



Executive Committee

# General Manager's Business Plan

Item 7a

August 23, 2022



Challenge  
Is  
Opportunity

# A Transformational Time

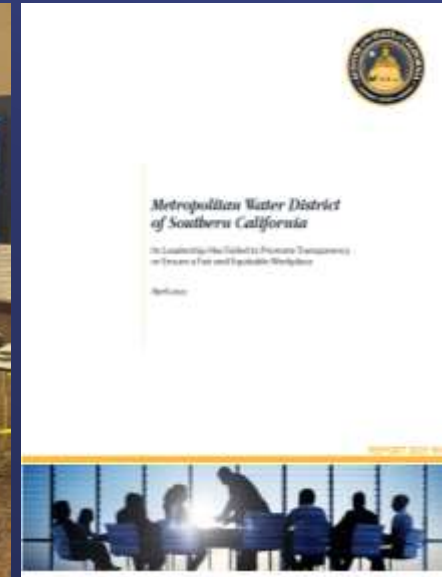




# Unprecedented Times

## Challenges

- Historic Drought
  - Colorado River
  - State Water Project
- Workplace Issues
- COVID-19
- Climate Change
- Budget Pressures
- Historic Inflation
- Emergency Repairs

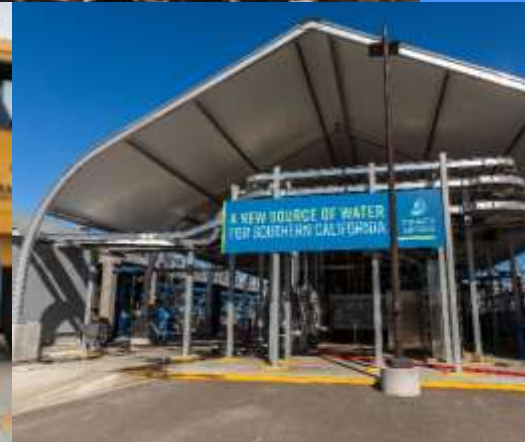
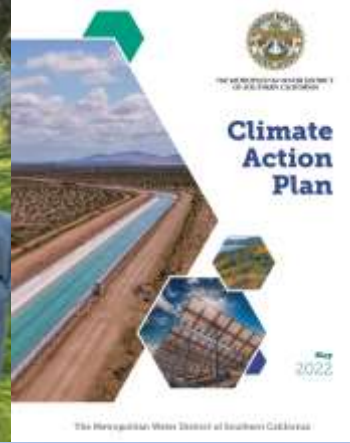




# Charting the Course for the Next Century

## Opportunities

- Culture of Excellence
- Region-wide Resilience
- Climate Action Plan
- Pure Water Southern CA
- State and Federal Funding
- Innovation
- Partnerships





## Strategic Priorities

Approved in April 2022

2-5 year horizon  
with a focus on  
the next 24 months

# Business Plan Implements Strategic Priorities







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# Business Plan Implements Strategic Priorities



EMPOWER the workforce and promote diversity, equity, and inclusion



SUSTAIN Metropolitan's mission with a strengthened business model



ADAPT to changing climate and water resources



PROTECT public health, the regional economy, and Metropolitan's assets



PARTNER with interested parties and the communities we serve



# Business Plan Builds Accountability

Leadership

Collaboration  
Monitoring  
Support





# SMART

Specific  
Measurable  
Achievable  
Reasonable  
Time dependent

## Business Plan Charts Progress

5 Priority areas

10 Goals

49 Outcomes

>75 Target measures

Board Approved

Staff Managed





## Goal 1.1

### 6 Outcomes



**Build a safe, inclusive, and accountable workplace where all employees feel valued, respected, and able to meaningfully contribute to decisions about their work.**

#### **Outcomes:**

- 1.1.1 Establish Office of Diversity, Equity, and Inclusion
- 1.1.2 Establish Office of EEO
- 1.1.3 Assess current EEO caseload and close 25% of open cases
- 1.1.4 Implement reforms identified in the Workplace Climate Assessment and California State Audit
- 1.1.5 Expand and update Management and Leadership Development program
- 1.1.6 Complete National Safety Council analysis and implement recommendations



## Goal 1.2

### 4 Outcomes



**Prepare and support the workforce by expanding training and skill development and updating strategies to recruit and retain diverse talent at a time when Metropolitan's needs are evolving and employee expectations about the workplace are changing.**

#### **Outcomes:**

- 1.2.1 Update recruitment strategies and practices
- 1.2.2 Update training curriculum and increase cross-training and mentorship opportunities
- 1.2.3 Institutionalize knowledge transfer from retiring staff
- 1.2.4 Expand pathways to employment





## Goal 2.1

### 2 Outcomes

# SUSTAIN Metropolitan's mission with a strengthened business model



**Conduct a careful, deliberative and inclusive review of the rate structure to ensure the business model can adapt to changing needs of the member agencies and support sustainable local and imported supplies.**

#### **Outcomes:**

- 2.1.1 Review and assess Metropolitan's business model
- 2.1.2 Review Local Resource Program and identify alternative financing models



## Goal 2.2

### 2 Outcomes

# SUSTAIN Metropolitan's mission with a strengthened business model



**Manage rate pressure on member agencies through attention to programmatic costs, organizational efficiencies and efforts to secure external funding for projects with broad and multi-purpose benefits**

#### **Outcomes:**

- 2.2.1 Develop non-rate revenue strategies
- 2.2.2 Conduct an organizational efficiency review





## Goal 3.1

### 7 Outcomes

# ADAPT to changing climate and water resources



**Provide each member agency access to an equivalent level of water supply reliability through necessary adaptive implementation of the IRP findings.**

#### **Outcomes:**

- 3.1.1 Develop supply plan for extended drought conditions
- 3.1.2 Provide near-term water supply gap closure in response to drought emergency
- 3.1.3 Expand long-term water supply reliability for the State Water Project dependent areas
- 3.1.4 Initiate IRP Implementation Plan
- 3.1.5 Reach consensus on a plan to avoid critical elevations in Lake Powell and Lake Mead
- 3.1.6 Implement and promote agricultural water-conservation best practices
- 3.1.7 Increase outdoor water use efficiency



## Goal 3.2

### 9 Outcomes

# ADAPT to changing climate and water resources



#### Outcomes:

**Advance the long-term reliability and resilience of the region's water sources through a One Water approach that recognizes the interconnected nature of imported and local supplies, meets both community and ecosystem needs, and adapts to a changing climate.**

- 3.2.1 Establish Office of Sustainability, Resiliency and Innovation
- 3.2.2 Launch district-wide process for developing a comprehensive sustainability and resiliency strategy
- 3.2.3 Initiate near-term strategies identified in the Climate Action Plan
- 3.2.4 Implement sustainable energy practices in CIP projects
- 3.2.5 Determine targets for stormwater and develop programmatic strategies for supply and use-reduction
- 3.2.6 Expedite the Pure Water Southern California project
- 3.2.7 Advance Delta Conveyance Project (DCP) planning and permitting
- 3.2.8 Complete Sites project planning and analysis
- 3.2.9 Implement watershed science and ecosystem restoration, to advance a holistic approach to the Delta





## Goal 4.1

### 7 Outcomes

# PROTECT public health, the regional economy, and Metropolitan's assets



**Proactively identify, assess, and reduce potential vulnerabilities to Metropolitan's system, operations, and infrastructure.**

#### **Outcomes:**

- 4.1.1 Assess emergency preparedness and response plans
- 4.1.2 Implement cybersecurity strategy.
- 4.1.3 Implement physical security improvements
- 4.1.4 Establish a unified framework for condition assessment and risk management
- 4.1.5 Review and update plans to mitigate risk to infrastructure from natural hazards
- 4.1.6 Incorporate climate science into risk assessments and scenario planning
- 4.1.7 Complete data center modernization



## Goal 4.2

### 4 Outcomes

# PROTECT public health, the regional economy, and Metropolitan's assets



**Apply innovation, technology, and sustainable practices across project lifecycles (design, construction, operations, maintenance, and replacement).**

#### **Outcomes:**

- 4.2.1 Complete the SCADA Control System replacement project at the Mills plant
- 4.2.2 Implement Enterprise Content Management system
- 4.2.3 Identify strategies to foster and focus innovation efforts
- 4.2.4 Develop procurement policies that prioritize sustainable products and practices





## Goal 5.1

### 4 Outcomes

# PARTNER with interested parties and the communities we serve



**Grow and deepen collaboration and relationships among member agencies, interested parties, and leaders on the issues most important to them.**

#### **Outcomes:**

- 5.1.1 Assess Community Partnering Program, legislative events, memberships, sponsored events and other Metropolitan funded community outreach activities
- 5.1.2 Implement in-house web content development and management capabilities
- 5.1.3 Create communication practices that facilitate input of interested parties into board consideration of policies and projects
- 5.1.4 Negotiate and implement Project Labor Agreement



## Goal 5.2

### 4 Outcomes

# PARTNER with interested parties and the communities we serve



**Reach underserved communities and non-traditional interested parties to better understand their needs and ensure their inclusion in decision making.**

#### **Outcomes:**

- 5.2.1 Conduct analysis to identify needs of underserved communities within Metropolitan's service area
- 5.2.2 Identify and engage in programs that support the water resource and operational capacity of smaller agencies within the service area and have mutual benefits to Metropolitan's system
- 5.2.3 Identify tribal interests and engagement strategies
- 5.2.4 Locally implement the national Equity in Infrastructure Program



# Improving Board Information

Easier to navigate  
Easier to read

## Business Plan Is Reported Monthly

### Strategic Priorities Update

#### Empower the workforce and promote diversity, equity, and inclusion

Build a safe, inclusive, and accountable workplace where all employees feel valued, respected, and able to meaningfully contribute to decisions about their work.

A neutral, independent EEO Office has been established. EEO executive leadership (Chief EEO Officer and Deputy Chief EEO Officer) has been hired and have submitted requisitions to initiate recruitments for the remaining budgeted EEO positions.

State audit EEO recommendations with a June deadline have been submitted to and accepted by the state auditor. Audit EEO recommendations with the October deadline are in various stages of implementation.

Metropolitan has partnered with the National Safety Council (NSC) to conduct an independent review of our safety program. Activities completed thus far include an All-Employee Safety Perception Survey, Safety Program Assessment, Focus Group and Individual Interviews, and On-Site Assessments. The NSC anticipates issuing its final report with recommendations on improving Metropolitan's safety program by the end of summer.

Prepare and support the workforce by expanding training and skill development and updating strategies to recruit and retain diverse talent at a time when Metropolitan's needs are evolving and employee expectations about the workplace are changing.

In July, 77 managers completed the Managing for Success in California in-person training program to develop skills and learn best practices for managing within the law. The Organizational Development & Training Unit launched its Metropolitan Management University, with its first session toward developing skills and core competencies.





# Annual Updates

Staff remains agile and responsive to changing conditions, Member Agency needs, and Board direction

## Business Plan Is a Collaborative Effort



