

SMART TRACKER - FY 24

Strategic Priority	Goal	Outcome	% Complete	Status	YTD Achievement
1. EMPOWER the workforce and promote diversity, equity, and inclusion	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 to fulfill Metropolitan’s Mission.	1.1.1-Renovate desert housing and update plans for future housing		Completed	<ul style="list-style-type: none"> > Fifty-five of the 96 houses needed for employee housing are new (11), renovated (17), or refurbished (27). Health and Safety inspections have been conducted on the remaining 34 occupied houses, and improvements will continue to be made in the coming fiscal year. An additional five houses are slated for refurbishment by September 2024, while two houses require full environmental abatement and are expected to be completed by December 2024. > Employee input played a crucial role in shaping common-area improvements, resulting in 12 projects aimed at enhancing existing recreation facilities, seven of which have been completed. > At the special Board meeting at Gene Pumping Plant in Dec., Board members heard the status of housing improvements and community planning and were able to see improvements firsthand. > The community planning team has provided recommendations for a long-term workforce housing strategy, after an iterative nine-month process which included multiple engagements of the workforce to solicit their input, including updates to all bargaining units. Staff is reviewing these recommendations and will bring proposed next steps to the Board in 2024. > Quarterly reports have been provided to the board, and the Community Planner report was provided for July 2024 Committee.
		1.1.2-Reestablish Metropolitan’s Vision and Values, along with a communication plan to reach all of the Metropolitan community		Completed	<ul style="list-style-type: none"> > Vision and Values have been updated, informed by employee input, and announced at a meeting with 270 managers in January and a meeting with 900 employees in February. > A communications plan for the Vision and Values has been initiated. > START stands for Safety, Trust, Accountability, Respect and Teamwork.


	1.1.3-Timely closure of EEO complaints within 90 business days		Completed	<p>While most cases were closed under the 90 business-day target, the average case closure rate for FY 23/24 is 112 days, skewed by a small number of legacy cases as well as those with extenuating circumstances of involved parties being unavailable, for example being on extended leave.</p> <p>Complaint statistics are being regularly reported to the Board.</p>
	1.1.4-Increase employee awareness of and access to EEO		Completed	<p>The EEO Office conducted four live training sessions on EEO's complaint and investigative process. A total of 163 employees attended the sessions.</p> <p>The EEO Office held two sets of office hours at desert facilities, as well as other worksite visits and trainings.</p>
	1.1.5-Implement the National Safety Council recommendations		Completed	<p>Established the Office of Safety Security and Protection to ensure executive level focus on safety and alignment of related activity enterprise wide.</p> <p>Streamlined the reporting of safety concerns in the Safety Review Request E-Form.</p> <p>Developed Safety Vision and Guiding Principles.</p> <p>Established Executive Safety Committee.</p>
	1.1.6-Partner with department heads on issues affecting the District		Completed	<p>Regular meetings are held between the GM and each Department Head.</p> <p>Auditor featured in the All Manager briefing. General Auditor Suzuki shared his vision for the office,</p> <p>Office of Ethics featured in the All Manager briefing. Staff presented re gift rules, in advance of the holidays.</p> <p>Legal Counsel featured in the All Manager briefing, providing financial disclosure training.</p>

<p>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.</p>	<p>1.2.1-Update recruitment processes, and shorten recruitment timeline</p>		<p>Completed</p>	<p>Mark Brower joined Metropolitan as HR Group Manager mid-FY and has initiated improvements to the recruitment process and to shorten the recruitment timeline. We anticipate additional progress on this priority in the coming FY.</p> <p>Under Mark, HR has established a recruitment tracking system in an effort to identify bottlenecks and opportunities in the process. Regular tracking and coordination, and an outreach tool for hard-to-fill positions are among strategies being now in place to reduce recruitment times</p> <p>A monthly recruitment status report now provides Group Managers with enhanced visibility into the status of their recruitments, enabling more informed operational decisions</p>
	<p>1.2.2-Expand and enhance a District wide workforce development program</p>		<p>On Target</p>	<p>Independent assessment completed, including a survey of member agency programs and interests.</p> <p>A strategic plan has been created to address workforce development efforts.</p> <p>We are in the final stages of hiring a Workforce Development Manager, and while this recruitment has taken longer than anticipated, we expect the hire to accelerate progress on overall workforce development efforts in the coming FY.</p>
	<p>1.2.3-Grow staff development and training in key areas</p>		<p>Completed</p>	<p>The 13th cohort of Metropolitan Management University graduated 20 newly-promoted managers in December. The 14th cohort launched in May.</p> <p>The first Interim Manager Training program was launched in June, completed by 18 interim managers with significant time left on their interim assignment.</p> <p>Sixty people participated in Engineering’s Career Launch program that supports employee mentoring.</p> <p>HR’s task list inventory supports knowledge management, succession planning and cross-training in the HR Group, and we have continued to promote the succession planning model established in the Engineering Services Group.</p>

2. SUSTAIN Metropolitan's mission with a strengthened business model	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	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		Completed	Board action at November Finance, Audit, Insurance, and Real Property (FAIRP) committee concurred with the assumptions in the Long-Range Finance Plan-Needs Assessment for planning purposes. Phase 1 Long-Range Finance Plan is 100% complete. The first presentation of PWSC cost recovery alternatives was done at the November 2023 FAIRP and at the Subcommittee on Pure Water Southern California and Regional Conveyance in March 2024. Business Model discussions have begun through the CAMP4W Task Force. They will continue into the coming FY.
		2.1.2-Provide equity and fairness in rates and the business model		On Target	Business Model discussions have begun and will incorporate equity and fairness concerns. This Outcome is integrated into the Business Plan component of next year's GM Business Plan as well. Affordability panel discussions have been held in the Equity, Inclusion and Affordability Committee, as noted below, and affordability issues will continue to be pursued; the issue of affordability is highlighted in its own Outcome in next FY's GM Business Plan. August 2023 - Panel 1: Discussion of member agency programs October 2023 - Panel 2: Metropolitan and household water affordability November 2023 - Panel 3: Regulatory requirements impacting costs January 2024 - Panel 4: Metropolitan's efforts to contain/offset costs April 2024 - Presentation summarizing panel discussions and possible actions.
	2.2-Manage rate pressure on member agencies through attention to programmatic costs, organizational efficiencies, and	2.2.1-Establish a centralized grants office to ensure more consistent and coordinated pursuit of external funding		Completed	Metropolitan launched the SoCal Water Utilities Grants Network to increase grant development and management capacity for our member agencies and the region. This FY through May 2024, the new Centralized Grants Office has assisted with the submittal of grants applications worth close to \$213 million and so far, have been awarded over \$125 million. We are in the final stages of hiring a permanent Unit manager for for the Centralized Grants Management Office in SRI.

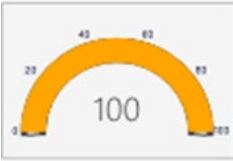
	efficiencies, and efforts to secure external funding for projects with broad and multi-purpose benefits.	2.2.2-Complete the organizational assessment and implement key recommendations to improve efficiency and effectiveness		Completed	Initial changes took effect in August, based on the organizational assessment to better align certain functions and priorities. Chief of Staff position established; Mohsen Mortada started as Chief of Staff in October. Staff has since focused on implementation of initial organizational changes to ensure function, and will continue to explore efficiencies in the coming fiscal year. Realignment of Water System Operations was executed following an extensive recruitment of three new Group Managers.
		2.2.3-Secure Inflation Reduction Act funding that supports Colorado River water use objectives		Completed	All Bucket 1 applications have been submitted and have been approved. The agreements have been executed. USBR approved nearly \$200M of our Bucket 2 applications for federal funding to conserve Colorado River water, focused on AVEK High Desert Water Bank and turf removal. We are entering into negotiations on the details of these awards. No timeline yet on when they will be completed.
3. ADAPT to changing climate and water resources	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	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		Completed	The Board concurred with the CAMP4W Year One Progress Report, which includes the draft Climate Decision-Making Framework including Evaluative Criteria and initial Time-Bound Targets. Further CAMP4W development will occur in the coming FY. Climate Vulnerability and Risk Assessment was completed to better structure the development of adaptation strategies, with deep dives into areas of water quality, power supply and asset management of water infrastructure.
		3.1.2-Complete technical analyses and resource program improvements to inform resource options for consideration in CAMP4W		On Target	The Board approved the scope of brackish and seawater desalination studies and contracts are executed. Both studies are expected to be completed by Q2 2025. Our anticipated schedule for resource and program options has been delayed to accommodate Board consideration of CAMP4W and Business Model. Staff has presented to the Board the SWiM program for increased wet-year groundwater storage, and we expect further consideration of it through CAMP4W discussions.


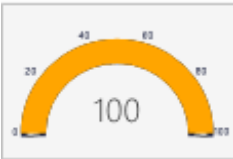
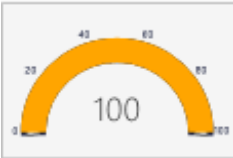
	planning	3.1.3-Enhance long-term water supply reliability for the State Water Project dependent areas		Completed	<p>Presented a proposed implementation plan in the January PWSCRC Subcommittee.</p> <p>Board added to the Capital Investment Plan two supply reliability projects for the SWP dependent areas.</p>
	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 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		Completed	<p>Agreements finalized with USBR for near-term Bucket 1 funding, and negotiations have begun over long-term Bucket 2 funding. Lower Basin proposals have been reflected in USBR’s SEIS, and this remains a key area of advocacy and negotiations.</p> <p>Metropolitan has partnered with Climate Mayors to promote implementation of the urban water utilities’ MOU regarding conservation practices to support the future of Colorado River. Other actions with Tribal and agricultural partners are in place to advance water use reductions.</p> <p>Metropolitan convened Basin wide and California based environmental advocates to share information about post-2026 proposals and begin to identify areas of common interest.</p>
	3.2.2-Implement and promote agricultural water-conservation best practices		Completed	<ul style="list-style-type: none"> > Improved and multi-beneficial terms are being incorporated in farming leases on our Delta islands, including to shift certain crops to rice. Metropolitan provided expertise and support to the Rice Farming Handbook for the San Joaquin-Sacramento Delta Region. > Pilot study of N-Drip technology concluded in 2023 indicating up to 40% less applied water than fields irrigated using furrow/flood methods. > Quechan Seasonal Following Pilot Program has been extended through December 31, 2026 > Metropolitan submitted comments to the state re its development of a definition for "regenerative agriculture." 	

		<p>3.2.3-Continue implementation of the Climate Action Plan to reduce GHG emissions</p>		<p>Completed</p>	<p>An update was provided to the January EOT on the roadmap for a ZEV transition. A detailed replacement schedule is in place, and the team has already accumulated ZEV credits under the State Program for the purchase of 8 ZEVs.</p> <p>The second annual Climate Action Plan progress report was completed and distributed. It demonstrates areas of progress but also a slight increase in emissions.</p> <p>Hiring of a CAP Program Manager is underway.</p>
		<p>3.2.4-Determine targets for stormwater and develop programmatic stormwater strategies</p>		<p>On Target</p>	<p>Executed agreement with Las Virgenes MWD to implement pilot projects to evaluate the feasibility of introducing dry- and wet-weather urban runoff to wastewater treatment plants.</p> <p>Stormwater opportunities analysis is drafted.</p> <p>Staff worked with Accelerate Resilience LA on an external analysis of opportunities related to stormwater, turf replacement and co-benefit assessment, which can be considered in future program design discussions.</p>
		<p>3.2.5-Expedite the Pure Water Southern California project</p>		<p>Completed</p>	<p>Regular progress reporting to the Board, including cost update.</p> <p>LSWR grant of \$99M has been awarded, pending further negotiation and Board action to accept the grant.</p> <p>Term sheets and partner agreements are underway, and collaboration is active through a quarterly meeting of the regional Water Reuse Collaborative convened by Metropolitan.</p>

		<p>3.2.6-Advance Delta Conveyance Project Planning and Analysis</p>		<p>Completed</p>	<ul style="list-style-type: none"> Metropolitan completed its internal review of the Draft EIR and contributed to the development of the Final EIR. In January 2024, staff presented the contents of the final EIR to the One Water and Stewardship Committee. As a follow-up to Metropolitan’s comment letter on the Draft EIR, DWR produced a technical memo evaluating a broad range of regulatory planning scenarios centered around the year 2070. The data from the technical memo was used in the production of a Statewide Benefit Cost Analysis, and authors of the study presented findings to Metropolitan’s Board in June 2024. Bay-Delta Initiatives staff provided in-person support to DWR at multiple public meetings in Delta communities regarding Community Benefits programs in FY 23/24.
		<p>3.2.7-Implement watershed science and ecosystem restoration, to advance a holistic approach to the Delta</p>		<p>Completed</p>	<ul style="list-style-type: none"> Science activities are reported to the board regularly in the Bay-Delta Initiatives Monthly Report, including updates on delta smelt supplementation and salmon recovery efforts. Following the Board’s action to accept the \$20.9 million grant from the Delta Conservancy for the Webb Tract Mosaic Landscape Project in October, Metropolitan’s Board also approved amending the Capital Investment Plan for FY 22/23 & 23/24 to include the development of the Project. Metropolitan executed the Sacramento-San Joaquin Delta Conservancy Grant on March 6, 2024 to advance the Webb Tract Rice Conversion Project and the Wetland restoration project. The Phase 2 Island Wide Landscape Scale Scenario Planning Report was released in October 2023 and focused on developing and evaluating conceptual-level, landscape-scale, multi-adaptation scenarios for the selected island. Phase 3: Pilot Project Design is ongoing and is focused on developing conceptual plans and elemental basis for the conceptual design of pilot projects.


		3.2.8-Increase outdoor water use efficiency		Completed	<ul style="list-style-type: none"> > Second annual One Water Awards showcased and promoted the latest in water efficiency projects. > Assembly Bill 1572 signed into law October 14, 2023. > The turf dashboard has been completed and provided to both member and retail agencies. > DWR turf removal grant for CII/NFT fully executed, and the funding augments our rebate program as of July 1, 2024 > "Treebate" established within the turf replacement program
4. PROTECT public health, the regional economy, and Metropolitan's assets	4.1-Proactively identify, assess, and reduce potential vulnerabilities to Metropolitan's system, operations, and infrastructure.	4.1.1-Enhance emergency preparedness and response plans		Completed	<ul style="list-style-type: none"> > All of Metropolitan's 13 state required Dam Emergency Action Plans have been completed and officially approved by the state. > Progress reports have been provided to the Board on dam safety, cybersecurity and seismic resilience. > Seismic Resilience Water Supply Task Force workshop completed. In addition, we conduct ongoing and regular meetings with DWR and other water utilities in Southern California and conduct joint emergency response exercises. These meetings and exercises ensure our preparedness to respond to a significant seismic event that impacts the imported water supplies in the region. > Metropolitan coordinates with California ISO to prepare for summer heat and fire risks. We report weekly to the CAISO on possible short-term load reduction in case of system emergencies. > Staff coordinates with local Fire Departments and is training new EOC Duty Officers for wildfire response.

		4.1.2-Implement cybersecurity strategies		Completed	Development of key cybersecurity performance metrics was completed. The average number of threat investigations per month from November 2023 thru June 2024 is 208, and the current YTD total is 1,667- investigations. The average mean time to resolution (MTTR) is 19 hours (compared to industry standard for non-major incidents/events of 24 hours). The monthly reporting of these key cybersecurity performance metrics began December 2023. Staffing for the Cyber Security Operations Center is in place, which will further increase capacity to maintain and expand our cyber threat response. A first Cyber Security Summit coordinated with our Member Agencies is being held in July 2024.
		4.1.3-Assess and prioritize Metropolitan’s Capital Investment Plan (CIP) projects based on risk and value.		Completed	<ol style="list-style-type: none"> 1) Evaluate risk and value of each project against established criteria and calculate a quantitative score. 2) Survey project sponsors and Group Managers to refine priorities and confirm need-by-date for CIP projects. 3) Rank projects by risk and value. 4) Develop a capital spending plan focusing on both a 2-year and 10-year plan.
	4.2-Apply innovation, technology, and sustainable practices across project lifecycles (design, construction, operations, maintenance, and replacement)	4.2.1-Complete the SCADA Control System replacement pilot project phase I at the Mills plant		Completed	Pilot project at Mills completed and its evaluation will be completed in the coming FY to inform the full control system upgrade.
		4.2.2-Implement Enterprise Content Management system		Completed	Contract negotiations and development were finalized in October 2023. The project was successfully presented to and the contract was authorized by the Board in November 2023. Project got underway in April 2024, and a formal launch of the program was held in June.

		4.2.3-Develop procurement policies that prioritize sustainable products and practices		On Target	A draft Sustainable Procurement Operating Policy and updates and revisions to Operating Policy G-05 were completed in August 2023. Final review of revisions to current Operating Policy G-05 and new Operating Policy G-06 are in process. Staff has begun drafting Sustainable Procurement Guidelines. Though behind schedule, the Outcome is still expected, and implementation plans and procedures as well as staff training are anticipated this coming fall.
		4.2.4-Incorporate sustainable energy practices in CIP projects		Completed	Water Quality Laboratory Upgrade selected to pursue LEED certification. The Casa Loma Siphon Seismic Upgrade Project will pursue Envision certification. An Envision assessment was completed and the certification documentation package prepared and submitted to the Institute for Sustainable Infrastructure.
5. PARTNER with interested parties and the communities we serve	5.1-Grow and deepen collaboration and relationships among member agencies, interested parties, and leaders on the	5.1.1-Assess Community Partnering Program, legislative events, memberships, sponsored events and other Metropolitan funded community outreach activities		Completed	1) Community Partnering Program improvements implemented - increased funding and two pilot grants have been made; 2) Monthly reporting to Exec Management through EA Sponsorships report, key updates in EA management updates to board; 3) Expenditures tracked and sponsorship/event/activity requests evaluated when received, and additional tracking improvements will be further implemented in the coming FY.

issues most important to them and toward mutual and/or regional benefits	5.1.2-Launch a public engagement strategy focused on climate adaptation, resilience and community needs, to inform the CAMP4W		Completed	<ul style="list-style-type: none"> 1) Collaborated with MA PIOs on CAMP4W messaging and outreach; presented to several organizations and planned future events with Upper District and Eastern MWD 2) Met with environmental organizations in listening sessions, presented to multiple water and community organizations, included CAMP4W in legislative briefings, 3) Created website, info sheet, postcard, public survey; conducted media interviews and presentations 4) Initiated discussion on CAMP4W with CBOs in collaboration with Council for Watershed Health
	5.1.3-Create communication practices that facilitate input of interested parties into board consideration of policies and projects		Completed	Recommendation memo submitted to Office of the GM, and Board Letter template adjusted to provide information about outreach efforts and input received, when the issue has included external engagement.
	5.1.4-Establish Internal Communications program to promote improvements in workplace culture and effectiveness and to support Metropolitan employees' ability to serve as ambassadors		Partially Deferred	While staff have outlined a number of potential improvements to internal communications, budget constraints are requiring us to evaluate our ability to take on new activities with existing resources. Many important internal outreach activities and communications have taken place, but we have deferred portions of this Outcome and will continue to develop implementable strategies in the coming FY.

	5.2-Reach disadvantaged communities and non-traditional interested parties to better understand their needs and ensure their inclusion in decision making	5.2.1-Complete the analysis of disadvantaged communities within Metropolitan service area and integrate the findings into our program activities		Completed	<p>Staff is researching community benefit programs to consider incorporation into Pure Water Southern California and other large infrastructure projects.</p> <p>Focus groups were held in December in English and Spanish to inform efforts to improve services for and to reach underrepresented communities.</p> <p>Provided a Community Partnering Program grant to Pando Populus for a pilot program with Homeboy Industries to engage young adults that are not in the workforce or the education system.</p> <p>The analysis of DACs is complete for this outcome. Additional work will begin in FY 2025 in collaboration with Water Use Efficiency team and DEI.</p>
		5.2.2-Identify tribal interests and engagement strategies		Completed	<p>DEI staff are focusing their tribal outreach on workforce development initiatives. While recruitment of a workforce development manager has taken longer than anticipated, Metropolitan has expanded its Tribal engagement and is positioned to make significant progress in the coming FY.</p> <p>Metropolitan and the Pechanga Nation are fostering a knowledge-sharing partnership.</p> <p>Bay Delta staff have taken Shingle Springs leaders to the islands to discuss ecocultural partnership opportunities, and Tribal representatives from the LA area joined an inspection trip to the Bay Delta.</p>

		<p>5.2.3-Locally implement the national Equity in Infrastructure Program</p>		<p>Completed</p>	<p>Established a baseline for ongoing measurement of HUB outreach and procurement.</p> <p>To date, we have met the Board goal of 25% of procurement spent with small businesses, and our final fiscal year update on this will be after the books are closed in mid-August.</p> <p>Metropolitan was awarded "Utility of the Year" by the Greater Los Angeles African American Chamber of Commerce, in recognition of our inclusive contracting efforts.</p>
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