

# CUSTOMERS FIRST



## Strategic Plan



Serving as the General Manager of the largest city-owned water and electric utility in the nation is an honor and a privilege. The Los Angeles Department of Water and Power is a great place to work, and every day, I see our employees working hard to provide outstanding customer service. I am proud to lead an organization that has provided reliable water and power to Los Angeles for more than a century.

LADWP exists to serve to all customers safe, reliable and cost-effective water and power. All 9,000 of our employees demonstrate this day in and day out. The lineman who climbs a pole in the middle of a storm, the first responder to a water main break, the customer service representative who resolves a billing inquiry over the phone, the engineer who designs the recycled water pipeline—all of them are dedicated to keeping the lights on and the water flowing for the people of this great city.

Even though LADWP is more than 100 years old, we continue to grow as an organization. We are resilient and continuously work to adapt to many changes in our city and state, the county and our industry. As we undergo a major transition of our water and power supplies, we are also working to maintain and improve the reliability of our services throughout this transformation. Serving our customers remains our priority, and the mission, vision and goals in this plan reflect this.

We all know our day-to-day operations well and consistently rise to the challenges that come our way. Our Strategic Plan provides a road map to keep us on track to meeting our long-term goals, and keep us focused on our specific priorities as a thriving, sustainable and world-class organization. It makes clear our priorities and sets our direction.

I am pleased to share this plan with you. It is a living document that we will consult and update regularly. It serves as our playbook in responding to various growth opportunities and organizational challenges. It confirms LADWP's continued commitment to the customer service, reliability and sustainability deserved by the nation's second largest city

With respect and appreciation,



DAVID H. WRIGHT  
General Manager

# PUTTING OUR CUSTOMERS FIRST

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This Strategic Plan sets forth our mission, vision, core values and goals, as well as objectives we will use to guide and measure our success in delivering safe, reliable, low-cost water and power to our customers in an environmentally responsible manner. As a municipally owned utility, LADWP exists by and for our customer-owners. Through it, and through constant measurement and review we commit to making continuous progress toward meeting its goals.

The Los Angeles Department of Water and Power is the largest municipal water and power utility in the nation. It was established more than 100 years ago to deliver reliable, safe water and electricity to Angelenos. Largely credited with supplying the water to allow Los Angeles to expand from a small town to the second largest city in the nation, today the LADWP serves 3.8 million residents and businesses in Los Angeles. LADWP provides its 666,000 water customers and 1.4 million electric customers with quality service at competitive prices.

The elements of this plan will guide LADWP through an unprecedented, rapid transformation that is changing the way we and other utilities have operated for the past 100 years. With renewable energy integration, energy storage, distributed generation, regulatory uncertainty, customer expectations, cyber security, expansion of local water supplies to combat drought and climate change, and massive investment in replacing aging infrastructure, flexibility, agility and accountability are key to ensuring we continue to deliver on our mission for the next 100 years.

# MISSION STATEMENT

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The Los Angeles Department of Water and Power (LADWP) provides our customers and the communities we serve safe, reliable and cost-effective water and power in a customer-focused and environmentally responsible manner.

# FIVE-YEAR VISION STATEMENT

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By 2021, the Los Angeles Department of Water and Power (LADWP) will be trusted and valued by our customers and recognized nationally and globally as a leader in innovation and environmental stewardship.



# KEY TARGETS/ SUCCESS MEASUREMENTS

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To meet our vision, we have identified specific targets that we aim to meet in the next 5 years. These targets will measure our organizational performance and keep us on track to meet our mission and vision.

By 2021, LADWP will:

- Meet 100% of performance metrics defined in class action lawsuit
- Meet 100% of rate case performance targets
- Attain the top quartile in performance benchmarks or at least 90% in customer satisfaction surveys
- Meet or exceed all local, state and federal energy efficiency, water conservation and sustainability goals
- Be recognized locally, nationally and globally for innovation and environmental stewardship with awards, grants, presentation opportunities and in publications

# CORE VALUES

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- Transparency
- Safety
- Reliability
- Accountability
- Exemplary Customer Service
- Integrity
- Innovation
- Equity
- Fiscal responsibility
- Professional excellence

# FIVE-YEAR GOALS

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- Provide exemplary customer service
- Maintain competitive rates while remaining financially stable
- Increase organizational effectiveness, efficiency and innovation
- Implement 100% advanced/smart meters for water and power
- Increase the reliability of our water and power infrastructure
- Achieve zero injuries for our employees and the public
- Be a leader in environmental stewardship

# NEXT STEPS

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- Identify the strategic objectives with benchmarks and key performance indicators (KPI's) to meet the goals set forth in the strategic plan.
- Communicate the Strategic Plan to all employees and department stakeholders and promote their understanding and participation in the various elements to achieve our goals and objectives.
- Create more focused strategic plans for divisions to implement the overall strategic plan.

