



Los Angeles Department of Water & Power

RESOLUTION NO. \_\_\_\_\_

016 157

JAN 19 2016

BOARD LETTER

- POWER SYSTEM
- WATER SYSTEM
- CAO
- CFO
- LEGAL

RELEASE DATE: JAN 29 2016

*David H. Wright*

DAVID H. WRIGHT  
Chief Administrative Officer

*Jeffery L. Peltola*

JEFFERY L. PELTOLA  
Chief Financial Officer

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MARTIN L. ADAMS  
Senior Assistant General Manager  
Water System

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MICHAEL S. WEBSTER  
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Engineering and Technical Services

*Andrew C. Kendall*

ANDREW C. KENDALL  
Executive Director of Power System  
Construction, Maintenance, and Operations

*Marcie L. Edwards*

MARCIE L. EDWARDS  
General Manager

DATE: December 17, 2015

SUBJECT: Performance Based Rates – Board Metrics, Targets, and Variances

**SUMMARY**

The proposed Water and Power Rate Ordinances (proposed Ordinances) include enhanced reporting requirements to improve the Los Angeles Department of Water and Power's (Department) accountability, transparency, and ultimately its performance.

Submitted for the Board of Water and Power Commissioners' (Board) review and approval is a Resolution establishing the corresponding targets and estimated potential variances for the Department's key performance metrics (Board Metrics) as required in the proposed Ordinances.

City Council approval is not required.

## **RECOMMENDATION**

It is recommended that your Honorable Board adopt the attached Resolution approving the proposed Fiscal Year 2016-2017 rates metrics targets and estimated potential variances from the targets.

## **BACKGROUND**

One of the key recommendations from Office of Public Accountability/Ratepayer Advocate (OPA) and the recently conducted Industrial Economic Administrative Survey (IEA Survey) was for the Department to include in the proposed Water and Power Rate Ordinances an initial set of specific key performance metrics, targets, and estimated potential variance ranges from the targets, most of which are related to key rate components.

The OPA also requested that the Department's performance against these metrics be reported to the Board and the OPA on a regular basis. These key performance metrics will inform the Board, OPA and City Council about the work being performed and the progress being made by the Department, along with any proposed Departmental mitigation plans to address any performance shortfalls.

This process is designed to ensure that LADWP's actual performance is tracking its overall operational, policy, financial, and strategic goals and mandates and is laid out in detail in the proposed Ordinances.

### **Establishing Key Performance Metrics, Targets, and Variances**

The proposed Ordinances require that, prior to their effective date,

- *“the Board of Water and Power Commissioners shall by resolution establish, for purposes of this section, the key performance metrics to evaluate the Department's progress toward its operational, financial, strategic, and policy goals or parameters (Board metrics)...[and] the corresponding targets and estimated potential variances from the targets that represent the Department's acceptable progress ...”*

Pursuant to that requirement, the attached Resolution lists all of the initial set of Board Metrics, the corresponding targets, and potential estimated variances for the entire Department (i.e., Power, Water, and Joint Systems).

### **External Reporting Processes**

The proposed Ordinances include detailed reporting requirements and schedules (see flowchart/timeline) as follows (dates **bolded** and responsible parties underlined):

- **On February 1 and August 1 of every year, commencing in 2017, the Chief Financial Officer of the Department shall provide a written report to the Board of**

*Water and Power Commissioners, which shall include, but not be limited to, the following:*

- 1. Board Metrics being monitored and results for each metric;*
  - 2. the target set for each Board Metric;*
  - 3. the variance of actual performance from the target;*
  - 4. Department-identified causes for the variance; and*
  - 5. the proposed mitigation plan to address a variance, if necessary.*
- The Department shall also provide to the Office of Public Accountability the abovementioned report at least **30 days prior** to providing it to the Board of Water and Power Commissioners. **On February 1 and August 1 of every year, commencing in 2017**, the Office of Public Accountability shall provide a written report to the Board of Water and Power Commissioners assessing the Department's performance against the Board Metrics targets and any proposed mitigation plans.*
  - If the Office of Public Accountability, in that Office's opinion, identifies in its report any substantive variances and/or related issues, which it believes also require review and discussion by the City Council, the Office of Public Accountability shall forward its report to the Energy and Environment Committee of the City Council at the same time it is provided to the Board of Water and Power Commissioners.*
  - The Energy and Environment Committee shall review all of the abovementioned reports and then, at its discretion, may: request additional information; hold a Committee hearing with the Department and the Office of Public Accountability; make written recommendations to the Board of Water and Power Commissioners; and/or move that the City Council assert jurisdiction pursuant to Charter Section 245 relative to a Board of Water and Power Commissioners action on the related adjustment factors.*
  - In addition to the abovementioned reports, the Department shall also provide, on **April 1 and October 1 of every year, commencing in 2017**, written reports to the Office of Public Accountability, which shall include the Board Metrics being monitored; the results for each metric; the target set for each metric; and the variance of actual performance from the target.*
  - On **July 1, 2017**, the Board of Water and Power Commissioners shall by resolution take action to choose whether or not to order the Department to prepare possible revisions to the Board Metrics, their corresponding targets and estimated potential variances from the targets, or the review process itself for consideration by the Board of Water and Power Commissioners. The Energy and Environment Committee shall review the Board of Water and Power Commissioner's action pursuant to the previous sentence and then, at the committee's discretion, may: request additional information; hold a Committee hearing with the Department and*

*the Office of Public Accountability; make written recommendations to the Board of Water and Power Commissioners; and/or move that the City Council assert jurisdiction pursuant to Charter Section 245 relative to said Board of Water and Power Commissioners action.*

The above reporting requirements are summarized in the table below:

<b>DATE</b>	<b>ACTION</b>	<b>NOTES</b>
Jan 1, 2017 & July 1, 2017	• LADWP Semiannual Report to OPA	• Provided to OPA 30 days before Board receives it
Feb 1, 2017 & Aug 1, 2017	• LADWP Semiannual Report to Board	• Semi-Annual Report: Metric Actuals, Targets, Variances, Mitigation Plans
Feb 1, 2017 & Aug 1, 2017	• OPA report to Board (and Council if necessary)	• OPA assessment of LADWP's Semiannual report
Apr 1, 2017	• LADWP Quarterly Report to OPA	• Quarterly Report: Metric Actuals, Targets, Variances
Oct 1, 2017	• LADWP Quarterly Report to OPA	• Quarterly Report: Metric Actuals, Targets, Variances

### **Internal Reporting Processes**

To comply with the requirements of the proposed Ordinances and to facilitate the reporting of the Department's performance and progress, each System Assistant General Manager (System Heads), working in conjunction with the Department's Office of Corporate Performance, will be responsible for the oversight of their respective Board Metrics.

All the Board Metric data updates, variance reports, and mitigation plans shall be submitted to the Chief Financial Officer and the Office of Corporate Performance of the Financial Services Organization on a monthly basis, unless otherwise agreed to.

To provide a consistent and uniform approach to gathering this information, the Office of Corporate Performance will work with each of the System Heads on developing a reporting Dashboard for each Board Metric.



The required Dashboards shall include, but not be limited to, the following information:

- Clear and detailed definitions of each Board Metric
- Timely and updated data
- Source of data
- Status, achievements, issues, and recommendations regarding each Board Metric
- When necessary, mitigation plans for performance metrics outside of acceptable variances
- The name of the responsible manager assigned to each Board Metric

While the Office of Corporate Performance will review all of the Dashboards, the System Heads are responsible for ensuring the accuracy and timeliness of the data.

### **Modifications to the Board Metrics**

The proposed Ordinances also state that the Board:

- *“may by resolution modify the Board Metrics, which modifications shall include, but not be limited to, the following: the metrics selected, corresponding targets, and the estimated potential variation from the targets. The Office of Public Accountability shall be notified by the Department of any proposed modification of the Board Metrics at least thirty days prior to the modification of the Board Metrics and shall provide a written report to the Board of Water and Power Commissioners assessing the proposed modification.”*

### **CITY ATTORNEY**

The Office of the City Attorney reviewed and approved the Resolution as to form and legality.

### **ATTACHMENTS**

- Resolution
- Attachment I: The Power System and Related Joint System Rates Metrics, Fiscal Year 2016-17 Targets, and Acceptable Variances
- Attachment II: The Water System and Related Joint System Rates Metrics, Fiscal Year 2016-17 Targets, and Acceptable Variances

**WHEREAS**, the Los Angeles Department of Water and Power (Department) is proposing the adoption of new water and electric rate ordinances, which would be effective April 1, 2016, or as soon thereafter as possible (Proposed Ordinances); and

**WHEREAS**, the Proposed Ordinances significantly increase the accountability, transparency, and ultimately the performance of the Department through the required and consistent reporting of key performance metrics to evaluate the Department's progress toward its operational, financial, strategic, and policy goals or parameters (Board Metrics); and

**WHEREAS**, the initial sets of Board Metrics are set forth in the Proposed Ordinances; and

**WHEREAS**, the Proposed Ordinances require the Board of Water and Power Commissioners (Board) to establish by resolution prior to the effective date of the respective Proposed Ordinance, for the Board Metrics, the corresponding targets and estimated potential variances that represent the Department's acceptable progress toward its operational, financial, strategic, and policy goals or parameters; and

**WHEREAS**, the Proposed Ordinances require that the Department provide written reports to the Board and the Office of Public Accountability (OPA) on a semiannual basis, which shall include, but not be limited to, the following items:

1. Board Metrics being monitored and results for each metric;
2. The target set for each Board Metric;
3. The variance of actual performance from the target;
4. Department identified causes for the variance; and
5. The proposed mitigation plan to address a variance if necessary; and

**WHEREAS**, the Proposed Ordinances require that the Department provide additional written reports to the OPA on a quarterly basis, which shall include the following items:

1. Board Metrics being monitored and results for each metric;
2. The target set for each Board Metric; and
3. The variance of actual performance from the target; and

**WHEREAS**, the Proposed Ordinances state that the Board may by resolution modify the Board Metrics, provided that the OPA shall be notified by the Department of any proposed modifications at least thirty days prior. The OPA shall provide a written assessment on the proposals for the Board's review and consideration; and

**WHEREAS**, the Department is proposing, for the initial sets of Board Metrics, that targets and estimated potential variances from the targets that represent acceptable progress, or acceptable variances, as listed in Attachments I and II, copies of which are on file with the Secretary of this Board, be approved by the Board to comply with the Proposed Ordinances; and

**WHEREAS**, in order to facilitate compliance with the requirements of the Proposed Ordinances, the Office of Corporate Performance within the Department's Financial Services Organization will work with each of the Department's System Assistant General Managers, which System Assistant General Managers are responsible to provide accurate and timely data, and to develop a reporting Dashboard for each Board metric. Each Dashboard shall include, but not be limited to, the following information:

1. Clear and detailed definitions of each Board Metric;
2. Timely and updated data;
3. The sources of the data;
4. Status, achievements, issues, and recommendations regarding each Board Metric;
5. When necessary, mitigation plans for performance metrics outside of variances; and
6. The name of the responsible manager assigned to each Board Metric.

**NOW, THEREFORE, BE IT RESOLVED** that the Board approves the targets and acceptable variances as listed in Attachment I for compliance with the proposed electric rate ordinance and approves the targets and acceptable variances as listed in Attachment II for compliance with the proposed water rate ordinance.

**BE IT FURTHER RESOLVED** that the General Manager, or his or her designee, is authorized and directed to require the Office of Corporate Performance and System Assistant General Managers to develop, implement, and maintain implementation of Dashboards as described herein for each Board Metric.

**BE IT FURTHER RESOLVED** that the Chief Accounting Employee of LADWP, upon proper certification, is authorized and directed to draw demands on the Power Revenue Fund and Water Revenue Fund in payment of the respective obligations arising under this resolution.

**I HEREBY CERTIFY** that the foregoing is a full, true, and correct copy of a resolution adopted by the Board of Water and Power Commissioners of the City of Los Angeles at its meeting held

JAN 19 2016

*Barbara E. Anselmos*

Secretary

APPROVED AS TO FORM AND LEGALITY  
MICHAEL N. FEUER, CITY ATTORNEY

DEC 22 2015

BY *Brian E. Stewart*  
BRIAN E. STEWART  
DEPUTY CITY ATTORNEY



## Attachment I: The Power System and Related Joint System Rates Metrics, Fiscal Year 2016-17 Targets, and Acceptable Variances

Related Rate Adjustment Factor	Board Metric	Definition	FY 16/17 Target	Acceptable Variance
None	Human Resources Total budget vs. actual (\$M)	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 15%
	Human Resources Total FTEs against plan	Total number of full time equivalent positions occupied vs. annual Authorized Personnel Resolution	FY16-17 Board Approved Annual Authorized Personnel Resolution - May 2016	+/- 15%
	Financial and Human Resources Replacement Project total spending against plan	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 20%
	Financial and Human Resources Replacement Project progress against schedule	Project milestones met against project schedule	1. Board approval for selection of system Integrator 2. Establishment of project timeline with milestones	+/- 60 Days based on DWP Project Plan TBD
	Repowering/Once Through Cooling budget vs. actual (\$M)	Board Approved Estimated Project Cost vs. Actual project costs	FY16-17 Board Approved Budget - May 2016	+/- 15%
	Once Through Cooling project milestones against compliance deadlines	Plant actual compliance dates against plan	OTC Compliance Date: Scattergood Unit 1&2: 2024 Haynes Unit 1&2: 2029 Harbor Unit 1&2: 2029 Haynes Unit 8: 2029	+/- 45 days
Energy Cost Adjustment Factor	Total Renewable Portfolio Standard (RPS) Ratio (%)	GWh from RPS plants/GWh for all customers (State requirement)	25% RPS for Calendar Year 2016	+/- 3% of each calendar year's goal toward state law mandates
	Total RPS cost (\$/MWh) vs. plan, by technology	Total RPS purchased power cost (\$/MWh) as compared to plan, by technology	Wind: \$79.35/MWh Solar: \$94.31/MWh Geothermal: \$84.76/MWh Blogs: \$80.57/MWh	+/- 15%
	Green House Gas (GHG) emissions reduction ratio	GHG emission for current year/GHG emission in 1990 (in millions of metric tons)	78%	+/- 5%
Energy Cost Adjustment Factor	Energy Efficiency (EE) ratio (%)	GWh installed compared to the 2010 baseline/GWh for all customers	2.1%	+/- 15%
	Budget vs. actual (\$M) for the overall EE portfolio	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 15%
	Levelized EE program costs (\$/kWh)	Cost per kWh over lifetime of installed energy efficiency solutions	Annual metric: Levelized Cost \$0.082	+/- 15%
	Average levelized cost of energy of purchased power agreements (PPAs) signed during the previous fiscal year	Cost per MWh for all PPAs	\$66.35/MWh	+/- 15%
Reliability Cost Adjustment Factor	Budget vs. actual (\$M) for capital and operation and maintenance (O&M) expenses in the Generation budget	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 15%
	Budget vs. actual (\$M) for capital and O&M expenses included in the Transmission budget	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 15%
	Cost per mile of underground circuits	Cost per mile of underground circuits	\$2.7 million	+/- 15%
	Budget vs. actual (\$M) for capital and O&M expenses in the Substation budget	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 15%
	Budget vs. actual (\$M) for capital and O&M expenses in the Distribution budget	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 15%
	Number of fixed assets replaced against plan for critical Distribution assets	Numbers of poles, crossarms, and transformers and miles of cable replaced against plan	Pole: 2,500 Cross-arm: 7,000 Transformer: 700 Cable: 48 miles	+/- 15%
	Average unit price for critical Distribution assets	Average unit price per pole, per crossarm, per mile of cable, and per transformer	Begin reporting in 2018	Begin reporting in 2018; +/- XX%
	Average cost of Power System Training Plan per trainee	Average cost of training for Electric Distribution Mechanic Technician (EDMT) and Electrical Mechanic Technician (EMT) classifications per trainee that graduates from respective training program	Begin reporting in 2018	Begin reporting in 2018; +/- XX%
	Number of trainee graduates against Power System Training Plan	Number of Electric Distribution Mechanic Technician (EDMT) and Electrical Mechanic Technician (EMT) trainees that graduate from each respective training program against the annual training plan	EDMT: 36 EMT: 0	+/- 15%



## Attachment II: The Water System and Related Joint System Rates Metrics, Fiscal Year 2016-17 Targets, and Acceptable Variances

Related Rate Adjustment Factor	Board Metric	Definition	FY 16/17 Target	Acceptable Variance
None	Human Resources Budget vs. actual (\$M)	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 15%
	Human Resources Total Full Time Equivalent (FTEs) against plan	Total number of full time equivalent positions occupied vs. annual Authorized Personnel Resolution	FY16-17 Board Approved Annual Authorized Personnel Resolution - May 2016	+/- 15%
	Financial and Human Resources Replacement Project total spending against plan	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 20%
	Financial and Human Resources Replacement Project progress against schedule	Project milestones met in accordance with project schedule	1. Board approval for selection of system integrator 2. Establishment of project timeline with milestones	+/- 60 Days based on DWP Project Plan TBD
	Number of new distribution infrastructure crews as compared to plan	Number of new crews dedicated to distribution infrastructure as compared to plan	4 crews (32 employees)	Begin reporting in 2017; +/- XX%
Water Supply Cost Adjustment Factor	Water supply costs budget vs. actual (\$M)	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 10%
	Annual quantity of purchased water in acre-feet (AF) against plan	AF of water purchased against plan	150,808 AF	Info only
	Annual quantity of recycled water delivered against plan (AF)	AF of recycled water delivered against plan	12,000 AF	+/- 10%
	Stormwater system capacity milestones (AF) against plan	AF of stormwater system capacity as of a milestone date against plan	66,000 AF	+/- 10%
	Annual groundwater production in Central Basin (AF) and San Fernando Basin (AF) against plan	AF of Groundwater in Central Basin against plan and AF of Groundwater in San Fernando Basin against plan	Central Basin: 9,668 AF San Fernando Basin: 65,132 AF	+/- 15%
	Budget vs. actual (\$M) for Aqueduct refurbishment	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 10%
	Level of water conservation against target (GPCD)	Gallons per capita per day (GPCD) of water conserved against target	104 Gallons	+/- 3%
Water Infrastructure Adjustment Factor	Budget vs. actual (\$M) for fixed assets replacement	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 10%
	Budget vs. actual (\$M) for Pump Stations	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 10%
	Budget vs. actual (\$M) for Regulator/Relief Station Retrofits	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 10%
	Assets replaced against plan	Miles of mainline, miles of trunkline, and number of meters replaced against plan	Mainline: 184,000 miles Trunkline: 13,000 miles Meters: 25,000	+/- 10%
Water Quality Improvement Adjustment Factor	Total Water Quality Budget vs. actual (\$M)	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 10%
Water Expense Stabilization Adjustment Factor	Water Expense Stabilization Adjustment (WESA) account balance against target	Amount (\$M) in the WESA account vs. plan	\$50 million	+/- 10%
Owens Valley Regulatory Adjustment Factor	Budget vs. actual for Owens Lake O&M (\$M)	Board Approved Annual Budget vs. Actual expenditures	FY16-17 Board Approved Budget - May 2016	+/- 10%
Owens Valley Regulatory Adjustment Factor	Annual quantity of water conserved from Owens Lake (AF) against plan	AF of water conserved against plan	No Target	Info only

**CITY OF LOS ANGELES**  
**DEPARTMENT OF WATER AND POWER**  
*INTRADPARTMENTAL CORRESPONDENCE*

Date: January 15, 2016

To: Board of Water and Power Commissioners

From: Marcie L. Edwards, General Manager 

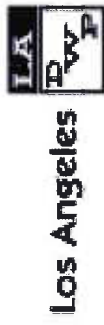
Subject: Presentation on Performance Based Rates – Metrics, Targets & Variances  
Board Meeting Date January 19, 2016

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Please find attached the presentation on the Performance Based Rates – Metrics, Targets and Variances. The proposed reporting process and associated metrics was recommended in the 2015 Industrial, Economic and Administrative (IEA) Survey and was developed in concert with the Ratepayer Advocate.

This performance based rate making will improve LADWP's performance and transparency through quarterly reporting to the Ratepayer Advocate and semi-annual reporting to the Board on specific and well-defined key performance metrics. The Water and Power rates ordinances provide the Board with the authority to add, delete or further modify these key performance metrics, including specific targets, variance ranges, and any proposed mitigation plans.

NG:sc  
Attachment



Department of Water & Power



# Putting Our Customers First

Performance Based Rates – Board Metrics,  
Targets, and Variances

Board Presentation  
January 19, 2016



# Performance-Based Rate Making

In response to the IEA Survey, LADWP staff working in concert with the Ratepayer Advocate, have developed enhanced reporting requirements that will improve LADWP's performance, accountability, and transparency.

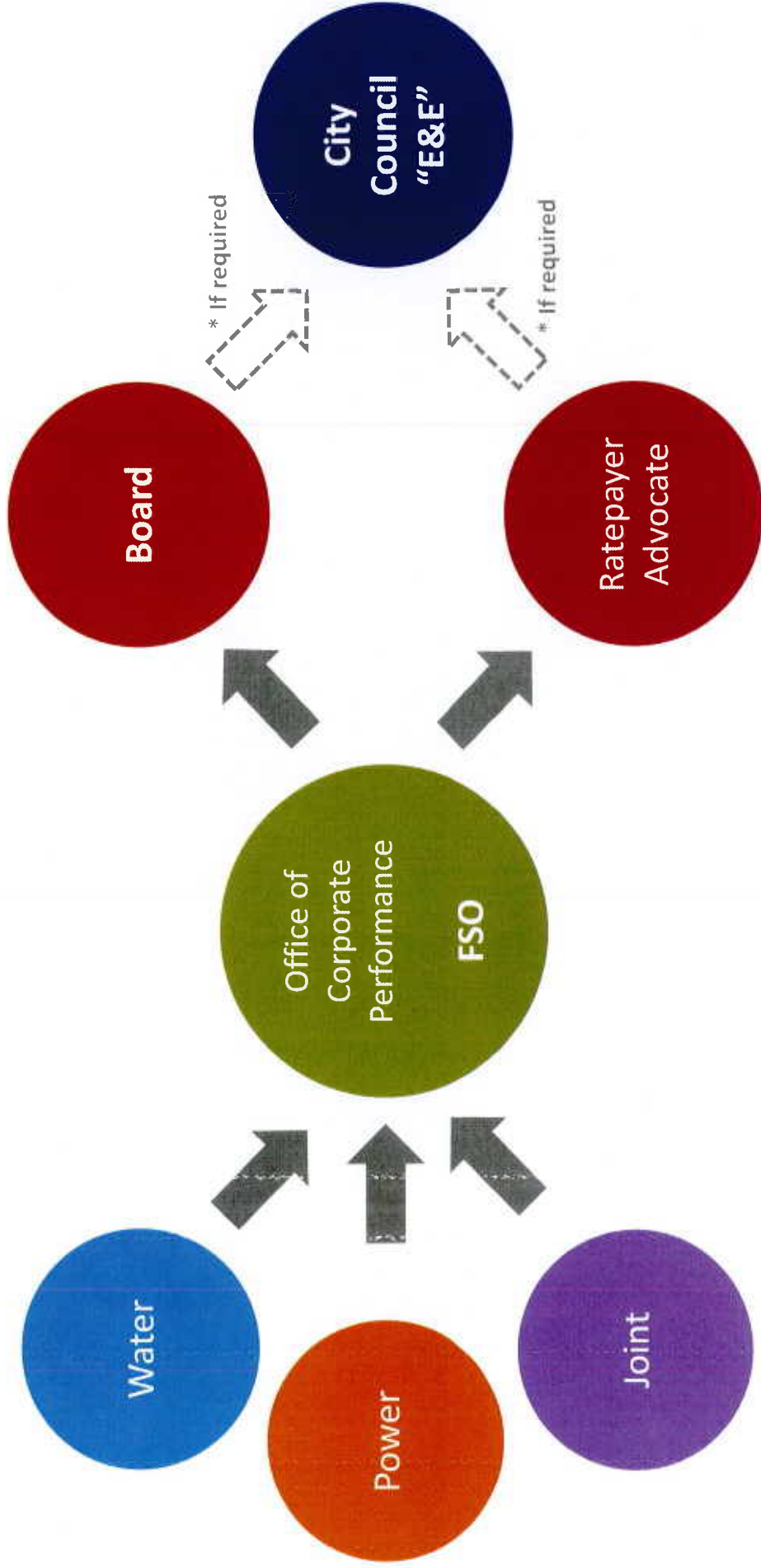
This performance-based rate making will:

- Require the LADWP to report quarterly on specific and well-defined key performance metrics to the Ratepayer Advocate and semiannually to the Board;
- Provide the Board with ability to add, delete or further modify these key performance metrics, including the specific targets, variance ranges, and any proposed mitigation plans; and,
- Provide the Board, Ratepayer Advocate, and Energy and Environment Committee with reported key performance data from which progress can be measured.



# Metrics Reporting Process

(Commencing January 2017)



# Internal Reporting Processes

Each System Assistant General Manager (System Head) will be responsible for oversight of and reporting for their respective Board metrics.

All Board metric data updated, variance reports, and mitigation plans shall be submitted to the Chief Financial Officer and Office of Corporate Performance on a monthly basis, quarterly or semiannual basis.

Corporate Performance will work with each of the System Heads to develop reporting dashboards for each Board metric, which shall include:

- Clear and detailed definitions of each Board metric
- Timely and updated data
- Source(s) of data
- Status, achievements, issues and recommendations
- Mitigation plans for Board metrics outside of variances
- Responsible manager assigned to each Board metric.

# Metrics, Targets and Variance Thresholds

**Total Number of Board Metrics: 49**

## Power System Metrics

- Reliability Improvements – 13
- Total Renewable Portfolio Standard – 3
- Energy Efficiency Program – 3
- Green House Gas Emissions – 1
- Electric Technician Training – 4
- **Once-Through Cooling Project - 2**

## Water System Metrics

- Water Supply – 8
- Water Infrastructure – 7
- Water Quality Improvement – 1
- Owens Valley – 2
- Water Expense Stabilization Factor – 1

## Joint System Metrics

- Human Resources – 2

## Financial Services Metrics

- Financial and Human Resources Replacement Project – 2



# Metrics Reporting Timeline

DATE	ACTION	NOTES
Jan 1, 2017 & July 1, 2017	<ul style="list-style-type: none"> <li>LADWP Semi-annual Report to OPA</li> </ul>	<ul style="list-style-type: none"> <li>Provided to OPA 30 days before Board receives it</li> </ul>
Feb 1, 2017 & Aug 1, 2017	<ul style="list-style-type: none"> <li>LADWP Semi-annual Report to Board</li> </ul>	<ul style="list-style-type: none"> <li>Semi-Annual Report: Metric Actuals, Targets, Variances, Mitigation Plans</li> </ul>
Feb 1, 2017 & Aug 1, 2017	<ul style="list-style-type: none"> <li>OPA report to Board (and Council if necessary)</li> </ul>	<ul style="list-style-type: none"> <li>OPA assessment of LADWP's semi-annual report</li> </ul>
Apr 1, 2017	<ul style="list-style-type: none"> <li>LADWP Quarterly Report to OPA</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Report: Metric Actuals, Targets, Variances, Mitigation Plans</li> </ul>
Oct 1, 2017	<ul style="list-style-type: none"> <li>LADWP Quarterly Report to OPA</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Report: Metric Actuals, Targets, Variances, Mitigation Plans</li> </ul>