



May 24, 2024

CAMP4W Task Force

Subcommittee on Long-Term Regional Planning Processes and Business Modeling

700 North Alameda Street

Los Angeles, CA 90012-2944

Subject: Input on Business Model Refinement Process

Dear CAMP4W Task Force Members,

We appreciate the opportunity to provide feedback on the future of Metropolitan's Business Model.

Fiscal sustainability is a core tenet of Metropolitan's mission of delivering adequate and reliable water supplies to nearly 19 million people. As Metropolitan charts, its path for delivering on its mission through its second century of service, integration of the Business Model with the CAMP4W planning process is critical to our collective fiscal sustainability.

The CAMP4W task force has been a testament to the power of collaboration, fostering dialogue between Metropolitan, the Member Agencies, and their respective staffs. It would be prudent for the process of refining the Business Model to mirror this, providing ample opportunities for collaboration, engagement, and representation. To ensure that business model refinements meet legal and financial requirements, having the Chief Financial Officer and General Counsel actively participate in the Business Model deliberations would be advantageous.

As we refine Metropolitan's Business Model, it is imperative to first establish a **comprehensive and transparent understanding of the current Business Model**. This shared knowledge will serve as a solid starting point for Metropolitan and Member Agencies to initiate the refinement process.

The next step should be a **clear understanding of deficiencies and challenges** Metropolitan's Business Model is expected to face in the future, categorized as factors of Metropolitan's role and core function, rate structure, and/or new revenue opportunities.

This approach is consistent with the process laid out in the CAMP4W Year One Report and would give Metropolitan and its Member Agencies a common understanding from which we can formulate productive and mutually beneficial refinements to the Business Model.

Thank you,



Richard Wilson, P. E.
Assistant General Manager
Burbank Water & Power



Joe Mouawad, P.E.
General Manager
Eastern Municipal
Water District



Nina Jazmadarian
General Manager
Foothill Municipal
Water District



Chisom Obegolu
Assistant General Manager of
Water Services
City of Glendale



David W. Pedersen, P.E.
General Manager
Las Virgenes Municipal
Water District



Harvey De La Torre
General Manager
Municipal Water District of
Orange County



Stacie N. Takeguchi, P.E.
Assistant General Manager -
Water
Pasadena Water and Power



Sunny Wang, P.E.
Water Resources Manager
City of Santa Monica



Matthew H. Litchfield, P.E.
General Manager
Three Valleys Municipal
Water District



Craig Miller, P.E.
General Manager
Western Municipal
Water District