

February 9, 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 Proposed CAMP4W Evaluative Criteria Weighting and Time Bound Targets

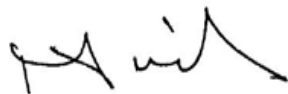
Dear CAMP4W Task Force Members,

As member agency manager members of the Climate Adaptation Master Plan for Water (CAMP4W) Task Force, we appreciate the on-going opportunity to present our insights on the Time-Bound Targets and Evaluative Criteria that were discussed at the Joint Task Force meeting on January 18, 2024. The collaborative atmosphere of the Task Force discussions exemplifies our member agencies' collective commitment to enhance the CAMP4W processes. The open dialogue and constructive feedback have been instrumental in fostering an environment where various perspectives can converge to advance our shared objective of creating a future with increased water resilience and sustainability for the diverse communities we serve.

This continued collaboration reinforces our collective dedication to continuous improvement and the pursuit of advancing the objectives outlined in the Metropolitan mission statement: *"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."*

The forward-thinking orientation of the Task Force and the discussions to date have been both collaborative and productive, and we appreciate the opportunity to contribute to the success of the CAMP4W process. The following comments are offered in the spirit of working towards consensus on the application of the Time-Bound Targets and the Evaluative Criteria.

Thank you,



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TIME-BOUND TARGETS

Time-Bound Targets define important goals for the region that align with achieving Metropolitan's core mission. Proposed targets should reflect the specific resource and service needs of the Metropolitan service area as established through climate-based water supply and demand planning scenarios, such as the Integrated Resource Plan Needs Assessment, and operational analyses conducted to address service equity challenges during severe supply shortages. Additionally, Time-Bound Targets can reflect principal policy goals established by the Board for the Metropolitan organization and for water-related matters in the region over which Metropolitan has influence.

As noted above, Time-Bound Targets are goals that further a Resource need, Operational need, or Board Policy priority. These targets should be formulated at a high enough level to provide Metropolitan and its member agencies with the flexibility and adaptability to accomplish them in the most cost-effective and resource-appropriate manner, while still ensuring progress toward organizational priorities. Additionally, in some cases, progress toward achieving goals established by the Time-Bound Targets is not under Metropolitan's control and relies on implementation by the retail agencies, with support from Metropolitan. Progress on these items, typically tactical in nature, contributes to reaching a Time-Bound Target and can effectively be tracked through metrics or indicators.

We recommend that targets be grouped and characterized as follows:

- **Primary Resource Time-Bound Targets:** These encompass primary resources and services. For resources, these include numeric targets (in AF or AFY) to be achieved by a specific year for both existing and new Core Supply, Storage, and Flex Supply. Operationally, these targets entail level of service-based targets, such as ensuring equitable levels of needed Metropolitan supply across the entire service area under all hydrologic conditions by a specific year. Achieving these targets is pivotal to Metropolitan's core mission and essential for addressing climate adaptation.
- **Policy Time-Bound Targets:** These encompass broader policy objectives, such as Water Use Efficiency, Community Equity, and Greenhouse Gas Emissions. These targets could be aligned with broader state-wide environmental and social initiatives, recognizing that their implementation often falls within the purview of retail agencies, with support from Metropolitan.
 - An example of this includes Water Use Efficiency, where an appropriate Time-Bound Target could be *"Assist retail agencies in the Metropolitan Service area to achieve/meet 100% compliance with their State statutory water use efficiency standards and compliance dates."*
- **Indicators (Metrics):** Indicators, or metrics, play a role in tracking the progress of various projects and programs toward achieving broader Time-Bound Targets. They also guide necessary investments or co-investments by Metropolitan alongside member agencies and retailers over time. These metrics serve as important measures that inform Metropolitan's resource development needs amid changing conditions. Indicator metrics should represent measures that directly impact the region's demand or supply but are not necessarily under the direct control of Metropolitan.

- An example of a tracking indicator could be retail demands, including residential indoor gallons per capita per day (GPCD), which is a contributing factor toward attaining a Policy Target of assisting retail agencies in achieving the state’s mandated water use efficiency standards.

The objective of Primary Resource Targets and Policy Targets is to measure achievements relative to Metropolitan’s goals and mission, while also supporting broader environmental and social initiatives. Primary Resource Targets are central to achieving Metropolitan’s core mission of reliability and resilience **for all member agencies**.

POTENTIAL EVALUATIVE CRITERIA METRIC/WEIGHTING

Projects and programs will be evaluated through the CAMP4W process to fulfill the resource, operational, and policy goals set forth in the Time-Bound Targets. The process should provide for projects and programs to be considered by the Board for development and implementation based upon their performance relative to the agreed-to Evaluative Criteria. In support of this, the scoring metrics for the Evaluative Criteria should be consistent with the most recent Committee Item on CAMP4W which states: “Metrics are designed to **reduce subjectivity** and provide transparency in how the score for each criterion is derived.”

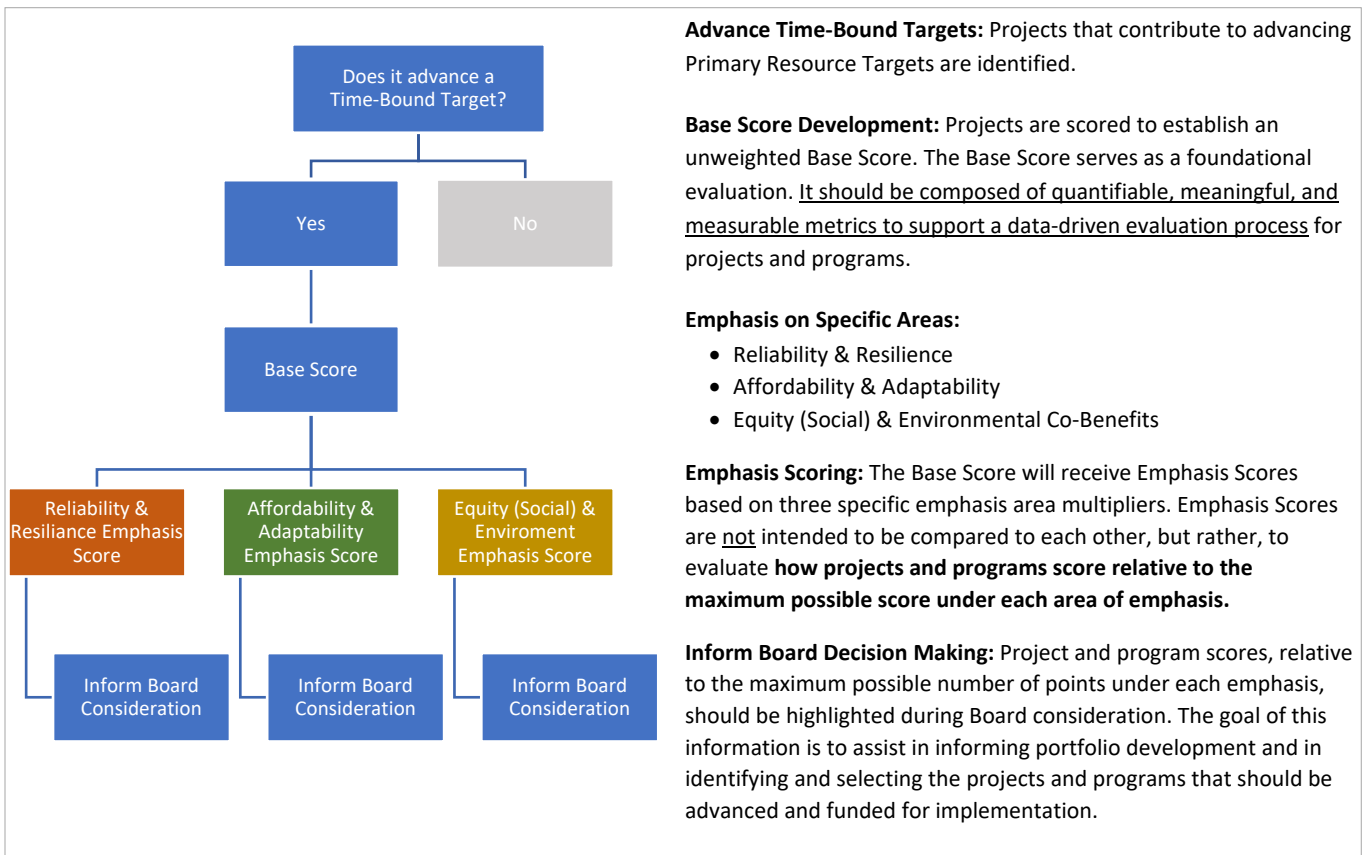
As an initial screening criterion, all projects and programs for consideration must contribute to meeting a **Primary Resource Time-based Target**. As noted previously in this letter, these targets are established to achieve Metropolitan’s core resource and service goals on behalf of its member agencies and are critical to its mission. Once this initial screening criterion is met, projects and programs can then be scored using the six Evaluative Criteria along with scoring for certain areas of emphasis (such as environmental and equity benefits) to create an overall score that can be used to inform the Board during project and program consideration.

To help ensure projects and programs being considered by the Board will best achieve important resource and policy goals, we propose the following process:

- Potential projects and programs that are initially shown to advance **Primary Resource Time-Based Targets** are advanced for further evaluation and scoring.
- A **Base Score** should be composed of consistent, quantifiable, meaningful, and measurable metrics to support a data-driven evaluation process that can be uniformly applied for projects and programs.
 - The Base Score rubric (Table 2, Working Memo #5) should be developed at the onset of this process.
- Additional sensitivity scoring is then conducted by weighting certain Evaluative Criteria to test performance under **Board-identified areas of "emphasis."** This step is consistent with Committee direction: “weighing factors can be applied in later steps to provide higher **emphasis** to certain criteria.”
- For weighting purposes, the **areas of emphasis are categorically bundled** to consider the key concepts to highlight Board preference. The recommended areas of emphasis include:
 - Reliability & Resilience
 - Affordability & Adaptability
 - Equity (Social) & Environmental Co-Benefits

- Emphasis Scores are not intended to be compared to each other, but rather, to evaluate **how projects and programs score relative to the maximum possible score under each area of emphasis.**

Proposed scoring using the Evaluative Criteria to derive a Base Score and additional weighted scoring for a Resource-Based, Affordability and Adaptability, and Equity (Social) and Environmental emphases is shown in the figure and table, below:



Evaluative Criteria	Base Score	Emphasis 1 <i>Resource Based</i>	Emphasis 2 <i>Affordability & Adaptability</i>	Emphasis 3 <i>Equity (Social) & Environmental</i>
Reliability	20	x2		
Resilience	20	x2		
Financial Sustainability and Affordability	20		x1.75	
Adaptability and Flexibility	20		x1.75	
Equity (Social) Co-Benefits	20			x1.50
Environmental Co-Benefits	20			x1.50
Total Maximum Base Score	120			
Total Score with Emphasis		160	150	140

The process results in ensuring at the outset that all projects and programs being advanced by Metropolitan for consideration contribute to achieving the Primary Resource Time-Based Targets and thereby meet core resource and climate adaptation needs.