

The Metropolitan Water District of Southern California

Agenda

The mission of the Metropolitan Water District of Southern California is to provide its service area with adequate and reliable supplies of high-quality water to meet present and future needs in an environmentally and economically responsible way.

LRPPBM Committee

R. Atwater, Chair
M. Petersen, Vice Chair
D. Alvarez
J. D. Armstrong
D. Erdman
L. Fong-Sakai
T. Quinn
N. Sutley

Subcommittee on Long-Term Regional Planning Processes and Business Modeling

Meeting with Board of Directors *

February 28, 2023

10:00 a.m.

Agendas, live streaming, meeting schedules, and other board materials are available here: <https://mwdh2o.legistar.com/Calendar.aspx>. A listen only phone line is available at 1-877-853-5257; enter meeting ID: 831 5177 2466. Members of the public may present their comments to the Board or a Committee on matters within their jurisdiction as listed on the agenda via in-person or teleconference. To participate via teleconference (833) 548-0276 and enter meeting ID: 815 2066 4276.

Tuesday, February 28, 2023 Meeting Schedule

**10:00 a.m. LRPPBM
11:30 a.m. Break
12:00 p.m. Exec
01:00 p.m. Sp BOD**

MWD Headquarters Building • 700 N. Alameda Street • Los Angeles, CA 90012

* The Metropolitan Water District's meeting of this Committee is noticed as a joint committee meeting with the Board of Directors for the purpose of compliance with the Brown Act. Members of the Board who are not assigned to this Committee may participate as members of the Board, whether or not a quorum of the Board is present. In order to preserve the function of the committee as advisory to the Board, members of the Board who are not assigned to this Committee will not vote on matters before this Committee.

- 1. Opportunity for members of the public to address the committee on matters within the committee's jurisdiction (As required by Gov. Code Section 54954.3(a))**
- 2. Opportunity for Directors who are not members of the committee to address the committee on matters within the committee's jurisdiction**
- 3. SUBCOMMITTEE ITEMS**

a. February 13-14, 2023 Board Retreat Review

[21-1950](#)

- b. Discuss Climate Adaptation Master Plan for Water and the next steps following the 2023 Board Retreat (FAIRP) [21-1951](#)

Attachments: [02282023 LRPPBM 3b B-L](#)
[02282023 LRPPBM Item 3b Presentation](#)
[02282023 LRPPBM 3b Dir Erdman Comments](#)
[02282023 LRPPBM 3b Dir Goldberg Retreat-Draft edits](#)

4. FOLLOW-UP ITEMS

NONE

5. FUTURE AGENDA ITEMS

6. ADJOURNMENT

NOTE: This committee reviews items and makes a recommendation for final action to the full Board of Directors. Final action will be taken by the Board of Directors. Agendas for the meeting of the Board of Directors may be obtained from the Board Executive Secretary. This committee will not take any final action that is binding on the Board, even when a quorum of the Board is present.

Writings relating to open session agenda items distributed to Directors less than 72 hours prior to a regular meeting are available for public inspection at Metropolitan's Headquarters Building and on Metropolitan's Web site <https://mwdh2o.legistar.com/Calendar.aspx>.

Requests for a disability related modification or accommodation, including auxiliary aids or services, in order to attend or participate in a meeting should be made to the Board Executive Secretary in advance of the meeting to ensure availability of the requested service or accommodation.



Subcommittee on Long-Term Regional Planning Processes and Business Modeling

2/28/2023 Committee Meeting

3b

Subject

Discuss Climate Adaptation Master Plan for Water and the next steps following the 2023 Board Retreat

Executive Summary

On February 13 and 14, 2023, the Metropolitan Water District Board of Directors held a retreat to discuss the impacts of climate change on Metropolitan's water resources. The document "Developing a Climate Adaptation Master Plan for Water" (**Attachment 1**) is intended to help memorialize Board input from the retreat as well as to frame future planning. Metropolitan staff and the retreat facilitation team reviewed the feedback from both the breakout and full retreat sessions and distributed the document near the end of the retreat. No action was taken.

Staff will present an overview of the document and seek subcommittee feedback. Staff will then prepare a guidance summary incorporating the feedback and present it to the Finance, Audit, Insurance, and Real Property Committee and Board of Directors for consideration in March.

Details

Background

Staff prepared a draft document, "Developing a Climate Adaptation Master Plan for Water" (with minor, non-substantive modifications to what was distributed at the retreat), for discussion by the subcommittee with the intention of building off the momentum of the February retreat and to help chart a planning path for climate change adaptation. This planning work functions as a catalyst to help position Metropolitan for greater climate resilience and to provide reliable water in an economically and environmentally responsible manner in the years and decades ahead.

The document presents goals and planning considerations for the proposed master planning. Among the goals is to align Metropolitan's financial and water planning and to develop criteria for prioritizing investments for climate resilience. Planning considerations reflect the Board discussion and raise issues including affordability, demand management, the role of storage, climate vulnerabilities, strategic communications, and inclusive community engagement. The document also presents the definition of "resilience," which was used during the retreat.

The Subcommittee on Long-Term Regional Planning and Business Modeling may wish to comment on the scope and content of the document to further guide the planning process and the alignment of our resource planning. With that input, staff will prepare a guidance summary for consideration by the Finance, Audit, Insurance, and Real Property Committee and Board of Directors in March.

Policy

Metropolitan Water District Act Sec. 130.5: Legislative Findings and Declarations Relating to Conservation

By Minute Item 39412, dated January 14, 1992, the Board adopted the revised mission statement of the Metropolitan Water District of Southern California.

By Minute Item 41734, dated January 9, 1996, the Board adopted the Integrated Water Resources Plan.

By Minute Item 44813, dated March 12, 2002, the Board adopted policy principles on global climate change and water resources planning.

By Minute Item 52776, dated April 12, 2022, the Board authorized the General Manager to adopt the 2020 Integrated Water Resources Plan Regional Needs Assessment.

By Minute Item 52823, dated May 10, 2022, the Board adopted the Climate Action Plan.

By Minute Item 53051, dated December 13, 2022, the Board adopted policy principles related to sustainability, resiliency, and innovation; Metropolitan supports policies and funding that encourage sustainable practices that improve water and power system resilience and adapt to a rapidly changing environmental landscape.



Adel Hagekhalil
General Manager

2/22/2023
Date

Attachment 1 – Developing a Climate Adaptation Master Plan for Water - REVISED (Clean Version)

Attachment 2 - Developing a Climate Adaptation Master Plan for Water - ADDED (Redline Version)

Ref# eo12687058

Developing a Climate Adaptation Master Plan for Water

The Metropolitan Water District of Southern California finds itself at a historic crossroad. Metropolitan's Board of Directors, having completed a two-day retreat ending February 14, 2023, resolves to continue to build understanding among Board Members and the agencies they represent to advance strategies for an equitable and resilient water future. Findings shared at the retreat from over 60 interviews of Board Members and member agency managers provide a foundation for understanding each other's perspectives and improving and deepening collaboration among the member agencies. At a time when human and ecological systems across California and the West are stressed by a rapidly changing climate, a bold and coordinated approach is required to ensure water supply resilience, affordability and equity while addressing climate impacts, risks, and vulnerabilities facing the region's water system and the communities it serves.

We will do so through an inclusive and iterative process, in close consultation with our member agencies and reaching out to interested parties and affected communities. The Subcommittee on Long-Term Regional Planning & Business Modeling will provide a reporting and organizing structure to ensure progress as described below.

Goals for the coming months include:

- Align Metropolitan's planning efforts to reflect an integrated approach to water resources, finance, and climate resilience.
- Build a mutual understanding of interests and needs among member agencies and Board Members.
- Focus water planning on long-term regional objectives, reflecting the responsibility of Metropolitan as a regional entity, while responding to near-term conditions and opportunities for collaboration among member agencies.
- Develop criteria for prioritizing investments for climate resilience, identifying both immediate "no-regrets" projects and programs as well as long-term resource strategies.

- Develop business model options to strengthen Metropolitan’s ability to perform its core statutory mission and financial sustainability, which will enable necessary investment and operations to support climate resilience in the region’s water supply.
- Prepare Metropolitan to complete a biennium budget for Fiscal Years 2024-2026 that reflects the priorities resulting from the Board’s alignment of water supply and delivery, climate, and financial planning.

Resilience

The Board affirms the following working definition of resilience, consistent with that of the State of California Governor’s Office of Planning and Research, and may continue to further define it in the context of a Climate Adaptation Master Plan for Water:

Resilience is the capacity of any entity – an individual, a community, an organization, or a natural system – to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience.

Next Steps

The Board chair and vice chairs will work together to coordinate the timing, scope, and development of issues for consideration by the full Board of Directors and/or by the committees and subcommittees under their respective purview.

The Subcommittee on Long-Term Regional Planning & Business Modeling will provide a regular meeting forum and organizing structure to ensure progress and is charged with maintaining a calendar for next steps. While this Subcommittee is a public and transparent process, further public engagement is expected as well, including dialogue with and input from member agencies, which is essential to the success of the Board process.

In preparing future discussions and proposals, staff will work to provide the data and analyses as requested and necessary to support the Board process and will incorporate the following guidance in the master planning process. This is not an exhaustive or exclusive list, but rather one that highlights points raised during the retreat that held widespread interest:

02/27/23 (post retreat version)

Finance and Planning

- Resource planning must take a holistic approach that involves not only Metropolitan and member agency supply projections, considerations, and opportunities, but also financial, risk, environmental, and community impact analyses.
- Affordability, cost impacts, equitable allocation of costs and benefits, and the return on investments are critical to inform water resource and investment choices.
- The Needs Assessment of the Integrated Resources Plan provides an important tool for supply analyses and the development of resource options. It should be accessible to support member agency planning, be used as a common foundation to work with member agencies to evaluate existing project commitments and prospective proposals and remain updated with existing and appropriately projected member agency supplies as well as emerging efficiency standards and regulatory mandates.
- Resource planning must value and assume conservation as a core supply that sets a measurable proactive demand management target.

Climate Action

- Climate resilient solutions include actions to support the entire Metropolitan service area as well as those that better connect and protect the State Water Project Dependent Areas and other areas vulnerable due to single-source dependence.
- Metropolitan should acknowledge and plan for current and planned member agency local resources and work with member agencies to develop new investment and partnership strategies to expand local resources, with an emphasis on supporting smaller member agencies when needed.
- Groundwater and storage opportunities can be facilitated and maximized as regional assets through greater integration and use of Metropolitan's distribution system, working in collaboration with member agencies and groundwater agencies.
- A comprehensive Climate Vulnerability and Risk Assessment will inform resource planning and investments and provide a tool for Metropolitan's Board, staff, and

member agencies to consider the cascading impacts of climate and pursue solutions that advance multiple objectives and benefits.

- The assumptions that create our planning scenarios should be expressly stated and dynamic—updatable and regularly updated—including with the latest climate science. This is part of creating an adaptive framework for decision making.

Strategic Communications and Engagement

- Engagement of member agencies and the broad set of interested parties will improve planning, identify potential partnerships, and increase public and financial support. The collective strength of the region can be fully realized only when Metropolitan aligns member agencies along advocacy goals and targets.
- Joint communications strategies can reduce conflicting messages, promote greater understanding about the value of water and help distinguish the trends of climate from individual weather events, even when member agencies are experiencing different circumstances and conditions.
- Deepen connections and understanding between Board Members and member agencies by focusing on interests and needs and learning new tools for cultivating empathy and improving inter-agency communication.

Developing a Climate Adaptation Master Plan for Water

The Metropolitan Water District of Southern California finds itself at a historic crossroad. Metropolitan's Board of Directors, having completed a two-day retreat ending February 14, 2023, resolves to continue to build understanding among Board Members and the agencies they represent to advance strategies for an equitable and resilient water future. Findings shared at the retreat from over 60 interviews of Board Members and member agency managers provide a foundation for understanding each other's perspectives and improving and deepening collaboration among the member agencies. At a time when human and ecological systems across California and the West are stressed by a rapidly changing climate, a bold and coordinated approach is required to ensure water supply resilience, affordability and equity while addressing ~~and agreement about~~ climate impacts, risks, and vulnerabilities facing the region's water system and the communities it serves ~~and work together to advance strategies for an equitable and resilient water future.~~

We will do so through an inclusive and iterative process, in close consultation with our member agencies and reaching out to the many interested parties and affected communities. The Subcommittee on Long-Term Regional Planning & Business Modeling will provide a ~~forum~~ reporting and organizing structure to ensure progress as described below.

Goals for the coming months include:

- Align Metropolitan's planning efforts to reflect an integrated approach to water resources, finance, and climate resilience.
- Build a mutual understanding of interests and needs among member agencies and Board Members.
- Focus water planning on long-term regional ~~needs~~objectives, reflecting the responsibility of Metropolitan as a regional entity, while responding to near-term conditions and opportunities for collaboration among member agencies.

- Develop criteria for prioritizing investments for climate resilience, identifying both immediate “no-regrets” projects and programs as well as long-term resource strategies.
- Develop business model options to strengthen Metropolitan’s ability to perform its core statutory mission and financial sustainability, which will enable necessary investment and operations to support climate resilience in the region’s water supply.
- Prepare Metropolitan to complete a biennium budget for Fiscal Years 2024-2026 that reflects the priorities resulting from the Board’s alignment of water supply and delivery, climate, and financial planning.

Resilience

The Board affirms the following working definition of resilience, consistent with that of the State of California Governor’s Office of Planning and Research, and may continue to further define it in the context of a Climate Adaptation Master Plan for Water:

Resilience is the capacity of any entity – an individual, a community, an organization, or a natural system – to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience.

Next Steps

The Board chair and vice chairs will work together to coordinate the timing, scope, and development of issues for consideration by the full Board of Directors and/or by the committees and subcommittees under their respective purview.

The Subcommittee on Long-Term Regional Planning & Business Modeling will provide a regular meeting forum and organizing structure to ensure progress and is charged with developing-maintaining a schedule-calendar for next steps. While this Subcommittee is a public and transparent process, further public engagement is expected as well, including dialogue with and input from member agencies, which is essential to the success of the Board process. ~~The Board vice chairs will help contribute to the scope of discussion under their purview.~~

02/27/23 (post retreat version)

In preparing future discussions and proposals, staff will work to provide the data and analyses as requested and necessary to support the Board, ~~its vice chairs and the Subcommittee chair to prepare next steps and to consider retreat feedback process and will incorporate the following guidance in the master planning process, including the following.~~ This is not an exhaustive or exclusive list, but rather one that highlights points raised during the retreat that held widespread interest:

Finance and Planning

- Resource planning must take a holistic approach that involves not only Metropolitan and member agency supply projections, ~~and~~ considerations, and opportunities, but also financial, risk, environmental, and community impact analyses.
- Affordability, cost impacts, equitable allocation of costs and benefits, and the return on investments are critical to inform water resource and investment choices.
- The Needs Assessment of the Integrated Resources Plan provides an important tool for supply analyses and the development of resource options. It should be accessible to support member agency planning, be used as a common foundation to work with member agencies to evaluate existing project commitments and prospective proposals and remain updated with existing and appropriately projected member agency supplies as well as emerging efficiency standards and regulatory mandates.
- Resource planning must value and assume ~~a commitment to~~ conservation as a core supply that sets a measurable proactive demand management target.

Climate Action

- Climate resilient solutions ~~must include actions to support the entire Metropolitan service area as well as those that include~~ better ~~interconnections for~~ and protect the State Water Project Dependent Areas and ~~approaches to protect~~ other areas vulnerable due to single-source dependence.
- Metropolitan should acknowledge and plan for current and planned member agency ~~treat~~ local resources ~~as regional assets~~ and work with ~~m~~Member ~~a~~Agencies to

- develop new investment and partnership strategies to expand local resources, with an emphasis on supporting smaller member agencies when needed.
- Groundwater and storage opportunities can be facilitated and maximized as regional assets through greater integration and use of Metropolitan's distribution system, working in collaboration with member agencies and groundwater agencies.~~as regional assets.~~
 - A comprehensive Climate Vulnerability and Risk Assessment will inform resource planning and investments and provide a tool for Metropolitan's Board, staff, and member agencies to consider the cascading impacts of climate and pursue solutions that advance multiple objectives and benefits.
 - The assumptions that create our planning scenarios should be expressly stated and dynamic—updatable and regularly updated—including with the latest climate science. This is part of creating an adaptive framework for decision making.

Strategic Communications and Engagement

- Engagement of member agencies and the broad set of interested parties will improve planning, identify potential partnerships, and increase public and financial support.
- The collective strength of the region can be ~~brought to bear~~ fully realized only when Metropolitan aligns member agencies along advocacy goals and targets.
- Joint communications strategies can reduce conflicting messages, promote greater understanding about the value of water and help distinguish the trends of climate from individual weather events, even when member agencies are experiencing different circumstances and conditions.
- Deepen connections and understanding between Board Members and member agencies by focusing on interests and needs and learning new tools for cultivating empathy and improving inter-agency communication.



Subcommittee on Long Term Regional Planning
Processes and Business Modeling

2023 Board Retreat Review and Next Steps

Item 3b
February 28, 2023

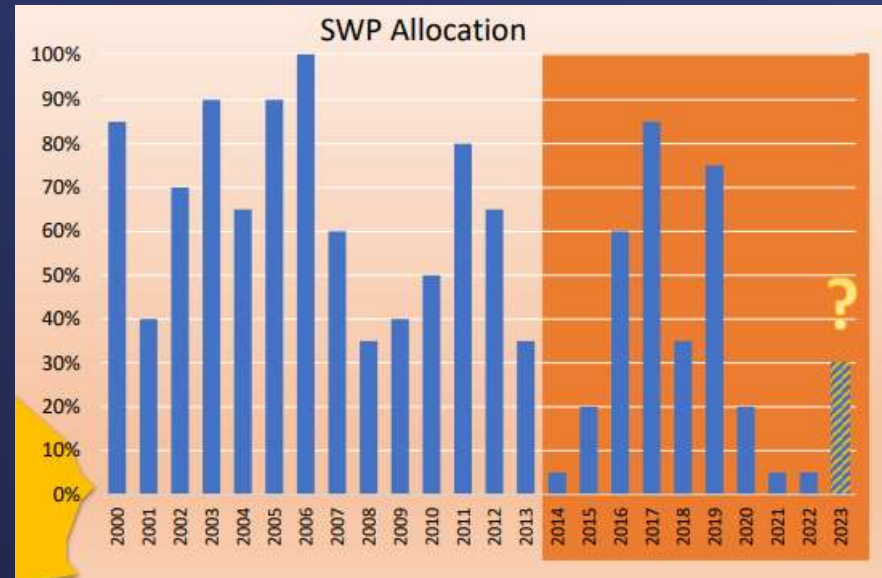
Metropolitan Board Retreat

February 13-14, 2023



Climate Change Threatens Supplies and Operations

Climate Adaptation Master Plan for Water



Climate Change Threatens Supplies and Operations

Climate Adaptation Master Plan for Water



Climate Adaptation Master Plan for Water



Guidance: Goals

- Align water, finance, climate planning
- Build a mutual understanding among MAs
- Focus on long-term regional objectives
- Develop criteria for prioritizing investments
- Develop business model options
- Reflect priorities in the next budget

Climate Adaptation Master Plan for Water

Guidance: Finance and Planning

- Take a holistic approach
- Cost impacts are critical information
- Make use of the Needs Assessment
- Value conservation as a core supply



Climate Adaptation Master Plan for Water



Guidance: Climate Action

- Address most vulnerable areas
- Expand local resources
- Integrate and maximize groundwater and storage
- Use a climate vulnerability and risk assessment
- Keep assumptions dynamic and updated

Climate Adaptation Master Plan for Water

Guidance: Strategic Communications & Engagement

- Engage member agencies and interest groups
- Alignment increases our collective strength
- Coordinate communications for clarity and greater impact
- Deepen connections between MAs



Climate Adaptation Master Plan for Water



Guidance: Defining Resilience

Resilience is the capacity of any entity – an individual, a community, an organization, or a natural system – to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience.

State of CA Governor's Office of Planning and Research

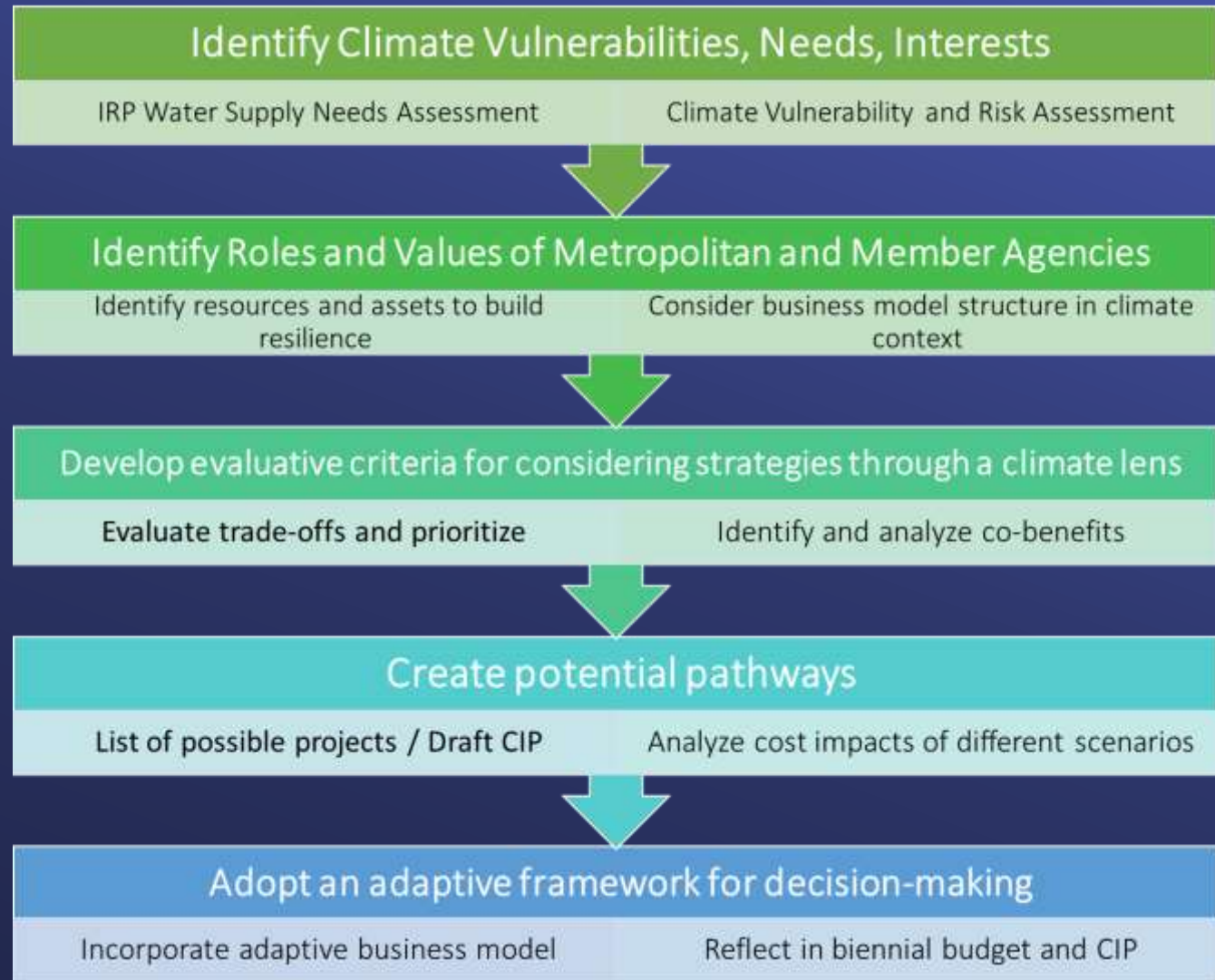
Climate Adaptation Master Plan for Water



Proposed Next Steps

- Finalize Guidance and Authorize Planning Process
 - MAMM Input (3/3)
 - Financial, Audit, Insurance and Real Property Committee (3/12)
 - Board of Directors (3/13)
- Develop calendar for planning process and assign committee and staff roles

Climate Adaptation Master Plan for Water





Climate Adaptation Master Plan for Water

Discussion



02/28/2023 Director Erdman's Comments

Item 3b – Discussion of Climate Adaptation Master Plan for Water
and the next steps following the 2023 Retreat

- Prior to embarking on the development of the Climate Adaptation Master Plan for Water, it's important for the Board to have clear consensus on two important questions:
 - What are the specific water supply related climate impacts, risks, and vulnerabilities that we are trying to address?
 - And,
 - What are MWD's goals for the supply reliability, resiliency, financial stability, and affordability in addressing these climate-related issues.
- Based on the IRP Needs Assessment the Board has a very clear picture of the climate related impacts to the region's water supplies. However, the step we have NOT undertaken as a Board is to clearly define the water supply and organizational goals we want to achieve for the region and the criteria for successfully addressing the climate change.
- The steps outlined for development of the Climate Adaptation Master Plan are positive, but to ensure success of the Plan and to set a framework for future policy decisions, **the Board must come to an initial consensus on clear and explicit goals for MWD's reliability, resiliency, financial sustainability, and affordability.**
- To set these goals, the Board also needs to discuss and clearly **define for MWD and its member agencies what reliability, resiliency, financial sustainability, and affordability mean.**
 - Although the Board broadly defined the term "resiliency" at the retreat, the definition was not specific to MWD's resiliency, and the other terms were not defined.

Why it is important to establish clearly defined goals:

- Establishing clearly defined goals as an initial step in the process will also provide the Board and the member agencies the means to measure the Climate Adaptation Master Plan's progress and success.
- Metropolitan's goals for reliability, resiliency, financial sustainability, and affordability will also provide clarity to the member agencies in their own water supply planning processes and establish the basis for Metropolitan/member agency roles and partnerships.
- These goals will also be essential in defining Metropolitan's future role, mission, and future actions in providing water supplies to 19 million southern Californians.

Master Planning for Climate Action Master Plan for Water

The Metropolitan Water District of Southern California finds itself at a historic crossroad. Metropolitan's Board of Directors, having completed a two-day retreat ending February 14, 2023, resolves to continue to build understanding among board members and the agencies they represent to build~~and~~ agreement about water supply resilience, affordability and equity, climate impacts, risks, vulnerabilities facing the region's water system and the communities it serves and work together to advance strategies for an equitable and resilient water future.

We will do so through an inclusive and iterative process, in close consultation with our member agencies ~~and~~and reaching out to the many interested parties and affected communities we serve. The Subcommittee on Long-Term Regional Planning & Business Modeling will provide a reporting~~forum~~ and organizing structure to ensure progress as described below.

Goals for the coming months include:

- Align Metropolitan's planning efforts with the plans of its member agencies to reflect an integrated approach to water resources, finance, and climate resilience.
- Focus water planning first on near-term needs such as facilities to serve the SWPDA and then on long-term regional needs, reflecting the responsibility of Metropolitan as a regional entity, consistent with the planning and choices of its 26 member agencies.
- Develop criteria for prioritizing "no regrets" investments for climate resilience as long-term investments are identified by the Master Plan.
- Develop business model options to strengthen Metropolitan's ability to perform its core statutory mission and financial sustainability, which will enable necessary investment and operations to support climate resilience in the region's water supply.

- Prepare Metropolitan to complete a biennium budget for Fiscal Years 2024-2026 that reflects the priorities resulting from the Board's alignment of water supply and delivery, climate and financial planning.

Resilience

The Board will consider adopting~~affirms~~ the following working definition of resilience for climate change planning purposes, consistent with that of the State of California Governor's Office of Planning and Research:

Resilience is the capacity of any entity – an individual, a community, an organization, or a natural system – to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience.

The Board will further define resilience in the context of the Master Plan as it is developed.

Next Steps

The Board chair and vice chairs will work together to coordinate the timing and development of issues for consideration by the full Board of Directors and/or by the committees and subcommittees under their respective purview. The vice chair for finance and planning recommends that the first next step is a second board retreat, to be held as part of the next monthly board meeting, with an objective that board members have an opportunity to develop empathy and understanding for each other and the needs of our respective member agencies and to ensure the process is inclusive of their needs from the outset.

The Subcommittee on Long-Term Regional Planning & Business Modeling will provide a regular meeting forum and organizing structure to ensure progress and is charged with maintain~~develop~~ing a calendar~~schedule~~ for next steps, beginning as soon as their next meeting. While this Subcommittee is a public and transparent process, further public engagement is expected as part of the Board process, including dialogue with and input from member agencies which is considered essential to the success of the Board process. The Board vice chairs will help contribute to the scope of discussion under their purview as described above.

In preparing future discussions and proposals, staff will work to provide the data and analyses as requested and necessary to support the Board process, ~~its vice chairs and the Subcommittee chair to prepare next steps and~~ to consider retreat feedback, including the following. This is not an exhaustive or exclusive list, but rather one that highlights points raised during the retreat that held widespread interest:

Finance and Planning

- Resource planning must take a holistic approach that involves not only MWD and member agency supply projections, ~~and~~ considerations and choices but also financial, risk, environmental, and community impact analyses.
- Affordability (for underserved communities and all member agency ratepayers), cost impacts, equitable allocation of costs and benefits and the return on investments are critical to inform water resource and investment choices.
- The Needs Assessment of the Integrated Resources Plan provides an important tool for supply analyses and the development of resource options. It should be accessible to support member agency planning, be used as a starting point to work with member agencies to develop a baseline against which to evaluate existing project commitments and prospective proposals and remain updated with existing and appropriately projected member agency supplies as well as emerging efficiency standards and regulatory mandates.
- Resource planning must assume ~~a commitment to~~ conservation as a core supply that sets a measurable proactive demand management pricing target.

Climate Action

- Climate resilient solutions must ~~include better interconnections for the State Water Project Dependent Areas and approaches to protect~~ the entire MWD service ~~other areas vulnerable due to single source dependence.~~
- Metropolitan should acknowledge and plan for current and planned member agency ~~treat~~ local resources under its LRP or other programs as regional assets and work with Member Agencies to develop new investment and partnership strategies

- to expand local resources, especially for smaller member agencies that may need or request MWD participation.
- Groundwater and storage opportunities can be facilitated and maximized through greater integration maximizing use of MWD's delivery system, working in collaboration with MWD member agencies and groundwater agencies as regional assets.
 - A comprehensive Climate Vulnerability and Risk Assessment will inform resource planning and investments and provide a tool for Metropolitan's Board, staff and Member Agencies to consider the cascading impacts of climate and pursue solutions that advance multiple objectives and benefits.
 - The assumptions that create our planning scenarios should be expressly stated and dynamic—updatable and regularly updated—including with the latest climate science. This is part of creating an adaptive framework for decision making.

Strategic Communications and Engagement

- Engagement of member agencies and the broad set of interested parties will improve planning and identify potential partnerships and willingness to pay for MWD programs.
- The collective strength of the region can be brought to bear only when Metropolitan aligns member agencies along advocacy goals and targets.
- Joint communications strategies can reduce conflicting messages, promote greater understanding about the value of water and help distinguish the trends of climate from individual weather events, even considering different facts and circumstances being experienced by MWD member agencies.