

# 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.

## Sp.Exec Committee

A. Ortega, Chair  
J. Abdo, Board Vice Chair  
M. Camacho, Board Vice Chair  
S. Goldberg, Board Vice Chair  
H. Repenning, Board Vice Chair  
L. Fong-Sakai, Board Secretary  
G. Cordero  
D. Erdman  
G. Gray  
F. Jung  
M. Luna  
T. McCoy  
B. Pressman  
T. Quinn  
M. Ramos  
T. Smith  
N. Sutley

## **Special Executive Committee**

Meeting with Board of Directors \*

**July 11, 2023**

**2:30 p.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: 891 1613 4145. Members of the public may present their comments to the Board on matters within their jurisdiction as listed on the agenda via in-person or teleconference. To participate via teleconference 1-833-548-0276 and enter meeting ID: 815 2066 4276 or click <https://us06web.zoom.us/j/81520664276pwd=a1RTQWh6V3h3ckFhNmduUWpKR1c2Zz09>

## **Tuesday, July 11, 2023 Meeting Schedule**

**08:30 a.m. FAIRP  
10:30 a.m. EOP  
12:30 p.m. Break  
01:00 p.m. BOD  
02:30 p.m. Sp Exec**

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

**Teleconference Locations:**

**Fullerton City Hall Council Chambers • 303 W. Commonwealth Avenue • Fullerton, CA 92832**

**Meritage Resort • 875 Bordeaux Way • Napa, CA 94558**

\* 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 limited to the items listed on agenda. (As required by Gov. Code §54954.3(a))**
- 2. COMMITTEE INFORMATION ITEMS**

- a. Discussion of Department Head Performance and Goal Setting [21-2483](#)  
[Public employees' performance evaluations – General Manager;  
to be heard in closed session pursuant to Gov. Code Section  
54957]

**Attachments:** [07112023 Sp. Exec 2a GM Business Plan](#)  
[07112023 Sp. Exec 2a GM Self Evaluation](#)  
[07112023 Sp. Exec 2a Presentation](#)

### **3. FOLLOW-UP ITEMS**

NONE

### **4. FUTURE AGENDA ITEMS**

### **5. 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. Committee agendas may be obtained on Metropolitan's Web site <https://mwdh2o.legistar.com/Calendar.aspx>. 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.



• **General Manager's Business Plan Fiscal Year 2023-2024**

**Summary**

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The attached document provides the General Manager's Business Plan for fiscal year 2023-2024.

**Purpose**

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Administrative Code Requirement Section 6416, Annual Report to Executive Committee

**Attachments**

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General Manager's Business Plan Fiscal Year 2023-2024

## General Manager's Business Plan for Fiscal Year 2023-2024

### **Introduction**

My continuing commitment to the Board is the successful implementation of Metropolitan's mission, in an open and ongoing collaboration with each of you and our Member Agencies. Every day, our dedicated and expert staff ensure the delivery of adequate and reliable supplies of high-quality water, consistent with our mission.

Amid a climate emergency, this work has become more complex and demanding than ever. These challenges call for strong leadership throughout the organization and also provide opportunities for Metropolitan to assert its leadership role in the water industry.

Having completed my second year as General Manager of Metropolitan, I am proud of the many accomplishments and progress we've made together, and I am confident that there is even greater progress to be made in the months and years to come. My Business Plan focuses on areas of change and opportunity that will strengthen the organization's readiness to fulfill its mission in the coming century.

The Business Plan for FY23-24 is the practical implementation of the transformational vision set forth in Strategic Priorities and Goals developed in conjunction with the Board and adopted in April 2022. It pursues five Strategic Priorities and 10 Goals and tracks progress through 37 Outcomes, summarized below. These Outcomes are operationalized in Group level workplans identifying the deliverables that ensure progress. As part of my monthly reporting of activities, I update the Board about activities and developments toward these Outcomes.

As an update to the vision set forth in last year's Business Plan, it is consistent with and an extension of that continuing work. We remain agile to respond to new and changing conditions. Among the noteworthy changes is the integration of the Climate Adaptation Master Plan for Water into the areas of financial planning, resource analyses and public engagement. In particular, Goals 2.1 and 3.1 have been updated to better reflect this coordinated effort.

As stated in last year's Business Plan, core considerations underlying the following Goals and Outcomes are:

- Implementation must complement or strengthen core business operations and maintain Metropolitan's tradition of service excellence and its role as industry leader;
- There is a focus on opportunities for change because change is necessary to accomplish our shared goals;
- Specific actions and outcomes are required to ensure progress and accountability at every level of the organization; and
- Expectations are aligned with the adopted biennial budget. The Business Plan will be revisited at the end of the Fiscal Year.

**Strategic Priority #1**  
**EMPOWER the workforce and promote diversity, equity, and inclusion**

**Goal 1.1:** 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 Renovate desert housing and update plans for future housing
- 1.1.2 Reestablish Metropolitan's Vision and Values, along with a communication plan to reach all of the Metropolitan community
- 1.1.3 Timely closure of EEO complaints within 90 business days
- 1.1.4 Increase employee awareness of and access to EEO
- 1.1.5 Implement the National Safety Council recommendations

**Goal 1.2:** 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 processes, and shorten recruitment timeline
- 1.2.2 Expand and enhance a District wide workforce development program
- 1.2.3 Grow staff development and training in key areas

**Strategic Priority #2:**  
**SUSTAIN Metropolitan's mission with a strengthened business model**

**Goal 2.1:** Develop revenue and business model options that support the needs of the member agencies as well as Metropolitan's financial sustainability and climate adaptation needs.

**Outcomes:**

- 2.1.1 In conjunction with the Climate Adaptation Master Plan for Water process, complete the Phase 1 Long-Range Financial Plan and a review of Business Model/revenue options

**Goal 2.2:** 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 Establish a centralized Grants Office to ensure more consistent and coordinated pursuit of external funding
- 2.2.2 Complete the organizational assessment and implement key recommendations to improve efficiency and effectiveness
- 2.2.3 Secure Inflation Reduction Act funding that supports Colorado River water use objectives

**Strategic Priority #3:**  
**ADAPT to changing climate and water resources**

**Goal 3.1:** Provide each member agency access to an equivalent level of water supply reliability through the development of a Climate Adaptation Master Plan for Water (CAMP4W) that integrates water resource, financial and climate adaptation planning.

**Outcomes:**

- 3.1.1 Provide the Board with a decision-making framework and evaluative criteria to identify investments toward climate adaptation and related supply and system resilience
- 3.1.2 Complete technical analyses and resource program improvements to inform resource options for consideration in CAMP4W
- 3.1.3 Enhance long-term water supply reliability for the State Water Project dependent areas

**Goal 3.2:** 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.

**Outcomes:**

- 3.2.1 Advance multiple strategies toward sustainable Colorado River supplies and toward broad agreement in long-term compact negotiations
- 3.2.2 Implement and promote agricultural water-conservation best practices
- 3.2.3 Continue implementation of the Climate Action Plan GHG reduction plan
- 3.2.4 Determine targets for stormwater and develop programmatic stormwater strategies
- 3.2.5 Expedite the Pure Water Southern California project
- 3.2.6 Advance Delta Conveyance Project Planning and Analysis
- 3.2.7 Implement watershed science and ecosystem restoration, to advance a holistic approach to the Delta
- 3.2.8 Increase outdoor water use efficiency

**Strategic Priority #4:  
PROTECT public health, the regional economy, and Metropolitan's assets**

**Goal 4.1:** Proactively identify, assess, and reduce potential vulnerabilities to Metropolitan's system, operations, and infrastructure.

**Outcomes:**

- 4.1.1 Enhance emergency preparedness and response plans
- 4.1.2 Implement cybersecurity strategies
- 4.1.3 Explore and establish criteria for Capital Improvement Projects for Metropolitan assets and prioritize infrastructure projects based on maximum exposure or risk

**Goal 4.2:** 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 pilot project phase I at the Mills plant
- 4.2.2 Implement Enterprise Content Management system
- 4.2.3 Develop procurement policies that prioritize sustainable products and practices
- 4.2.4 Incorporate sustainable energy practices in CIP projects



**Strategic Priority #5:**  
**PARTNER with interested parties and the communities we serve**

**Goal 5.1:** Grow and deepen collaboration and relationships among member agencies, interested parties, and leaders on the issues most important to them and toward mutual and/or regional benefits.

**Outcomes:**

- 5.1.1 Assess Community Partnering Program, legislative events, memberships, sponsored events and other Metropolitan funded community outreach activities
- 5.1.2 Launch a public engagement strategy focused on climate adaptation, resilience, and community needs, to inform the CAMP4W
- 5.1.3 Create communication practices that facilitate input of interested parties into board consideration of policies and projects
- 5.1.4 Establish Internal Communications team to promote improvements in workplace culture and effectiveness and to support Metropolitan employees' ability to serve as ambassadors

**Goal 5.2:** Reach underserved communities and non-traditional interested parties to better understand their needs and ensure their inclusion in decision making.

**Outcomes:**

- 5.2.1 Complete the analysis of underserved communities within Metropolitan service area and integrate the findings into our program activities
- 5.2.2 Identify tribal interests and engagement strategies
- 5.2.3 Locally implement the national Equity in Infrastructure Program



THE METROPOLITAN WATER DISTRICT  
OF SOUTHERN CALIFORNIA

Date: June 19, 2023

To: Adán Ortega, Chair of the Board  
Board of Directors

From: Adel Hagekhalil, General Manager

Subject: General Manager's Self Evaluation for Fiscal Year 2022/23

### **Executive Summary/Introduction**

I am pleased to submit a summary of accomplishments for Fiscal Year 2022/23 to be considered as part of my annual evaluation. Last year we established Strategic Priorities and a Business Plan that promised to strengthen Metropolitan for our next century, focused on areas and opportunities to propel the transformation that we must undertake in order to become a more reliable, resilient and sustainable organization.

Along the way, we together have had to contend with record breaking extremes of drought and of rain, emergency repairs and hazardous weather events, urgent pressures to dramatically restrict Colorado River use, revenue impacts from mandatory conservation and a wet and cool winter, and high rates of inflation driven by supply chain impacts of global pandemic and war in Europe. Despite the many challenges, we have emerged from this past year stronger.

We are achieving real results, because I have set specific and strategic priorities, regularly tracked and reported progress against expectations, and actively engaged the leadership team, including through sensitive negotiations.

We are more unified than ever, because I have worked closely with the Board and member agencies, I have a strong working relationship with other Department Heads, and I am committed to transparency and open communication.

We are investing in what works and fixing what's broken, because I am committed to a culture of innovation, integration and inclusion.

And we are asserting our leadership role in California and across the West, and our reach is truly global. I am proud of the recognition that we have received in the last year (see Attachment), the \$200 million received in state and federal funding, the agreements we have negotiated on state legislation and on the Colorado River, and the progress we have made on new initiatives for Equal Employment Opportunity (EEO), Diversity, Equity, and Inclusion (DEI) and Sustainability, Resilience and Innovation (SRI).

I am excited about our work together in the coming year. It is full of opportunity: the process to create a Climate Adaptation Master Plan for Water; to further implement workplace improvements, including in the desert; to support operational improvements in collaboration with our new General Auditor; to commit to critical investments in the biennial budget; to maximize

storage and benefits of the full allocation of State Water Project water; and to drive agreements on the Colorado River, to name just a few.

In the face of historic challenges, we have achieved great things together, as highlighted in the following summary of accomplishments. It is an honor to be your General Manager as we together lead Metropolitan. We are one.

### **Strategic Priority #1**

#### **EMPOWER the workforce and promote diversity, equity, and inclusion**



Metropolitan's staff are the lifeblood of the organization and the reason we can reliably deliver adequate supplies of high-quality water to our member agencies day in and day out. They deserve a safe, inclusive, and accountable workplace where all employees feel valued, respected, and able to meaningfully contribute to decisions about their work. That is the culture that I am building at Metropolitan, because that is an environment of excellence.

Together we have made great strides to further develop this culture and to institutionalize lasting improvements in the workplace. Our staff are Metropolitan's ambassadors, serving on the front lines to meet deadlines, overcome challenges and forge agreements. An important part of my operational leadership is to stay regularly engaged with our staff, regardless of their position or geographic location, with open and respectful dialogue. I know that they will continue to excel in an organization that fosters fairness, opportunity, mutual respect, and a commitment to inclusion.

- Fully operationalized the new offices of DEI and EEO, hiring staff, establishing workplans, creating new protocols to integrate them with daily work of the organization, and setting regular board updates on DEI and EEO activities;
- Closed 85 percent of the EEO cases that the new office inherited in April 2022. The office is meeting targets for prompt response and review of new complaints;
- Held the Board's first-ever Diversity, Equity and Inclusion Forum, and launched a comprehensive DEI assessment to better inform key areas of opportunity and focus for workplace culture transformation;
- Fully implemented, on schedule, all recommendations from the State Auditor. We have submitted information about our progress for the Auditor's assessment, and ensured transparency through regular reporting and by prominently posting our progress on our website;
- Supported the strengthening of the Ethics Office;
- Fostered open lines of communication with staff, ensuring effective complaint intake, meeting directly and regularly with executive leadership, Group Managers and all managers, visiting facilities, participating in Employee Resource Group events, and holding a regular "Coffee with the GM" virtual event to speak directly with all staff;
- Emphasized staff safety, from promoting "Safety Moments" throughout organizational meetings to organizing safety fairs at our facilities, to partnering with the National Safety

Council (NSC) to conduct an independent review of Metropolitan's safety program. We have made the NSC findings available to all employees, will continue to work with NSC to implement the recommendations, and have convened an Executive Safety Committee to oversee the implementation effort;

- Brought executive level focus to ensure a more responsive approach to conditions and needed repairs of housing for our desert employees. We have provided for much needed amenities with more than 30 new site improvement projects such as CVS vending machines, playground equipment with accompanying safety inspections, carports and shade structures, garage A/C units, additional freezers, and upgraded electrical load centers. In addition to regular office hours (every Wednesday across our CRA facilities), town hall meetings, and direct outreach to employees, we've initiated a community planning effort to build understanding of the needs and vision for long-term housing improvements to support our most remote workforce;
- Improved labor relations through increased participation from the Office of the General Manager in conversations with our bargaining units and in support of final contract negotiations that resolved a contract with the Supervisors, the last of the labor contracts to be finalized, and that built consensus around a Recurrent Pilot Program to address long-festering complaints by establishing transparency, structure, regularity and upward mobility for recurrent staff; and
- Embarked upon a leadership transition in the Human Resources Group, which sets the stage for further reform and improvement in the coming year and a renewed attention to training, recruitment, workforce development, and succession planning.

#### **Strategic Priority #2:**

#### **SUSTAIN Metropolitan's mission with a strengthened business model**



The financial health and structural fitness of the organization are primary concerns underpinning my Business Plan. I have seized the opportunity to infuse Metropolitan with state and federal funding and am building the internal capacity to pursue external funding in an ongoing way. I am examining the organization at every level, including with independent expert support, to find efficiencies and other improvements.

At the Board's direction, we have rapidly undertaken a robust planning process that will guide how we consider together our climate adaptation needs, our long-term financial strategies, and our resource planning. This process will allow for the review of our business model and options to enable necessary investments, which I highlighted in my Business Plan. This process is well underway, and together we will meet our long-term financial challenges.

- Secured more than \$200 million in external funding, including:
  - \$130 million in the state budget for Pure Water Southern California and our emergency drought mitigation projects;
  - \$40 million for turf replacement;
  - \$8 million for other water conservation programs;

- \$21 million for ecosystem restoration and sustainability on the Webb Tract Island in the Delta, which will further inform best management practices and revenue producing analyses for our Delta properties; and
  - A \$2 million SCE grant reservation for our Weymouth battery energy storage system project;
- Preparing for future grant opportunities
  - Initiated establishment of a grants office to centralize the pursuit of external funding;
  - Secured \$5 M for feasibility work to prepare us for future federal grants from the large-scale water recycling funding in the recently passed federal Infrastructure Bill
  - Helped ensure significant funding in federal Inflation Reduction Act (\$4 billion) for urban and agricultural conservation across the West; and
  - Applied for federal compensation for identified conservation strategies that reduce use of Colorado River water;
- Generated over \$84.3 million in projected gross debt service savings (\$68.2 million present value savings) through re-funding transactions in FY23;
- Successfully priced Series 2023A bonds to provide \$257 million in bond proceeds for our CIP and \$36.3 million to refund outstanding 2017B Bonds, which attracted more orders than needed and allowed us to lower the yield on the bonds offered;
- Exceeded projected investment earnings by \$12M over the adopted budget;
- Finalized the sale of the Sunset Garage, providing \$8.5M to Metropolitan;
- Solicited interest in developing renewable energy and storage projects on Metropolitan properties, from which we are preparing an RFP;
- Identified annual savings of more than \$400,000 through a phased approach to capacity and O&M at Jensen;
- Initiated an independent organizational assessment, which included interviews with all board members and member agency managers, built off other assessments including the State Audit and Shaw Law Group workplace assessment; presented preliminary summary findings at the Board Retreat, and has begun to shape organizational improvements; and
- Following a successful Board Retreat in February, we have embarked on a process to develop a Climate Adaptation Master Plan for Water (CAMP4W) to integrate our water resource, climate, and financial planning efforts. This process is directed by the board, guided by the context and urgency of the changing climate, supported by existing planning tools and additional technical expertise, ready to engage and consider community voices, and structured to improve the mutual understanding among board members and member agencies. This process will enable a holistic evaluation of business model options to support significant investment to improve reliability, resilience, financial sustainability and affordability.

**Strategic Priority #3:**  
**ADAPT to changing climate and water resources**



We are confronting new extremes from climate change with both near-term urgency to support immediate supply needs and long-term planning and analysis toward the sustainability of our water resources. We are making progress across the political divide by taking a One Water approach that recognizes the interconnected nature of imported and local supplies and considers both community and ecosystem needs.

Under my leadership, we are building the solutions and political support necessary to protect and sustain Colorado River and Bay Delta water supplies, we are grounding our work in science and integrated planning, and we are taking a creative new look at programs and approaches that can increase our reliability and long-term security.

- Created a pathway to protect Colorado River supplies, achieve near-term reductions and transition to the long-term priority of renegotiating the Colorado River Compact
  - Crafted a proposal in response to USBR demands and which USBR agreed to analyze, which maintained unity among CA entities, built consensus among Lower Basin states and earned support from all the Basin states;
  - Helped shape the Inflation Reduction Act to provide support for necessary water use reductions and greater certainty to achieve those reductions;
  - Organized urban water agencies to commit to additional conservation actions to assist the Colorado River, reflected in an MOU signed by more than 30 water agencies and providers across the West;
  - Expanded scientific research into soil moisture and holding capacity, soil health and the carbon sequestration benefits of regenerative practices which can inform and improve ongoing fallowing programs;
- Advanced priority initiatives toward the co-equal goals and Metropolitan policies of the Bay Delta
  - Remained deeply engaged in the Delta Conveyance Project, in the release of its DEIR and review of comments, and in facilitating input from our member agencies.
  - Operated on high alert to keep levees and property protected during this year's extensive storms.
  - Updated Metropolitan's Bay Delta policies, with substantive input from the Board and interested external parties;
  - Developed a multi-benefit, broadly supported vision for island restoration that earned a \$21 million award from the Delta Conservancy and that will inform efforts to address subsidence, capture carbon, adapt agricultural activity, and ultimately protect critical water supplies by supporting ecosystem health;
  - Advanced science and kept the Board regularly updated on key science activities, including the first Delta Smelt Pilot Propagation Study that successfully demonstrated aquaculture techniques of Delta smelt on Bouldin Island to produce and supplement Delta smelt for the wild;

- Rapidly pivoted system operations from extreme drought conditions to wet winter conditions and a 100% allocation, working closely with member agencies to store as much water as possible, and prioritizing storage that protects the reliability of member agencies in the State Water Project-exclusive areas;
- Facilitated the commitment to reliable and equitable access to available water and storage across the region, developed in collaboration with member agencies and formalized in a resolution adopted by the Board, including identification of projects and programs that provide greater supply reliability for State Water Project-exclusive areas which have been pursued alongside the extraordinary actions taken to manage immediate shortages;
- Maintained a focus on conservation as a way of life, beyond individual weather events and in addition to drought emergency response, through creative, multi-lingual, multi-media advertising and targeted outreach;
- Championed landscape transformation with a focus on non-functional turf, negotiating amendments to legislation that bans watering non-functional turf with potable water and limiting it to non-residential properties, creating a Board adopted model ordinance to support agencies looking for new approaches in their conservation effort, and establishing an online dashboard that estimates the amount of turf in the service area and will soon be available at the retail agency level;
- Completed the NOP for Pure Water Southern California and positioned it for an expedited delivery of water by initiating preliminary design, hiring the project management team, securing state funding, and convening partner agencies in a Water Reuse Collaborative to share information and identify opportunities to link the Pure Water project into the needs and plans of adjoining areas; and
- Fully operationalized the new Office of Sustainability, Resilience and Innovation, hiring staff, placing SRI at the center of our Climate Adaptation Master Plan for Water process, integrating SRI across the organization, providing regular board updates on sustainability and climate initiatives, making real progress toward our Climate Action Plan goal of carbon neutrality, and setting in motion many other transformational elements, such as:
  - A Climate Action Plan Working Group, the first annual Climate Action Plan report, and an online dashboard to track progress on GHG reductions;
  - The SRI Leadership Council made up of leaders throughout the organization to develop and collaborate cross-sectional SRI initiatives, programs and projects;
  - A Zero Emission Vehicle (ZEV) task force charged with developing a roadmap for transitioning fleet vehicles to zero emissions on a timeframe consistent with state regulations and Metropolitan's Climate Action Plan while ensuring operational resilience;
  - An assessment of climate vulnerabilities and risks in order to develop adaptation strategies;
  - New strategies to develop renewable energy and storage projects on Metropolitan properties;
  - Alignment with the Community Partnering Program to leverage sustainability priorities;

- Finding opportunities in our capital projects and training staff to use the Envision framework for sustainable infrastructure;
- Progress on developing a sustainable procurement policy;
- The Sustainability Expo to promote a culture of sustainability throughout Metropolitan; and
- IdeaScale, an online platform for employees to submit ideas for innovation.

#### **Strategic Priority #4:**

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



I am pairing our strategic efforts with practical operational leadership because the core mission of delivering reliable supplies of high-quality water must remain our foremost daily priority. Operations have become more complex with the climate whiplash we are experiencing and an aging infrastructure across the system. In addition, emergency response this year was more complex than ever due to supply shortages and the heavy demand put on our Colorado River Aqueduct. It required advance planning, close coordination with our member agencies and even greater degree of public communication.

While the CAMP4W process develops strategies to build future resilience, I and the staff have rolled up our sleeves to problem solve and execute a range of important improvements. Together we have increased protection of our physical and cyber infrastructure while steadily managing operational capacity despite emerging threats and changing conditions.

- Led the region through a drought emergency and implemented an allocation plan that engaged the entire service area while also prioritizing communities overly exposed to State Water Project shortages. We mobilized conservation programs, immediate operational adjustments and construction projects to maximize access to Metropolitan supplies, and the collaborative development of long-term strategies toward greater reliability and equitable access to available water and storage across the region. We regularly met with agencies in the State Water Project-exclusive areas to develop volumetric targets and response actions, and together we successfully kept demand under those targets.
- Expanded safeguards against emerging cyber threats by implementing our cybersecurity strategy, establishing a Cyber Security Operations Center, completing the Datacenter Modernization and Relocation Project, advancing document management improvements, and coordinating with other agencies, such as hosting the region's first-ever "ChemLock" tabletop emergency exercise with the Cybersecurity and Infrastructure Security Agency.
- Awarded contract and initiated the long-term modernization of control systems across Metropolitan's infrastructure. Known as "METCON," the initial phase of this project will be completed by the end of 2023.
- Responded with several critical actions and operational adjustments to reduce energy load and increase supply for grid reliability during the extreme heat emergency in early September. Staff's quick, creative and effective response offered more than 58 MW in support of California's grid.



- Advanced dam emergency action plans--DVL, Cajalco Creek, and Diemer plans have been approved, and plans for Gene Wash and Copper Basin are ready for review by the California Governor's Office of Emergency Services;
- Regularly reported to the board on matters of security and emergency readiness, including the annual seismic readiness report, updates on dam safety initiatives, progress reports on cybersecurity efforts, status of levee monitoring and flood prevention efforts in the Delta, and the overview of added protections along our electric infrastructure.
- Collaborated with outside agencies and member agencies to increase emergency readiness, for example:
  - Hosted a hazardous materials and emergency chlorine handling training with Riverside County Department of Environmental Health and CalFire Hazardous Materials Emergency Responders;
  - Participated with five member agencies along the San Gabriel foothills in a joint earthquake exercise for the Great California shakeout;
  - Coordinated with DWR and LADWP regarding seismic assessment and preparation related to aqueducts;
  - Partnered with Orange County emergency response agencies on a full-scale exercise at the Diemer plant; and
  - Embedded staff within the Riverside County Fire Command Center during the Fairview Fire;
- Reliably operated the Colorado River Aqueduct at maximum capacity for 11 consecutive months through November of 2022 and then executed a full shutdown of the aqueduct for inspection and maintenance work in February 2023; and
- Successfully completed the emergency repair of the Upper Feeder at the Santa Ana River bridge, using a 10-ton slip joint manufactured at the La Verne shops, nearly two days ahead of schedule, and with extensive public communications and member agency coordination that reduced demand on the system to save over 1.1 billion gallons of limited SWP supplies during the two-week project.

**Strategic Priority #5:**

**PARTNER with interested parties and the communities we serve**



Our many successes over the past year are a product of our working together, and I have dedicated myself to communication and coordination among staff, with the Board and member agencies, and in new partnerships and across a wide range of external interests.

My approach is consistent with the collaborative foundation on which Metropolitan is built, a cooperative structure formed to make long-term investments that have transformed our region. In this spirit, I consistently coordinate with the Board and its leadership and am actively engaged in the ongoing operational and policy discussions with our member agencies.

To face the challenges ahead, we must remain united, engage new partnerships, expand our support among external interest groups and decision makers, and further engage and support disadvantaged communities. I believe we can make progress while leaving no one behind. We are working together to be stronger than ever.

- Implemented the Equity in Infrastructure Pledge, which was signed at the end of June 2022, growing our outreach to historically underutilized businesses through events and an expanded vendor database and creating a baseline from which to increase procurement spent with these businesses;
- Negotiated a best-in-class Project Labor Agreement that covers most of our capital projects over the next five years, supports worker training and apprenticeship programs and establishes a 60 percent target for local workers;
- Supported a smooth transition of board leadership, including new committee structure and processes, briefings for incoming committee leadership, and regular coordination to make board meetings as productive and efficient as possible;
- Conducted extensive outreach to environmental advocates, including site visits to Delta islands, continued cohosting of the Southern California Water Dialogue; and online listening sessions covering conservation and the drought emergency, our sustainability strategies, and Pure Water Southern California;
- Developed new workforce recruitment pathways through partnerships, including formal engagement with:
  - California Conservation Corps;
  - Homeboy Industries;
  - IE Works;
  - California Water, Wastewater, and Energy Workforce Development Program, in collaboration with the California Municipal Utilities Association; and
  - A consortium of local agencies, including LADWP, to work with engineering students from several Historically Black Colleges and Universities;
- Held the One Water Awards to recognize six businesses and municipalities, along with their respective member agencies, for their investments in large-scale water-efficiency projects. This first-ever event can become a vehicle to promote model technologies and best practices to other water users; and
- Earned high-impact visibility through our top quality, multi-lingual, public communications and advertising. This fiscal year, our earned media coverage reached 2.4 billion audience views, the equivalent of paid media worth \$46 million.

## **ATTACHMENT**

### **Awards and Recognition**

#### **Metropolitan**

- “Advocate of the Year” award from the Filipino Chamber of Commerce of Orange County, a non-profit organization for Filipino-American entrepreneurs, professionals, and students committed to promoting its members’ domestic and international business interests by providing a host of wide-ranging benefits, services, programs, workshops, and training.
- “Special Award” recognizing outstanding service, guidance, and leadership, from the National Association of Minorities in Construction Southern California, a dedicated labor organization fighting for the rights of the local minority construction community, forming successful partnerships and negotiating better employment and procurement opportunities.
- Government Technology magazine acknowledged Metropolitan’s Information Technology group as one of its Top 10 Winners for “Ideas Worth Sharing” for 2022. The award combines three of IT’s distinct efforts under the Operations Category and includes enhancing Solar Power efficiency with the help of Machine Learning, Agile Project Management Techniques, and Strategic Priorities Tracking.
- The Climate Registry’s highest honor, “All-Star Award,” recognizing Metropolitan’s commitment to curbing the impacts of climate change. its reporting all relevant greenhouse gas (GHG) emission sources and activities, and public GHG reduction goal in the Climate Action Plan.
- Association of Environmental Professionals’ (AEP) “Merit Award” for Metropolitan’s Climate Action Plan. AEP is a non-profit association of the public and private sector professionals involved in and committed to improving the processing and implementation of environmental assessment, analysis, public disclosure, and reporting.
- “The 2023 Climate Resiliency Public Partner Award” from the Los Angeles Conservation Corps, a non-profit that provides at-risk young adults with job skills training, education and work experience with an emphasis on conservation.
- “Certificate of Achievement for Excellence in Financial Reporting” from the Government Finance Officers Association for the 26th consecutive year. The award reflects that Metropolitan published an easily readable and efficiently organized Annual Comprehensive Financial Report that satisfies Generally Accepted Accounting Principles and applicable legal requirements.

#### **Personal**

- “Visionary Award” by the Asian American Architects and Engineers Association at its “Charging Ahead with Courage” banquet and awards event.
- “2023 Community Service Award” from the Los Angeles Cedars Rotary Club for leadership in supporting philanthropic initiatives in California and Lebanon.
- Named a “Paul Harris Fellow” by the Rotary Foundation for the furtherance of better understanding and friendly relations among peoples of the world.



Special Executive Committee

# General Manager's Annual Evaluation

Item 2a

July 11, 2023



We Are  
Stronger  
Together

# Unprecedented Challenges & Historic Opportunities

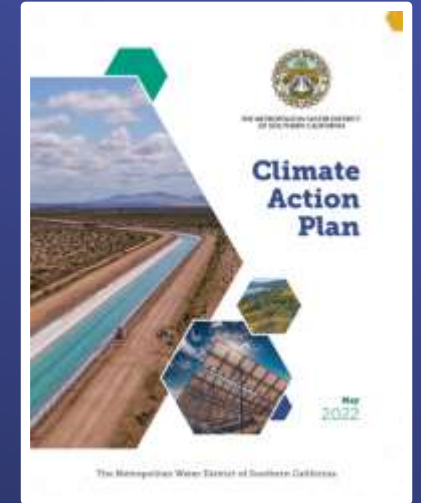






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# Unprecedented Challenges & Historic Opportunities





# Expectations

## Delivering on Promises in a Transformational Moment

### Strategic Leadership

- Preparing for the next century
  - SRI office and focus on climate adaptation
- Growing influence in California and the West
- Culture change for success
  - Fully established DE&I and EEO offices

### Operational Leadership

- Mission reliability during extremes
- Completion of Audit reforms
- Improved desert conditions
- Direct engagement with employees

### Board Relationships

- Available and responsive to all board members
- Active collaboration with Board leadership
  - New board and committee structures and processes
- Successful board retreat

### Results

- Colorado River negotiations
- Legislative successes
- \$200M in external funding
- Project Labor Agreement



## Strategic Priorities

Approved in April 2022

# 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





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

- ✓ Fully implemented all State Auditor recommendations
- ✓ Executive level focus has improved desert housing conditions
- ✓ Fully operationalized the new offices of DEI and EEO
- ✓ Closed 85 percent of EEO cases inherited in April 2022
- ✓ Embarked upon a leadership transition in the Human Resources Group





## Goal 1.1

### 5 Outcomes

# 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.**

#### Outcomes

- 1.1.1 Renovate desert housing and update plans for future housing
- 1.1.2 Reestablish Metropolitan's Vision and Values, along with a communication plan to reach all of the Metropolitan community
- 1.1.3 Timely closure of EEO complaints within 90 business days
- 1.1.4 Increase employee awareness of and access to EEO
- 1.1.5 Implement the National Safety Council recommendations



## Goal 1.2

### 3 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 processes, and shorten recruitment timeline
- 1.2.2 Expand and enhance a District wide workforce development program
- 1.2.3 Grow staff development and training in key areas

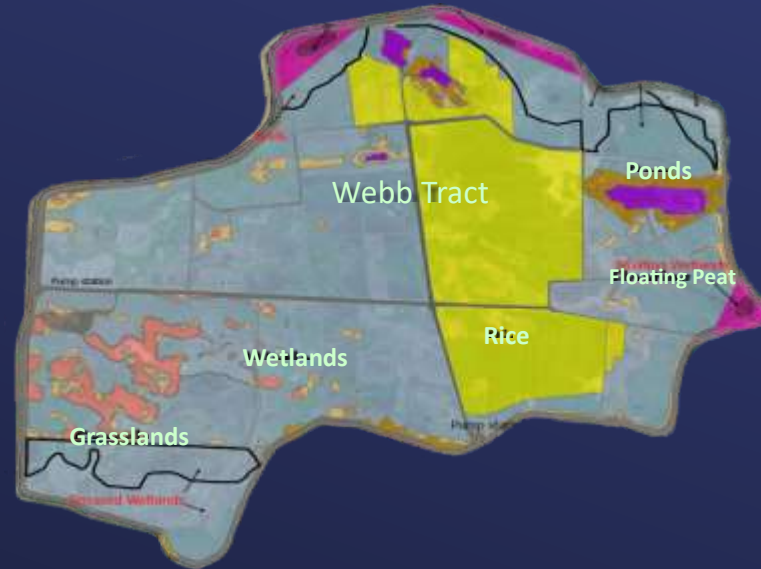




# Sustain

## Metropolitan's mission with a strengthened business model

- ✓ Secured more than \$200 million in external funding
  - Pure Water Southern CA
  - Drought mitigation projects
  - Turf replacement
  - Conservation programs
  - Delta Islands
- ✓ Initiation of CAMP4W will integrate business model review
- ✓ Organizational assessment with board member and member agency input





## Goal 2.1

### 1 Outcome

# SUSTAIN Metropolitan's mission with a strengthened business model



**Develop revenue and business model options that support the needs of the member agencies as well as Metropolitan's financial sustainability and climate adaptation needs.**

#### Outcomes

- 2.1.1 In conjunction with the Climate Adaptation Master Plan for Water process, complete the Phase 1 Long-Range Financial Plan and a review of Business Model/revenue options



## Goal 2.2

### 3 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

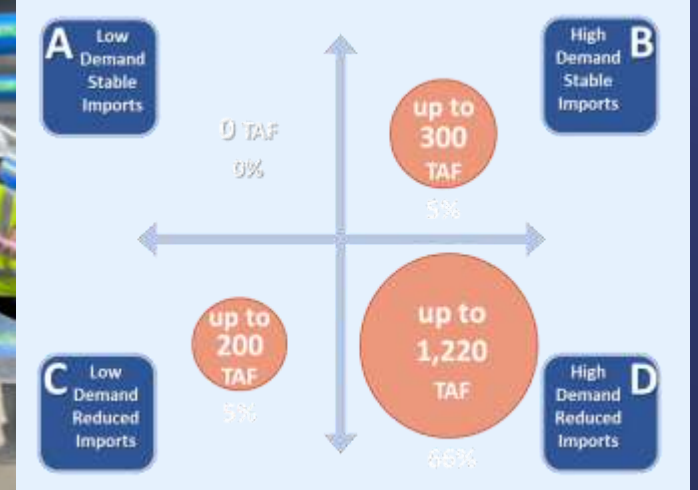
- 2.2.1 Establish a centralized Grants Office to ensure more consistent and coordinated pursuit of external funding
- 2.2.2 Complete the organizational assessment and implement key recommendations to improve efficiency and effectiveness
- 2.2.3 Secure Inflation Reduction Act funding that supports Colorado River water use objectives





# Adapt to changing climate and water resources

- ✓ Climate Adaptation Master Plan for Water is underway
- ✓ Colorado River pathway for near-term reductions and long-term negotiations
- ✓ State Water Project Dependent Areas: policy, projects and action
- ✓ Landscape transformation and non-functional turf
- ✓ Pure Water Southern California and steps to expedited delivery
- ✓ Fully operationalized new SRI Office
- ✓ Measurable progress in first year of Climate Action Plan





## Goal 3.1

### 3 Outcomes



#### Outcomes

- 3.1.1 Provide the Board with a decision-making framework and evaluative criteria to identify investments toward climate adaptation and related supply and system resilience
- 3.1.2 Complete technical analyses and resource program improvements to inform resource options for consideration in CAMP4W
- 3.1.3 Enhance long-term water supply reliability for the State Water Project dependent areas

# ADAPT to changing climate and water resources

**Provide each member agency access to an equivalent level of water supply reliability through the development of a Climate Adaptation Master Plan for Water (CAMP4W) that integrates water resource, financial and climate adaptation planning.**





## Goal 3.2

### 8 Outcomes



#### 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 Advance multiple strategies toward sustainable Colorado River supplies and toward broad agreement in long-term compact negotiations
- 3.2.2 Implement and promote agricultural water-conservation best practices
- 3.2.3 Continue implementation of the Climate Action Plan GHG reduction plan
- 3.2.4 Determine targets for stormwater and develop programmatic stormwater strategies
- 3.2.5 Expedite the Pure Water Southern California project
- 3.2.6 Advance Delta Conveyance Project Planning and Analysis
- 3.2.7 Implement watershed science and ecosystem restoration, to advance a holistic approach to the Delta
- 3.2.8 Increase outdoor water use efficiency



# Protect

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

- ✓ 11 months of maximum CRA flows plus a full shutdown
- ✓ Rapidly pivoted from extreme drought to 100% allocation
- ✓ Established Cyber Security Operations Center
- ✓ Completed Datacenter Modernization and Relocation
- ✓ Compliant dam emergency action plans
- ✓ Upper Feeder emergency repair





## Goal 4.1

### 3 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 Enhance emergency preparedness and response plans
- 4.1.2 Implement cybersecurity strategies
- 4.1.3 Assess and prioritize Capital Improvement Projects based on maximum exposure or risk



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

## Goal 4.2

### 4 Outcomes



**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 pilot project phase I at the Mills plant
- 4.2.2 Implement Enterprise Content Management system
- 4.2.3 Develop procurement policies that prioritize sustainable products and practices
- 4.2.4 Incorporate sustainable energy practices in CIP projects





# Partner

with interested parties  
and the communities we  
serve

- ✓ Business outreach to implement Equity in Infrastructure Pledge
- ✓ Best-in-class Project Labor Agreement
- ✓ One Water Awards is a new model to promote technology and best practices
- ✓ High-impact media coverage reached 2.4 billion audience views





## Goal 5.1

### 4 Outcomes

# EMPOWER the workforce and promote diversity equity and inclusion



**Grow and deepen collaboration and relationships among member agencies, interested parties, and leaders on the issues most important to them and toward mutual and/or regional benefits.**

#### Outcomes

- 5.1.1 Assess Community Partnering Program, legislative events, memberships, sponsored events and other Metropolitan funded community outreach activities
- 5.1.2 Launch a public engagement strategy focused on climate adaptation, resilience, and community needs, to inform the CAMP4W
- 5.1.3 Create communication practices that facilitate input of interested parties into board consideration of policies and projects
- 5.1.4 Establish Internal Communications team to promote improvements in workplace culture and effectiveness and to support Metropolitan employees' ability to serve as ambassadors



## Goal 5.2

### 3 Outcomes



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

#### Outcomes

- 5.2.1 Complete the analysis of underserved communities within Metropolitan service area and integrate the findings into our program activities
- 5.2.2 Identify tribal interests and engagement strategies
- 5.2.3 Locally implement the national Equity in Infrastructure Program



# Awards



The Climate Registry  
All-Star Award 2023



2023 Climate Resiliency  
Public Partner Award

## Keeping Metropolitan at the Industry's Leading Edge

### Metropolitan

- Advocate of the Year from the Filipino Chamber of Commerce of Orange County
- National Association of Minorities in Construction Southern California's "Special Award"
- Government Technology magazine's Top 10 Ideas Worth Sharing for 2022
- The Climate Registry's highest honor, All-Star Award
- Association of Environmental Professionals' Merit Award
- 2023 Climate Resiliency Public Partner Award from the Los Angeles Conservation Corps
- Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the 26th consecutive year

### Personal

- Visionary Award by the Asian American Architects and Engineers Association
- 2023 Community Service Award from the Los Angeles Cedars Rotary Club
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