increased participation in programs. Codes and Standards contract is currently in progress and once in place will update Codes and Standards numbers.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Energy Efficiency programs/activities are expected to accelerate and expenditures will increase in FY 23-24, with the filling of Utility Services Specialist positions.

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

**RESPONSIBLE MANAGER: David Jacot** **REPORTING PERIOD: October 2023**

**DEFINITION OF RATES METRIC:** Cost per kWh over lifetime of installed energy efficiency solutions or measures.
**TARGET & ACCEPTABLE VARIANCE (FY 23/24):** Annual metric: Levelized Cost $ 0.047 per kWh +/- 15%

**STATUS** **Within Acceptable Variance**

**SOURCE OF DATA: ESP Portfolios Report 2023**

## 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 21-22) 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 21-22 was $0.133/kWh saved. Resource Programs that are targeted for cost effective measures for deferring infrastructure upgrades are currently at $0.132/kWh or 96% of total funding. The equity offerings, driven by policy and satisfying external stakeholders, are at $0.163/kWh, weighted at 4% of total program funding.

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

Energy Efficiency offerings geared to meet equity metrics are at $0.163/kWh, based on FY 21-22 expenditures. In combination with Codes & Standards, the overall portfolio levelized cost of energy for the entire portfolio is $0.055/kWh, based on FY 21-22 expenditures. The levelized cost of LADWP's energy efficiency portfolio based on FY 22-23 expenditures, is not yet available.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Energy efficiency programs will continue to be offered to meet energy efficiency goals, including equity goals.

# ATTACHMENT II
# LADWP Rates Metrics Summary
# 2022-2023 Fiscal Year To Date
# (June 2023)

# LADWP RATES METRICS SUMMARY

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 22/23 Target | Acceptable Variance | Responsible Manager | June 2023 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: $538.2K | +/- 25% | Brian Williams | 73.9% |
| | 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: $922.6K | +/- 25% | Brian Williams | 28.4% |
| | Power System Training Plan | 3 | Number of trainee graduates against Power System Training Plan | Number of Electric Distribution Mechanic Technician (EDMT) trainees that graduate from each respective training program against the annual training plan | EDMT: 25 | +/- 15% | Brian Williams | 20.0% |
| | Power System Training Plan | 4 | Number of trainee graduates against Power System Training Plan | Number of Electrical Mechanic Technician (EMT) trainees that graduate from each respective training program against the annual training plan | EMT: 41 | +/- 15% | Brian Williams | 31.7% |
| None | Power Distribution Staffing Program | 5 | Number of Full Time Equivalents (FTEs) for Power Distribution field positions as compared to plan | Number of Full Time Equivalents (FTEs) for Power Distribution field positions as compared to plan | Vacant budgeted Power Distribution field positions at 512 vacancies or less by the end of the fiscal year | +/- 15% | Nazir Fazli | 14.5% |
| Energy Cost Adjustment Factor | Renewable Portfolio Standard (Owned) | 6 | Renewable Portfolio Standard (RPS) Percentage (%) | GWh from RPS plants/GWh for all customers (State requirement) | 38.50% for Calendar Year 2022<br>41.25% for Calendar Year 2023 | +/- 3% of each calendar year's goal toward state law mandates | Steven Pruett | -0.5% |
| | Renewable Portfolio Standard (Owned) | 7 | Total RPS cost ($/MWh) vs. plan, by technology (Wind) | Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Wind) | Wind: $110.08/MWh | + 15% | Marlon Santa Cruz | -3.6% |
| | Renewable Portfolio Standard (Owned) | 8 | Total RPS cost ($/MWh) vs. plan, by technology (Solar) | Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Solar) | Solar: $71.93/MWh | + 15% | Marlon Santa Cruz | -2.2% |
| | Renewable Portfolio Standard (Owned) | 9 | Total RPS cost ($/MWh) vs. plan, by technology (Geothermal) | Total RPS purchased power cost ($/MWh) as compared to plan, by technology (Geothermal) | Geothermal: $80.46/MWh | + 15% | Marlon Santa Cruz | -6.2% |
| | Renewable Portfolio Standard (Owned) | 10 | Last signed power purchase agreement (PPA) ($/MWh) by technology (Wind) | Last signed PPA ($/MWh) by technology (Wind) | Wind: $35.00/MWh | +30% | Marlon Santa Cruz | -27.1% |
| | Renewable Portfolio Standard (Owned) | 11 | Last signed PPA ($/MWh) by technology (Solar) | Last signed PPA ($/MWh) by technology (Solar) | Solar: $35.00/MWh | +15% | Marlon Santa Cruz | -43.8% |
| | Renewable Portfolio Standard (Owned) | 12 | Last signed PPA ($/MWh) by technology (Geothermal) | Last signed PPA ($/MWh) by technology (Geothermal) | Geothermal: $61.00/MWh | +15% | Marlon Santa Cruz | 23.8% |

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

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 22/23 Target | Acceptable Variance | Responsible Manager | June 2023 Performance |
|---|---|---|---|---|---|---|---|---|
| Reliability Cost Adjustment Factor | Power System Reliability Program (Generation) | 13 | Budget vs. actual ($M) for capital in the Generation budget | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 15% | Robert Fick | -16.5% |
| | Power System Reliability Program (Transmission) | 14 | Budget vs. actual ($M) for capital included in the Transmission budget | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 15% | Jason Hills | 45.1% |
| | | 15 | Budget vs. actual ($M) for O&M expenses included in the Transmission budget | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 15% | Ruben Hauser | 10.6% |
| | Power System Reliability Program (Substation) | 16 | Budget vs. actual ($M) for capital in the Substation budget | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 15% | Tesfaye Zeleke | -9.4% |
| | | 17 | Budget vs. actual ($M) for O&M expenses in the Substation budget | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 15% | Jonathan Fonti | 21.6% |
| | Power System Reliability Program (Distribution) | 18 | Budget vs. actual ($M) for capital in the Distribution budget | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 15% | Vincent Zabukovec | 12.5% |
| | | 19 | Budget vs. actual ($M) for O&M expenses in the Distribution budget | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 15% | Ruben Hauser | 10.3% |
| | 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: 1,150 | +/- 15% | Ruben Hauser | 40.3% |
| | | 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 | -1.2% |
| | | 22 | Number of fixed assets replaced against plan for critical Distribution assets (Crossarms) | Numbers of crossarms replaced against plan | Cross-arm: 12,000 | +/- 15% | Ruben Hauser | -7.1% |
| | | 23 | Number of fixed assets replaced against plan for critical Distribution assets (Cable) | Numbers of  miles of cable replaced against plan | Cable: 60 miles | +/- 15% | Vincent Zabukovec | -2.0% |
| | Power System Reliability Program (Distribution) | 24 | Average unit price for critical Distribution assets (Transformers) | Average unit price per transformer | Transformer: $10.1k | +/- 15% | Walter Rodriguez, Jr. | -14.9% |
| | | 25 | Average unit price for critical Distribution assets (Poles) | Average unit price per pole | Pole: $35.6k | +/- 15% | Walter Rodriguez, Jr. | -4.5% |
| | | 26 | Average unit price for critical Distribution assets (Cross-arms) | Average unit price per cross-arm | Cross-arm: $1.2k | +/- 15% | Walter Rodriguez, Jr. | 41.7% |
| | | 27 | Average unit price for critical Distribution assets (Cable) | Average unit price per mile of cable | Cable: $1,407.4k | +/- 15% | Walter Rodriguez, Jr. | -3.3% |
| None | Distribution Automation Project | 28 | Distribution Automation Project total spending against plan | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 15% | Kodi Uzomah | -59.5% |

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

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 22/23 Target | Acceptable Variance | Responsible Manager | June 2023 Performance |
|---|---|---|---|---|---|---|---|---|
| None | Distribution Automation Project progress | 29 | Distribution Automation Project progress against schedule | Project milestones met against project schedule | Project Milestones and Dates:<br>Target date: FY 22/23 Qtr 2 (Oct 2022-Dec 2022) - Complete installation of pole top communication equipment.<br>Target date: FY 22/23 Qtr 3 (Jan 2023-Mar 2023) - Complete system integration.<br>Target date: FY 22/23 Qtr 4 (Apr 2023-Jun 2023) - Complete construction of DS-36. | 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 86 vacancies or less by the end of the fiscal year | +/- 15% | Breonia Lindsey/Sandra Foster | 14.0% |
| Water Supply Cost Adjustment Factor | Water Supply | 31 | Water supply costs budget vs. actual ($M) for capital | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 10% | April Thang | -55.7% |
| | Water Supply | 32 | Water supply costs budget vs. actual ($M) for O&M (excluding Purchased Water costs) | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 10% | April Thang | 27.1% |
| | 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 | Jesus Gonzalez | 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 R. Pettijohn | -0.5% |
| | Capital Improvement Program | 36 | Budget vs. actual ($M) for Aqueduct refurbishment capital | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 10% | Wendy McGhie | -29.8% |
| | Capital Improvement Program | 37 | Budget vs. actual ($M) for Aqueduct refurbishment O&M | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 10% | Wendy McGhie | 57.5% |
| | 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 | -4.7% |
| Water Infrastructure Adjustment Factor | Capital Improvement Program | 39 | Budget vs. actual ($M) for fixed assets replacement | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 10% | April Thang | -3.8% |
| | Capital Improvement Program | 40 | Assets replaced against plan | Feet of mainline replaced against plan | Mainline: 210,000 Feet | +/- 10% | **Mainline & Meters:** Breonia Lindsey/Sandra Foster | -3.7% |
| | Capital Improvement Program | 41 | Assets replaced against plan | Feet of trunkline replaced against plan | Trunkline: 11,515 Feet | +/- 10% | **Trunkline:** Milad Taghavi | 34.8% |
| | Capital Improvement Program | 42 | Assets replaced against plan | Number of meters replaced against plan | Meters: 33,500 | +/- 10% | **Mainline & Meters:** Breonia Lindsey/Sandra Foster | -9.0% |

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

| Related Rate Adjustment Factor | Category | # | Board Metric | Definition | FY 22/23 Target | Acceptable Variance | Responsible Manager | June 2023 Performance |
|---|---|---|---|---|---|---|---|---|
| Water Quality Improvement Adjustment Factor | Water Quality Projects | **43** | Total Water Quality Budget vs. actual ($M) for capital | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 10% | Jianping Hu | **-5.9%** |
| Water Quality Improvement Adjustment Factor | Water Quality Projects | **44** | Total Water Quality Budget vs. actual ($M) for O&M | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 10% | Nelson Mejia | **-5.9%** |
| Owens Valley Regulatory Adjustment Factor | Owens Valley | **45** | Budget vs. actual for Owens Lake O&M ($M) | Board Approved Annual Budget vs. Actual expenditures | No Target | Info only | Paul Liu | **NA** |
| | Human Resources | **46** | Human Resources Total FTEs against plan | Total number of full time equivalent positions occupied vs. annual Authorized Personnel Resolution | FY22/23 Board Approved Annual Authorized Personnel Resolution - May 2022 | +/- 20% | Gregory Reed | **-18.3%** |
| | Financial and Human Resources Replacement Project | **47** | Financial and Human Resources Replacement Project total spending against plan | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 20% | Rita Khurana-Carwile | **-50.9%** |
| | Financial and Human Resources Replacement Project | **48** | Financial and Human Resources Replacement Project progress against schedule | Project milestones met against project schedule | Phase 1: Architect Stage Completion July 2022 Phase 1: Architect Stage Configure and Prototype Stage Completion Jan 2023 Phase 2: Architect Stage Completion Jan 2023 | Info only | Rita Khurana-Carwile | **NA** |
| | Cyber Security Capital Projects | **49** | Budget vs. Actual ($M) for Cyber Security Capital Projects | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 15% | Marco Elizarraras | **-56.6%** |
| | Customer Information System Upgrades | **50** | Budget vs. Actual ($M) for Customer Information System (CIS) Upgrades, Enhancements and System Integrations | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 15% | Annamae Peji | **-67.4%** |
| | Information Technology Services Staffing Program | **51** | Number of Full Time Equivalents (FTEs) for Information Technology Services (ITS) as compared to plan | Number of FTEs for ITS employed as compared to plan | Vacant budgeted ITS positions at 50 vacancies or less by the end of the fiscal year | +/- 15% | Mark S. Northrup | **82.0%** |
| | LADWP Employee Cost | **52** | LADWP Employee Cost Budget vs. Actual ($M) | LADWP total employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainees) Budget vs. Actual | FY22/23 Board Approved Budget - May 2022 | +/- 15% | LADWP Senior Management | **11.5%** |
| | 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 22/23 Target | Acceptable Variance | Responsible Manager | June 2023 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 2022: 60% below LADWP's 1990 levels<br>Calendar Year 2023: 60% below LADWP's 1990 levels | +5% | Katherine Rubin | **40.0%** |
| 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 | **-21.4%** |
| | Energy Efficiency | **58** | Budget vs. actual ($M) for the overall EE portfolio | Board Approved Annual Budget vs. Actual expenditures | FY22/23 Board Approved Budget - May 2022 | +/- 15% | David Jacot | **-19.8%** |
| | Energy Efficiency | **59** | Levelized EE program costs ($/kWh) | Cost per kWh over lifetime of installed energy efficiency solutions | Annual metric: Levelized Cost $0.15/kWh | +/- 10% | David Jacot | |

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

# Power System

Brian Williams

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

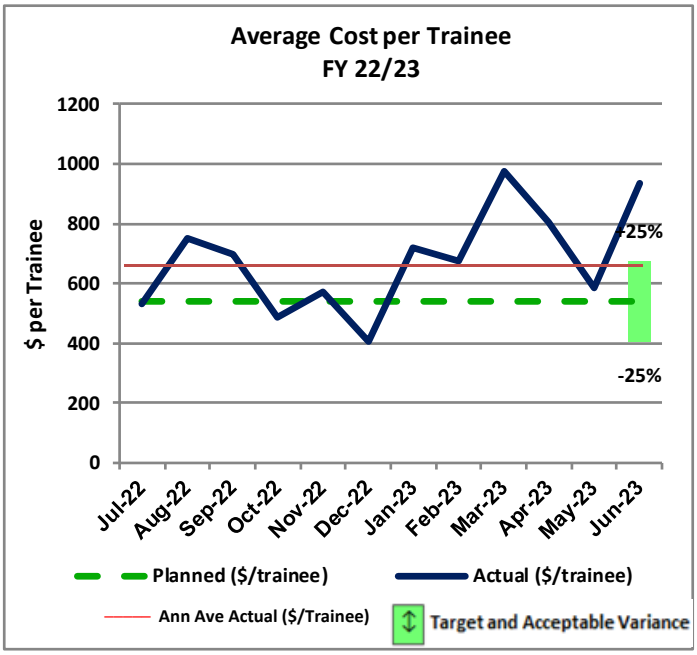
**RESPONSIBLE MANAGER:** Brian Williams, Power System Training **REPORTING PERIOD:** June 2023

**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 22/23):** Target = $538.2K per EDMT; Acceptable Variance = ± 25%

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Planned ($/trainee) | Actual ($/trainee) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-22 | 538.2 | 533.2 | (5.0) | -0.9% | |
| Aug-22 | 538.2 | 750.9 | 212.7 | 39.5% | |
| Sep-22 | 538.2 | 695.7 | 157.5 | 29.3% | |
| Oct-22 | 538.2 | 487.0 | (51.2) | -9.5% | |
| Nov-22 | 538.2 | 570.4 | 32.2 | 6.0% | |
| Dec-22 | 538.2 | 407.9 | (130.3) | -24.2% | |
| Jan-23 | 538.2 | 719.1 | 180.9 | 33.6% | |
| Feb-23 | 538.2 | 676.1 | 137.9 | 25.6% | |
| Mar-23 | 538.2 | 977.7 | 439.5 | 81.7% | |
| Apr-23 | 538.2 | 806.7 | 268.5 | 49.9% | |
| May-23 | 538.2 | 584.6 | 46.4 | 8.6% | |
| Jun-23 | 538.2 | 935.9 | 397.7 | 73.9% | |
| Ann Avg | 538.2 | 667.6 | 129.4 | 24.0% | |
| 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%
  - 2020 to 2021: 63%

## 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.
- Due to the increased spending in the Classroom Training for EDM Trainees (X7922) and Classroom Trainers for EDM Trainees (X7999) Jobs, the Actual CPT is higher this month as compared to May. The main drivers for the higher CPT are the increased Directs and Allocations for X7922 and X7999.
- 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 $667.6K was calculated using the final figures of the related jobs (X7922/X7999/X7955) for the entire iscal ear 22/23 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.

Brian Williams

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

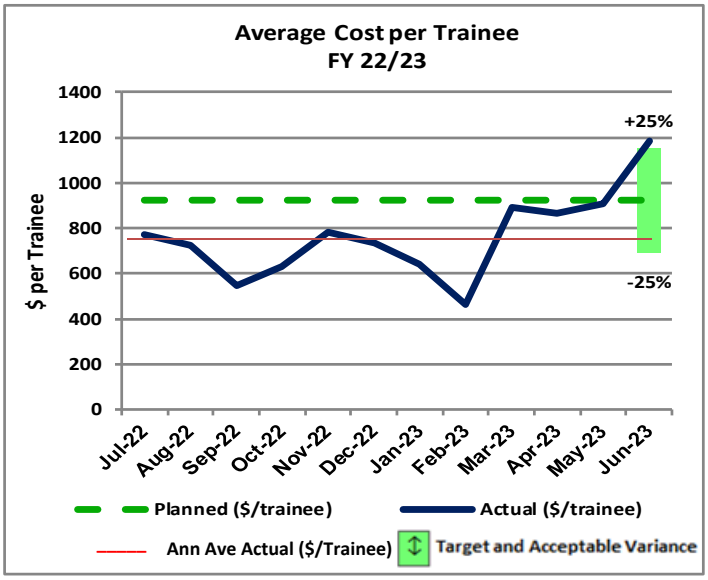
**RESPONSIBLE MANAGER:** Brian Williams, Power System Training **REPORTING PERIOD:** June 2023

**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 22/23):** Target = $922.6K per EMT; Acceptable Variance = ± 25%

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Planned ($/trainee) | Actual ($/trainee) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-22 | 922.6 | 771.0 | (151.6) | -16.4% | |
| Aug-22 | 922.6 | 725.8 | (196.8) | -21.3% | |
| Sep-22 | 922.6 | 545.0 | (377.6) | -40.9% | |
| Oct-22 | 922.6 | 628.0 | (294.6) | -31.9% | |
| Nov-22 | 922.6 | 781.6 | (141.0) | -15.3% | |
| Dec-22 | 922.6 | 733.6 | (189.0) | -20.5% | |
| Jan-23 | 922.6 | 643.0 | (279.6) | -30.3% | |
| Feb-23 | 922.6 | 462.9 | (459.7) | -49.8% | |
| Mar-23 | 922.6 | 891.6 | (31.0) | -3.4% | |
| Apr-23 | 922.6 | 867.8 | (54.8) | -5.9% | |
| May-23 | 922.6 | 905.5 | (17.1) | -1.9% | |
| Jun-23 | 922.6 | 1,184.9 | 262.3 | 28.4% | |
| Ann Avg | 922.6 | 743.9 | (178.7) | -19.4% | |
| Acceptable Variance | | | ± 25% | | |




**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%
  - 2020 to 2021: 75%

## 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.
- Due to the increased spending in the Classroom Training for EM Trainees (X7923) and Classroom Trainers for EM Trainees (X7926) Jobs, the Actual CPT is higher this month as compared to May. The main drivers for the higher CPT are the increased Directs and Allocations for X7923 and X7926.
- 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 $743.9K was calculated using the final figures of the related jobs (X7923/X7926/X7955) for the entire iscal ear 22/23 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)*

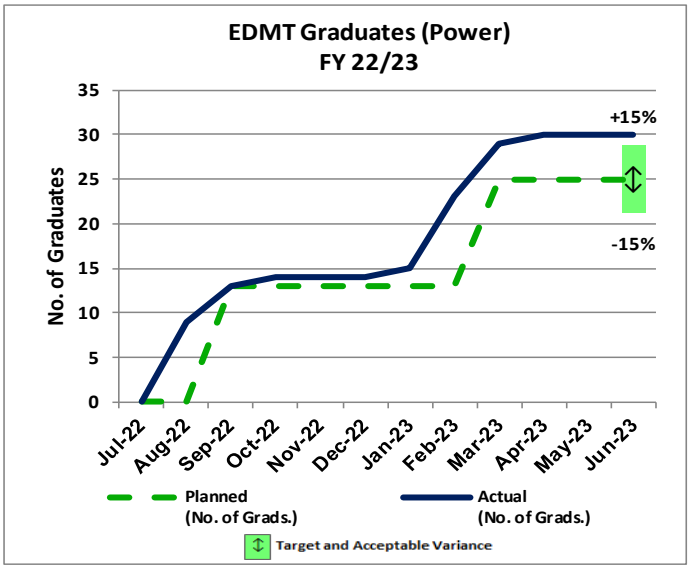
**RESPONSIBLE MANAGER:** Brian Williams, Power System Training **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = 25 graduates; Acceptable Variance = ± 15% Brian Williams

**STATUS:** Exceeds Target

| FYTD as of: | Planned (No. of Grads.) | Actual (No. of Grads.) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | No. | % | |
| Jul-22 | 0 | 0 | 0 | 0.0% | |
| Aug-22 | 0 | 9 | 9 | 100.0% | |
| Sep-22 | 13 | 13 | 0 | 0.0% | |
| Oct-22 | 13 | 14 | 1 | 7.7% | |
| Nov-22 | 13 | 14 | 1 | 7.7% | |
| Dec-22 | 13 | 14 | 1 | 7.7% | |
| Jan-23 | 13 | 15 | 2 | 15.4% | |
| Feb-23 | 13 | 23 | 10 | 76.9% | |
| Mar-23 | 25 | 29 | 4 | 16.0% | |
| Apr-23 | 25 | 30 | 5 | 20.0% | |
| May-23 | 25 | 30 | 5 | 20.0% | |
| Jun-23 | 25 | 30 | 5 | 20.0% | |
| 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 22/23, a total of 30 EDMs graduated – yielding a graduation rate of 77%.
- 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%
  - 2020 to 2021: 63%

## 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.

## 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)*

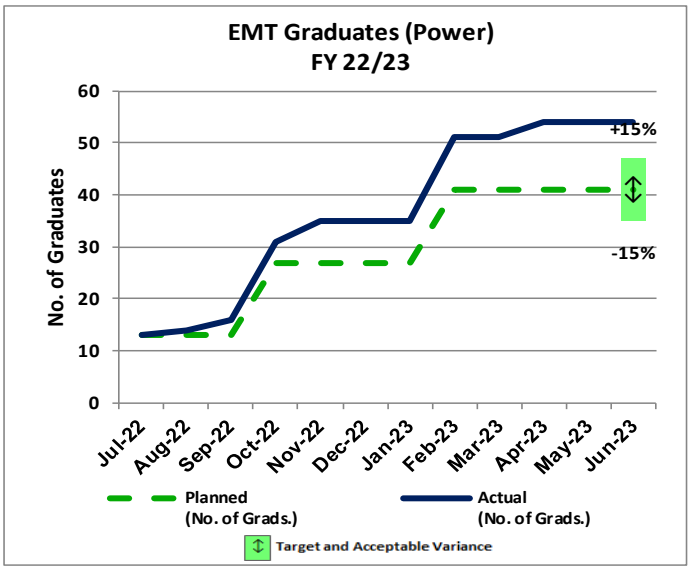
**RESPONSIBLE MANAGER:** Brian Williams, Power System Training **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = 41 graduates; Acceptable Variance = ± 15% Brian Williams

**STATUS:** Exceeds Target

| FYTD as of: | Planned (No. of Grads.) | Actual (No. of Grads.) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | No. | % | |
| Jul-22 | 13 | 13 | 0 | 0.0% | |
| Aug-22 | 13 | 14 | 1 | 7.7% | |
| Sep-22 | 13 | 16 | 3 | 23.1% | |
| Oct-22 | 27 | 31 | 4 | 14.8% | |
| Nov-22 | 27 | 35 | 8 | 29.6% | |
| Dec-22 | 27 | 35 | 8 | 29.6% | |
| Jan-23 | 27 | 35 | 8 | 29.6% | |
| Feb-23 | 41 | 51 | 10 | 24.4% | |
| Mar-23 | 41 | 51 | 10 | 24.4% | |
| Apr-23 | 41 | 54 | 13 | 31.7% | |
| May-23 | 41 | 54 | 13 | 31.7% | |
| Jun-23 | 41 | 54 | 13 | 31.7% | |
| 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 22/23, a total of 54 EMTs graduated, yielding a graduation rate of 93%.
- The past classes average success rates are based on two calendar years as follows:
  1. 2014 to 2015: 70%
  2. 2016 to 2017: 85%
  3. 2018 to 2019: 89%
  4. 2020 to 2021: 75%

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

- There are currently ten active trainee classes in the Training Program.
- 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)

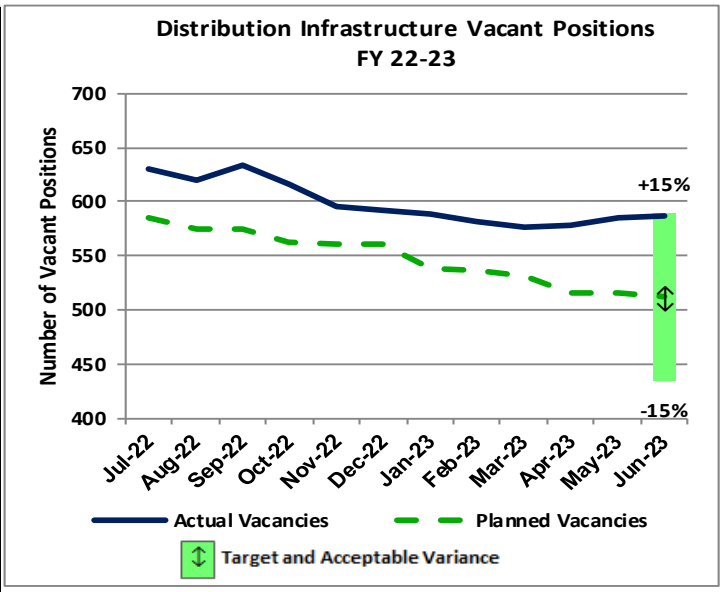
**RESPONSIBLE MANAGER:** Nazir Fazli **REPORTING PERIOD:** June 2023

**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 22/23):** Vacant budgeted Power Distribution Infrastructure field positions at 512 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-22 | 585 | 630 | 45 | 7.7% | |
| Aug-22 | 574 | 620 | 46 | 8.0% | |
| Sep-22 | 574 | 634 | 60 | 10.5% | |
| Oct-22 | 563 | 617 | 54 | 9.6% | |
| Nov-22 | 561 | 595 | 34 | 6.1% | |
| Dec-22 | 561 | 592 | 31 | 5.5% | |
| Jan-23 | 539 | 588 | 49 | 9.1% | |
| Feb-23 | 537 | 582 | 45 | 8.4% | |
| Mar-23 | 531 | 577 | 46 | 8.7% | |
| Apr-23 | 516 | 578 | 62 | 12.0% | |
| May-23 | 516 | 585 | 69 | 13.4% | |
| Jun-23 | 512 | 586 | 74 | 14.5% | |
| 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 Transmission & Distribution (PTD), Power Construction & Maintenance (PCM), and Power System Integrated Support Services (PSISS).
- The target is to reduce vacant budgeted Power Distribution Infrastructure Field positions to 512 or less by the end of the fiscal year.

## 2. ACHIEVEMENTS/MILESTONES MET

- During the month of June, there was a total of 586 vacancies, which was 74 or 14.5% 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.
  - Hiring delays and attrition in Electric Distribution Mechanic (EDM), Electrical Craft Helper (ECH), and Line Maintenance Assistant (LMA) positions.

- The actual vacancies for Power System increased from 585 in May 2023 to 586 in June 2023 due to the following position movements:

| | Actual Vacancies in May 2023 | Actual Vacancies in June 2023 | Position Movements |
|---|---|---|---|
| **PTD** | 449 | 452 | Increased by three (3) due to the following:<br>- Three Electrical Craft Helper transferred. |
| **PCM/PSISS** | 136 | 134 | Decreased by two (2) due to the following:<br>- One Senior Electrical Mechanic, one Electrical Mechanic Supervisor and one Electrical Mechanic returned from temporary reassignments.<br>- One Electrical Mechanic retired. |
| **Power System** | 585 | 586 | |

## 4. MITIGATION PLAN AND/OR RECOMMENDATIONS

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

# LADWP RATES METRIC – *Total Renewal Portfolio Standard (Power)*

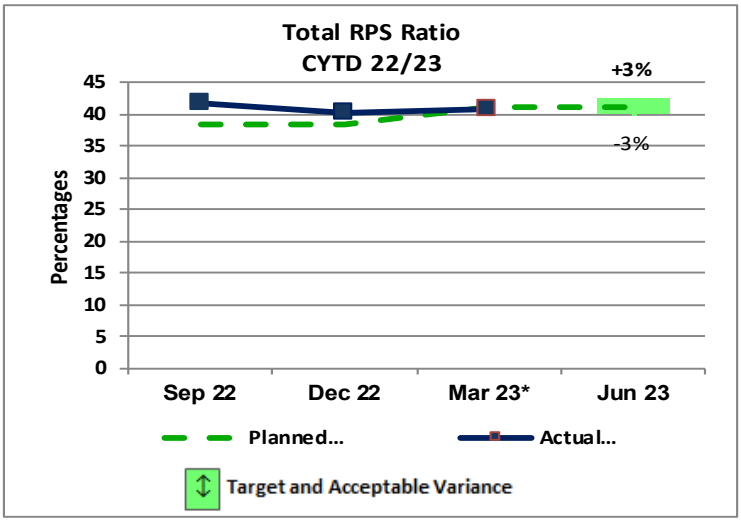
**RESPONSIBLE MANAGER:** Steven Pruett, Power External Energy Resources **REPORTING PERIOD:** June 2023

**DEFINITION OF RATES METRIC:** GWH from RPS Resource/GWH of Retail Sales (State Requirement), In Percentages (%)
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = 38.50% for calendar year 2022 and 41.25% for calendar year 2023; Acceptable Variance = ± 3%

**STATUS:** Within Acceptable Variance

| CYTD as of: | Planned (%) | Actual (%) | Variance % | Re-Estimate (If Applicable) |
|---|---|---|---|---|
| Sep 22 | 38.50 | 41.70 | **3.2%** | |
| Dec 22 | 38.50 | 40.18 | **1.7%** | |
| Mar 23 | 41.25 | 40.77 | **-0.5%** | |
| Jun 23* | 41.25 | | | |
| **Acceptable Variance** | | **± 3%** | | |

*Actuals for the fourth quarter of FY 22/23 will be available in October 2023.




**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 50% Renewable Portfolio Standard (RPS) ratio requirement 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

- No updates.

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

- No updates.

## 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)*

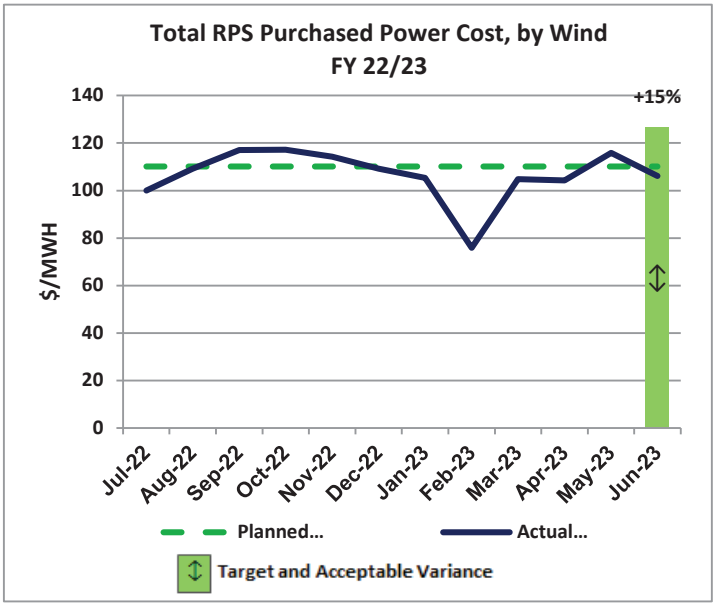
**RESPONSIBLE MANAGER:** Marlon Santa Cruz, PEER External Energy Resources **REPORTING PERIOD:** June 2023

**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 22/23):** Target = $110.08/MWH; Acceptable Variance = + 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Planned ($/MWH) | Actual ($/MWH) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-22 | 110.08 | 100.01 | -10.07 | -9.1% | |
| Aug-22 | 110.08 | 109.14 | -0.94 | -0.9% | |
| Sep-22 | 110.08 | 117.05 | 6.97 | 6.3% | |
| Oct-22 | 110.08 | 117.26 | 7.18 | 6.5% | |
| Nov-22 | 110.08 | 114.26 | 4.18 | 3.8% | |
| Dec-22 | 110.08 | 109.15 | -0.93 | -0.8% | |
| Jan-23 | 110.08 | 105.38 | -4.70 | -4.3% | |
| Feb-23 | 110.08 | 75.86 | -34.22 | -31.1% | |
| Mar-23 | 110.08 | 104.77 | -5.31 | -4.8% | |
| Apr-23 | 110.08 | 104.25 | -5.83 | -5.3% | |
| May-23 | 110.08 | 115.82 | 5.74 | 5.2% | |
| Jun-23 | 110.08 | 106.11 | -3.97 | -3.6% | |
| 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 41% of the Calendar Year 2022 RPS portfolio.

## 2. ACHIEVEMENTS / MILESTONES MET

- No updates.

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

- Actual is within acceptable variance.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

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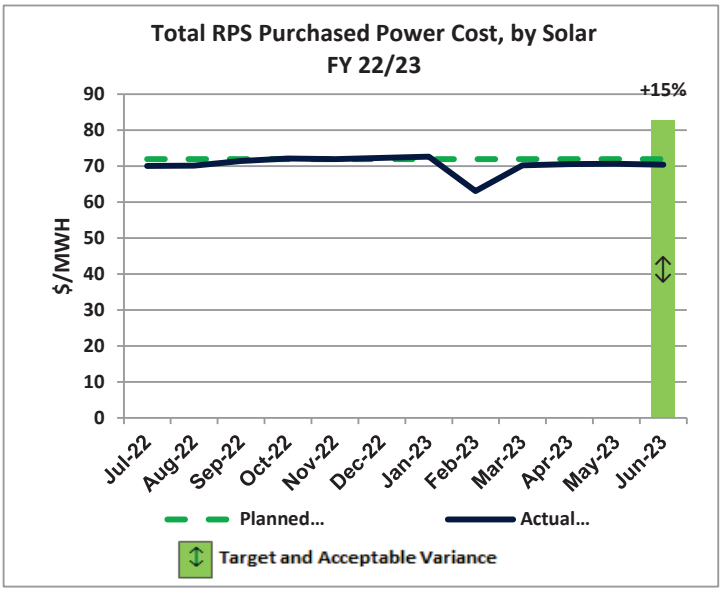
# LADWP RATES METRIC – *Total RPS Cost vs. Plan, By Solar (Power)*

**RESPONSIBLE MANAGER:** Marlon Santa Cruz, PEER External Energy Resources **REPORTING PERIOD:** June 2023

**DEFINITION OF RATES METRIC:** Total RPS Solar Purchased Power Cost ($/MWH) as Compared To Plan
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $71.93/MWH; Acceptable Variance = + 15%

**STATUS:** **Within Acceptable Variance**

| FYTD as of: | Planned ($/MWH) | Actual ($/MWH) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-22 | 71.93 | 70.01 | -1.92 | **-2.7%** | |
| Aug-22 | 71.93 | 70.12 | -1.81 | **-2.5%** | |
| Sep-22 | 71.93 | 71.38 | -0.55 | **-0.8%** | |
| Oct-22 | 71.93 | 72.09 | 0.16 | **0.2%** | |
| Nov-22 | 71.93 | 71.88 | -0.05 | **-0.1%** | |
| Dec-22 | 71.93 | 72.26 | 0.33 | **0.5%** | |
| Jan-23 | 71.93 | 72.60 | 0.67 | **0.9%** | |
| Feb-23 | 71.93 | 63.01 | -8.92 | **-12.4%** | |
| Mar-23 | 71.93 | 70.18 | -1.75 | **-2.4%** | |
| Apr-23 | 71.93 | 70.57 | -1.36 | **-1.9%** | |
| May-23 | 71.93 | 70.59 | -1.34 | **-1.9%** | |
| Jun-23 | 71.93 | 70.38 | -1.55 | **-2.2%** | |
| **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 37% of the Calendar Year 2022 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)*

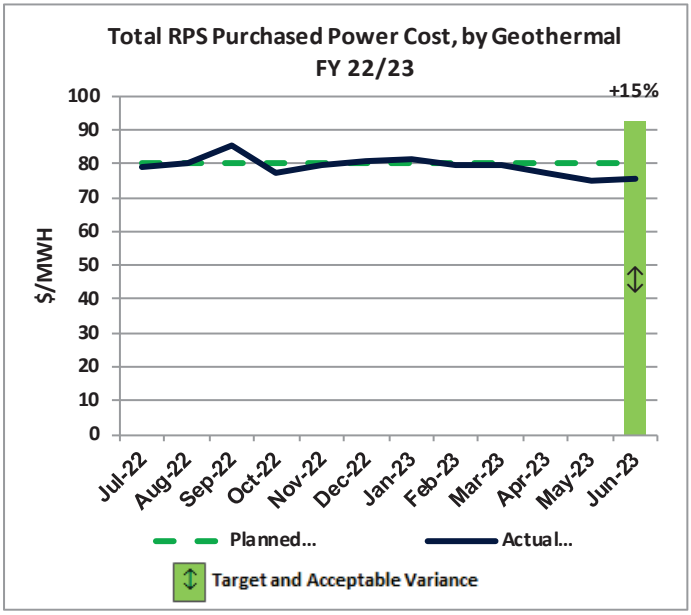
**RESPONSIBLE MANAGER:** Marlon Santa Cruz, PEER External Energy Resources **REPORTING PERIOD:** June 2023

**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 22/23):** Target = $80.46/MWH; Acceptable Variance = + 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Planned ($/MWH) | Actual ($/MWH) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-22 | 80.46 | 79.18 | -1.28 | **-1.6%** | |
| Aug-22 | 80.46 | 80.20 | -0.26 | **-0.3%** | |
| Sep-22 | 80.46 | 85.25 | 4.79 | **6.0%** | |
| Oct-22 | 80.46 | 77.55 | -2.91 | **-3.6%** | |
| Nov-22 | 80.46 | 79.83 | -0.63 | **-0.8%** | |
| Dec-22 | 80.46 | 81.03 | 0.57 | **0.7%** | |
| Jan-23 | 80.46 | 81.13 | 0.67 | **0.8%** | |
| Feb-23 | 80.46 | 79.66 | -0.80 | **-1.0%** | |
| Mar-23 | 80.46 | 79.42 | -1.04 | **-1.3%** | |
| Apr-23 | 80.46 | 77.18 | -3.28 | **-4.1%** | |
| May-23 | 80.46 | 74.83 | -5.63 | **-7.0%** | |
| Jun-23 | 80.46 | 75.48 | -4.98 | **-6.2%** | |
| **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 22% of the Calendar Year 2022 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

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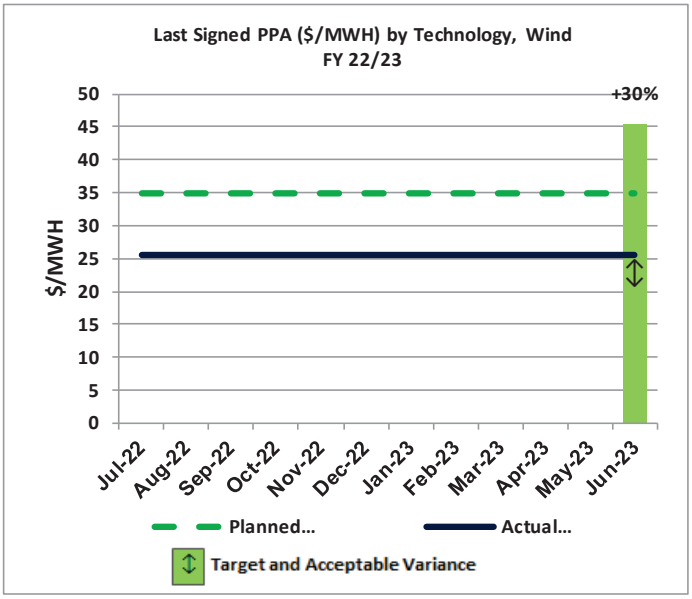
# LADWP RATES METRIC – *Last Signed PPA ($/MWH) by Technology, Wind (Power)*

**RESPONSIBLE MANAGER:** Marlon Santa Cruz, Power External Energy Resources **REPORTING PERIOD:** June 2023

**DEFINITION OF RATES METRIC: Last Signed PPA ($/MWH) by Technology, Wind**
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $35.00/MWH; Acceptable Variance = + 30%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Planned ($/MWH) | Actual ($/MWH) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-22 | 35.00 | 25.50 | -9.50 | -27.1% | |
| Aug-22 | 35.00 | 25.50 | -9.50 | -27.1% | |
| Sep-22 | 35.00 | 25.50 | -9.50 | -27.1% | |
| Oct-22 | 35.00 | 25.50 | -9.50 | -27.1% | |
| Nov-22 | 35.00 | 25.50 | -9.50 | -27.1% | |
| Dec-22 | 35.00 | 25.50 | -9.50 | -27.1% | |
| Jan-23 | 35.00 | 25.50 | -9.50 | -27.1% | |
| Feb-23 | 35.00 | 25.50 | -9.50 | -27.1% | |
| Mar-23 | 35.00 | 25.50 | -9.50 | -27.1% | |
| Apr-23 | 35.00 | 25.50 | -9.50 | -27.1% | |
| May-23 | 35.00 | 25.50 | -9.50 | -27.1% | |
| Jun-23 | 35.00 | 25.50 | -9.50 | -27.1% | |
| 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 2021 Padilla Report, which reflects current trends and does not include transmission costs.

## 2. ACHIEVEMENTS / MILESTONES MET

- The last signed PPA is Red Cloud Wind which 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.

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

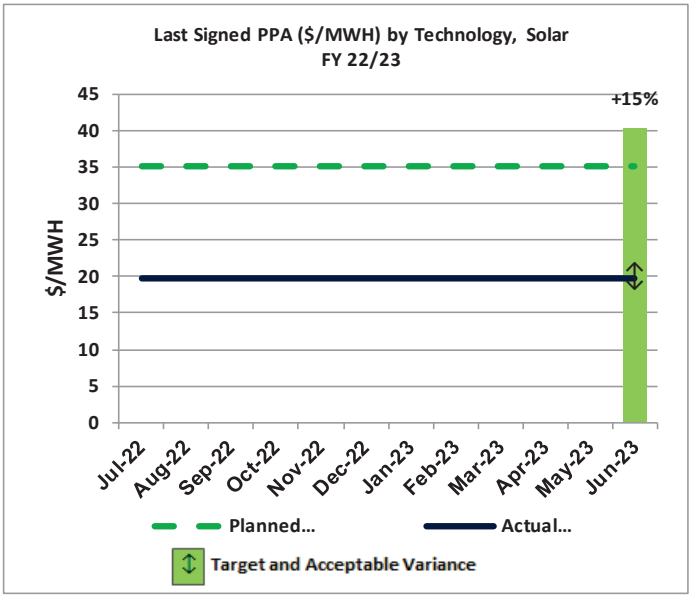
**RESPONSIBLE MANAGER:** Marlon Santa Cruz, Power External Energy Resources **REPORTING PERIOD: June** 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $35.00/MWH; Acceptable Variance = + 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Planned ($/MWH) | Actual ($/MWH) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-22 | 35.00 | 19.67 | -15.33 | -43.8% | |
| Aug-22 | 35.00 | 19.67 | -15.33 | -43.8% | |
| Sep-22 | 35.00 | 19.67 | -15.33 | -43.8% | |
| Oct-22 | 35.00 | 19.67 | -15.33 | -43.8% | |
| Nov-22 | 35.00 | 19.67 | -15.33 | -43.8% | |
| Dec-22 | 35.00 | 19.67 | -15.33 | -43.8% | |
| Jan-23 | 35.00 | 19.67 | -15.33 | -43.8% | |
| Feb-23 | 35.00 | 19.67 | -15.33 | -43.8% | |
| Mar-23 | 35.00 | 19.67 | -15.33 | -43.8% | |
| Apr-23 | 35.00 | 19.67 | -15.33 | -43.8% | |
| May-23 | 35.00 | 19.67 | -15.33 | -43.8% | |
| Jun-23 | 35.00 | 19.67 | -15.33 | -43.8% | |
| 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 2021 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.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

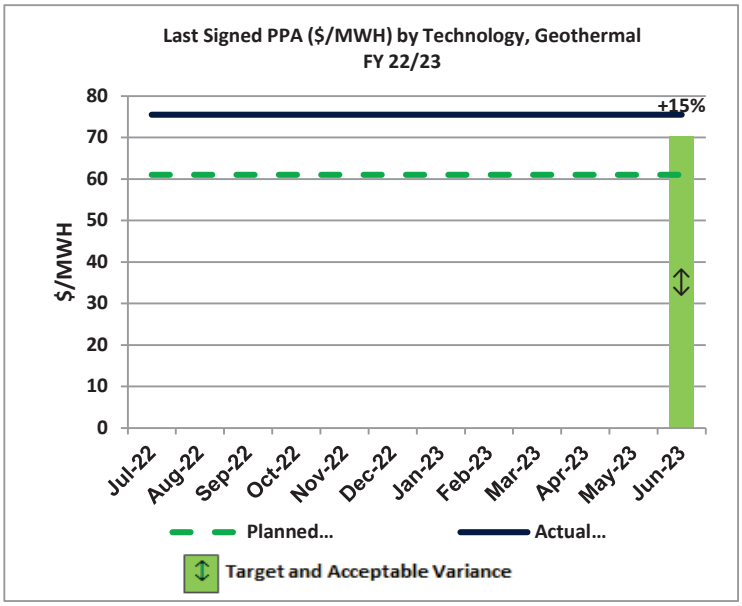
# LADWP RATES METRIC – *Last Signed PPA ($/MWH) by Technology, Geothermal (Power)*

**RESPONSIBLE MANAGER:** Marlon Santa Cruz, Power External Energy Resources **REPORTING PERIOD:** June 2023

**DEFINITION OF RATES METRIC: Last Signed PPA ($/MWH) by Technology, Geothermal**
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $61.00/MWH; Acceptable Variance = + 15%

**STATUS:** **Outside Acceptable Variance**

| FYTD as of: | Planned ($/MWH) | Actual ($/MWH) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ | % | |
| Jul-22 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Aug-22 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Sep-22 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Oct-22 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Nov-22 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Dec-22 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Jan-23 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Feb-23 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Mar-23 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Apr-23 | 61.00 | 75.50 | 14.50 | 23.8% | |
| May-23 | 61.00 | 75.50 | 14.50 | 23.8% | |
| Jun-23 | 61.00 | 75.50 | 14.50 | 23.8% | |
| 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.
- The last signed geothermal PPA was executed in June 2017 for $75.50/MWh.
- The target is based on CPUC's 2021 Padilla Report, which reflects current trends.

## 2. ACHIEVEMENTS / MILESTONES MET

- No updates.

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

- Actual is above the target due to current market trends.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No recommendations at this time.

AP

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

Glenn T. Barry Digitally signed by Glenn T. Barry Date: 2023.08.07 12:13:21 -07'00'

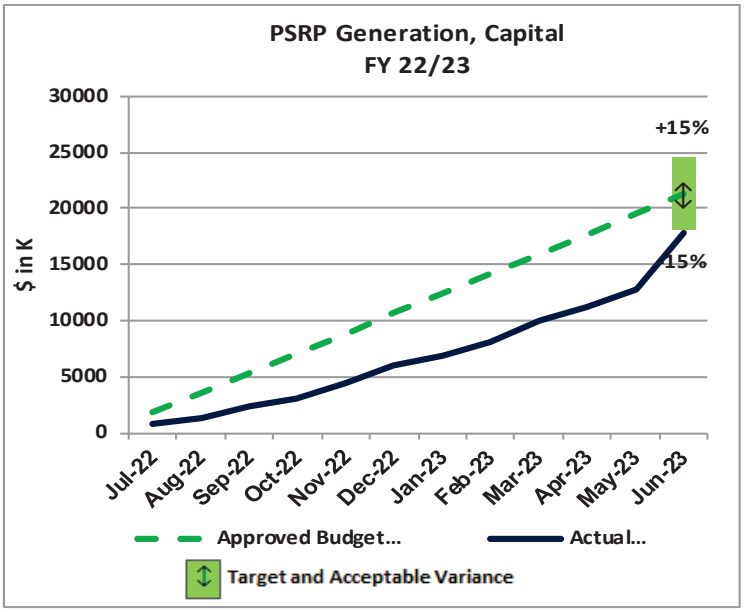
**RESPONSIBLE MANAGER:** Jose Gutierrez, Power Supply Operations **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $21,271K; 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-22 | 1,772.6 | 781.0 | -991.6 | -55.9% | |
| Aug-22 | 3,545.2 | 1,311.0 | -2,234.2 | -63.0% | |
| Sep-22 | 5,317.8 | 2,299.0 | -3,018.8 | -56.8% | |
| Oct-22 | 7,090.3 | 2,993.0 | -4,097.3 | -57.8% | |
| Nov-22 | 8,862.9 | 4,471.0 | -4,391.9 | -49.6% | |
| Dec-22 | 10,635.5 | 5,972.0 | -4,663.5 | -43.8% | |
| Jan-23 | 12,408.1 | 6,831.0 | -5,577.1 | -44.9% | |
| Feb-23 | 14,180.7 | 8,006.0 | -6,174.7 | -43.5% | |
| Mar-23 | 15,953.3 | 10,046.0 | -5,907.3 | -37.0% | |
| Apr-23 | 17,725.8 | 11,256.0 | -6,469.8 | -36.5% | |
| May-23 | 19,498.4 | 12,791.0 | -6,707.4 | -34.4% | |
| Jun-23 | 21,271.0 | 17,763.0 | -3,508.0 | -16.5% | |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA:** FI 21186 (KPI # 01.03.01.08)

## 1. BACKGROUND / PURPOSE

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

## 2. ACHIEVEMENTS / MILESTONES MET

- In July 2022, crews successfully installed the 550-ton Rotor at Castaic Power Plant (CPP) Generator Stator of Unit 1. The CPP Station Service Bank 2 Transformer was placed in-service. Completion of this multi-year project provides increased flexibility and redundancy for pump-starting hydro-electric generating units, which translates to increased reliability for units to meet the needs of the Power System and rate payers.
- In August 2022, repairs to CPP Generator Stator of Unit 1 were completed; however, the 230kV Main Bank Transformer tripped during startup and testing of the unit. Repairs are anticipated to be complete by September 2022.
- In September 2022, repairs to the 230kV Main Bank Transformer for CPP Generator Stator Unit 1 were completed and unit placed back in service on September 16, 2022. Completing this work is important for the long-term reliable operation of the hydro-electric generator.
- In October 2022, replacement of the CPP failed. E51 circuit breaker was completed resulting in Unit 4 being returned back to service in all modes on October 4, 2022. CPP crews also completed the 2500-hour Service, Inspection and Repair (SIR) work for Unit 4. Unit returned back to service in all modes on October 27, 2022. Completing this work is important for the long-term reliable operation of the hydro-electric generator.
- In November 2022, CPP crews successfully completed a 9-day maintenance and inspection outage on Unit 6. Completing this work is important for the long-term reliable operation of the hydro-electric generator.
- In December 2022, crews successfully completed a 9-day maintenance and inspection outage on Unit 1 and Unit 3. Completing this work is important for the long-term reliable operation of the hydro-electric generator. On December 17, 2022, CPP crews and contract divers successfully completed a scheduled on-day all-plant outage that resulted in retrofitting Cooling Water Valves for Unit 4, Standby Header, and Unit 5. The valves, previously

failing, now function properly and can be used to properly isolate the Cooling Water System from Elderberry Reservoir when future repairs are required. Completing this work is important for the safety of personnel and the plant.

- In January 2023, CPP crews have completed the fall outage season with finishing the scheduled inspection and maintenance outage for Unit 7. Completing this work is important for the long-term reliable operation of the hydro-electric generator. On January 9, 2023, and January 10, 2023, heavy rainstorms caused multiple hill slides and mudflows to the access roads at CPP, which restricted access to the Outlet Tower for releasing water from Elderberry Reservoir to Castaic Lake. Through the significant efforts of plant personnel and Fleet, the road was cleared and access established on January 10, 2023, resulting in meeting state requirements to pass water. This is significant to ensure CPP meets the state and regulatory requirements to pass water to Castaic Lake.
- In February 2023, CPP crews worked on the repair of Unit 2
- On March 23, 2023, Unit 2 was returned to service following repairs to the shaft alignment. The unit is available all modes except a synchronous condenser since shaft vibration is excessive in that mode.
- On April 15, 2023, a 15-hour CPP all plant outage was conducted in which the remaining cooling water isolation valves on Unit 1, Unit 2, and Unit 3 were successfully repaired. This ensures the safety of the facility by being able to isolate the cooling water system from Elderberry Reservoir when needed for maintenance or emergencies. On April 23, Castaic-Haskell Line 3 was placed in service for the first time. This new 230kV transmission line provides redundancy to Castaic-Haskell Lines 1 and 2.
- Spring outages for the CPP Service, Inspection and Repair (SIR) of all main units were completed by the end of May 2023. With the exception of Unit 5, all units are available for use with known restrictions.
- The last of the Spring maintenance outages was conducted on Castaic Power Plant Unit 7, which was started on May 30, 2023, and returned to service on June 6, 2023. Crews perform scheduled inspections, maintenance, and repairs which are necessary to ensure the generating units can meet the needs of the Power System, especially when demand is high in the Summer

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

- $3.9M underrun is caused by Job B2222 – Generation Transformer Replacement Project due to delay of transformer delivery to next fiscal year.
- $1M underrun is caused by Job B2225 – Aqueduct Power Plant (APP) Major Inspection Overhauls due to cranes used to perform the inspections and overhauls being out of order causing a delay in the scheduled work.

| | |
|---|---|
| Total Project Approved From Inception to FY29/30 | $342.0M |
| Total Project Estimates | $290.5M |
| Projects Approved to Date | $222.4M |
| Project Actuals to Date | $134.7M |

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Cranes at APP will not be fixed until 2024 due to lengthy bid process.

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

**RESPONSIBLE MANAGER:** Jason Hills
Power System Engineering Division

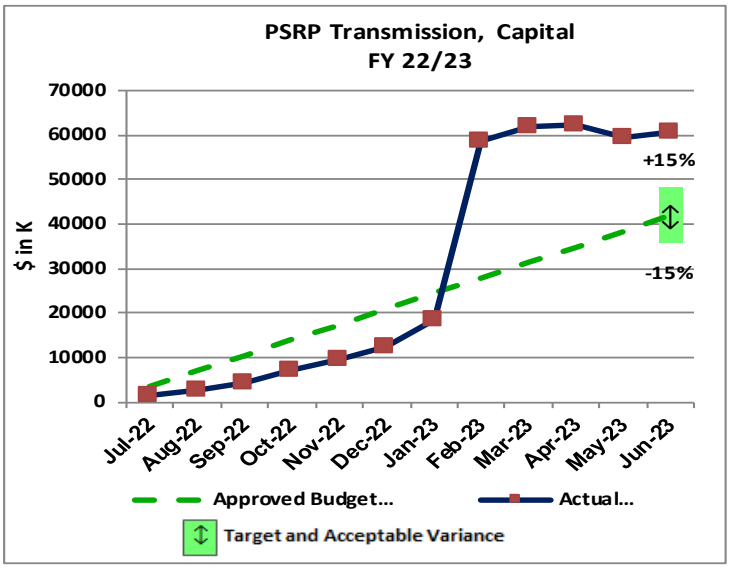
**REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $41,792K; Acceptable Variance = ± 15%

**STATUS:** **Outside Acceptable Variance**

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 3,482.6 | 1,462.1 | (2,020.5) | **-58.0%** | |
| Aug-22 | 6,965.3 | 2,779.0 | (4,186.3) | **-60.1%** | |
| Sep-22 | 10,447.9 | 4,325.0 | (6,122.9) | **-58.6%** | |
| Oct-22 | 13,930.5 | 7,184.0 | (6,746.5) | **-48.4%** | |
| Nov-22 | 17,413.2 | 9,502.0 | (7,911.2) | **-45.4%** | |
| Dec-22 | 20,895.8 | 12,191.0 | (8,704.8) | **-41.7%** | |
| Jan-23 | 24,378.4 | 18,381.0 | (5,997.4) | **-24.6%** | |
| Feb-23 | 27,861.1 | 58,592.0 | 30,730.9 | **110.3%** | |
| Mar-23 | 31,343.7 | 61,990.0 | 30,646.3 | **97.8%** | |
| Apr-23 | 34,826.3 | 62,244.0 | 27,417.7 | **78.7%** | |
| May-23 | 38,309.0 | 59,411.0 | 21,102.0 | **55.1%** | |
| Jun-23 | 41,791.6 | 60,647.0 | 18,855.4 | **45.1%** | |
| **Acceptable Variance** | | | ± 15% | | |




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

## 1. BACKGROUND / PURPOSE

- Expenditures for various Power System Reliability Program (PSRP) transmission capital projects, which includes overhead and underground transmission projects, annual improvements such as installation of maintenance hole lids, and all projects under FI 21212.

## 2. ACHIEVEMENTS / MILESTONES

- As of August, the last maintenance hole lid restraint was installed and this transmission PSRP goal was completed.

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

- Actual costs were over the approved budget by 45.1%, which is outside the acceptable variance.
- Overrun is primarily due to a major milestone payment made to the contractor for Scattergood-Olympic Cable B Install (Job O1406), and the unbudgeted payment made for Cable B Bypass work as a change order for the same contract regarding this job. Sylmar Converter Station Filter Replacement (Job O1373) received participant reimbursements in June. Also, no other payments for Job O1406 have been made, lowering the variance from the previous month.

| | |
|---|---|
| Total Project Approved From Inception to FY29/30 | 1,730.6M |
| Project Approved to Date | 1,320.4M |
| Project Actuals to Date | 1,206.1M |

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue to support progress on these jobs according to their respective milestone schedules.

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

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

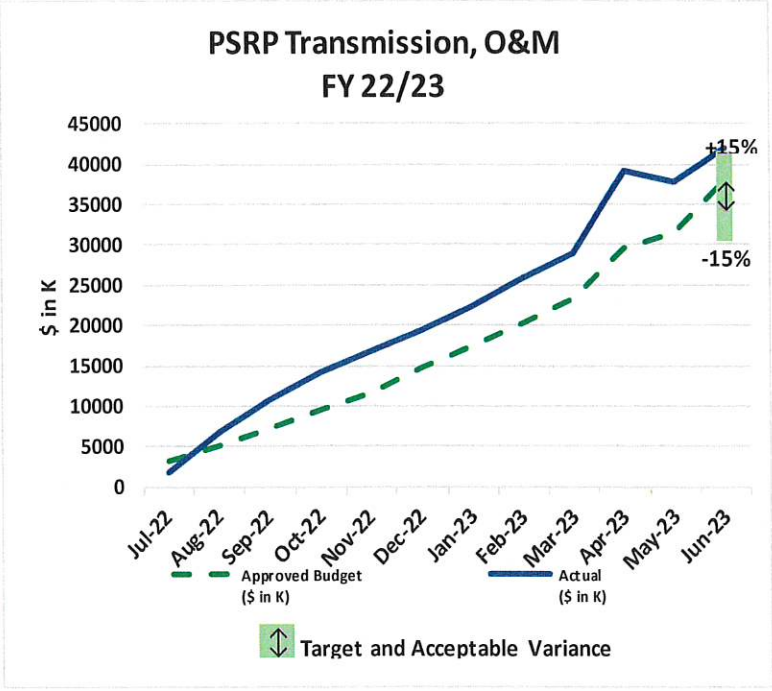
**RESPONSIBLE MANAGER:** Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $38,029K; 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-22 | 3,150.0 | 1,901 | -1249.0 | -39.7% | |
| Aug-22 | 5,050.0 | 6,671 | 1621.0 | 32.1% | |
| Sep-22 | 7,150.0 | 10,653 | 3503.0 | 49.0% | |
| Oct-22 | 9,525.0 | 14,094 | 14094.0 | 48.0% | |
| Nov-22 | 11,579.9 | 16,719 | 16719.0 | 44.4% | |
| Dec-22 | 14,579.9 | 19,363 | 4783.1 | 32.8% | |
| Jan-23 | 17,455.4 | 22,396 | 4940.6 | 28.3% | |
| Feb-23 | 20,281.0 | 25,935 | 5654.0 | 27.9% | |
| Mar-23 | 23,407.0 | 28,989 | 5582.0 | 23.8% | |
| Apr-23 | 29,640.0 | 39,123 | 9483.0 | 32.0% | |
| May-23 | 31,541.2 | 37,724 | 6182.8 | 19.6% | |
| Jun-23 | 38,029.3 | 42,068 | 4038.7 | 10.6% | |
| 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.
- The reason why the overrun is less this month is due to the fact PTD did not utilize Human External Cargo (HEC). We had to spend more time on patrols due to the flooding in the Eastern Sierras to monitor our towers.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Moving into FY23/24, PTD management will continue to monitor this FI and address any variations.

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

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

**RESPONSIBLE MANAGER:** Tesfaye Zeleke Tesfaye Zeleke Digitally signed by Tesfaye Zeleke Date: 2023.08.17 12:35:41 -07'00'
Power System Engineering Division

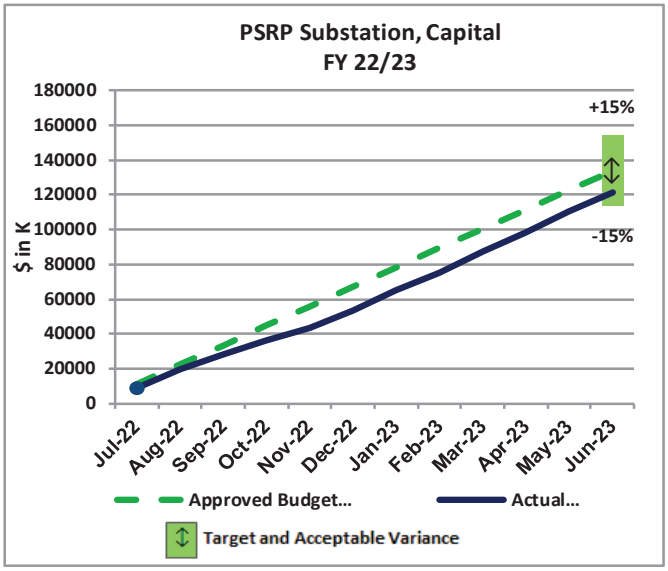
**REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $133,922.0K; Acceptable Variance = ± 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate ($ in K) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 11,160.2 | 9,005.0 | -2,155.2 | -19.3% | |
| Aug-22 | 22,320.3 | 19,758.0 | -2,562.3 | -11.5% | |
| Sep-22 | 33,480.5 | 28,107.0 | -5,373.5 | -16.0% | |
| Oct-22 | 44,640.6 | 35,911.0 | -8,729.6 | -19.6% | |
| Nov-22 | 55,800.8 | 43,473.0 | -12,327.8 | -22.1% | |
| Dec-22 | 66,960.9 | 53,244.0 | -13,716.9 | -20.5% | |
| Jan-23 | 78,121.1 | 65,269.0 | -12,852.1 | -16.5% | |
| Feb-23 | 89,281.3 | 75,131.0 | -14,150.3 | -15.8% | |
| Mar-23 | 100,441.4 | 87,168.0 | -13,273.4 | -13.2% | |
| Apr-23 | 111,601.6 | 98,294.0 | -13,307.6 | -11.9% | |
| May-23 | 122,761.8 | 110,311.0 | -12,450.8 | -10.1% | |
| Jun-23 | 133,922.0 | 121,378.0 | -12,544.0 | -9.4% | |
| 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, Regulators, Relays, and RTUs) to improve substation reliability, availability and capacity.

## 2. ACHIEVEMENTS / MILESTONES

- Transformer, circuit breaker replacement, substation automation, feeders and trunklines design progress is captured in the completed Construction Work Packages (CWP) KPIs in the table below:

| KPI | PSRP Replacements or Upgrades: | FYTD Completed CWP Actual | FYTD Completed CWP Target | FYE Completed CWP 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) | 1 | 2 | 2 |
| 04.01.01.81 | High Voltage Transformers (high side 100kV to 230kV - RS, SS) | 2 | 3 | 3 |
| 04.01.01.77 | Medium Voltage Transformers (high side below 100kV – Distributing Station - DS) | 15 | 29 | 29 |
| | **CIRCUIT BREAKER REPLACEMENT:** | | | |
| 04.01.01.78 | Transmission Circuit Breakers (>100kV - RS, SS, High Voltage Alternate Current Switchyards) | 2 | 15 | 15 |
| 04.01.01.79 | Sub-transmission Circuit Breakers (34.5kV - RS, DS) | 15 | 59 | 59 |
| 04.01.01.80 | Distribution Circuit Breakers (4.8kV - DS) | 20 | 75 | 75 |
| | **SUBSTATION AUTOMATED:** | | | |
| 04.01.03.03 | Issue Substation Automation CWP | 0 | 12 | 12 |
| | **FEEDERS AND TRUNKLINES:** | | | |
| 04.01.01.82 | 34.5kV Line Positions (Reported Quarterly) | 0 | 4 | 4 |
| 04.01.01.83 | 4.8kV Feeder Positions (Reported Quarterly) | 21 | 24 | 24 |
| | **BATTERY SYSTEMS:** | | | |
| 04.01.01.87 | Substation Battery Systems (RS, DS) | 1 | 15 | 15 |

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

- Transformers, circuit breakers replacement, substations automation, feeders and trunklines construction progress is captured in the table below

| PSRP Replacements or Upgrades: | FYTD Actual Placed In-serviced |
|---|---|
| **TRANSFORMER REPLACEMENT:** | |
| Extra High Voltage (high side >230kV – Receiving Station (RS), Switching Station (SS), High Voltage Direct Current Converter Stations) | 1 |
| High Voltage Transformers (high side 100kV to 230kV - RS, SS) | 2 |
| Medium Voltage Transformers (high side below 100kV – Distributing Station - DS) | 7 |
| **CIRCUIT BREAKER REPLACEMENT:** | |
| Transmission Circuit Breakers (>100kV - RS, SS, High Voltage Alternate Current Switchyards) | 5 |
| Sub-transmission Circuit Breakers (34.5kV - RS, DS) | 6 |
| Distribution Circuit Breakers (4.8kV - DS) | 25 |
| **SUBSTATION AUTOMATED:** | |
| Distributing or Receiving Station Upgrade/Automation | 2 |
| **FEEDERS AND TRUNKLINES:** | |
| 34.5kV Line Positions (Reported Quarterly) | 0 |
| 4.8kV Feeder Positions (Reported Quarterly) | 3 |
| **BATTERY SYSTEMS:** | |
| Substation Battery Systems (RS, DS) | 0 |

Additional year-to-date achievements and milestones include:

- **Substation Equipment Life Extensions:** (9) DS transformer Cans, (168) 34.5 kV circuit breakers and (24) 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. It is critical that divisions such as Power Construction and Maintenance (PCM) 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. There are a number of existing vacancies, and PCM is working progressively to remedy, backfill the vacancies, and to support Capital Projects.
    - Currently, Electrical Construction (EC) has two methods for acquiring journey-level resources for capital work, PCM's Electrical Mechanic Training Center (EMTC) for permanent employees, Full-timeTEs), and hiring temporary employees, (exempts), from Local 18
    - In 2022, EC began working with Local 18 to ramp up hiring of exempts for specific projects, with the intent of using the new employees for low voltage, electrician type work, and moving our long term exempts to PSRP and Major Projects.
    - EC will add new permanent employees as follows (approximate numbers) from the EMTC:
        - 2023: 25
        - 2024: 10
        - 2025: 22
        - 2026: 25
        - 2027: 30
        - 2028: 40
    - EC is also expected to begin an accelerated Electrical Mechanic program. The program is in the development phase. No new employees are expected until 2026.

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

| | |
|---|---|
| Total Project Approved from Inception to FY29/30 | $2,997.5M |
| Project Approved to Date | $1,956.5M |
| Project Actuals to Date | $1,632.0M |

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

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)*

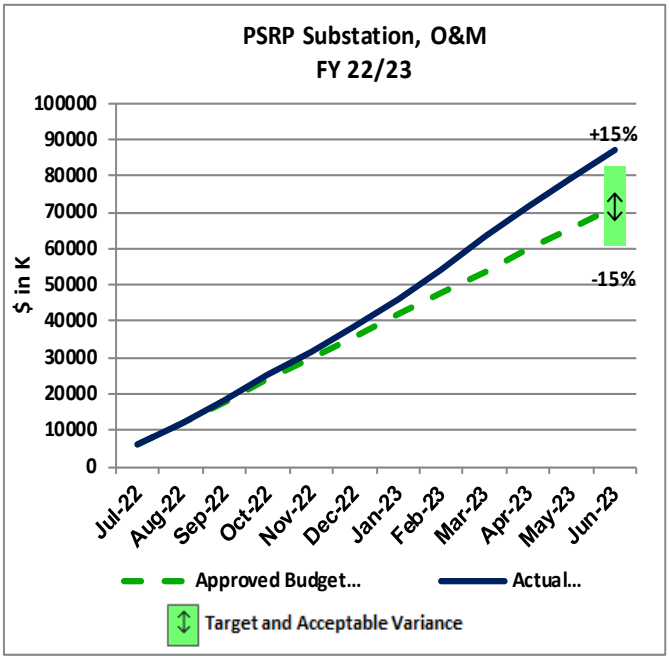
**RESPONSIBLE MANAGER:** Jonathan Fonti, Power System Integrated Support Services Division *Jonathan Fonti* **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $71,788K; Acceptable Variance = ± 15%

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 5,982 | 6,016 | 35 | 0.6% | |
| Aug-22 | 11,963 | 11,742 | (221) | -1.8% | |
| Sep-22 | 17,944 | 18,366 | 421 | 2.4% | |
| Oct-22 | 23,926 | 24,994 | 1,068 | 4.5% | |
| Nov-22 | 29,908 | 31,419 | 1,511 | 5.1% | |
| Dec-22 | 35,890 | 38,675 | 2,785 | 7.8% | |
| Jan-23 | 41,871 | 46,013 | 4,141 | 9.9% | |
| Feb-23 | 47,853 | 53,955 | 6,102 | 12.8% | |
| Mar-23 | 53,835 | 63,474 | 9,639 | 17.9% | |
| Apr-23 | 59,816 | 71,525 | 11,709 | 19.6% | |
| May-23 | 65,802 | 79,687 | 13,885 | 21.1% | |
| Jun-23 | 71,788 | 87,302 | 15,514 | 21.6% | |
| 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 overrun is mainly attributed to overtime labor (CE11) and allocations for equipment repairs, restorations, and emergency response efforts at various Receiving, Distributing, and Customer Stations system-wide. Regular Labor (CE10) main driver is the 4.8kV Circuit Breaker Preventative Maintenance project since this is spread throughout the crews/areas to meet the two-year target and to assure safety and reliability for Feeder Circuits. Overrun breakdown is as follows: Allocations $6.0M, IND Reimbursements: $3.7M, OT: $3.6M, Labor Regular: $1.6M, and Materials: $1.1M.

## 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 July & October 2022 combined, ESM received 14 new EMs from the Training Center and 7 additional new EMs in February 2023.

## ACHIEVEMENTS / MILESTONES MET

**The following table details the monthly breakdown of Substation O&M activity since JULY 2022.**

| | JULY 2022 | AUG 2022 | SEPT 2022 | OCT 2022 | NOV 2022 | DEC 2022 | JAN 2023 | FEB 2023 | MAR 2023 | APR 2023 | MAY 2023 | JUNE 2023 | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **NO. OF RESTORATIONS OF CUSTOMER CIRCUITS:** | | | | | | | | | | | | | |
| Receiving Stations (RS) Circuit Outages | 28 | 41 | 58 | 41 | 57 | 41 | 48 | 65 | 55 | 26 | 25 | 53 | **538** |
| Distributing Station (DS) Circuit Outages | 67 | 67 | 117 | 76 | 118 | 62 | 102 | 194 | 138 | 77 | 67 | 102 | **1187** |
| 5-kV Circuit Grounds | 43 | 55 | 81 | 37 | 66 | 50 | 160 | 116 | 140 | 62 | 12 | 36 | **858** |
| **NO. OF INSULATOR WASHINGS:** | | | | | | | | | | | | | |
| Generating Stations | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | **2** |
| Receiving Stations | 4 | 5 | 6 | 6 | 6 | 3 | 4 | 2 | 3 | 6 | 2 | 5 | **52** |
| Distributing Stations | 14 | 17 | 12 | 15 | 4 | 7 | 12 | 13 | 12 | 18 | 20 | 5 | **149** |

* c eveme t / M e to e met or t e S S b t t o O M o er te Metr c

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

**RESPONSIBLE MANAGER:** Vincent Zabukovec *Vincent Zabukovec*
Power System Engineering Division

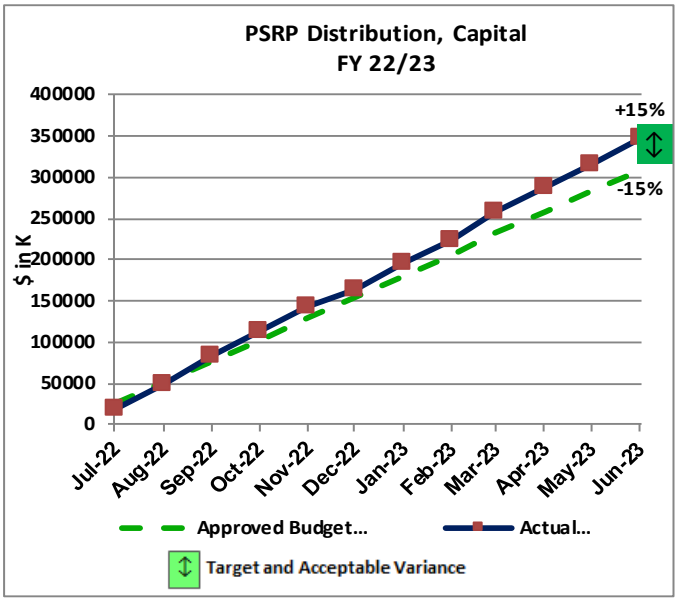
**REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $309,787K; Acceptable Variance = ± 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 25,815.6 | 19,995.0 | -5,820.6 | -22.5% | |
| Aug-22 | 51,631.2 | 48,279.0 | -3,352.2 | -6.5% | |
| Sep-22 | 77,446.7 | 83,592.0 | 6,145.3 | 7.9% | |
| Oct-22 | 103,262.3 | 112,634.0 | 9,371.7 | 9.1% | |
| Nov-22 | 129,077.9 | 142,824.0 | 13,746.1 | 10.6% | |
| Dec-22 | 154,893.5 | 164,409.0 | 9,515.5 | 6.1% | |
| Jan-23 | 180,709.1 | 197,193.0 | 16,483.9 | 9.1% | |
| Feb-23 | 206,524.6 | 224,092.0 | 17,567.4 | 8.5% | |
| Mar-23 | 232,340.2 | 258,995.0 | 26,654.8 | 11.5% | |
| Apr-23 | 258,155.8 | 288,425.0 | 30,269.2 | 11.7% | |
| May-23 | 283,971.4 | 316,573.0 | 32,601.6 | 11.5% | |
| Jun-23 | 309,787.0 | 348,407.0 | 38,620.0 | 12.5% | |
| 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: 4% (Jobs P6309 & P6394)
  - Poles: 41% (Job P6322)
  - Crossarms: 6% (Job P6318)
  - Cables: 19% (Job P6306)

## 2. ACHIEVEMENTS / MILESTONES MET

- The Distribution Reliability spent 113% of the budget through the month of June to work on and complete the following:
  - 19.0 circuit-mile of reconductoring
  - 1,614 transformer installations
  - 3,459 pole replacements
  - 11,143 deteriorated crossarm replacements
  - 58.8 circuit-mile of cable replacements
  - 13,711 FIX-IT tickets (Jobs P6318, P6322, P6394, P6306 & 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 $38.6M, 12.5% over budget. This is due to District crews focusing resources on PSRP distribution capital projects such as reconductoring, cable replacements, transformer replacements, crossarm replacements, pole replacements and vault replacements. Priorities are determined by current area outages and severity, customer complaints regarding outages and areas identified as needing repairs or system growth upgrades. As such, the top priorities are working to restore outages suffered by the customers affecting Permanent Electric Service Restoration (Job P6324) and subsequently, repairing and replacing the underground infrastructure to improve reliability Cable Replacement (Job P6306).

| | |
|---|---|
| Total Project Approved From Inception to FY29/30 | $6,601.5M |
| Projects Approved to Date | $4,193.2M |
| Project Actuals to Date | $3,830.8M |

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- No mitigation plan at this point.

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

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

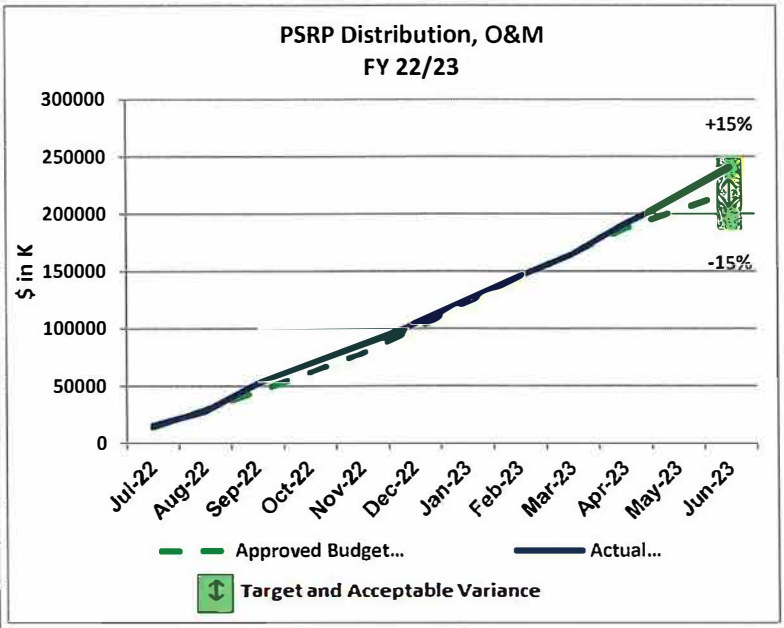
**RESPONSIBLE MANAGER:** Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $218,221K; 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-22 | 13,840.0 | 15,384.0 | 1,544.0 | 11.2% | |
| Aug-22 | 29,286.0 | 27,974.0 | -1,312.0 | -4.5% | |
| Sep-22 | 45,132.0 | 52,211.0 | 7,079.0 | 15.7% | |
| Oct-22 | 61,078.0 | 69,794.0 | 8,716.0 | 14.3% | |
| Nov-22 | 78,078.0 | 84,284.0 | 6,206.0 | 7.9% | |
| Dec-22 | 98,924.0 | 104,260.0 | 5,336.0 | 5.4% | |
| Jan-23 | 121,780.0 | 126,575.0 | 4,795.0 | 3.9% | |
| Feb-23 | 145,225.0 | 145,459.0 | 234.0 | 0.2% | |
| Mar-23 | 165,569.0 | 164,781.0 | -788.0 | -0.5% | |
| Apr-23 | 187,329.0 | 191,371.0 | 4,042.0 | 2.2% | |
| May-23 | 202,775.0 | 213,184.0 | 10,409.0 | 5.1% | |
| Jun-23 | 218,221.0 | 240,629.0 | 22,408.0 | 10.3% | |
| 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 the 15% threshold set for its goal.
- The overrun is primarily due to the Osmos Inspection contract in Maintenance of Overhead Distribution System (Job P6338) in Construction Services (CE30) is a major contributor to the overrun in this FI. This contract will remain in effect over the next 3 years and we will need to reallocate funds to cover the remainder of the contract.
- The other factor that contributes to this overrun is related to Street Light and Maintenance (Job P6346) in Labor Regular (CE10) and Labor Overtime (CE11). CE10 increased due to the additional personnel in the Line Maintenance Assistance (LMA) classification and to the new salary set for this classification last January. The CE11 is due to the labor agreement for this classification increasing their allowable overtime to work on the communication system for the Distribution Automation Project (Task order 16 from the engineering enabling agreement).
- Routine Operation for Overhead Distribution System (Job P6337) is overrun due to Labor Overtime (CE11) for the reprioritization of maintenance to address the backlog of outstanding repairs and fix it tickets.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Power Transmission and Distribution (PTD) management will monitor this FI and address any variations moving into FY23/24.

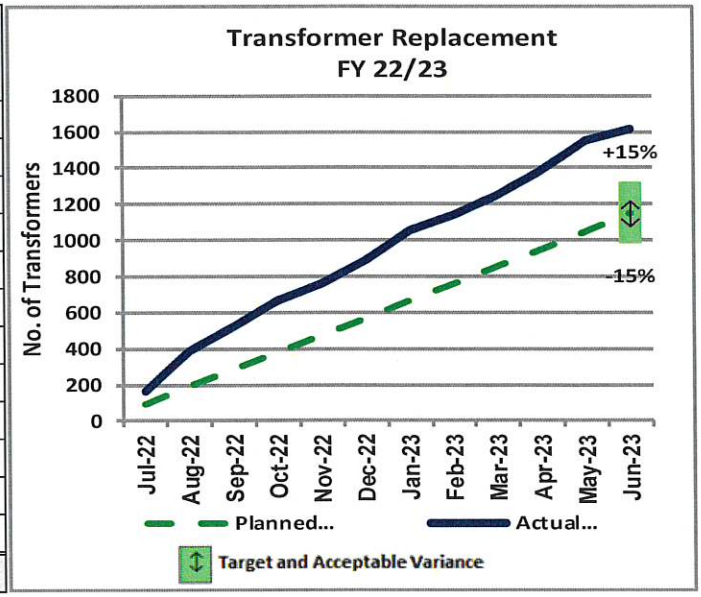
# LADWP RATES/EQUITY METRIC – *Transformer Replacement (Power)*

**RESPONSIBLE MANAGER:** Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** June 2023
**EQUITY CORE CATEGORY:** Water and Power Infrastructure Investment

**DEFINITION OF RATES METRIC:** Number of Transformers Replaced Against Plan
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = 1,150; Acceptable Variance = ± 15%

**STATUS:** Exceeds Target

| FYTD as of: | Planned (No.) | Actual (No.) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | No. | % | |
| Jul-22 | 95 | 168 | 73 | 76.8% | |
| Aug-22 | 190 | 390 | 200 | 105.3% | |
| Sep-22 | 285 | 521 | 236 | 82.8% | |
| Oct-22 | 380 | 669 | 289 | 76.1% | |
| Nov-22 | 475 | 759 | 284 | 59.8% | |
| Dec-22 | 570 | 891 | 321 | 56.3% | |
| Jan-23 | 665 | 1,053 | 388 | 58.3% | |
| Feb-23 | 760 | 1,141 | 381 | 50.1% | |
| Mar-23 | 855 | 1,247 | 392 | 45.8% | |
| Apr-23 | 950 | 1,382 | 432 | 45.5% | |
| May-23 | 1,045 | 1,548 | 503 | 48.1% | |
| Jun-23 | 1,150 | 1,614 | 464 | 40.3% | |
| Acceptable Variance | | | ± 15% | | |




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

## 1. BACKGROUND / PURPOSE

- Replace 1,150 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 1,100 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) for a combined total of 1,150. 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 wildfire hardening which has been identified and based on the urgency, includes replacement.

## 3. ACHIEVEMENTS / MILESTONES MET

- Through June, the target was to replace 1,150 transformers and the actual number of transformers replaced is 1,614. PTD has exceeded the target for Fiscal Year 22/23.

## 4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The actual number of transformers replaced exceeds the ±15% threshold.
- Transformers are replaced after failure, overload condition, or when regular scheduled maintenance is required. The transformers are counted after being replaced.

## 5. MITIGATION PLAN AND / OR RECOMMENDATIONS

- As we enter FY 23/24, PTD will continue to monitor transformer replacements and will adjust priorities and resources accordingly.
- 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)*

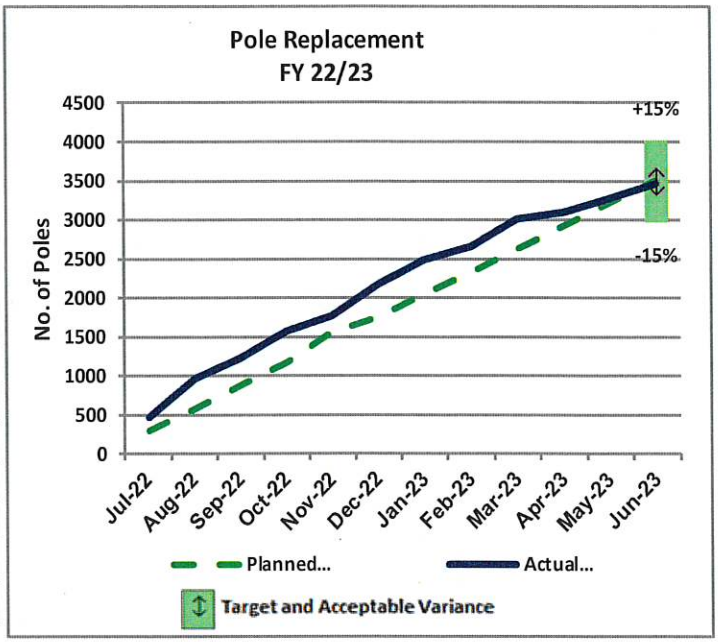
**RESPONSIBLE MANAGER:** Ruben Hauser, Power Transmission and Distribution
**REPORTING PERIOD:** June 2023
**EQUITY CORE CATEGORY:** Water and Power Infrastructure Investment

**DEFINITION OF RATES METRIC:** Number of Poles Replaced Against Plan

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = 3,500; Acceptable Variance = ± 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Planned (No.) | Actual (No.) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | No. | % | |
| Jul-22 | 292 | 476 | 184 | 63.0% | |
| Aug-22 | 583 | 967 | 384 | 65.9% | |
| Sep-22 | 876 | 1,232 | 356 | 40.6% | |
| Oct-22 | 1,168 | 1,567 | 399 | 34.2% | |
| Nov-22 | 1,549 | 1,768 | 219 | 14.1% | |
| Dec-22 | 1,752 | 2,172 | 420 | 24.0% | |
| Jan-23 | 2,043 | 2,490 | 447 | 21.9% | |
| Feb-23 | 2,335 | 2,669 | 334 | 14.3% | |
| Mar-23 | 2,628 | 3,019 | 391 | 14.9% | |
| Apr-23 | 2,919 | 3,100 | 181 | 6.2% | |
| May-23 | 3,212 | 3,269 | 57 | 1.8% | |
| Jun-23 | 3,500 | 3,459 | -41 | -1.2% | |
| 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 3,459.

## 4. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- The number of poles replaced fell within the acceptable ±15% threshold for the FY.
- Two overhead contracts expired, one in Dec. 2022 and the other in March 2023, removing all contractors working on deteriorated poles. PTD crews shifted priorities in April and May of 2023.

## 5. MITIGATION PLAN AND / OR RECOMMENDATIONS

- New contracts started back up in mid-May of 2023 and the contractors have refocused their efforts on the replacement of poles. Currently the contractors have approximately 21 crews working for LADWP with plans to increase that to more than 30 crews moving into FY23/24.

## 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)

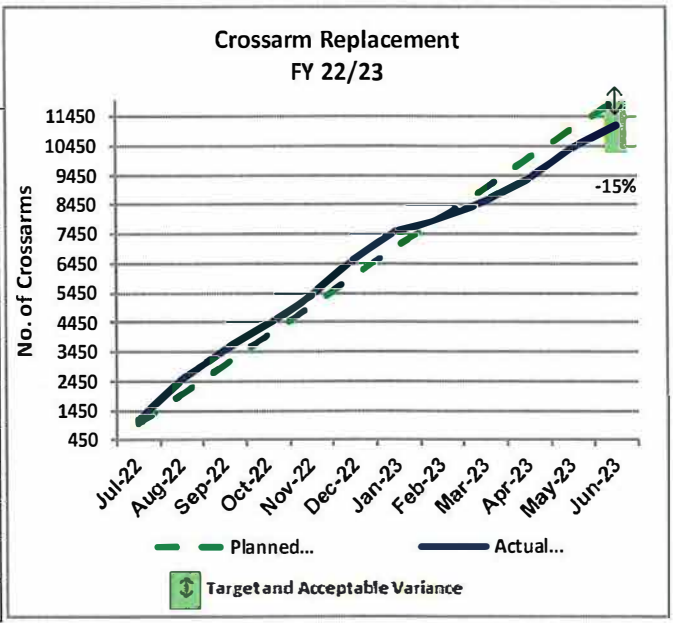
**RESPONSIBLE MANAGER:** Ruben Hauser, Power Transmission and Distribution **REPORTING PERIOD:** June 2023

**DEFINITION OF RATES METRIC:** Number of Crossarms Replaced Against Plan

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = 12,000; Acceptable Variance = ± 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Planned (No.) | Actual (No.) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | No. | % | |
| Jul-22 | 1,000 | 1,116 | 116 | 11.6% | |
| Aug-22 | 2,000 | 2,500 | 500 | 25.0% | |
| Sep-22 | 3,000 | 3,524 | 524 | 17.5% | |
| Oct-22 | 4,000 | 4,354 | 354 | 8.9% | |
| Nov-22 | 5,000 | 5,353 | 353 | 7.1% | |
| Dec-22 | 6,000 | 6,599 | 599 | 10.0% | |
| Jan-23 | 7,000 | 7,545 | 545 | 7.8% | |
| Feb-23 | 8,000 | 7,943 | -57 | -0.7% | |
| Mar-23 | 9,000 | 8,577 | -423 | -4.7% | |
| Apr-23 | 10,000 | 9,336 | -664 | -6.6% | |
| May-23 | 11,000 | 10,376 | -624 | -5.7% | |
| Jun-23 | 12,000 | 11,143 | -857 | -7.1% | |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA:** Job P6318 (KPI #04.01.01.21)

## 1. BACKGROUND / PURPOSE

- Replace 12,000 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 12,000 crossarms and the current actual number of crossarms replaced is 11,143. This includes wildfire hardening which has been identified based on the urgency, and includes replacement.

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

- The number of crossarms replaced fell within the acceptable ±15% threshold for the FY.
- PTD constantly monitors crossarm replacement activity and adjusts work and resources as needed throughout the year.
- Division's focus changes with the weather and operating needs. During the recent storms, crossarm replacements decreased due to the majority of field crews focused on responding to citywide outages.
- Two overhead contracts expired, one in Dec. 2022 and the other in March 2023, removing all contractors working on deteriorated crossarms. PTD crews shifted priorities in April and May of 2023.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- New contracts started back up in mid-May of 2023 and the contractors have refocused their efforts on the replacement of crossarms. Currently the contractors have approximately 21 crews working for LADWP with plans to increase that to more than 30 crews moving into FY23/24.

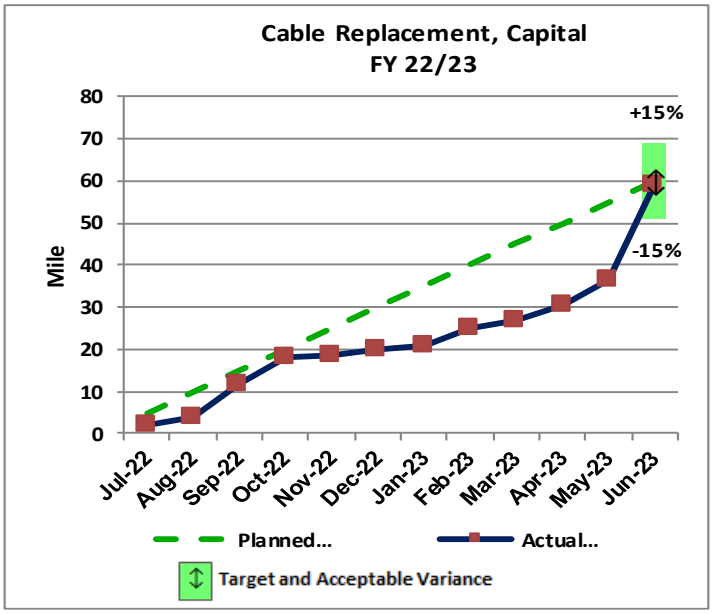
# LADWP RATES/EQUITY METRIC – *Cable Replacement (Power)*

**RESPONSIBLE MANAGER:** Vincent Zabukovec *Vincent Zabukovec* **REPORTING PERIOD:** June 2023
Power System Engineering Division
**EQUITY CORE CATEGORY:** Water & Power Infrastructure Investment

**DEFINITION OF RATES METRIC:** No. of Miles of Cable Replaced Against Plan
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = 60 miles; Acceptable Variance = ±15%

**STATUS:** **Within Acceptable Variance**

| FYTD as of: | Planned (Mile) | Actual (Mile) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | Mile | % | |
| Jul-22 | 5.0 | 2.2 | -2.8 | **-56.0%** | |
| Aug-22 | 10.0 | 4.0 | -6.0 | **-60.0%** | |
| Sep-22 | 15.0 | 11.7 | -3.3 | **-22.0%** | |
| Oct-22 | 20.0 | 18.1 | -1.9 | **-9.5%** | |
| Nov-22 | 25.0 | 18.7 | -6.3 | **-25.2%** | |
| Dec-22 | 30.0 | 19.8 | -10.2 | **-34.0%** | |
| Jan-23 | 35.0 | 20.7 | -14.3 | **-40.9%** | |
| Feb-23 | 40.0 | 25.1 | -14.9 | **-37.3%** | |
| Mar-23 | 45.0 | 26.9 | -18.1 | **-40.2%** | |
| Apr-23 | 50.0 | 30.5 | -19.5 | **-39.0%** | |
| May-23 | 55.0 | 36.5 | -18.5 | **-33.6%** | |
| Jun-23 | 60.0 | 58.8 | -1.2 | **-2.0%** | |
| **Acceptable Variance** | | | ± 15% | | |




**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 June, Distribution Construction & Maintenance completed 58.8 circuit-miles. The goal is to complete 60 circuit-miles for Fiscal Year 22/23.
4. **PERFORMANCE/VARIANCE ANALYSIS & YEAR END PROJECTION**
   - Variance through the month of June is 1.2 circuit-miles, 2.0% below target. Slight variance is due to District crews focusing on other priorities in previous months on outages, customer line extension work such as AH100 projects, conversion work and relocation work. Expenditures for cable replacement have incurred $22.3M overrun in the corresponding budget in Lead & Synthetic 4.8kV & 34.5kV Cable Replacement (Job P6306). Overrun is caused by cable replacement jobs requiring installation of new conduit and underground structures which incur increased material costs and labor hours. Increased spending this past month is also due to working on finalizing cable replacement construction projects in order to meet KPI goals. Finally, time has been spent administratively closing completed jobs in WMIS this past month to increase cable replacement construction mileage.
5. **MITIGATION/RECOMMENDATION**
   - For FY 23/24, 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 District crews to close the completed jobs.
   - Contract Operations crews will continue to assist in completing cable replacement jobs in FY 23/24.
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]*

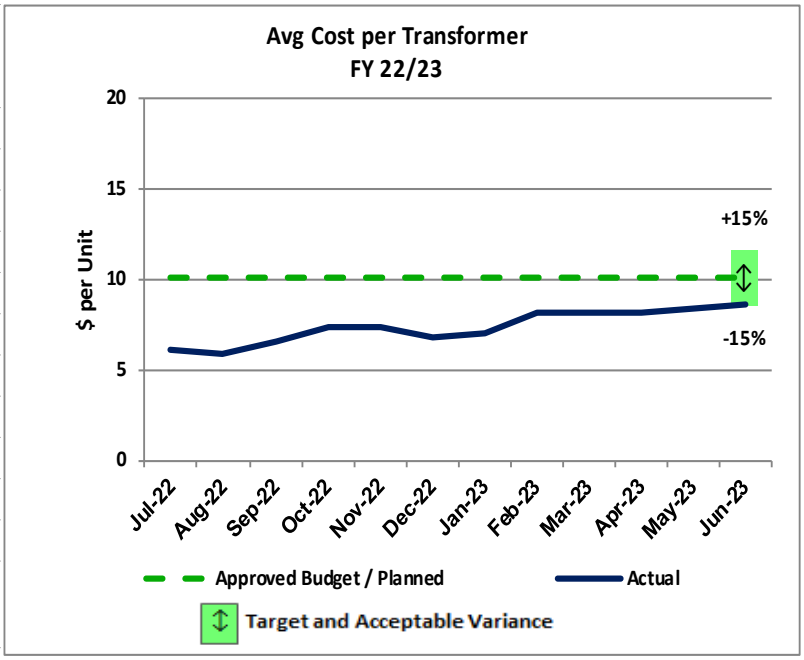
**RESPONSIBLE MANAGER**: Walter Rodriguez, Jr., Power Transmission and Distribution Walter Rodriguez **REPORTING PERIOD**: June 2023

**DEFINITION OF RATES METRIC:** Average Unit Cost per Transformer

**TARGET & ACCEPTABLE VARIANCE (FY 22/23)** Target = $10.1K per transformer: Acceptable Variance = ± 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Unit or $ | % | |
| Jul-22 | 10.1 | 6.1 | (4.0) | -39.6% | |
| Aug-22 | 10.1 | 5.9 | (4.2) | -41.6% | |
| Sep-22 | 10.1 | 6.6 | (3.5) | -34.7% | |
| Oct-22 | 10.1 | 7.3 | (2.8) | -27.7% | |
| Nov-22 | 10.1 | 7.4 | (2.7) | -26.7% | |
| Dec-22 | 10.1 | 6.8 | (3.3) | -32.7% | |
| Jan-23 | 10.1 | 7.0 | (3.1) | -30.7% | |
| Feb-23 | 10.1 | 8.1 | (2.0) | -19.8% | |
| Mar-23 | 10.1 | 8.2 | (1.9) | -18.8% | |
| Apr-23 | 10.1 | 8.2 | (1.9) | -18.8% | |
| May-23 | 10.1 | 8.4 | (1.7) | -16.8% | |
| Jun-23 | 10.1 | 8.6 | (1.5) | -14.9% | |
| Acceptable Variance | | | ± 15% | | |




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

## 1. BACKGROUND / PURPOSE

- Identify and replace 1,150 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 $10.1K per unit.

## 2. ACHIEVEMENTS / MILESTONES MET

- As of June, the target was to replace 1,150 transformers at 100% of the fiscal year-end goal. PTD has completed replacement of 1,614 transformers, which is 140.3% of the fiscal year goal with a current average cost of $8.6K per unit.

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

- PTD is within the acceptable target and there is a variance of $1.5K per unit. For the month of June, the average cost is $8.6K, which is 14.9% under the planned target. Additional work is being performed in this area to keep up with restoration work due to weather conditions and customer demand.
- 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.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Power System Regulatory and Innovation Division (PSRID) 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.
- Moving into FY23/24, PTD will continue to work with PSRID on refining the mapping of AC jobs and providing the most accurate cost per unit.
- PTD will continue to monitor and provide recommendations as needed.

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

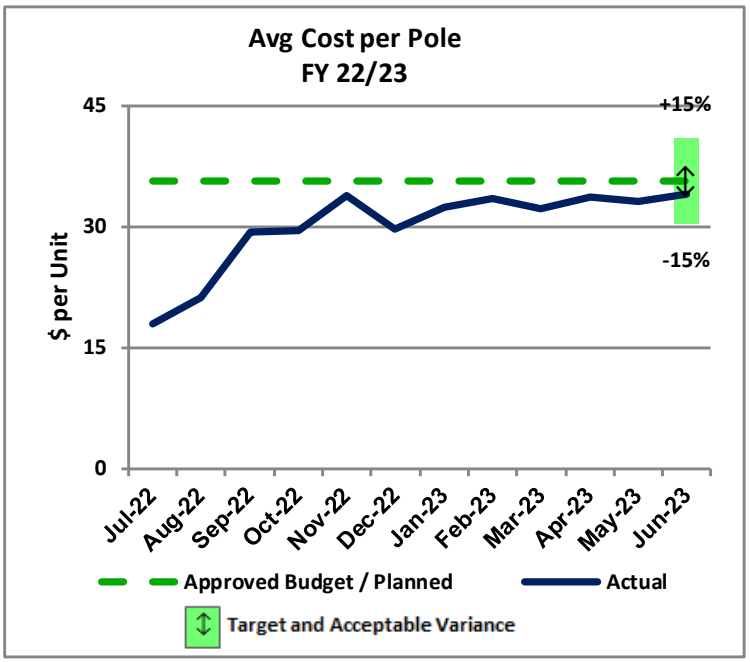
**RESPONSIBLE MANAGER**: Walter Rodriguez, Jr., Power Transmission and Distribution *Walter Rodriguez* **REPORTING PERIOD**: June 2023

**DEFINITION OF RATES METRIC:** Average Unit Cost per Pole

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $35.6K per pole: Acceptable Variance = ± 15%

**STATUS:** **Within Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Unit or $ | % | |
| Jul-22 | 35.6 | 17.9 | (17.7) | -49.7% | |
| Aug-22 | 35.6 | 21.1 | (14.5) | -40.7% | |
| Sep-22 | 35.6 | 29.3 | (6.3) | -17.7% | |
| Oct-22 | 35.6 | 29.5 | (6.1) | -17.1% | |
| Nov-22 | 35.6 | 33.9 | (1.7) | -4.8% | |
| Dec-22 | 35.6 | 29.6 | (6.0) | -16.9% | |
| Jan-23 | 35.6 | 32.4 | (3.2) | -9.0% | |
| Feb-23 | 35.6 | 33.5 | (2.1) | -5.9% | |
| Mar-23 | 35.6 | 32.2 | (3.4) | -9.6% | |
| Apr-23 | 35.6 | 33.6 | (2.0) | -5.6% | |
| May-23 | 35.6 | 33.2 | (2.4) | -6.7% | |
| Jun-23 | 35.6 | 34.0 | (1.6) | -4.5% | |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA:** Job 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 $35.6K per unit.

## 2. ACHIEVEMENTS / MILESTONES MET

- As of June, PTD's current to date target was a replacement of 3,500 power poles at 100% of the fiscal year goal. PTD has completed replacement of 3,459 power poles, which is 98.8% of the fiscal year goal with a current average cost of $34.0K per unit.

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

- PTD's Contract Operations personnel, which includes outside contractors, is within the target and there is a variance of $1.6K per unit. For the month of June, the average cost is $34.0K, which is 4.5% under the planned target of $35.6K. Additional work is being performed in this area to keep up with restoration work due to weather conditions and customer demand.
- 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.

- 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

- Moving into FY23/24, PTD will continue to monitor and audit unit costs in addition to working with Power System Regulatory and Innovation Division (PSRID) to refine accounting for these jobs.
- PTD will continue to 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]*

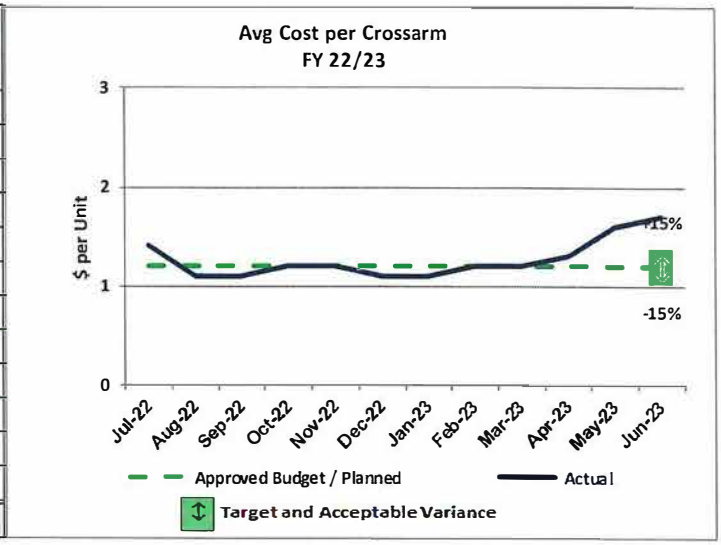
**RESPONSIBLE MANAGER**: Walter Rodriguez, Jr., Power Transmission and Distribution **REPORTING PERIOD**: June 2023

**DEFINITION OF RATES METRIC:** Average Unit Cost per Crossarms

**TARGET & ACCEPTABLE VARIANCE (FY 22/23)** Target = $1.2K per crossarm: Acceptable Variance = ± 15%

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Unit or $ | % | |
| Jul-22 | 1.2 | 1.4 | 0.2 | 16.7% | |
| Aug-22 | 1.2 | 1.1 | (0.1) | -8.3% | |
| Sep-22 | 1.2 | 1.1 | (0.1) | -8.3% | |
| Oct-22 | 1.2 | 1.2 | 0.0 | 0.0% | |
| Nov-22 | 1.2 | 1.2 | 0.0 | 0.0% | |
| Dec-22 | 1.2 | 1.1 | (0.1) | -8.3% | |
| Jan-23 | 1.2 | 1.1 | (0.1) | -8.3% | |
| Feb-23 | 1.2 | 1.2 | 0.0 | 0.0% | |
| Mar-23 | 1.2 | 1.2 | 0.0 | 0.0% | |
| Apr-23 | 1.2 | 1.3 | 0.1 | 8.3% | |
| May-23 | 1.2 | 1.6 | 0.4 | 33.3% | |
| Jun-23 | 1.2 | 1.7 | 0.5 | 41.7% | |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA:** Job P6318 (KPI # 04.01.01.73)

## 1. BACKGROUND / PURPOSE

- Replace 12,000 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 $1.2K per unit.

## 2. ACHIEVEMENTS / MILESTONES MET

- As of June, PTD's target was to replace 12,000 crossarms, which is 100% of the fiscal year goal. PTD has completed the replacement of 11,143 crossarms, which is 92.9% of the FY goal, with a current average cost of $1.7K per unit.

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

- PTD is outside the acceptable target and there is a variance of $0.5K per unit. For the month of June, the average cost is $1.7K, which is 41.7% over 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.
- The increased cost is due to PTD allocating more than usual resources to the repair of Priority 1 fix-it tickets, many of these were arm replacements. This includes personnel and equipment.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Moving into FY 23/24, PTD will continue to monitor and work with Power System Regulatory and Innovation Division (PSRID) business group on the Work Management Information System (WMIS) mapping of work requests targeting this job.
- PTD will continue to monitor and ensure efficient work practices and proper capturing of costs.

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

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

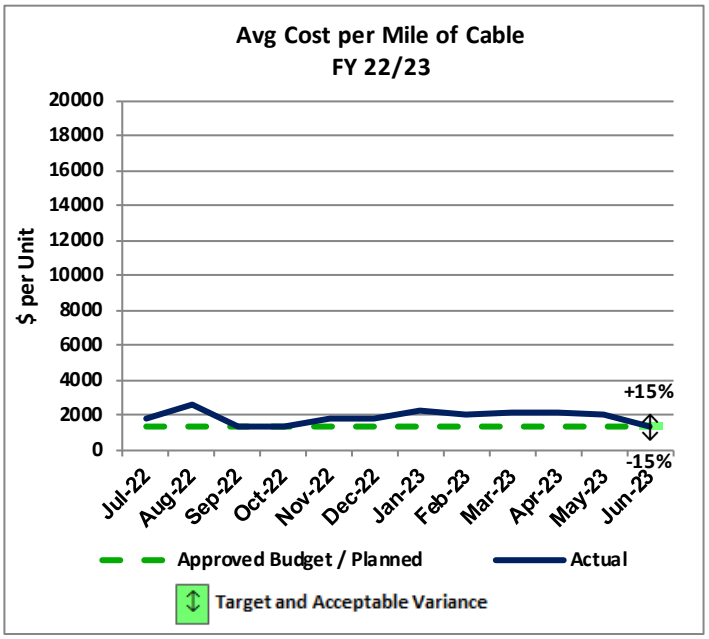
**RESPONSIBLE MANAGER**: Walter Rodriguez, Jr., Power Transmission and Distribution Walter Rodriguez **REPORTING PERIOD**: June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $1,407.4 per mile of cable replaced; Acceptable Variance = ± 15%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Unit or $ | % | |
| Jul-22 | 1,407.4 | 1,777.3 | 369.9 | 26.3% | |
| Aug-22 | 1,407.4 | 2,586.8 | 1,179.4 | 83.8% | |
| Sep-22 | 1,407.4 | 1,408.3 | 0.9 | 0.1% | |
| Oct-22 | 1,407.4 | 1,418.7 | 11.3 | 0.8% | |
| Nov-22 | 1,407.4 | 1,777.6 | 370.2 | 26.3% | |
| Dec-22 | 1,407.4 | 1,777.6 | 370.2 | 26.3% | |
| Jan-23 | 1,407.4 | 2,252.8 | 845.4 | 60.1% | |
| Feb-23 | 1,407.4 | 2,030.7 | 623.3 | 44.3% | |
| Mar-23 | 1,407.4 | 2,183.0 | 775.6 | 55.1% | |
| Apr-23 | 1,407.4 | 2,161.5 | 754.1 | 53.6% | |
| May-23 | 1,407.4 | 1,999.1 | 591.7 | 42.0% | |
| Jun-23 | 1,407.4 | 1,360.4 | (47.0) | -3.3% | |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA:** Job P6306 (KPI # 04.01.01.74)

## 1. BACKGROUND / PURPOSE

- Replace 60 miles of 4.8 kV and 34.5 kV 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 $1,407.4K per mile.

## 2. ACHIEVEMENTS / MILESTONES MET

- PTD's annual target is the replacement of 60 miles of cable. The actual cable replacement accounted for in June totals 58.8 miles.

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

- Average cost per mile of cable is $1,360.4K which is within the acceptable target for the month of June.
- Multiple 4.8 kV and 34.5 kV cable replacement projects have been completed in the month of June. With Task 145 completed in Work Management Information System (WMIS), cable mileage for these projects can be accounted for in correlation with past labor and material charges.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Moving into FY23/24, PTD will monitor job performance and ensure that time, materials, and labor are being accounted for accurately and appropriately.
- PTD will continue to work with Power System Regulatory and Innovation Division (PSRID) business group to ensure all work and costs are accounted for with the highest accuracy possible.

# LADWP RATES METRIC – *Distribution Automation (Power)*

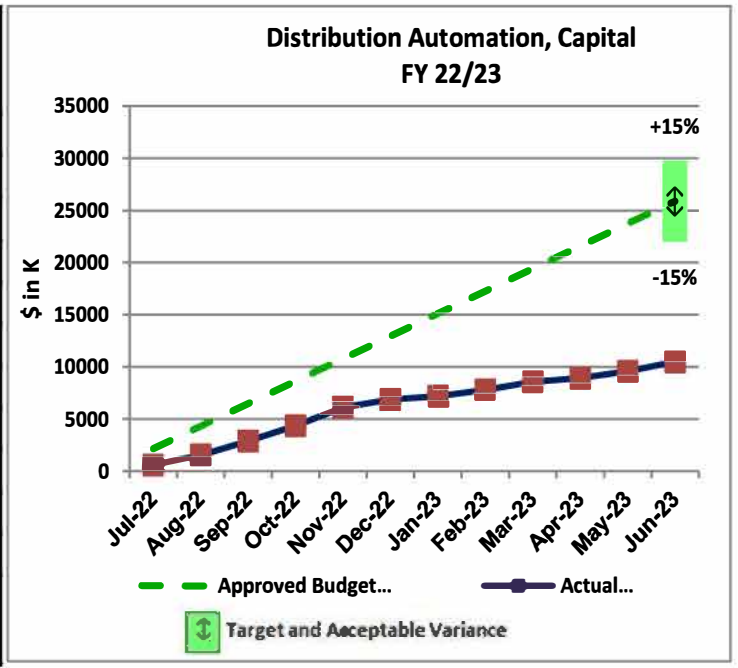
**RESPONSIBLE MANAGER:** Kodi Uzomah, Power System Regulatory & Innovation Division **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = $25,900K; Acceptable Variance = ± 15%

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 2,158.0 | 573.0 | (1,585.0) | -73.4% | |
| Aug-22 | 4,316.0 | 1,551.0 | (2,765.0) | -64.1% | |
| Sep-22 | 6,474.0 | 2,893.0 | (3,581.0) | -55.3% | |
| Oct-22 | 8,633.0 | 4,352.0 | (4,281.0) | -49.6% | |
| Nov-22 | 10,790.0 | 6,117.0 | (4,673.0) | -43.3% | |
| Dec-22 | 12,948.0 | 6,876.0 | (6,072.0) | -46.9% | |
| Jan-23 | 15,108.0 | 7,193.0 | (7,915.0) | -52.4% | |
| Feb-23 | 17,264.0 | 7,807.0 | (9,457.0) | -54.8% | |
| Mar-23 | 19,422.0 | 8,569.0 | (10,853.0) | -55.9% | |
| Apr-23 | 21,580.0 | 8,916.0 | (12,664.0) | -58.7% | |
| May-23 | 23,738.0 | 9,578.0 | (14,160.0) | -59.7% | |
| Jun-23 | 25,900.0 | 10,479.0 | (15,421.0) | -59.5% | 10,479.0 |
| 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 the end of 2024, 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**

Milestones:

- Installation of Communication Equipment
- Construction of Substation DA Equipment
- Installation of reclosers and IED on 36-05 and 36-10

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

- The program initially experienced delays with communication equipment delivery, and installations. This was due to late receipt from vendors, and global supply chain issues. Supply chain issues initially posed potential challenges in the case of project change orders. However, Supply chain issues have mostly been resolved at this time, and majority of the equipment have been delivered to our warehouse. Installations ramped up with the addition of new staff to installation crews. Delays in substation deployment and changes in the complete system integrations project, and termination of associated task orders has resulted in significant under spending.

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

- The program continues to look into areas where extra staffing could help to expedite project tasks.

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

**RESPONSIBLE MANAGER: Kodi Uzomah** Power System Regulatory & Innovation Division **REPORTING PERIOD:** June 2023

**DEFINITION OF RATES METRIC:** Distribution Automation Project Progress Against Schedule (Target as %)
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Target = Complete Equipment Installations by June 2023. Variance = N/A

**STATUS** **INFORMATION ONLY**

| Project Milestones | Target Dates | Status |
|---|---|---|
| Installation of Pole-Top Communication Equipment Completed | FY 22/23 2nd Qtr. (October 2022 - December 2022) | In Progress, Delay, FY 23/24 Q2 |
| Complete System Integration Completed | FY 22/23 3rd Qtr. (January 2023 - March 2023) | Task Order Terminated 10/22 |
| Construction of DS-36 Completed | FY 22/23 4th Qtr. (April 2023 - June 2023) | Delay, anticipated completion FY 23/24 Q4 |

**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 the end of 2024, 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 987 pole-top communication equipment installed.
- DA related construction work in progress at RS-G

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

- The program initially experienced delays with communication equipment delivery, and installations. This was due to late receipt from vendors, and global supply chain issues. Supply chain issues continue to pose potential challenges in the case of project change orders. Supply chain issues have mostly been resolved, and the majority of the equipment have been delivered to our warehouse. Installations ramped up with the addition of new staff to installation crews. However, construction rate has been impacted by slow down due to Priority-1 job reassignment and weather-related issues. Completion of Construction of DS-36 will not meet the original target completion date due to delays associated with field construction. The Complete System Integrations project, Task Order has been terminated.

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

- The program continues to look into areas where extra staffing could help to expedite project tasks. There is a change in scope for the complete system integration project/tasks.

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

# Water System

# LADWP RATES METRIC – WATER DISTRIBUTION INFRASTRUCTURE POSITIONS (Water)

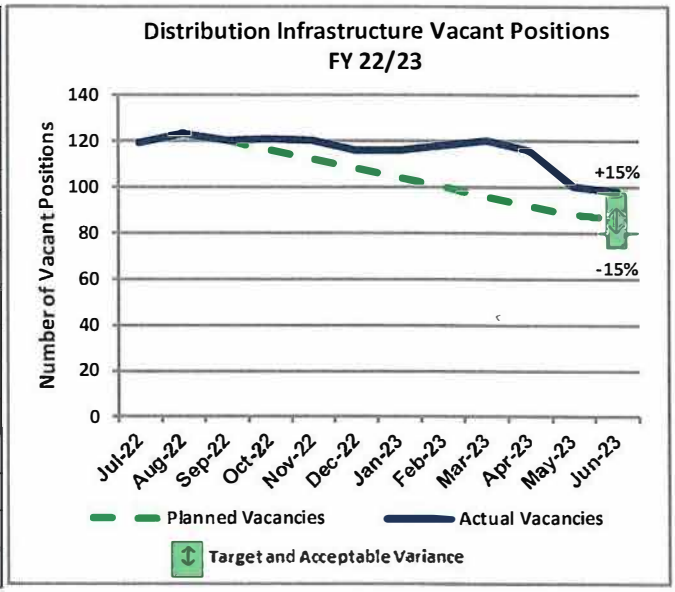
**RESPONSIBLE MANAGER:** Breonte Lindsey/Sandra Foster **REPORTING PERIOD:** June 2023

**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 22/23):** Vacant budgeted Water Distribution Infrastructure field positions at 86 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-22 | 119 | 119 | 0 | 0.0% | |
| Aug-22 | 123 | 123 | 0 | 0.0% | |
| Sep-22 | 120 | 120 | 0 | 0.0% | |
| Oct-22 | 116 | 121 | 5 | 4.3% | |
| Nov-22 | 112 | 120 | 8 | 7.1% | |
| Dec-22 | 108 | 116 | 8 | 7.4% | |
| Jan-23 | 104 | 116 | 12 | 11.5% | |
| Feb-23 | 100 | 118 | 18 | 18.0% | |
| Mar-23 | 96 | 120 | 24 | 25.0% | |
| Apr-23 | 92 | 116 | 24 | 26.1% | |
| May-23 | 88 | 100 | 12 | 13.6% | |
| Jun-23 | 86 | 98 | 12 | 14.0% | |
| 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 86 vacancies or less by the end of the fiscal year.

## 2. ACHIEVEMENTS/MILESTONES MET

- The Division achieved hiring infrastructure employees in fiscal year 2022/23, 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. Actual vacancy numbers are the total APR field budgeted vacancies resulting from employee retirements, transfers, promotions, and terminations. The Division was unable to reach the planned vacancies target due to multiple factors, including availability of civil service lists and internal promotions.

## 4. MITIGATION PLAN AND/OR RECOMMENDATIONS

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

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

# ** Appendix – WATER DISTRIBUTION INFRASTRUCTURE POSITIONS VACANCY CALCULATIONS

| | |
|---|---|
| **January 2023 Net Vacancies** | **116** |
| Hired | -2 |
| Reallocated* | -1 |
| Attrition | 5 |
| **February 2023 Net Vacancies** | **118** |
| Hired | 0 |
| Reallocated* | -3 |
| Attrition | 5 |
| **March 2023 Net Vacancies** | **120** |
| Hired | -9 |
| Reallocated* | 1 |
| Attrition | 4 |
| **April 2023 Net Vacancies** | **116** |
| Hired | -16 |
| Reallocated* | 1 |
| Attrition | 3 |
| Adjustment** | -4 |
| **May 2023 Net Vacancies** | **100** |
| Hired | -5 |
| Reallocated* | -1 |
| Attrition | 4 |
| **June 2023 Net Vacancies** | **98** |

*Temporarily reallocated for alternate positions providing infrastructure support, and positions loaned to other divisions, to facilitate hiring processes while waiting for Civil Service Lists to be established for field positions.

**Adjustment due to correction in occupancy data

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

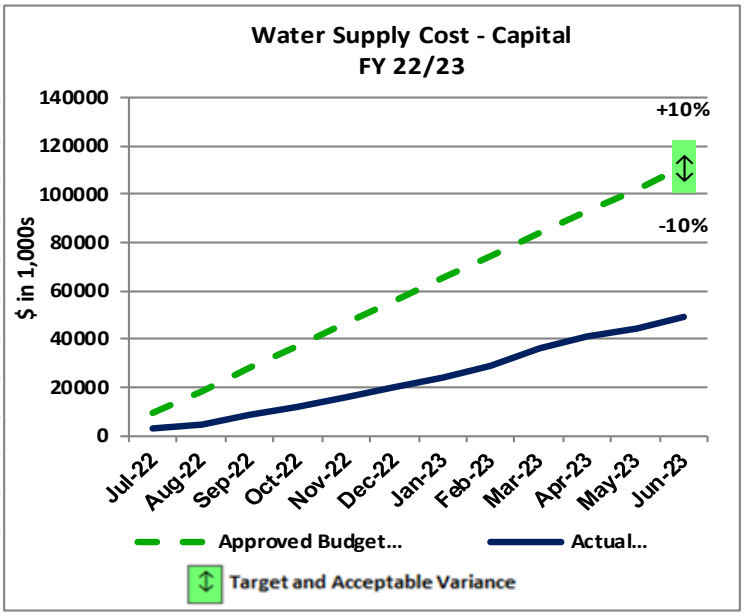
# LADWP RATES METRIC – WATER SUPPLY COST BUDGET VS ACTUAL-CAPITAL (Water)

**RESPONSIBLE MANAGER:** April Thang **REPORTING PERIOD:** June 2023

**DEFINITION OF RATES METRIC:** Board approved annual budget vs actual expenditures.
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** $111,477K, ±10 percent

**STATUS:** **Outside Acceptable Variance**

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 9,290 | 2,526 | -6,764 | **-72.8%** | |
| Aug-22 | 18,579 | 4,711 | -13,868 | **-74.6%** | |
| Sep-22 | 27,869 | 8,866 | -19,003 | **-68.2%** | |
| Oct-22 | 37,159 | 11,853 | -25,306 | **-68.1%** | |
| Nov-22 | 46,449 | 15,984 | -30,465 | **-65.6%** | |
| Dec-22 | 55,738 | 19,804 | -35,934 | **-64.5%** | |
| Jan-23 | 65,028 | 23,945 | -41,083 | **-63.2%** | |
| Feb-23 | 74,318 | 29,115 | -45,203 | **-60.8%** | |
| Mar-23 | 83,608 | 35,824 | -47,784 | **-57.2%** | |
| Apr-23 | 92,897 | 41,051 | -51,846 | **-55.8%** | |
| May-23 | 102,187 | 44,510 | -57,677 | **-56.4%** | |
| Jun-23 | 111,477 | 49,375 | -62,102 | **-55.7%** | |
| **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

- The Safe Clean Water Program, a Los Angeles County parcel tax program, awarded seven LADWP Stormwater Capture Parks Projects. The Department received a total disbursement in the amount of $5,337,504.70 for FY 22/23.

- In May 2023, LADWP received a new water treatment system, which will be used as part of the Direct Potable Reuse (DPR) Pilot Project. The treatment system was delivered to the project site located at the Tom LaBonge Headworks Water Complex, and the project team is working to get the new pilot project installed and connected. The DPR Pilot is expected to be operational in September 2023 and will be one of the State's first Direct Potable Reuse Facilities.

- In February 2023, the 'notice to proceed' for the Harbor Refineries Project was provided to the contractor, allowing construction to start for the last and final segment of recycled water pipe this summer. The project is in partnership with the Water Replenishment District. Once completed, the project will provide over 4,000 acre feet of recycled water, saving enough drinking water for approximately 50,000 customers.

- In December 2022, LADWP and the Water Replenishment District started construction on the 2nd connection to the Dominguez Gap

Barrier. This project will build an additional 3,000 feet of purple pipe to convey recycled water to the Dominguez Gap.

- In September 2022, groundbreaking for underground infrastructure work, such as pipe and electrical conduits, has started for the Van Norman Exploratory Wells project.

- 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

- Watershed Stormwater Capture jobs have a $29.3M underrun. The Stormwater Capture Parks Program, which consists of nine recreational parks in the San Fernando Valley area, has experienced major delays in implementing the Memorandum of Agreement (MOA), which was initially in negotiation with the Los Angeles Department of Public Works Bureau of Sanitation (LASAN), but will now be in collaboration with the Los Angeles County Flood Control District (LACFCD). The execution of the MOA is anticipated to occur in FY 23/24. Also contributing to the underrun is the San Fernando Regional Park Project. The MOA with the City of San Fernando is awaiting final execution to provide funding for the Project.

- Water Recycling Capital jobs have a $12.3M underrun. The Harbor Refineries Pipeline Project is experiencing delays in construction mobilization with the contractor. Permitting issues and concerns from the Bureau of Engineering (BOE) have led to construction delays for the Harbor Recycled Water Potable Backup Project. Additionally, invoices for Harbor Industrial Onsite Improvements projects have been delayed. Nevertheless, the Harbor Refineries and Harbor Industrial Onsite Improvements projects are actively being worked on to support the expansion of the recycled water system in the Harbor area. Helping offset the underrun is the Headworks Direct Potable Reuse (DPR) Demonstration Facility Project.

- Water Conservation Water Funded jobs have a $12M underrun. There was a decrease in demand for commercial and residential rebates at the beginning of the FY from our customers due to COVID-19. Additionally, a decrease in commercial rebates participation is due to commercial facilities not being fully occupied. As a result, changing toilets and upgrading the HVAC are currently not being requested by customers.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- The Water System will continue monitoring the costs. The budget was re-estimated to align with projected fiscal year-end expenditures.

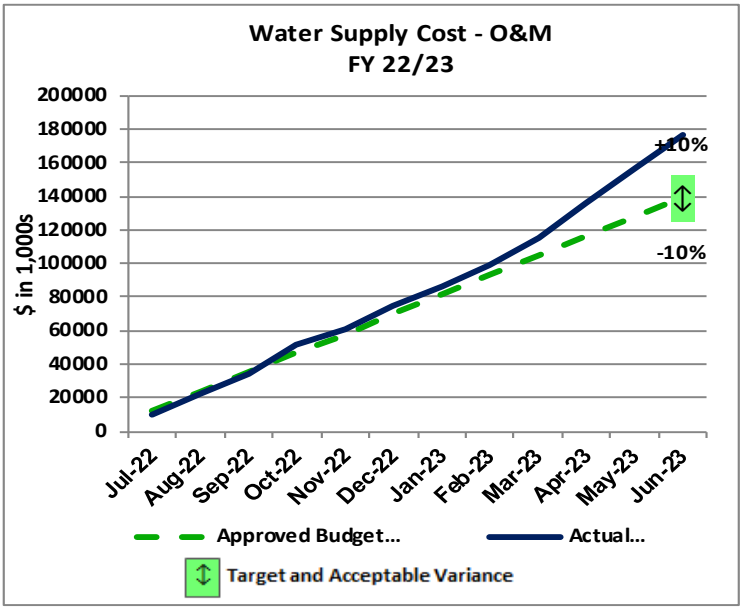
# LADWP RATES METRIC – WATER SUPPLY COSTS BUDGET VS ACTUAL- O&M (Water)

**RESPONSIBLE MANAGER:** April Thang **REPORTING PERIOD:** June 2023

**DEFINITION OF RATES METRIC:** Board approved annual budget vs actual expenditures.
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** $139,114K, ±10 percent

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 11,593 | 9,549 | -2,044 | -17.6% | |
| Aug-22 | 23,186 | 22,897 | -289 | -1.2% | |
| Sep-22 | 34,778 | 34,327 | -451 | -1.3% | |
| Oct-22 | 46,371 | 51,442 | 5,071 | 10.9% | |
| Nov-22 | 57,694 | 61,346 | 3,652 | 6.3% | |
| Dec-22 | 69,557 | 74,815 | 5,258 | 7.6% | |
| Jan-23 | 81,149 | 86,441 | 5,292 | 6.5% | |
| Feb-23 | 92,742 | 99,500 | 6,758 | 7.3% | |
| Mar-23 | 104,335 | 115,151 | 10,816 | 10.4% | |
| Apr-23 | 115,928 | 136,677 | 20,749 | 17.9% | |
| May-23 | 127,520 | 156,774 | 29,254 | 22.9% | |
| Jun-23 | 139,114 | 176,864 | 37,750 | 27.1% | |
| 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 653 preventative maintenance tasks for 96 pump station facilities and 240 regulatory bi-weekly maintenance on 45 emergency backup IC Engine units located throughout the Water System.

- There have been nine complete retrofits at the Valley and Metro Pressure Regulating Stations.

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

- The Los Angeles Aqueduct (LAA) Northern District Operation jobs have a $20M overrun and the LAA Northern District Maintenance job has a $8.9M overrun. Due to the record snow pack, additional Labor (Regular and Overtime), fleet operator services, construction equipment services, and materials and supplies were needed for the implementation of flood control measures.

- Water Recycling O&M jobs have a $12.4M overrun. Payments to the West Basin Municipal Water District for the cost of water treatment on the westside, construction of the Hyperion Advanced Water Purification Facility, and additional labor needed to assist with the Groundwater Replenishment Project have all contributed to the overrun. In addition, the high sales of recycled water have resulted in increased payments to Los Angeles Sanitation (LASAN).

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

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

# LADWP RATES METRIC – Purchased Water (Water)

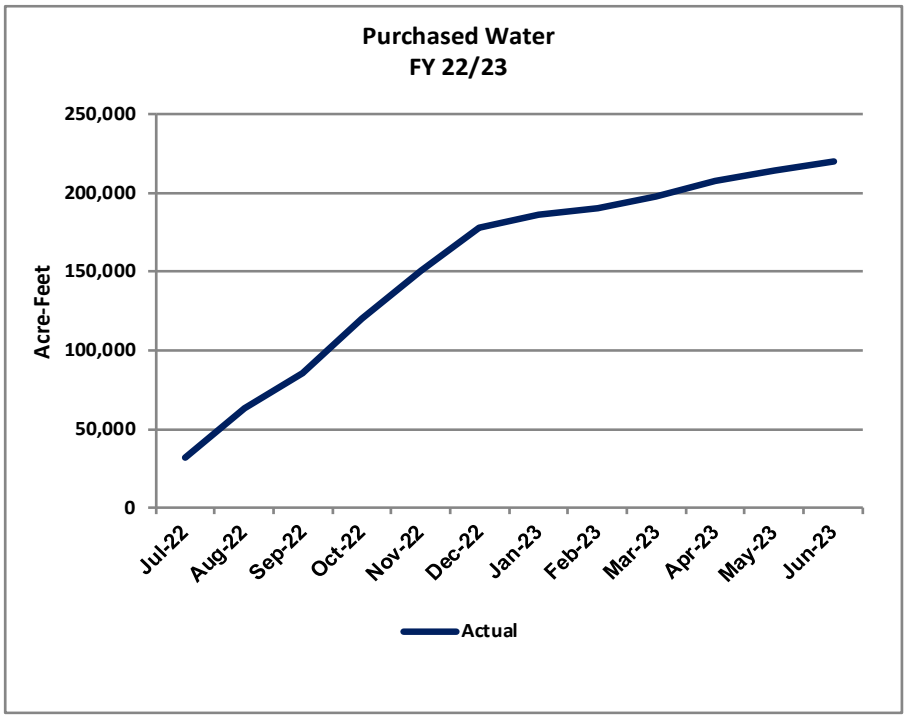
**RESPONSIBLE MANAGER:** April Thang **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** N/A - for information only

**STATUS:** Information Only

| FYTD as of: | Actual |
|---|---|
| Jul-22 | 32,420 |
| Aug-22 | 63,645 |
| Sep-22 | 85,831 |
| Oct-22 | 120,503 |
| Nov-22 | 150,693 |
| Dec-22 | 178,015 |
| Jan-23 | 186,069 |
| Feb-23 | 190,363 |
| Mar-23 | 197,426 |
| Apr-23 | 207,540 |
| May-23 | 213,958 |
| Jun-23 | 219,716 |




**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 the wetter conditions resulting from the major storm events in the first quarter of the calendar year, forecasted Los Angeles Aqueduct (LAA) supplies were significantly increased, which impacted the purchases of water from the Metropolitan Water District of Southern California (MWD). The increase of LAA supplies significantly reduced purchases of more expensive water.

## 3. MITIGATION PLAN AND / OR RECOMMENDATIONS

- 20% conservation has reduced the overall water use, minimizing purchased water.
- As of June 2023, the combined average of LADWP's Eastern Sierra snow courses was 32 percent of normal Peak with water content measuring 7.25 inches.

# LADWP RATES METRIC – RECYCLED WATER DELIVERED (Water)

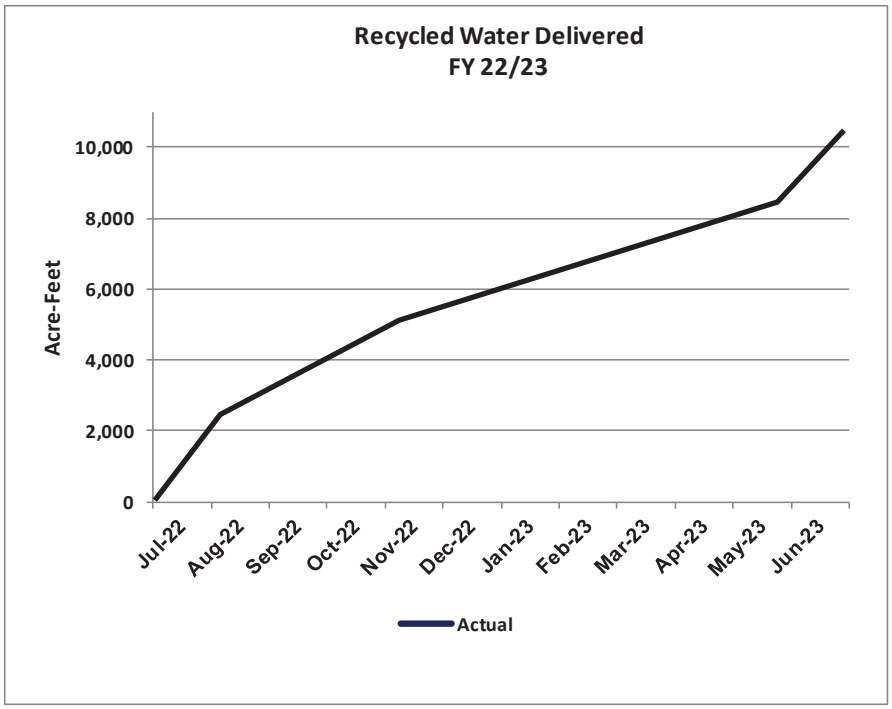
**RESPONSIBLE MANAGER:** Jesus Gonzalez Jesus Gonzalez Digitally signed by Jesus Gonzalez Date: 2023.08.30 11:27:52 -07'00' **REPORTING PERIOD: June 2023**

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** N/A - for information only

**STATUS:** **Information Only**

| FYTD as of: | Actual |
|---|---|
| Jul-22 | 1,198 |
| Aug-22 | 2,515 |
| Sep-22 | 3,713 |
| Oct-22 | 4,595 |
| Nov-22 | 5,460 |
| Dec-22 | 5,793 |
| Jan-23 | 6,207 |
| Feb-23 | 6,672 |
| Mar-23 | 6,930 |
| Apr-23 | 7,420 |
| May-23 | 8,405 |
| Jun-23 | 10,103 |




**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. PERFORMANCE / VARIANCE ANALYSIS & YEAR END PROJECTION

- Not applicable - for information only.

## 3. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue to deliver recycled water to existing customers.
- Identify barriers and challenges to work with prospective recycled water customers in close proximity to RW infrastructure to expand RW deliveries.

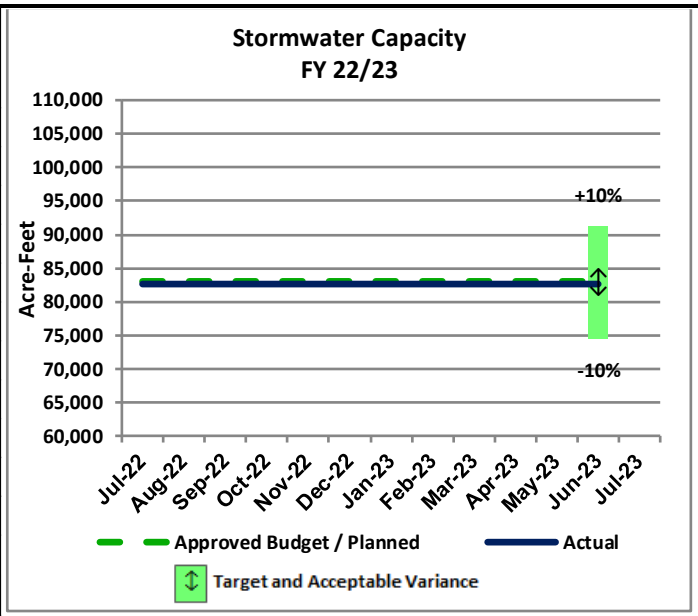
# LADWP RATES METRIC – STORMWATER CAPACITY (Water)

**RESPONSIBLE MANAGER:** David R. Pettijohn **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** 83,000 AFY; 10% variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Unit or $ | % | |
| Jul-22 | 83,000 | 82,626 | -374 | -0.5% | |
| Aug-22 | 83,000 | 82,626 | -374 | -0.5% | |
| Sep-22 | 83,000 | 82,626 | -374 | -0.5% | |
| Oct-22 | 83,000 | 82,626 | -374 | -0.5% | |
| Nov-22 | 83,000 | 82,626 | -374 | -0.5% | |
| Dec-22 | 83,000 | 82,626 | -374 | -0.5% | |
| Jan-23 | 83,000 | 82,626 | -374 | -0.5% | |
| Feb-23 | 83,000 | 82,626 | -374 | -0.5% | |
| Mar-23 | 83,000 | 82,626 | -374 | -0.5% | |
| Apr-23 | 83,000 | 82,626 | -374 | -0.5% | |
| May-23 | 83,000 | 82,626 | -374 | -0.5% | |
| Jun-23 | 83,000 | 82,626 | -374 | -0.5% | |
| 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:
  - Pacoima Spreading Grounds Improvement Project (5,300 AFY), 60% complete.
  - San Fernando Regional Park Infiltration Project (446 AFY), 85% complete.
- Projects in design/planning include:
  - 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), 100% design plans in progress.

## 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 – LA AQUEDUCT BUDGET VS ACTUAL - CAPITAL (Water)

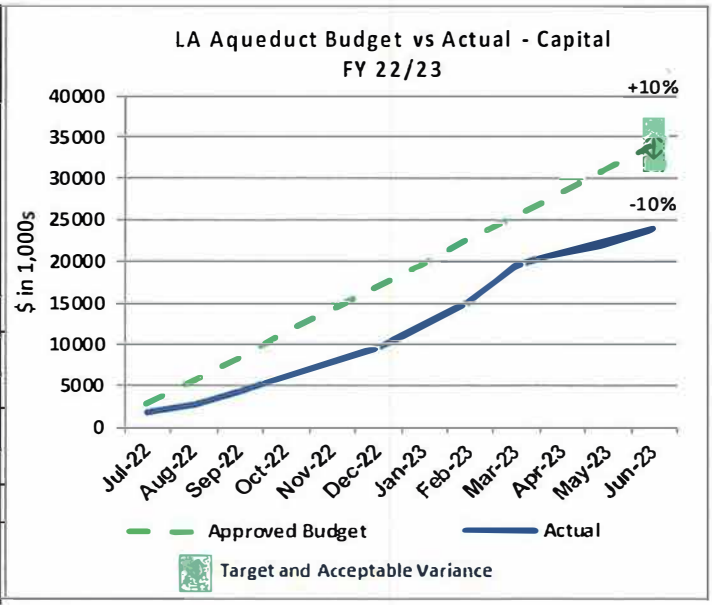
**RESPONSIBLE MANAGER:** Wendy McGhie **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** $34,159, 10 percent

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 2,847 | 1,753 | -1,094 | -38.4% | |
| Aug-22 | 5,693 | 2,704 | -2,989 | -52.5% | |
| Sep-22 | 8,540 | 4,286 | -4,254 | -49.8% | |
| Oct-22 | 11,386 | 6,033 | -5,353 | -47.0% | |
| Nov-22 | 14,233 | 7,987 | -6,246 | -43.9% | |
| Dec-22 | 17,079 | 9,518 | -7,561 | -44.3% | |
| Jan-23 | 19,926 | 12,061 | -7,865 | -39.5% | |
| Feb-23 | 22,773 | 15,142 | -7,631 | -33.5% | |
| Mar-23 | 25,619 | 19,653 | -5,966 | -23.3% | |
| Apr-23 | 28,466 | 21,264 | -7,202 | -25.3% | |
| May-23 | 31,312 | 22,163 | -9,149 | -29.2% | |
| Jun-23 | 34,159 | 23,990 | -10,169 | -29.8% | |
| 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

- Laws planting project is 100% complete. Approximately 7,000 native shrubs and grasses planted.
- Phase 3 of the Cascades Rehabilitation Project is complete.
- Designs for the Grant Lake Spillway project are complete. Construction is anticipated to begin in April 2024.

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

- The underrun is due to several capital projects, such as the North Haiwee Dam Project (construction anticipated Apr. 2028), Grant Lake Roto Valve (groundbreaking expected Oct. 2029) and Grant Lake Spillway Modification Project (groundbreaking expected April 2024), being postponed due to additional Scope of Work or delays in planning and permitting. Contributing to the underrun is Eastern Sierra Environmental Capital due to management's directive to contract out the Grant Lake Spillway Modification Project. As a result, work will no longer be performed by Power Construction & Maintenance (PCM). Construction is anticipated to begin in April 2024.
- Spending at fiscal year-end was below the approved budget.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue to work with Water Engineering and Technical Services to move projects forward.

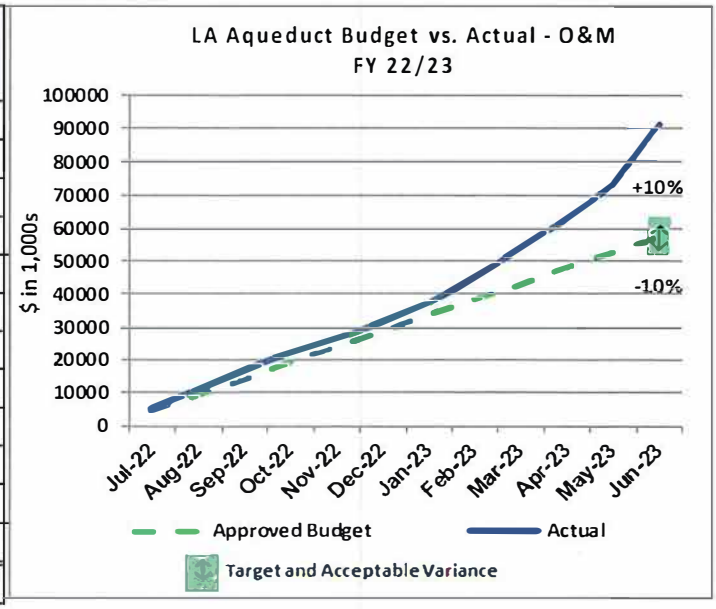
# LADWP RATES METRIC – LA AQUEDUCT BUDGET VS ACTUAL – O&M (Water)

**RESPONSIBLE MANAGER:** Wendy McGhie **REPORTING PERIOD:** June 2023

**DEFINITION OF RATES METRIC:** Board approved annual budget vs actual expenditures.
**TARGET & ACCEPTABLE VARIANCE (FY 22/23)** $57,834, 10 percent

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 4,819 | 5,274 | 455 | 9.4% | |
| Aug-22 | 9,639 | 11,191 | 1,552 | 16.1% | |
| Sep-22 | 14,458 | 17,009 | 2,551 | 17.6% | |
| Oct-22 | 19,278 | 22,213 | 2,935 | 15.2% | |
| Nov-22 | 24,097 | 26,638 | 2,541 | 10.5% | |
| Dec-22 | 28,917 | 31,802 | 2,885 | 10.0% | |
| Jan-23 | 33,736 | 37,215 | 3,479 | 10.3% | |
| Feb-23 | 38,556 | 44,622 | 6,066 | 15.7% | |
| Mar-23 | 43,375 | 53,981 | 10,606 | 24.5% | |
| Apr-23 | 48,195 | 62,711 | 14,516 | 30.1% | |
| May-23 | 53,014 | 73,002 | 19,988 | 37.7% | |
| Jun-23 | 57,834 | 91,096 | 33,262 | 57.5% | |
| 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 8,299 acres for resource clearing;
- Graded 1,798 miles of roads;
- Mowed 634 miles of canals and ditches;
- Cleaned 130 miles of canals and ditches;
- Installed 15 miles of fencing;
- Cleaned 30.4 cubic miles of sand traps;
- Installed 36 data logger/station retrofits.

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

- Aqueduct continues to focus on Operations and Maintenance work as several Capital projects are delayed.
- Additional labor, materials and construction services were needed for flood control measures due to record snow pack.
- FYE expenditures exceeded the approved budget due to unforeseen storm events.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Crews will continue performing substantial maintenance needed for asset protection due to record annual precipitation, and working towards Operational and Maintenance goals.

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

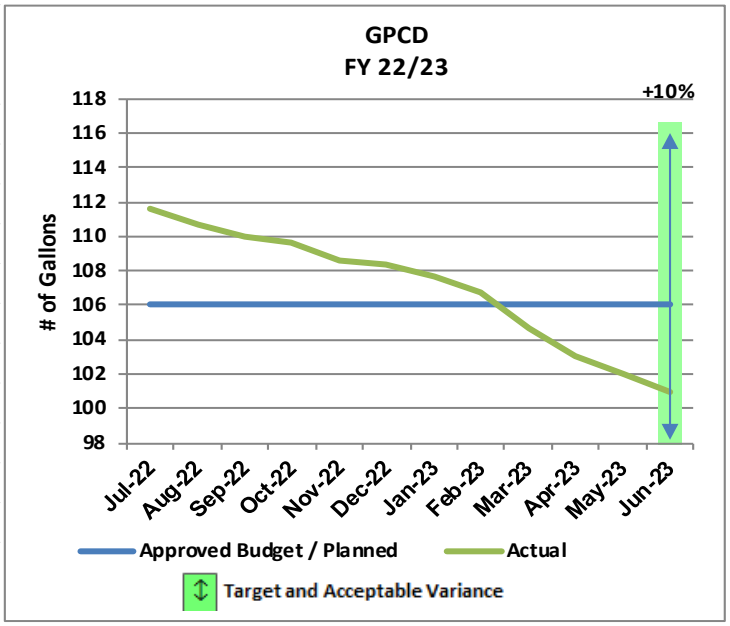
**RESPONSIBLE MANAGER:** Terrence McCarthy **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** 106 GPCD & 10% Acceptable Variance

**STATUS:** Within Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate of Budget/Planned |
|---|---|---|---|---|---|
| | | | GPCD | % | |
| Jul-22 | 106 | 112 | 6 | 5.3% | |
| Aug-22 | 106 | 111 | 5 | 4.5% | |
| Sep-22 | 106 | 110 | 4 | 3.7% | |
| Oct-22 | 106 | 110 | 4 | 3.4% | |
| Nov-22 | 106 | 109 | 3 | 2.5% | |
| Dec-22 | 106 | 108 | 2 | 2.2% | |
| Jan-23 | 106 | 108 | 2 | 1.6% | |
| Feb-23 | 106 | 107 | 1 | 0.8% | |
| Mar-23 | 106 | 105 | -1 | -1.3% | |
| Apr-23 | 106 | 103 | -3 | -2.8% | |
| May-23 | 106 | 102 | -4 | -3.8% | |
| Jun-23 | 106 | 101 | -5 | -4.7% | |
| Acceptable Variance | | | 11 | 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.
- On March 1, 2023, LADWP reached and surpassed its 2022 Drought Target of 105 GPCD.

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

- Monthly customer water per capita use continues to decrease due to continued effective drought messaging and Phase III restriction adoption by customers.
- 12-month rolling GPCD is anticipated to decrease as a result of continued conservation efforts. June 2023 was cooler than June 2022, with higher precipitation than usual.
- LADWP's Water Conservation Response Unit has continued to educate residential and commercial customers about conservation practices and respond to water waste complaints received from the public. During June 2023, 65 warnings were issued, which is approximately 133% increase compared to June 2022.
- LADWP has seen an 8% decrease in supply deliveries compared to June 2022.

## 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.
- LADWP intends to recommend to the Mayor's Office and City Council a de-escalation from Phase III of the Emergency Water Conservation ordinance to Phase II, allowing for three-day a week irrigation.
- LADWP expects to receive and finalize the service area population estimates for January 1st, 2023 in July 2023. The updated population estimates will provide a more accurate calculation for the GPCD.

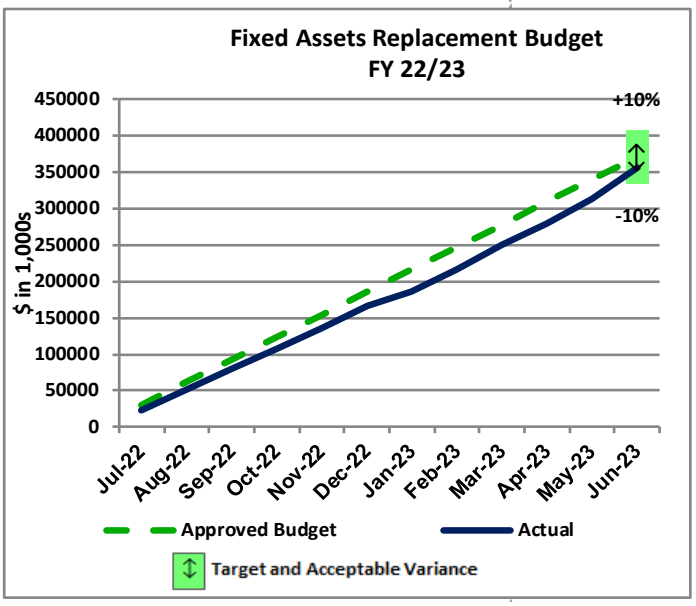
# LADWP RATES METRIC – FIXED ASSETS REPLACEMENT BUDGET VS ACTUAL (Water)

**RESPONSIBLE MANAGER:** April Thang **REPORTING PERIOD:** June 2023

**DEFINITION OF RATES METRIC:** Board approved annual budget vs actual expenditures.
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** $370,874K, 10 percent

**STATUS:** Within Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 30,906 | 22,927 | -7,979 | -25.8% | |
| Aug-22 | 61,811 | 52,473 | -9,338 | -15.1% | |
| Sep-22 | 92,717 | 80,205 | -12,512 | -13.5% | |
| Oct-22 | 123,623 | 107,259 | -16,364 | -13.2% | |
| Nov-22 | 154,528 | 135,070 | -19,458 | -12.6% | |
| Dec-22 | 185,434 | 165,839 | -19,595 | -10.6% | |
| Jan-23 | 216,340 | 186,733 | -29,607 | -13.7% | |
| Feb-23 | 247,245 | 217,111 | -30,134 | -12.2% | |
| Mar-23 | 278,151 | 249,584 | -28,567 | -10.3% | |
| Apr-23 | 309,057 | 278,436 | -30,621 | -9.9% | |
| May-23 | 339,962 | 312,628 | -27,334 | -8.0% | |
| Jun-23 | 370,874 | 356,943 | -13,931 | -3.8% | |
| 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 2023:

- 202,312 feet of mainline have been installed.
- 15,521 feet of trunk line have been replaced.
- 20 pumps have been replaced/retrofitted.
- 9 Regulators/Relief Stations have been retrofitted.
- 382 new fire hydrants have been installed.
- North Haiwee Dam No. 2 project:
  - Excavation for the realigned Los Angeles Aqueduct started June 6, 2023.
  - Conveyor Belt-Processing Plant was installed in January 2023 and is currently processing dam barrow material.
  - The team completed the left-hand turn lane on US Route 395.
- Tinemaha Dam Replacement Project:
  - Hydrology Report has been completed and submitted to the Division of Safety of Dams' (DSOD) for approval. DSOD review is expected to be completed by July 2023.
  - DWP completed field investigation for the Final Planning Study of the Tinemaha Dam Replacement Project (TDRP).
  - On January 12, 2023, Project Planning and Development presented a detailed risk assessment of the TDRP outlet works alternatives to the Oversight Committee. The Oversight Committee approved our recommendation to locate the outlet works on the east side of the reservoir and add scope for environmental and operational mitigation.

- Green Verdugo Reservoir Floating Cover Replacement Project:
  - The project construction is 91% complete.
  - The contractor mobilized to site and began installation of the rainwater removal system and other minor components in February.
  - DWP crews started the testing and troubleshooting of equipment and systems in the control building.
  - DWP completed construction report and secured the DSOD approval for filing the Green Verdugo Reservoir.

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

- On target.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue to hire staff and work with Power Construction & Maintenance (PCM) to accomplish the Water Infrastructure Plan goals.

# LADWP RATES METRIC – MAINLINE REPLACEMENT (Water)

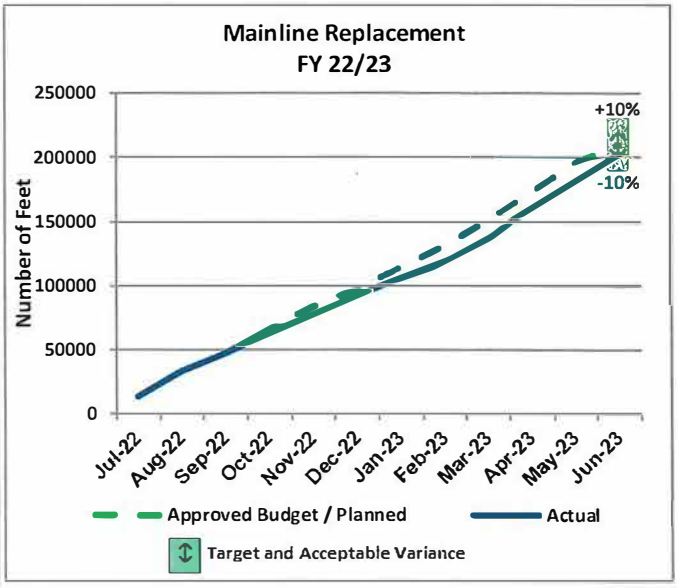
**RESPONSIBLE MANAGER:** Breonia Lindsey/Sandra Foster SF **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** 210,000 feet, ±10%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Feet | % | |
| Jul-22 | 14,144 | 14,144 | 0 | 0.0% | |
| Aug-22 | 34,078 | 34,078 | 0 | 0.0% | |
| Sep-22 | 47,876 | 47,876 | 0 | 0.0% | |
| Oct-22 | 66,582 | 63,104 | -3,478 | -5.2% | |
| Nov-22 | 83,337 | 75,674 | -7,663 | -9.2% | |
| Dec-22 | 97,811 | 92,209 | -5,602 | -5.7% | |
| Jan-23 | 113,859 | 106,493 | -7,366 | -6.5% | |
| Feb-23 | 130,935 | 118,131 | -12,804 | -9.8% | |
| Mar-23 | 151,437 | 135,698 | -15,739 | -10.4% | |
| Apr-23 | 172,286 | 160,636 | -11,650 | -6.8% | |
| May-23 | 195,591 | 179,208 | -16,383 | -8.4% | |
| Jun-23 | 210,000 | 202,312 | -7,688 | -3.7% | |
| 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 2023, the Division replaced 202,312 feet of mainline.

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

- The rate of mainline replacement for this reporting period is within the acceptable variance. The Division finished within 4% of the 210,000 feet mainline replacement goal due to staffing shortages. 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 240,000 feet of pipe per year, by FY 2024/25, 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

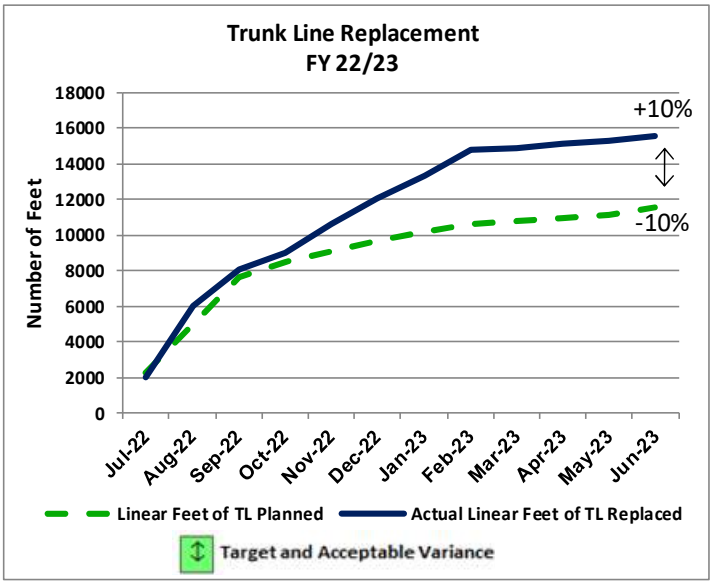
# LADWP RATES METRIC – TRUNK LINE REPLACEMENT (Water)

**RESPONSIBLE MANAGER:** Paul Liu *Paul Liu* MS 8/24/2023 **REPORTING PERIOD:** June 2023

**DEFINITION OF RATES METRIC:** Feet of trunk line replaced against the plan.
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** 11,515 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-22 | 2,240 | 1,968 | -272 | -12.1% | |
| Aug-22 | 4,980 | 6,038 | 1,058 | 21.2% | |
| Sep-22 | 7,620 | 8,086 | 466 | 6.1% | |
| Oct-22 | 8,460 | 8,948 | 488 | 5.8% | |
| Nov-22 | 9,100 | 10,583 | 1,483 | 16.3% | |
| Dec-22 | 9,620 | 12,036 | 2,416 | 25.1% | |
| Jan-23 | 10,140 | 13,305 | 3,165 | 31.2% | |
| Feb-23 | 10,560 | 14,748 | 4,188 | 39.7% | |
| Mar-23 | 10,735 | 14,856 | 4,121 | 38.4% | |
| Apr-23 | 10,940 | 15,074 | 4,134 | 37.8% | |
| May-23 | 11,145 | 15,317 | 4,172 | 37.4% | |
| Jun-23 | 11,515 | 15,521 | 4,006 | 34.8% | |
| Acceptable Variance | | | ± 10% | | |




**SOURCE OF DATA:** FI 23222 - Jobs 23117, 23435, 23515; FI 26220 - Jobs 23095, 23213, 23137, 23528.

## 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

- 270 feet of trunk line was installed on City Trunk Line South Unit 3 through September 2022.
- 10,891 feet of trunk line was installed on River Supply Conduit (RSC) Upper Reach Unit 7 Project through May 2023.
- 1,425 feet of trunk line was installed on River Supply Conduit (RSC) Lower Reach Unit 1A Project through November 2022.
- 1,267 feet of trunk line was installed on City Trunk Line North Unit 2 through June 2023.
- 663 feet of trunk line was installed on Century Trunk Line Unit 1 Phase 1 through November 2022.
- 687 feet of trunk line was installed on Foothill Trunk Line through January 2023.
- 318 feet of trunk line was installed on Coronado Trunk Line through April 2023.

## 3. PERFORMANCE / VARIANCE ANALYSIS AND YEAR-END PROJECTION

- The rate of trunk line replacement has exceeded the FY 22/23 target.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue ongoing trunk line replacement projects.

# LADWP RATES METRIC – METER REPLACEMENT (Water)

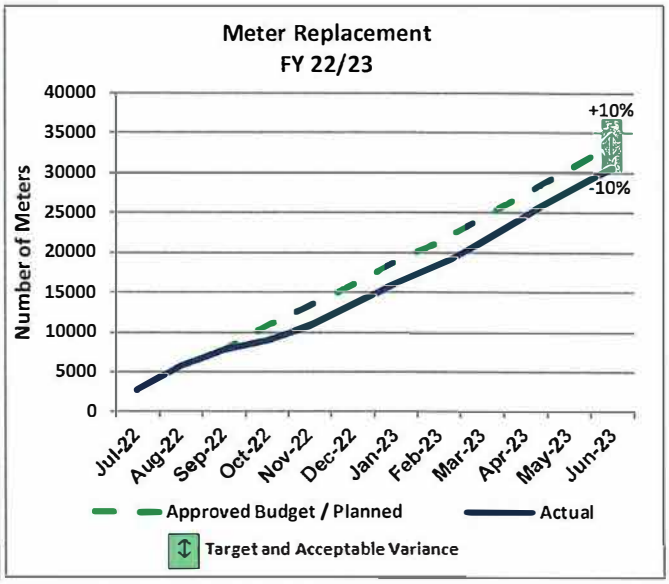
**RESPONSIBLE MANAGER:** Breonia Lindsey/Sandra Foster SF **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** 33,500 meters, ±10%

**STATUS:** Within Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Meters | % | |
| Jul-22 | 2,690 | 2,690 | 0 | 0.0% | |
| Aug-22 | 5,677 | 5,677 | 0 | 0.0% | |
| Sep-22 | 7,757 | 7,757 | 0 | 0.0% | |
| Oct-22 | 10,689 | 8,957 | -1,732 | -16.2% | |
| Nov-22 | 13,260 | 10,673 | -2,587 | -19.5% | |
| Dec-22 | 15,911 | 13,361 | -2,550 | -16.0% | |
| Jan-23 | 18,759 | 16,054 | -2,705 | -14.4% | |
| Feb-23 | 21,360 | 18,334 | -3,026 | -14.2% | |
| Mar-23 | 24,292 | 21,297 | -2,995 | -12.3% | |
| Apr-23 | 27,264 | 24,462 | -2,802 | -10.3% | |
| May-23 | 30,449 | 27,794 | -2,655 | -8.7% | |
| Jun-23 | 33,500 | 30,493 | -3,007 | -9.0% | |
| 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 measure both the replacement of infrastructure assets and our commitment to accurate meter reading and billing.

## 2. ACHIEVEMENTS / MILESTONES MET

- As of June 2023, 30,493 meters of the 33,500 fiscal year goal have been replaced.

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

- The rate of meter replacement for this reporting period is within the acceptable variance. The Division remained within 9% of the meter replacement goal by the end of the fiscal year.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

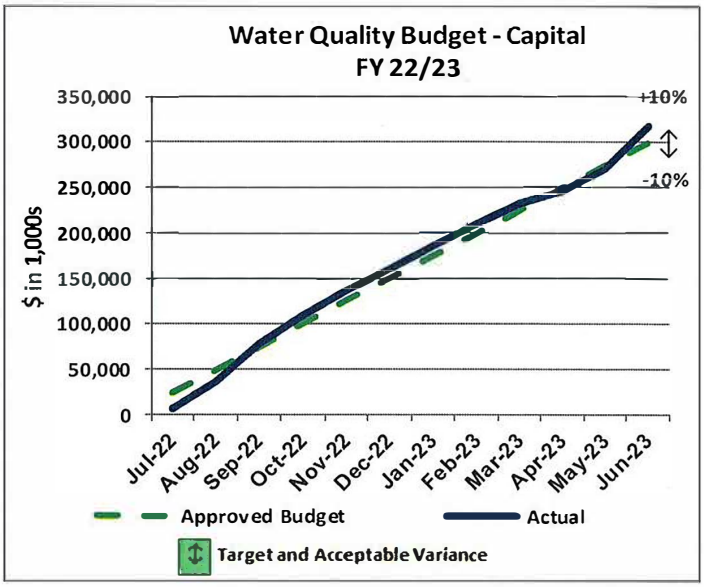
# LADWP RATES METRIC – WATER QUALITY CAPITAL BUDGET VS ACTUAL (Water)

**RESPONSIBLE MANAGER:** Paul Liu 9/12/23 MS 9/12/2023 **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** $300M, 10 percent

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance $ in K | Variance % | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| Jul-22 | 24,975 | 7,478 | 17,497 | 70.1% | |
| Aug-22 | 49,951 | 37,777 | 12,174 | 24.4% | |
| Sep-22 | 74,926 | 78,429 | -3,503 | -4.7% | |
| Oct-22 | 99,902 | 109,237 | -9,335 | -9.3% | |
| Nov-22 | 124,877 | 135,300 | -10,423 | -8.3% | |
| Dec-22 | 149,853 | 161,277 | -11,424 | -7.6% | |
| Jan-23 | 174,828 | 185,724 | -10,896 | -6.2% | |
| Feb-23 | 199,803 | 210,433 | -10,630 | -5.3% | |
| Mar-23 | 224,779 | 231,089 | -6,310 | -2.8% | |
| Apr-23 | 249,754 | 245,796 | 3,958 | 1.6% | |
| May-23 | 274,730 | 270,966 | 3,764 | 1.4% | |
| Jun-23 | 299,707 | 317,355 | -17,648 | -5.9% | |




**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.

## 2. ACHIEVEMENTS / MILESTONES MET

- North Hollywood Central Chlorination Station Replacement Project: As of April 2023, design is 100% complete.
- North Hollywood Central Remediation Well Collector Line Project: As of February 2023, design is 100% complete.
- San Fernando Groundwater Basin Remediation (SFGBR) – North Hollywood Centralized Treatment: As of June 2023, construction remains at approximately 91% complete as crews work on punch list items.
- SFGBR – Tujunga Centralized Treatment: As of June 2023, construction reached approximately 91% complete.
- SFGBR – North Hollywood West Wellhead Treatment: As of June 2023, construction remains at approximately 96% complete as the team works on punch list items, testing and remaining construction activities.
- Hyperion Advanced Water Purification Facility (AWPF): As of April 2023, construction reached 92% complete.
- Headworks Flow Control Station: As of June 2023, construction is approximately 68% complete.
- Fairmont Sedimentation Plant: As of September 2022, Design-Build contract proposals have been received and the contract is currently in clarification and negotiation stage with the proposed Design-Build Team.
- Headworks Reservoir West: As of August 2022, the reservoir is in-service. Commissioning is on-going and will be completed in summer-2023.
- River Supply Conduit (RSC) Upper Reach Unit 7 Project: As of June 2023, construction reached approximately 98% complete.

## 3. PERFORMANCE / VARIANCE ANALYSIS AND YEAR-END PROJECTION

- The Water Quality Capital approved budget vs. actual expenditure is within acceptable range for the reporting period.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

- Continue ongoing work as planned.

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

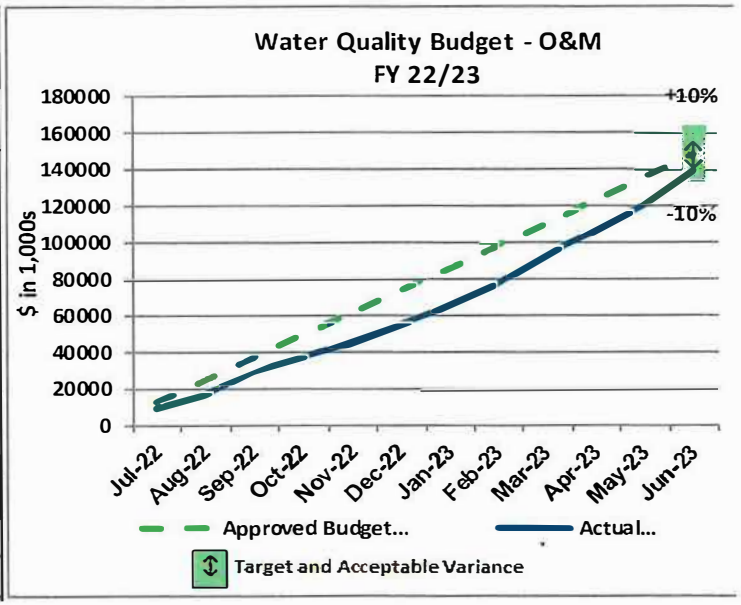
# LADWP RATES METRIC – WATER QUALITY BUDGET VS ACTUAL-O&M (Water)

**RESPONSIBLE MANAGER:** Ruben Rosales 8.23.2023 **REPORTING PERIOD:** June 2023

**DEFINITION OF RATES METRIC:** Board approved annual budget vs actual expenditures.
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** $148,365K, 10 percent

**STATUS:** Within Acceptable Variance

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 12,364 | 9,267 | -3,097 | -25.0% | |
| Aug-22 | 24,727 | 17,913 | -6,814 | -27.6% | |
| Sep-22 | 37,091 | 29,588 | -7,503 | -20.2% | |
| Oct-22 | 49,454 | 37,189 | -12,265 | -24.8% | |
| Nov-22 | 61,818 | 45,184 | -16,634 | -26.9% | |
| Dec-22 | 74,181 | 55,640 | -18,541 | -25.0% | |
| Jan-23 | 86,545 | 65,603 | -20,942 | -24.2% | |
| Feb-23 | 98,909 | 77,912 | -20,997 | -21.2% | |
| Mar-23 | 111,272 | 94,215 | -17,057 | -15.3% | |
| Apr-23 | 123,636 | 106,703 | -16,933 | -13.7% | |
| May-23 | 135,999 | 121,055 | -14,944 | -11.0% | |
| Jun-23 | 148,365 | 139,550 | -8,815 | -5.9% | |




**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 5,929 groundwater samplings required for regulatory permits and Prop 1 Grant Program projects.
- Water Quality Control collected 29,567 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, Los Angeles Zoo and Los Angeles City Tourism Department for the Hydration Station Initiative Program (HSIP). During this reporting period, 67 hydration stations have been installed through HSIP partnerships with reimbursements totaling approximately $380,000.
- Community Outreach- Water Quality Customer Care supported the efforts of two newly selected grantees, Alliance to Save Energy and Climate Resolve, who will be conducting public outreach and education campaigns that promote LADWP's high quality water, and communicate the environmental, health and economic benefits of drinking tap water.

- The water-saving mainline flushing activities are now anticipated to begin FY 23/24. Staff is currently working on a service contract and a material contract to support flushing activities using NO-DES which includes additional operator training, technical field support, and miscellaneous material. This was identified as a need in recent trial runs performed using NO-DES for flushing and disinfecting new mainlines.

- In November 2022, the LADWP Board of Commissioners approved a recycled water agreement with LA Sanitation for the Groundwater Replenishment Recycled Water Project. The agreement allows LADWP to start designing the project in partnership with LASAN, and upon completion of the project, the project is expected to produce, 17,000 AFY, enough drinking water for 200,000 residents.

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

- The underrun in Distribution Reservoir O&M is due to delays in obtaining environmental permits for the Van Norman Complex Mitigation Project. The payment is expected to be incurred in August 2023.

- Contributing to the underrun is Water Quality-Groundwater O&M. The Memorandum of Agreement between LA Sanitation and LADWP for the Hyperion Membrane Bioreactor (MBR) Pilot expired and thus there is no mechanism in place, currently, to make payments. Remaining payments and future added costs will be paid via a new Memorandum of Agreement, which is expected to go to the Board next fiscal year.

- Helping reduce the underrun is an overrun in Distribution Treatment Operations due to maintenance work performed on the Van Norman Chlorination Station 2 back-up power supply. Also contributing to the overrun is the increase in treatment and chemical usage in response to the Aqueduct Emergency Declaration, high runoff and accompanying poor water quality.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

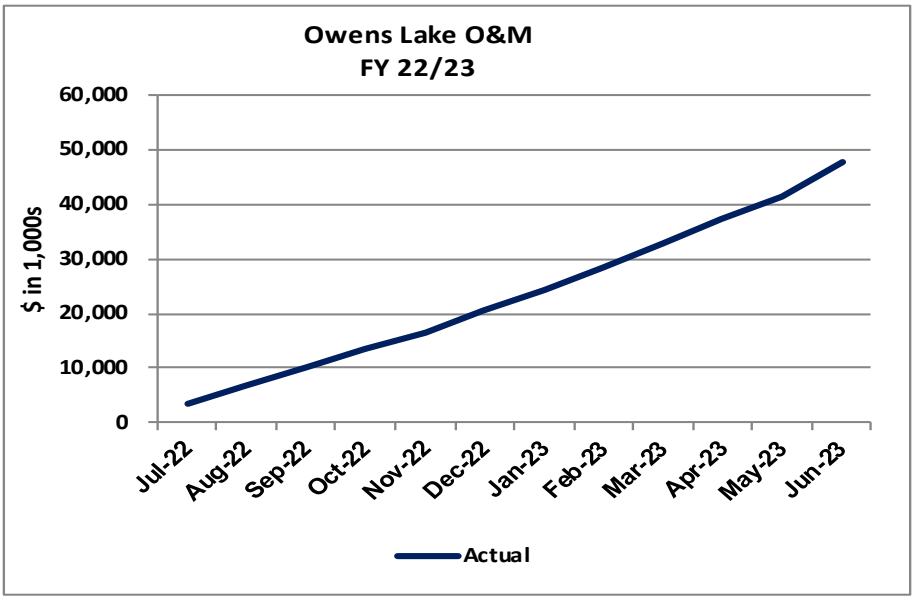
# LADWP RATES METRIC –BUDGET VS ACTUAL FOR OWENS LAKE O&M [Water]

**RESPONSIBLE MANAGER: Russell Pierson** *Russell Pierson* **REPORTING PERIOD: June 2023**

**DEFINITION OF RATES METRIC: Board approved annual budget vs. actual expenditures**
**TARGET& ACCEPTABLE VARIANCE (FY 22/23): N/A – for information only**

**STATUS:** **Information Only**

| FYTD as of: | Actual ($ in K) |
|---|---|
| Jul-22 | 3,327 |
| Aug-22 | 6,698 |
| Sep-22 | 10,189 |
| Oct-22 | 13,638 |
| Nov-22 | 16,558 |
| Dec-22 | 20,402 |
| Jan-23 | 24,098 |
| Feb-23 | 28,444 |
| Mar-23 | 32,810 |
| Apr-23 | 37,212 |
| May-23 | 41,193 |
| Jun-23 | 47,815 |




**SOURCE OF DATA:** FIs 3022002 and 4013006
*Dec. 2022 and Jan. 2023 updated to include Lower Owens River O&M actuals, after these updates all months reflect actual O&M for both Owens Lake and Lower Owens River.

## 1. BACKGROUND / PURPOSE

- Proper operation and maintenance of 48.6 square miles 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. Because regulatory compliance is not required between July 1st through October 15th, large scale summer maintenance activities are key to successful operation during the dust season.

## 2. ACHIEVEMENTS / MILESTONES MET

- June 30, 2023 marks the end of the 2022-2023 dust season. Successful dust mitigation during this last season while also addressing emergency runoff issues. Regulatory compliance was maintained despite Owens Lake crews being reduced in order to support the protection of the Los Angeles Aqueduct.
- Performed as-needed ongoing brine, tillage, and gravel maintenance. Gravel maintenance in T1A-3 was completed in February 2023. 100% complete.
- Addressed Shallow Flood compliance coverage shortfall in areas included within Great Basin's Notice to Comply. (Immediate repairs have been completed and the Dust Control Areas (DCAs) are compliant.)
- Perform as-needed, ongoing lake-wide road maintenance.
- Repair of berm breaches in T5-3 was completed in February 2023. 100% complete.
- Repair of berm road at T4-3 was completed in February 2023. 100% complete.
- Repair of berm breaches in T25 and T27 was completed in March 2023. 100% complete.
- Berm armoring in T29 was completed in March 2023. 100% complete.
- Road repair work at T37-2b was completed in March 2023. 100% complete.
- T36 berm repair work was completed in March 2023. 100% complete.
- Repair of berm breaches at T3NE was completed in May 2023. 100% complete.
- Designs for larger scale improvements have been developed and submitted to permitting

agencies for their approval. Approval from California State Lands Commission (CSLC) has been secured, pending are approvals from California Department of Fish & Wildlife (CDFW) and Lahontan Regional Water Quality Control Board. This includes additional berms to enhance ponding, tailwater pumps to recirculate brine water for vegetation mitigation, and re-designation of some Shallow Flood areas to Managed Vegetation areas.

- Analyzed and addressed major flash flood impacts resulting from a 100-year storm event and the Governor's declared state of emergency for the region. Multiple DCAs were damaged and include T13-1, T17-1, T17-2N, and T17-2S. A variance for compliance was obtained from the air regulator, Great Basin Unified Air Pollution Control District. Work is ongoing and will include construction of approximately 4 miles of new berms to enhance shallow flood ponding for compliance. Permissions for new berms have been secured and construction started on February 21, 2023 in T13-1. Work paused on March 8, 2023, resumed on April 7th, and again paused in early May 2023 due to reallocation of resources to address emergency runoff related work. This project was still on hold in June 2023 due to reallocation of resources. 15% complete as of the end of June 2023.
- Alternatives for protection from stormwater events in flood damaged DCAs T13-1 and T17-2 have been identified. Approach to analyze alternatives is in progress, and once finalized, will assist in selection of long-term repairs.
- LADWP commenced work on lake-wide stormwater management plan in June 2023. The plan will include assessment of existing systems; leveraging lessons learned from flash floods at T13-1, T17-1, T17-2, and protective measures recently implemented due to the high runoff season; and, if necessary, make recommendations for improvement.
- The Vacuum Fault Interrupting (VFI) electrical switchgear at T5, which provides power to the two main circuits in the south sand sheet area (including T7 through T21) was replaced on February 8, 2023.
- Fertigation stations at Managed Vegetation South dust control areas T5, T6, T7, and T8 were prepared for the 2023 irrigation season in March 2023. Potassium Chloride fertilizers were applied in May 2023. Manage Vegetation T5 – T8 irrigation and maintenance continued in June 2023.
- In anticipation of high runoff, berm armoring of up to 15 miles of dust control areas were initiated in DCAs adjacent to the Brine pool (includes T11, T16, T18, T23-5, T25, T27, T29, T36-3, T36-2, T37-2b, T37-2c, and T37-2d). T37-2c and T37-2d berm armoring was completed in May 2023. All other berm armoring was transferred to Sully Miller and is 77% complete as of May 2023.
- Road repair work in T36-3 and T29-3d due to high water levels passing through the delta from runoff was completed as of the end of May 2023. Continuous berm armor repair is ongoing, as needed due to rising water flows in Owens River.
- Stockpile road base and riprap for road repairs in preparation of LORPS Arizona crossing and Hwy 136 being closed due to high Owens River flows. 100% complete as of the end of June 2023.
- Flattened areas within T27 to help distribute water throughout the site to maintain wetness easier in May 2023. 100% complete.

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

- Not applicable – for information only.

## 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*

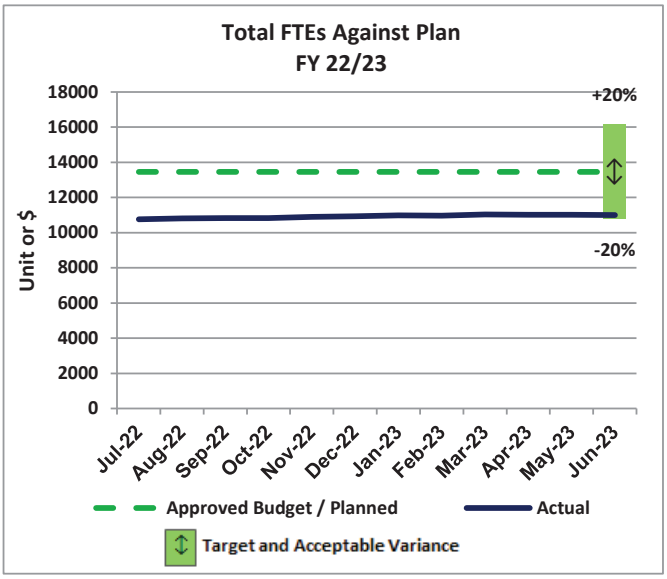
**RESPONSIBLE MANAGER: Gregory Reed** Gregory Reed Digitally signed by Gregory Reed Date: 2023.07.18 16:50:35 -07'00' **REPORTING PERIOD: JUNE 2023**

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23): +/- 20%**

**STATUS:** **Within Acceptable Variance**

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Unit or $ | % | |
| Jul-22 | 13,456 | 10,765 | -2691 | -20.0% | |
| Aug-22 | 13,456 | 10,804 | -2652 | -19.7% | |
| Sep-22 | 13,456 | 10,826 | -2630 | -19.5% | |
| Oct-22 | 13,456 | 10,825 | -2631 | -19.6% | |
| Nov-22 | 13,456 | 10,895 | -2561 | -19.0% | |
| Dec-22 | 13,456 | 10,936 | -2520 | -18.7% | |
| Jan-23 | 13,456 | 10,973 | -2483 | -18.5% | |
| Feb-23 | 13,456 | 10,960 | -2496 | -18.5% | |
| Mar-23 | 13,456 | 11,035 | -2421 | -18.0% | |
| Apr-23 | 13,456 | 11,021 | -2435 | -18.1% | |
| May-23 | 13,456 | 11,016 | -2440 | -18.1% | |
| Jun-23 | 13,456 | 11,000 | -2456 | -18.3% | |
| Acceptable Variance | | | ± 20% | | |




**SOURCE OF DATA: Monthly Staffing Report**

## 1. BACKGROUND / PURPOSE

Workforce Development 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

**MONTHLY ACTIVITY:**

| | |
|---|---|
| External Hires = | 54 |
| Attrition = | 63 |
| Net New Employees = | -9 |

**YEAR-TO-DATE ACTIVITY:**

| | |
|---|---|
| External Hires = | 741 |
| Attrition = | 490 |
| Net New Employees = | 251 |

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

The variance is caused by an increased APR for Fiscal Year 22-23. LADWP will continue to remain in the acceptable variance target range as long as occupancy is greater than 10,631 FTEs. The variance is expected to decrease as Power, Water, and Joint Systems fill positions to their approved APR levels.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Employment Services 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)*

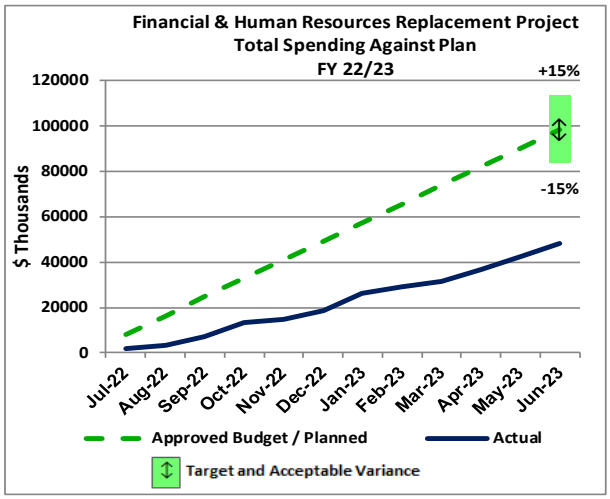
**RESPONSIBLE MANAGER:** Rita Khurana-Carwile R Carwile
Information Technology Program Management Office

**REPORTING PERIOD:** June 2023

**DEFINITION OF RATES METRIC:** Board approved annual budget vs. actual expenditures ($ thousand)
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** +/-20% of FY 22/23 Board Approved Budget

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Approved Budget / Planned | Actual | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Unit or $ | % | |
| Jul-22 | 8,190.4 | 1,790.4 | -6400 | -78.1% | |
| Aug-22 | 16,380.8 | 3,287.1 | -13094 | -79.9% | |
| Sep-22 | 24,571.2 | 7,165.0 | -17406 | -70.8% | |
| Oct-22 | 32,761.6 | 13,414.4 | -19347 | -59.1% | |
| Nov-22 | 40,952.0 | 14,950.5 | -26002 | -63.5% | |
| Dec-22 | 49,142.4 | 18,428.5 | -30714 | -62.5% | |
| Jan-23 | 57,332.8 | 26,055.7 | -31277 | -54.6% | $ 35,754.81 |
| Feb-23 | 65,523.2 | 29,312.9 | -36210 | -55.3% | $ 40,862.64 |
| Mar-23 | 73,713.6 | 31,266.6 | -42447 | -57.6% | $ 45,970.47 |
| Apr-23 | 81,904.0 | 36,536.2 | -45368 | -55.4% | $ 51,078.30 |
| May-23 | 90,094.4 | 42,406.8 | -47688 | -52.9% | $ 58,536.13 |
| Jun-23 | 98,351.8 | 48,327.0 | -50025 | -50.9% | $ 65,993.96 |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA:** FI 29401 and 28189
***DISCLAIMER:** The Actual numbers from Nov-22 through Apr-23 were corrected as prior reports (Jan 2023 and Apr 2023) showed numbers that were not correct due to a typo.

## 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
- 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 project, 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

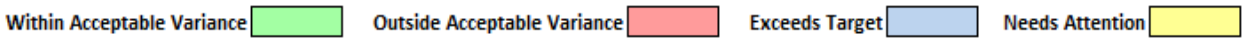
- June 22 to July 9, 2020: Shortlist Demo & Interviews conducted
- July 29, 2020: Workday SaaS Selected
- September, 2020: Determination to piggyback on the City of LA's SI contract and open negotiations with Workday for statement of work/contract development
- March 9, 2021: ERP contract negotiations & Statement of Work development concludes
- April 15, 2021: ERP Project Kicked-Off
- March 24, 2022: ERP HR/Payroll Planning Stage Completion
- January 19, 2023: ERP Financial Management Planning Stage Completion
- May 9, 2023: ERP HR/Payroll Architect Stage Completion

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

- HR/Payroll Planning Stage sign-off was delayed pending final review of deliverables. Signed off March 24, 2022
- HR/Payroll Architect Stage is 100% complete. This stage was signed off May 9, 2023
- HR/Payroll Configuration and Prototype Stage, continues to progress in parallel (53% complete)
- Financial Management Planning Stage sign-off was delayed due to final review of deliverables. This stage was signed off January 19, 2023
- Financial Management Architect Stage continues to progress (65% complete)
- Due to overall delays in HR/Payroll and Financial Management (Phases II and III) contract spending for Professional Services is projected to be underspent $27 million this year and Material Services are projected to be $8 million underspent
- ERP labor expenditures continue to be below approved budgets levels as hiring for additional positions continues. Year-end projections $1 million underspent

## 4. MITIGATION PLAN AND/OR RECOMMENDATIONS

- Due to delays in the project, such as planning, designing and testing running longer than expected, the FIs have been re-estimated to fall in line with year-end spending projections
- Project expenditures continue as milestones are achieved
- 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 due to continued telecommuting by many project members (including Workday staff)
- In order to reset the project timeline, the project is proposed to be re-baselined. Pending negotiations, the timeline is proposed to be extended by one year, increasing project costs by $23.7 million. The proposed go live date for the HR/Payroll project is January 2025 and the proposed go live date for the Financial Management project is July 2025



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

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

**REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23): 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 | March 24, 2022 |
| ERP HR/Payroll Architect Stage Completion | April 2022 | May 9, 2023 |
| 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 | January 19, 2023 |
| 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
- 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 project, 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
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- March 24, 2022: ERP HR/Payroll Planning Stage Completion
- January 19, 2023: ERP Financial Management Planning Stage Completion
- May 9, 2023: ERP HR/Payroll Architect Stage Completion

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

- ERP labor expenditures were below approved budgets as hiring for additional positions continues
- HR/Payroll Planning Stage sign-off was delayed pending final review of deliverables. Signed off March 24, 2022
- Financial Management Planning Stage sign-off was delayed due to final review of deliverables. This stage was signed off January 19, 2023
- HR/Payroll Architect Stage is 100% complete. This stage was signed off May 9, 2023
- HR/Payroll Configuration and Prototype Stage, continues to progress in parallel (53% complete)

- Financial Management Architect Stage continues to progress (65% complete)

## 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 due to continued telecommuting by many project members (including Workday staff)
- Some HR/Payroll Architect Stage activities were delayed and sign off of the stage is pending completion however no impact to the overall critical path of the project as of this report due to running other stages in parallel and compressing some activities
- Some Financial Management Architect Stage activities were delayed and sign off of the stage is pending completion however no impact to the overall critical path of the project as of this report due to running other stages in parallel and compressing some activities
- In order to reset the project timeline, the project is proposed to be re-baselined. Pending negotiations, the timeline is proposed to be extended by one year, increasing project costs by $23.7 million. The proposed go live date for the HR/Payroll project is January 2025 and the proposed go live date for the Financial Management project is July 2025

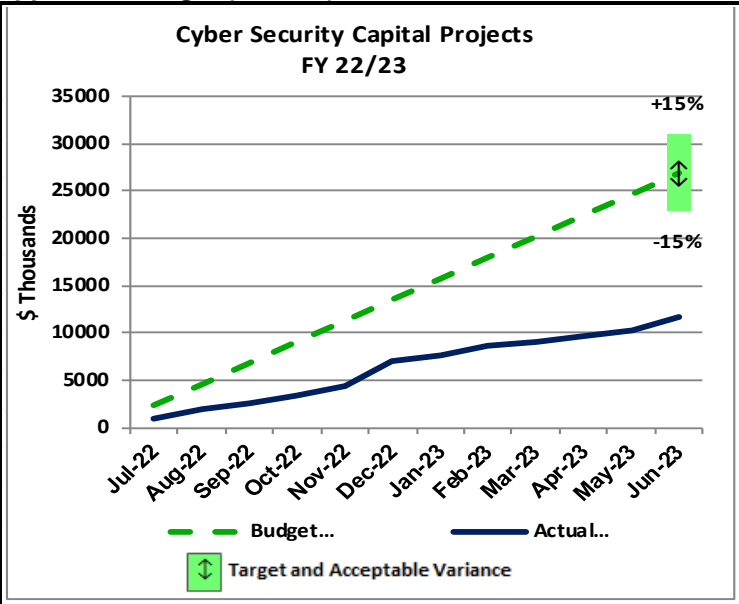
# LADWP RATES METRIC – *Cyber Security Capital (Joint)*

**RESPONSIBLE MANAGER:** Marco Elizarraras **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** **FY 22/23 Board Approved Budget (+/- 15%)**

| FYTD as of: | Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 2246 | 940 | -1306 | -58.1% | |
| Aug-22 | 4492 | 1956.9 | -2535 | -56.4% | |
| Sep-22 | 6738 | 2621.7 | -4116 | -61.1% | |
| Oct-22 | 8984 | 3248.8 | -5735 | -63.8% | |
| Nov-22 | 11230 | 4417.1 | -6813 | -60.7% | |
| Dec-22 | 13476 | 6995.7 | -6480 | -48.1% | |
| Jan-23 | 15722 | 7694.5 | -8028 | -51.1% | |
| Feb-23 | 17968 | 8517.7 | -9450 | -52.6% | |
| Mar-23 | 20214 | 9083.1 | -11131 | -55.1% | |
| Apr-23 | 22460 | 9532 | -12928 | -57.6% | |
| May-23 | 24706 | 10143.7 | -14562 | -58.9% | |
| Jun-23 | 26952 | 11690.6 | -15261 | -56.6% | |
| 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

- Completed evaluation of TORP for Enterprise Cybersecurity Services and Training
- Migration from Exchange on-prem to Exchange Online in progress for all employees – 90% complete
- TORP Task Order for Identity and Access management (IAM) Re-engineering – Project in progress.
- Information Security Policy (ISP) version 2.0 by end of year.
- Charter for IT Risk committee completed.

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

Establishment of new TORPs and corresponding TORP Amendments delayed invoice processing during the second half of the fiscal year. Labor cost variances are due in part to shifting projects between Capital and O&M as well as collaborative efforts between Cyber and different group within IT.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Upcoming engagements with EPRI and NREL will contribute to planned purchases for the next fiscal year. Budgeted amounts for professional services will be significantly re-estimated for future years to take delays into account. Additionally, labor will be redistributed to reflect current and future projects more accurately.

*Marco Elizarraras*

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

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

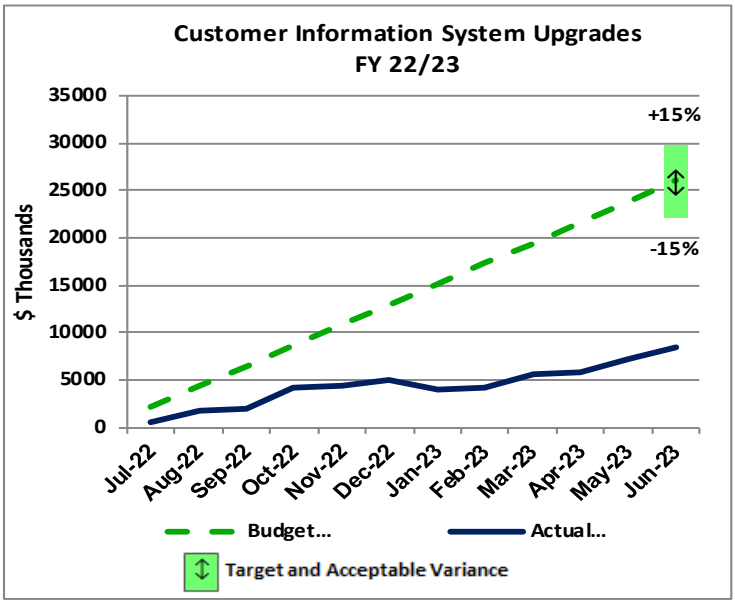
**RESPONSIBLE MANAGER:** Annamae Peji **REPORTING PERIOD:** June 2023

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

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** **FY 22/23 Board Approved Budget (+/- 15%)**

**STATUS:** **Outside Acceptable Variance**

| FYTD as of: | Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 2163 | 608.9 | -1554 | -71.8% | |
| Aug-22 | 4326 | 1819.4 | -2506 | -57.9% | |
| Sep-22 | 6488 | 2011.6 | -4477 | -69.0% | |
| Oct-22 | 8651 | 4167.7 | -4483 | -51.8% | |
| Nov-22 | 10814 | 4387.2 | -6426 | -59.4% | |
| Dec-22 | 12976 | 4949.3 | -8027 | -61.9% | |
| Jan-23 | 15139 | 3973.6 | -11166 | -73.8% | |
| Feb-23 | 17302 | 4226.5 | -13076 | -75.6% | |
| Mar-23 | 19465 | 5642.3 | -13823 | -71.0% | |
| Apr-23 | 21628 | 5864.7 | -15763 | -72.9% | |
| May-23 | 23790 | 7189.8 | -16601 | -69.8% | |
| Jun-23 | 25954 | 8453.7 | -17501 | -67.4% | |
| 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

- Completed Requirements Gathering phase and started Development phase for the Merchant Services replacement and transition from Wells Fargo to JP Morgan Chase/Paymentus
- Continued with Development and testing for Web Self Service Level Pay online enrollment
- Continued with Requirements Gathering and Design phase for End of Disconnect Moratorium Phase 2 (changes for the MWM handheld devices)
- Provided critical support to Customer Service Division's Change Management Tasks related to the initial implementation of the End of Disconnect Moratorium Phase 1 covering Commercial Accounts with Major Alerts
- Continuing Assessments and Planning phase for Customer Cloud Services (CCS) migration related to Billing Exceptions and Temporary Workarounds and Hot Fixes
- Started Development and testing phase for new integration with CRM related to EZ-Save
- Started Requirements Gathering related to an Assignment for the Advanced Metering Infrastructure (AMI) integration between Head-End and CCB
- Completed Requirements Gathering and Design, and started Development and Testing phases for stopping the Low Income Subsidy Adjustment (LISA) being charged

on LADWP customer bills related to Dreher Case.

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

Labor costs are lower due to delays in hiring activity to fill vacant positions. Lower labor costs are also related to the delays with the kickoff/implementation of some capital project initiatives (such as Water Trouble Work Management system replacement and AMI).

Additionally, there are also delays in the purchase of software licenses needed to support AMI and implementation of related technology.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Hiring activity to fill vacant positions is still ongoing.

Expenditures related to additional activities for the Customer Cloud Services (CCS) project have started.

Additional activities related to an AMI Proof of Concept project are also being planned.

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

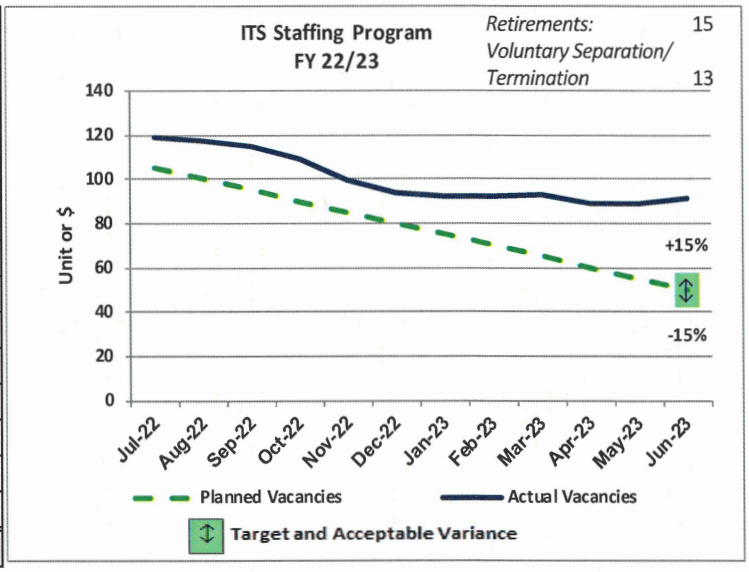
*Mona Guirguis*

**RESPONSIBLE MANAGER: Mona Guirguis / Analee Klee** **REPORTING PERIOD: June 2023**

**DEFINITION OF RATES METRIC: Number of Full Time Equivalents (FTEs) for ITS employed as compared to plan**
**TARGET & ACCEPTABLE VARIANCE (FY 22/23): Vacant budgeted ITS positions at 50 vacancies or less by the end of the fiscal year (+/- 15%)**

**STATUS:** Outside Acceptable Variance

| FYTD as of: | Planned Vacancies | Actual Vacancies | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | Vacancies | % | |
| Jul-22 | 105 | 119 | 14 | 13.3% | |
| Aug-22 | 100 | 117 | 17 | 17.0% | |
| Sep-22 | 95 | 115 | 20 | 21.1% | |
| Oct-22 | 90 | 109 | 19 | 21.1% | |
| Nov-22 | 85 | 99 | 14 | 16.5% | |
| Dec-22 | 80 | 94 | 14 | 17.5% | |
| Jan-23 | 75 | 92 | 17 | 22.7% | |
| Feb-23 | 70 | 92 | 22 | 31.4% | |
| Mar-23 | 65 | 93 | 28 | 43.1% | |
| Apr-23 | 60 | 89 | 29 | 48.3% | |
| May-23 | 55 | 89 | 34 | 61.8% | |
| Jun-23 | 50 | 91 | 41 | 82.0% | |
| Acceptable Variance | | | ± 15% | | |




**SOURCE OF DATA: Hiring Plan/Annual Personnel Resolution and LADWP Monthly Staffing Report**
Method of Calculation: Reported Actual Vacancies = Approved Headcount less Adjusted Occupancy (excludes Trainee Classifications)

## 1. BACKGROUND / PURPOSE

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

## 2. ACHIEVEMENTS / MILESTONES MET

As of June 30th, ITS has a net new employee count of 44 (includes 11 in trainee classes) notwithstanding attrition associated with retirement, voluntary separation and terminations.

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

Hiring has been largely affected by delays in the establishment or refresh of critical Civil Service lists by the Personnel Department.

The target FTE count was not met this fiscal year end but ITS continues to prioritize hiring as a critical function.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

Additionally, outreach to engage future IT graduates continues. ITS onboarded 10 exempt Student Professional Workers this fiscal year.

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

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

**RESPONSIBLE MANAGER: LADWP Senior Management** **REPORTING PERIOD: June 2023**

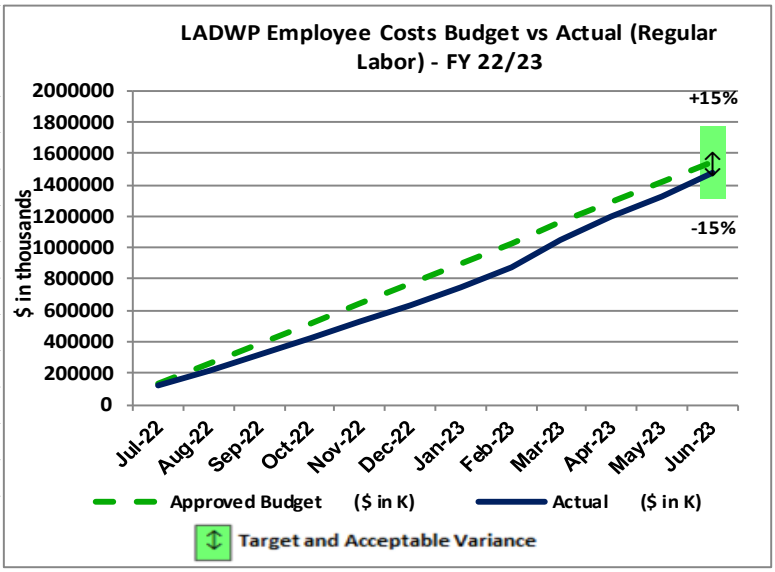
**DEFINITION OF RATES METRIC:** LADWP employee costs (including regular labor, overtime, pension and healthcare, excluding daily exempt and Utility Pre-Craft Trainee) budget vs. actual ($ in thousands)

**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** +/- 15%

**SOURCE OF DATA:** ORACLE (HPBUDGET) - Rates Metrics Report

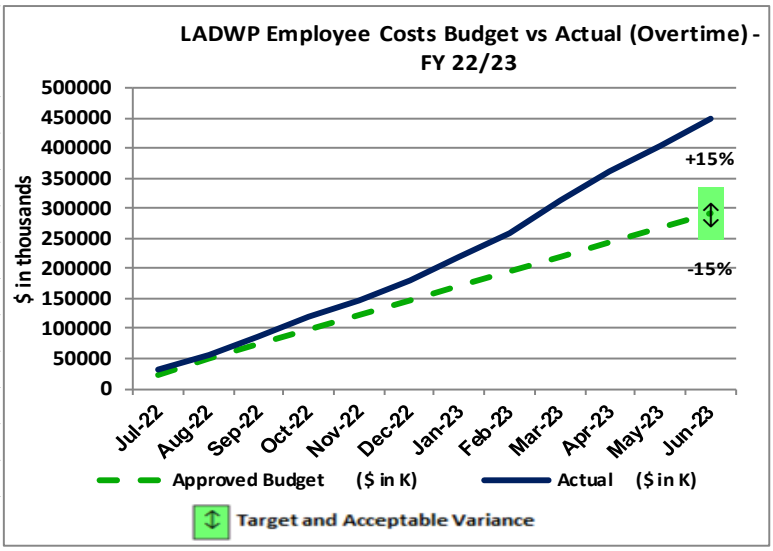
**REGULAR LABOR STATUS:** **Within Acceptable Variance**

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 128,796 | 120,012 | -8,784 | -6.8% | |
| Aug-22 | 257,591 | 218,668 | -38,923 | -15.1% | |
| Sep-22 | 386,387 | 324,381 | -62,006 | -16.0% | |
| Oct-22 | 515,182 | 428,502 | -86,680 | -16.8% | |
| Nov-22 | 643,978 | 522,992 | -120,986 | -18.8% | |
| Dec-22 | 772,773 | 634,129 | -138,644 | -17.9% | |
| Jan-23 | 901,569 | 753,086 | -148,483 | -16.5% | |
| Feb-23 | 1,030,364 | 874,546 | -155,818 | -15.1% | |
| Mar-23 | 1,159,160 | 1,050,525 | -108,635 | -9.4% | |
| Apr-23 | 1,287,955 | 1,196,151 | -91,804 | -7.1% | |
| May-23 | 1,416,751 | 1,332,314 | -84,437 | -6.0% | |
| Jun-23 | 1,545,546 | 1,473,337 | -72,209 | -4.7% | |
| Acceptable Variance | | | ± 15% | | |




**OVERTIME STATUS:** **Outside Acceptable Variance**

| FYTD as of: | Approved Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 24,291 | 32,385 | 8,094 | 33.3% | |
| Aug-22 | 48,581 | 56,946 | 8,365 | 17.2% | |
| Sep-22 | 72,872 | 86,787 | 13,915 | 19.1% | |
| Oct-22 | 97,162 | 118,644 | 21,482 | 22.1% | |
| Nov-22 | 121,453 | 148,040 | 26,587 | 21.9% | |
| Dec-22 | 145,744 | 178,649 | 32,906 | 22.6% | |
| Jan-23 | 170,034 | 219,351 | 49,317 | 29.0% | |
| Feb-23 | 194,325 | 258,667 | 64,342 | 33.1% | |
| Mar-23 | 218,615 | 314,123 | 95,508 | 43.7% | |
| Apr-23 | 242,906 | 361,172 | 118,266 | 48.7% | |
| May-23 | 267,196 | 403,318 | 136,122 | 50.9% | |
| Jun-23 | 291,487 | 449,011 | 157,524 | 54.0% | |
| Acceptable Variance | | | ± 15% | | |




| | YTD as of June 2023 | | | | |
|---|---|---|---|---|---|
| **Employee Cost Category** | **Budget ($ in K)** | **Actual ($ in K)** | **Var ($ in K)** | **Variance %** | **FY 22/23 Approved** |
| Regular Labor | 1,545,546 | 1,473,337 | -72,209 | -4.7% | 1,545,546 |
| Overtime | 291,487 | 449,011 | 157,524 | 54.0% | 291,487 |
| **Regular Labor + Overtime** | **1,837,033** | **1,922,348** | **85,315** | **4.6%** | **1,837,033** |
| Health Care Allocation | 368,839 | 368,210 | -629 | -0.2% | 368,839 |
| Retirement & Death Benefit | 218,817 | 412,382 | 193,565 | 88.5% | 218,817 |
| **Total** | **2,424,689** | **2,702,940** | **278,251** | **11.5%** | **2,424,689** |

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

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

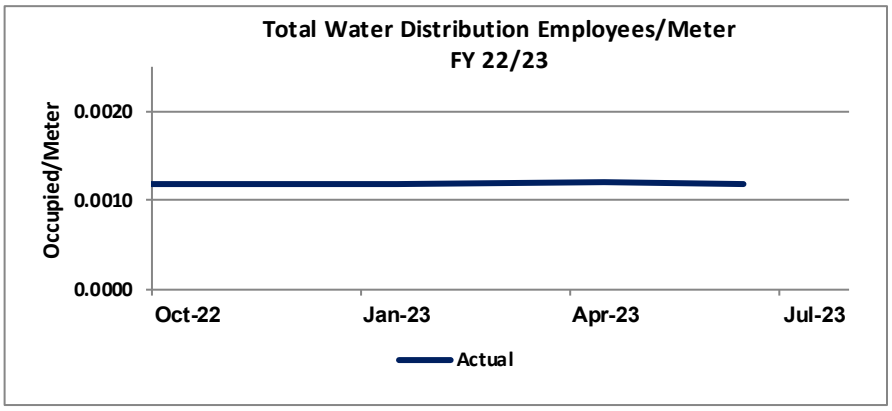
**RESPONSIBLE MANAGER:** Corporate Performance **REPORTING PERIOD: June 2023**

**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 22/23):** No Target

**STATUS:** **Information Only**

| FYTD as of: | Actual |
|---|---|
| Oct-22 | 0.0012 |
| Jan-23 | 0.0012 |
| Apr-23 | 0.0012 |
| Jun-23 | 0.0012 |




**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

Total Number of Water Distribution Employees (excluding daily exempt and utility pre-craft trainees) as of June 2023 = 886

| | 10/22 | 01/23 | 04/23 | 06/23 |
|---|---|---|---|---|
| Water | 886 | 879 | 864 | 886 |

Total Number of Water Meters as of June 2023 = 714,812

| | 10/22 | 01/23 | 04/23 | 06/23 |
|---|---|---|---|---|
| Water | 713,574 | 714,029 | 714,416 | 714,812 |

## 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)*

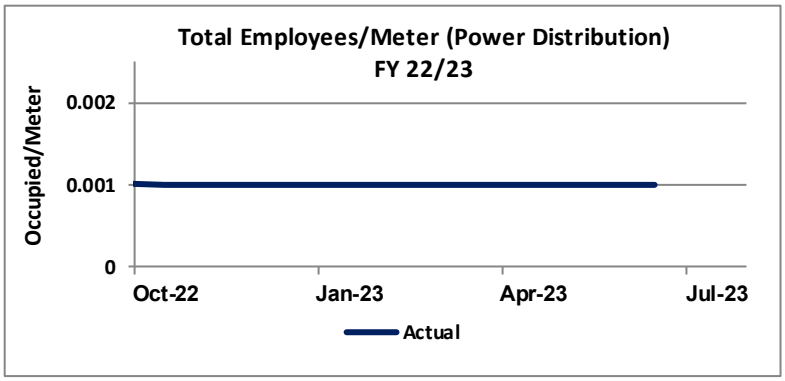
**RESPONSIBLE MANAGER:** Corporate Performance **REPORTING PERIOD: June 2023**

**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 22/23):** No Target

**STATUS:** **Information Only**

| FYTD as of: | Actual |
|---|---|
| Oct-22 | * 0.0010 |
| Jan-23 | * 0.0010 |
| Apr-23 | 0.0010 |
| Jun-23 | 0.0010 |




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

*Updated to reflect Org 74-Int Gen Substation Oprns. is no longer part of Distribution Infrastructure

## 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

Total Number of Power Distribution Employees (excluding daily exempt and utility pre-craft trainees) as of June 2023 = 1,637

| | 10/22 | 01/23 | 04/23 | 06/23 |
|---|---|---|---|---|
| Power | 1,618 | 1,658 | 1,658 | 1,637 |

Total Number of Power Meters as of June 2023 = 1,627,051

| | 10/22 | 01/23 | 04/23 | 06/23 |
|---|---|---|---|---|
| Power | 1,619,026 | 1,622,242 | 1,625,169 | 1,627,051 |

## 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)*

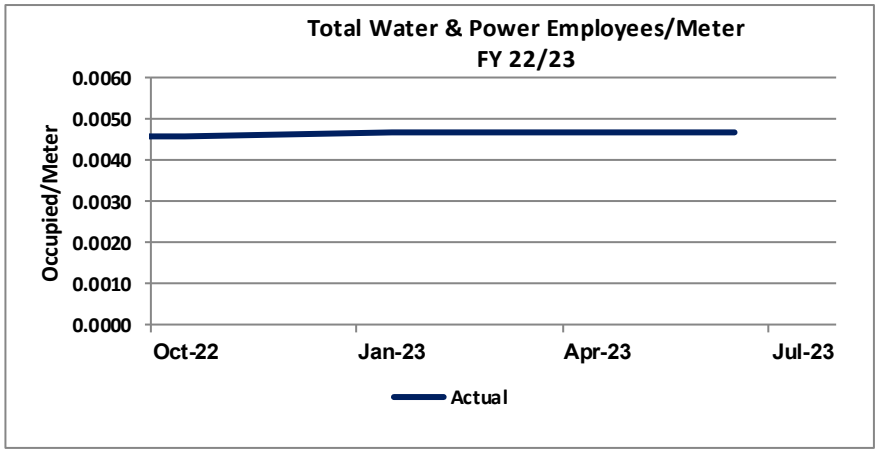
**RESPONSIBLE MANAGER:** Corporate Performance **REPORTING PERIOD: June** 2023

**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 22/23):** No Target

**STATUS:** Information Only

| FYTD as of: | Actual |
|---|---|
| Oct-22 | 0.0046 |
| Jan-23 | 0.0047 |
| Apr-23 | 0.0047 |
| Jun-23 | 0.0047 |




**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

Total Number of Water and Power Employees (excluding daily exempt and utility pre-craft trainees) as of June 2023 = 11,000

| | 10/22 | 01/23 | 04/23 | 06/23 |
|---|---|---|---|---|
| Power | 4,822 | 4,904 | 4,982 | 4,959 |
| Water | 2,188 | 2,192 | 2,176 | 2,195 |
| Joint | 3,815 | 3,877 | 3,863 | 3,846 |
| Total | 10,825 | 10,973 | 11,021 | 11,000 |

Total Number of Water and Power Meters as of June 2023 = 2,341,863

| | 10/22 | 01/23 | 04/23 | 06/23 |
|---|---|---|---|---|
| Power | 1,619,026 | 1,622,242 | 1,625,169 | 1,627,051 |
| Water | 713,574 | 714,029 | 714,416 | 714,812 |
| Total | 2,332,600 | 2,336,271 | 2,339,585 | 2,341,863 |

## 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 – *GHG Emissions Reduction Ratio (Joint)*

**RESPONSIBLE MANAGER:** Katherine Rubin **REPORTING PERIOD:** As of June, 2023

**DEFINITION OF RATES METRIC:** Current Year GHG Emissions / 1990 GHG Emissions (in million metric tons)

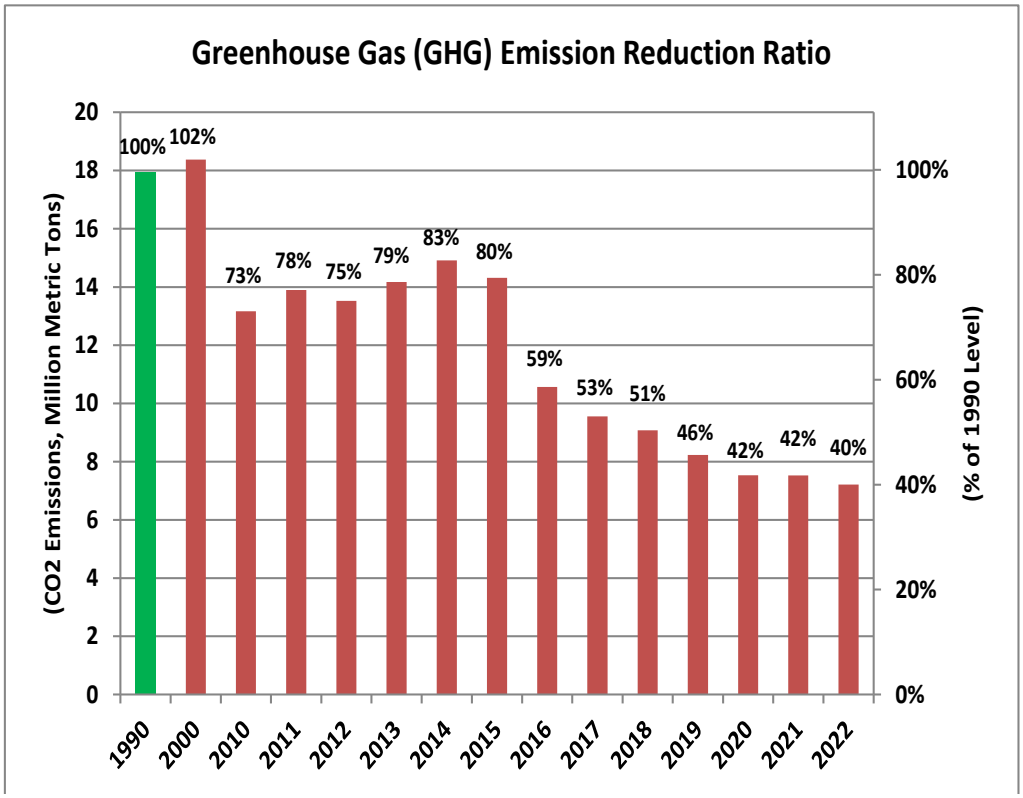
**TARGET & ACCEPTABLE VARIANCE (CY 2023):** 60% below = 40% of 1990 LADWP GHG emission baseline; Variance + 5%

**STATUS:** **Within Acceptable Variance**

Note: CO2 is 99.9% of total GHG emissions. Annual emissions are CO2 only for comparison with the 1990 baseline which is CO2 emissions only (not total GHG).

**Historical Trend:**

| CY | CO2 Emissions (Metric Tons) | % of 1990 CO2 Emissions |
|---|---|---|
| 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% |
| 2021 | 7,527,570 | 42% |
| 2022 | 7,210,145 | 40% |




**SOURCE:** 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. POLICY / PURPOSE

- The State of California has set goals to reduce GHG emissions to 1990 levels by 2020, 40% below 1990 by 2030, and 85% below 1990 by 2045. 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% 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.
- California Assembly Bill 1279 (Muratsuchi, 2022) establishes state policy to achieve net zero GHG emissions no later than 2045 and reduce anthropogenic GHG emissions to at least 85% 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 2022 included 35.6% renewable energy based on LADWP's Power Content Label.
- LADWP's 2022 CO2 emissions are 60% below its 1990 emissions baseline.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

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

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

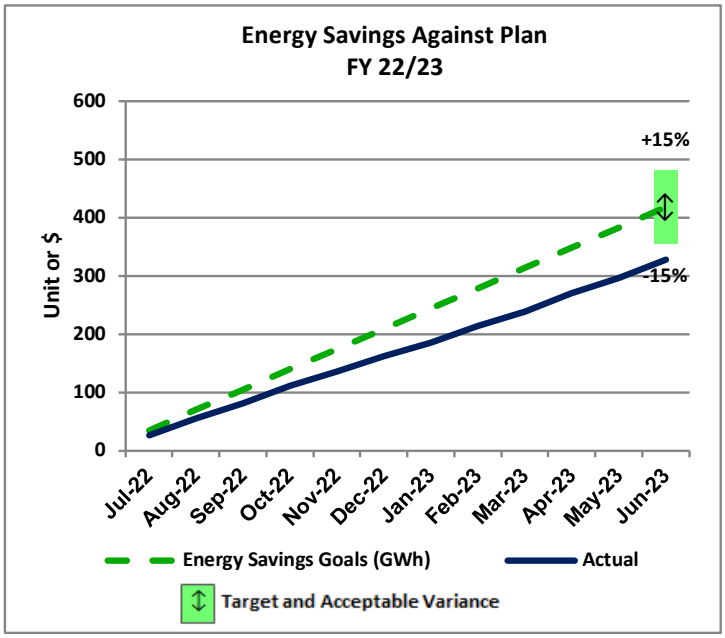
**RESPONSIBLE MANAGER: David Jacot** **REPORTING PERIOD: June 2023**

**DEFINITION OF RATES METRIC: Energy Savings Against Plan**

**TARGET & ACCEPTABLE VARIANCE (FY 22/23): 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-22 | 34.8 | 26.0 | -9 | -25.3% | |
| Aug-22 | 69.6 | 55.5 | -14 | -20.3% | |
| Sep-22 | 104.4 | 80.6 | -24 | -22.8% | |
| Oct-22 | 139.3 | 111.6 | -28 | -19.9% | |
| Nov-22 | 174.1 | 136.1 | -38 | -21.8% | |
| Dec-22 | 209.0 | 162.1 | -47 | -22.4% | |
| Jan-23 | 243.7 | 184.8 | -59 | -24.2% | |
| Feb-23 | 278.5 | 213.4 | -65 | -23.4% | |
| Mar-23 | 313.3 | 239.1 | -74 | -23.7% | |
| Apr-23 | 348.2 | 270.3 | -78 | -22.4% | |
| May-23 | 383.0 | 296.8 | -86 | -22.5% | |
| Jun-23 | 417.8 | 328.2 | -90 | -21.4% | |
| 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 328 GWh energy savings in FY 22-23. Major program contributors to the FY 22-23 total energy savings are the Commercial Lighting Incentive Program, Commercial Direct Install, Custom Performance Program and HVAC Optimization Program.

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

Energy efficiency program activities are expected to accelerate in FY 23-24.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Vacant Utility Services Specialist positions are expected to be filled in the second quarter of FY 23-24.

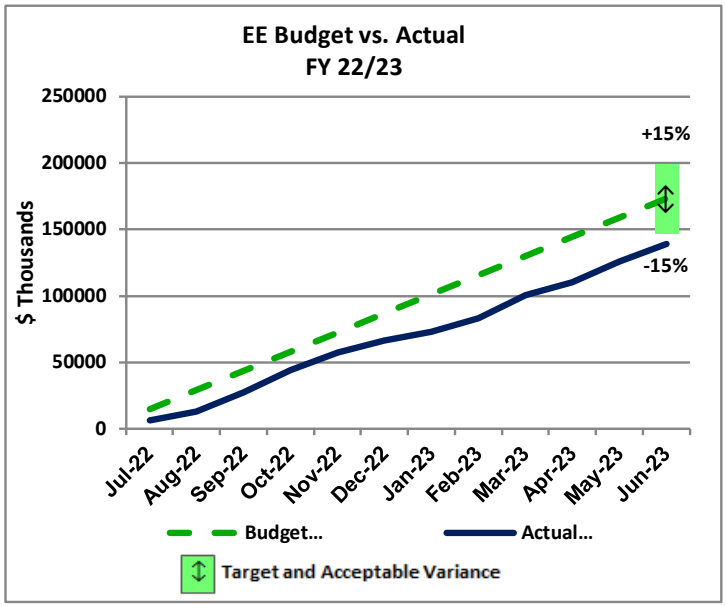
# 01LADWP RATES METRIC – BUDGET VARIANCE ENERGY EFFICIENCY (JOINT)

**RESPONSIBLE MANAGER: David Jacot** **REPORTING PERIOD: June 2023**

**DEFINITION OF RATES METRIC: Budget vs. Actual for the overall Energy Efficiency Portfolio**
**TARGET & ACCEPTABLE VARIANCE (FY 22/23): +/- 15%**

**STATUS:** **Outside Acceptable Variance**

| FYTD as of: | Budget ($ in K) | Actual ($ in K) | Variance | | Re-Estimate (If Applicable) |
|---|---|---|---|---|---|
| | | | $ in K | % | |
| Jul-22 | 14,426 | 6,062 | -8364 | **-58.0%** | |
| Aug-22 | 28,851 | 12,968 | -15883 | **-55.1%** | |
| Sep-22 | 43,277 | 27,059 | -16218 | **-37.5%** | |
| Oct-22 | 57,703 | 44,400 | -13303 | **-23.1%** | |
| Nov-22 | 72,128 | 57,156 | -14972 | **-20.8%** | |
| Dec-22 | 86,554 | 66,189 | -20365 | **-23.5%** | |
| Jan-23 | 100,980 | 72,920 | -28060 | **-27.8%** | |
| Feb-23 | 115,405 | 83,367 | -32038 | **-27.8%** | |
| Mar-23 | 129,831 | 100,420 | -29411 | **-22.7%** | |
| Apr-23 | 144,257 | 110,457 | -33800 | **-23.4%** | |
| May-23 | 158,682 | 125,947 | -32735 | **-20.6%** | |
| Jun-23 | 173,108 | 138,771 | -34337 | **-19.8%** | |
| **Acceptable Variance** | | | ± 15% | | |




**SOURCE OF DATA: Efficiency Solutions KPI FY 22-23 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 some programs resumed in June 2021. The Home Energy Improvement Program (HEIP) resumed field assessments and installation work mid-September 2022; and the Comprehensive Affordable Multi-Family Retrofits (CAMR) Program officially launched on May 1, 2022. 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 activities accelerated and expenditures increased, ending FY 22-23 at 19.8% or $34M below the budget.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Energy Efficiency programs/activities are expected to accelerate and expenditures will increase in FY 23-24.

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

**RESPONSIBLE MANAGER: David Jacot** **REPORTING PERIOD: June 2023**

**DEFINITION OF RATES METRIC:** Cost per kWh over lifetime of installed energy efficiency solutions or measures.
**TARGET & ACCEPTABLE VARIANCE (FY 22/23):** Annual metric: Levelized Cost $ 0.15 per kWh +/- 10%

**STATUS** **Within Acceptable Variance**

**SOURCE OF DATA: ESP Portfolios Report 2023**

## 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 21-22) 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 21-22 was $0.133/kWh saved. Resource Programs that are targeted for cost effective measures for deferring infrastructure upgrades are currently at $0.132/kWh or 96% of total funding. The equity offerings, driven by policy and satisfying external stakeholders, are at $0.163/kWh, weighted at 4% of total program funding.

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

LADWP's Resource/Cost Effective Programs are below the $0.15 per kWh target. However, the energy efficiency offerings geared to meet equity metrics are at $0.163/kWh, rendering the energy efficiency programs portfolio at a levelized cost of $0.133/kWh, under the $0.15 per kWh target. In combination with Codes & Standards, the overall portfolio levelized cost of energy for the entire portfolio is $0.055/kWh.

## 4. MITIGATION PLAN AND / OR RECOMMENDATIONS

Customer site-based Energy Efficiency programs/activities have resumed with safety protocols in place. Energy efficiency programs will continue to be offered to meet energy efficiency goals, including equity goals.