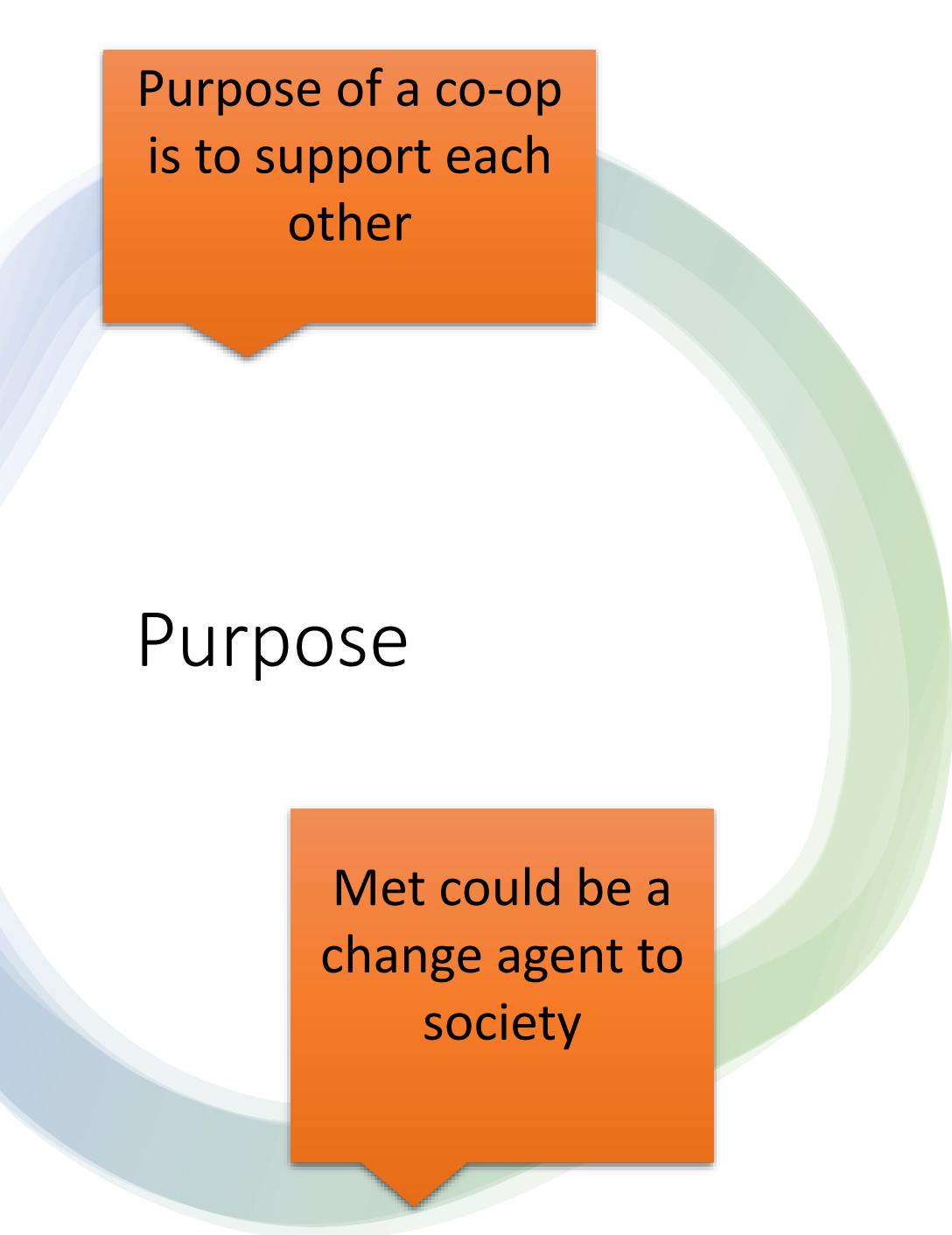


Member Agency and Board Survey

February 14, 2023





Purpose of a co-op
is to support each
other

Purpose

Met could be a
change agent to
society

A weaker Met
is a weaker
region

Direct Input

- MA Engagement
- Priorities
- Future challenges
- Board matters

Inform

- Changes to Metropolitan's culture
- What works well and what could be better
- Enhancements to Board and Member Agency coordination and engagement

Approach

- Discussion based on bank of questions
- Conducted virtually and in-person
- Some Directors chose to combine interview with Member Agency Manager

*Some agencies included additional staff members from the organization. One Member Agency submitted comments from a sub agency.

| | Completed |
|-------------------------|-----------|
| Directors | 35 |
| Member Agency Managers* | 26 |
| Total | 61 |

Report on four quadrants

We must decide to remain a cooperative or something else



General



Board



MA
Relationships



Priorities/regional
leadership

Factionalized culture amongst members agencies is an enormous impediment to water policy in Southern CA

The pros of Met outweigh the cons!

Metropolitan cannot fail, or we all fail



It is all about people!

General

How can you maintain equity under this business model?

- Met serves a vital role as a regional agency
- A strong Met is a strong region
- Met has outstanding staff – best in the industry
- Met has always been there for MA
- Concerns about future reliability
- Improvement over the past year with transparency, regional collaboration, commitment to DEI, and focus on climate change
- Met is highly litigious – Legal lens on the world
- Concerns about personnel and desert housing issues
- Affordability and equity are a priorities for ALL member agencies
- Collective Met is not creative
- Met does big projects well
- Met business model must be updated

If a MA gets something,
other MAs feel
something was taken
away from them!

Board

Fellow board members
must understand my issues
to have empathy

Governance

- Board has lost its focus on water – should focus on Mission/policy
- A fractured board is a result of fractured priorities
- Rise of individualism over regionalism
- A divided Board impacts Met
 - Agency size and board tenure
 - Voting blocs
 - Weighting vote
- Need clarifications among Audit, Ethics, and Legal functions

Understanding

- A win/lose attitude
- Lack of camaraderie– Virtual meetings
- Lack of empathy among directors
- Little or no understanding of other MAs

We will always have different perspective because we are fundamentally different agencies

Board

Don't want Met board to turn into city council

Process

- Board and committee meetings don't run on time
- Board material is not published with sufficient time to review
- Board processes need improvement

Staff

- Board members are not afforded consistent levels of support by agencies they represent
- Board-staff relationship needs improvement
- Staff presentations are long, provide limited alternatives, and don't allow time for discussion

We spend time looking at our differences rather than our commonalities

MA Relationships

Met does magnificent work

- Great support for MA: Operations, WQ, and communication
- Each MA is unique and must be treated accordingly
- Managing the diverse needs of member agencies
- Continue to improve MA GM and caucus meetings
- Regional communications don't differentiate MA type
- Communication sometimes focuses on form not content
- Tensions regarding SWP dependent areas
- Can use support on local projects
- Do a better job explaining regional water issues
- Provide alternative solutions with supporting analysis
- LRP: is this the right model?

Value of Met is its ability
to move the needle on
local restrictions

Priorities/Regional Leadership

I firmly believe we are
going in the right direction

- Sets the standard for California and the West
 - Conservation
 - Innovation (e.g. following programs)
- We believe in One Water
- Too many priorities
- Reliable supplies: Plan not recently)
- Legislation/Education,
- Engineering
 - Operations
 - Water quality
 - Shutdowns—m
- Pooled resources
 - Cost-sharing fo
 - Large regional projects and programs

Need to strike a balance
with environment, water
supplies and growth

We have not had a proper
IRP since 1996

Perfect gets in the way
of good

If you could change
one thing

Be more ambitious from corporate sustainability perspective and in climate action planning. Incorporate climate into all planning initiatives.

- Bring the Board together
- Harmony/Unity/Relationships/Empathy
- Increase reliability
- Stabilize rates
- Redefine Board-staff relationship
- No more lawsuits
- Need to figure out how to compromise so everyone is reasonably unhappy
- Continue listening sessions with employees
- Change the water culture
- Do what is best for the whole
- Stop global warming
- Get the environmental community to work with us to be part of the solution instead of us/them

Topics that loom large

- Aging infrastructure
- Reliability is in question
- San Diego litigation
- Rate structure: volumetric vs. fixed
- Affordability
- Equity and Fairness
- Threat of agencies “going their own way” if top priority is not securing a reliable water supply

A failure of one member agency is a failure of the collective

We must Integrate local storage with MWD. We are better at borrowing from outside agencies. Like borrowing money from a bank rather than your brother!

Opportunities – General

- Use technology and innovation
- Diversify water supply and storage
- Assume regional and interstate leadership
- Address desert housing issues
- Continue fostering relationship with labor
- Continue organization optimization to align with strategy
- Continue succession planning and recruitment of talent
- Focus on equity across the system
- Work with MAs to address affordability throughout their service areas

We are all going to live
the same future (as a
region)

Opportunities – Board



- Find ways to build trust
- Restructure committee
- Better time management
- Streamline communication
- Distribute board materials in timely fashion
- Bring back empathy!
- Focus on MAs have more in common than differences
- Release Board letters prior to caucus meetings
- Align Board agendas and budget with strategic priorities

Make Board members feel they are part of a solution rather than just a vote

Resolve contentious process issues before they come to the board

I look not to criticize my fellow board members; I want to learn from them

Opportunities – MA Relationships

- Continue improvement of caucus and MA GM meetings
- Listen to MAs – build consensus
- New day in planning
- Support MA in the areas of:
 - DEI
 - Climate change
 - Regulations
 - Grants
 - Operations
 - Engineering
 - WQ
- Hold annual MA GM retreat – build trust

Future is through
recycled water

We spend time looking
at our differences rather
than our commonalities

Member agencies
have different blind
spots

Opportunities – Priorities/Regional Leadership

- Focus on mission
- Forecast and manage change
- Equal access to reliable and high-quality water supply and Delta conveyance is vital
- Address inequities among agencies—drought revealed system
- Certainty in the long-term future
- Colorado River issues—need extreme leadership to solve/negotiate
- Align budget with strategy and priorities
- Metropolitan lead but not prescribe—local agencies must be empowered locally
- Educate public on value of water
 - Better understand rate increases
- Focus on climate change and impact on water

I sleep well at night because I
have faith in Met

Opportunities – Priorities/Regional Leadership

- **Regional collaboration**
- **Develop local supply chain**
- **Professional development support**
- **Legislative leadership**
- **Collaborative recruitment, emergency support**
- **Funding pilot programs**
- **Technical assistance**

How can we assist Met to champion our regional cause! We are Met!

We must reset relationships as we rest a broken bone: correctly

Shared Threats

Aging infrastructure

Constant challenges with rate increases

Ground water quality

Affordability

What is the cost of not being reliable?

Met is the only body that can represent the region and guarantee us a seat at the table

We must be realistic about future costs of water

Questions

I just want to deliver water!