






SMART TRACKER - FY 23

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		On Target	<p>Three quarterly reports have been provided to the board this FY.</p> <p>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.</p> <p>Staff held meetings with employees on-site in the desert to present and get feedback on the consultant's proposed options for a long-term housing model to serve our future remote workforce.</p> <p>Metropolitan has replaced, renovated or remodeled more than half of the 96 houses needed to serve our remote workforce in the desert.</p>
		1.1.2-Reestablish Metropolitan's Vision and Values, along with a communication plan to reach all of the Metropolitan community		On Target	<p>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.</p>
		1.1.3-Timely closure of EEO complaints within 90 business days		On Target	<p>Average case closure rate is under the 90 business day target.</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. The EEO Office held two sets of office hours at desert facilities. We have conducted live EEO Investigations 101 trainings as planned.</p>

		1.1.5-Implement the National Safety Council recommendations		On Target	Established the Office of Safety Security and Protection to ensure executive level focus on safety and alignment of related activity enterprise wide. Streamlined the reporting of safety concerns in the Safety Review Request E Form. Developed Safety Vision and Guiding Principles. Established Executive Safety Committee.
		1.1.6-Partner with department heads on issues affecting the District		On Target	Regular meetings between the GM and each Department Head are calendared. Auditor featured in the All Manager briefing. General Auditor Suzuki shared his vision for the office, Office of Ethics featured in the All Manager briefing. Staff presented re gift rules, in advance of the holidays. Legal Counsel featured in the All Manager briefing, having requested to provide financial disclosure training to all managers.
	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	1.2.1-Update recruitment processes, and shorten recruitment timeline		On Target	Mark Brower joined Metropolitan as HR Group Manager. We are prioritizing improvements to the recruitment process. Under Mark, HR has established a recruitment tracking system in an effort to identify bottlenecks in the process and opportunities to shorten the recruitment timeline.
		1.2.2-Expand and enhance a District wide workforce development program		On Target	Independent assessment completed, including a survey of member agency programs and interests.
		1.2.3-Grow staff development and training in key areas		On Target	The 13th cohort of Metropolitan Management University graduated 20 newly-promoted managers in December.

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		On Target	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 percent 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
		2.1.2-Provide equity and fairness in rates and the business model		On Target	Affordability panel discussions have been held in the Equity, Inclusion and Affordability Committee: 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 efforts to secure external funding for projects with broad and multi-purpose benefits.	2.2.1-Establish a centralized grants office to ensure more consistent and coordinated pursuit of external funding		On Target	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 Nov. 2023, the new Centralized Grants Office has assisted with the submittal of grants applications worth \$135.15 million
		2.2.2-Complete the organizational assessment and implement key recommendations to improve efficiency and effectiveness		On Target	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.
		2.2.3-Secure Inflation Reduction Act funding that supports Colorado River water use objectives		On Target	Metropolitan submitted to the Bureau of Reclamation a proposal for "Bucket 2" funding under the Inflation Reduction Act to help fund conservation programs, new storage programs and Member Agency programs, which would provide long-term reduction of Colorado River water.

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 planning	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		On Target	Six Evaluative Criteria approved for next steps. Draft Framework is developed.
		3.1.2-Complete technical analyses and resource program improvements to inform resource options for consideration in CAMP4W		Borderline	The Board approved the scope of brackish and seawater desalination studies and contracts are executed.
		3.1.3-Enhance long-term water supply reliability for the State Water Project dependent areas		Completed	Presented a proposed implementation plan in the January PWSCRC Subcommittee. Board added to the Capital Investment Plan two supply reliability projects for the SWP dependent areas.
	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,	3.2.1-Advance multiple strategies toward sustainable Colorado River supplies and toward broad agreement in long-term compact negotiations		On Target	Agreements finalized with USBR for near-term Bucket 1 funding Bucket 2 funding application submitted after Board authorization
		3.2.2-Implement and promote agricultural water-conservation best practices		On Target	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

meets community and ecosystem needs, and adapts to a changing climate	3.2.3-Continue implementation of the Climate Action Plan to reduce GHG emissions		Borderline	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.
	3.2.4-Determine targets for stormwater and develop programmatic stormwater strategies		On Target	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. Stormwater opportunities analysis is expected in May.
	3.2.5-Expedite the Pure Water Southern California project		On Target	Regular progress reporting to the Board, including cost update. LSWR grant request for \$125M was submitted, along with supporting Feasibility Study.
	3.2.6-Advance Delta Conveyance Project Planning and Analysis		On Target	Metropolitan completed its internal review of the Draft EIR and contributed to the development of the Final EIR. In January, staff presented contents of the final EIR to the One Water and Stewardship Committee.
	3.2.7-Implement watershed science and ecosystem restoration, to advance a holistic approach to the Delta		On Target	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.

		3.2.8-Increase outdoor water use efficiency		On Target	<p>Assembly Bill 1572 signed into law October 14, 2023.</p> <p>Completed: The turf dashboard has been provided to both member and retail agencies.</p> <p>"Treebate" established within the turf replacement program</p>
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		On Target	<p>Seismic Resilience Water Supply Task Force workshop completed in FY 23/24</p> <p>Progress reports have been provided to the Board on dam safety and seismic resilience.</p> <p>All 13 dam Emergency Action Plans have been completed and submitted to the state; 10 have been approved, and review of the remaining three is expected in Q1 2024.</p>
		4.1.2-Implement cybersecurity strategies		On Target	<p>RFP is being processed for release to obtain a permanent CSOC Co-Managed Service which will improve monitoring and response capabilities.</p>
		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	4.2.1-Complete the SCADA Control System replacement pilot project phase I at the Mills plant		On Target

	(design, construction, operations, maintenance, and replacement)	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 launched in April 2024.
		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.
		4.2.4-Incorporate sustainable energy practices in CIP projects		On Target	Water Quality Laboratory Upgrade selected to pursue LEED certification.
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 issues most important to them and toward mutual and/or regional benefits	5.1.1-Assess Community Partnering Program, legislative events, memberships, sponsored events and other Metropolitan funded community outreach activities		On Target	Two pilot projects for the Community Partnering Program have been launched.
		5.1.2-Launch a public engagement strategy focused on climate adaptation, resilience and community needs, to inform the CAMP4W		On Target	With input from Member Agency PIOs, CAMP4W materials were created and posted on the website, which is kept updated with information from the Board process. Held listening sessions focused on CAMP4W Evaluative Criteria, focused on environmental groups.

		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		Borderline	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.
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		On Target	Staff is researching community benefit programs to consider incorporation into Pure Water Southern California and other large infrastructure projects. Focus groups were held in December in English and Spanish to inform efforts to improve services for and to reach underrepresented communities. 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.
		5.2.2-Identify tribal interests and engagement strategies		On Target	DEI staff are focusing their tribal outreach on workforce development initiatives. Metropolitan and the Pechanga Nation are fostering a knowledge-sharing partnership. Bay Delta staff have taken Shingle Springs leaders to the islands to discuss ecocultural partnership opportunities.
		5.2.3-Locally implement the national Equity in Infrastructure Program		On Target	Established a baseline for ongoing measurement of HUB outreach and procurement.