Acknowledgments

We are grateful to many people who assisted us throughout this study. S. David Freeman, Frank Salas, Steve Sugerman, and Eric Tharp opened many doors for us with introductions to those, both inside and outside DWP, who were knowledgeable about the department, Los Angeles city government, and the issues surrounding DWP governance. They also responded without complaint to our incessant requests for more information.

We particularly want to thank the individuals we interviewed during the course of our research, including public officials, utility executives, union leaders, and others who graciously shared their time and knowledge with us. This document also benefited greatly from a thorough and constructive review of an earlier draft by Professor Steven P. Erie of the University of California, San Diego.