



los angeles county department of public works

WATERSHED MANAGEMENT DIVISION

strategic plan



Watershed Management Division

2008 strategic plan



Prepared by MIG, Inc.
AUGUST 2008

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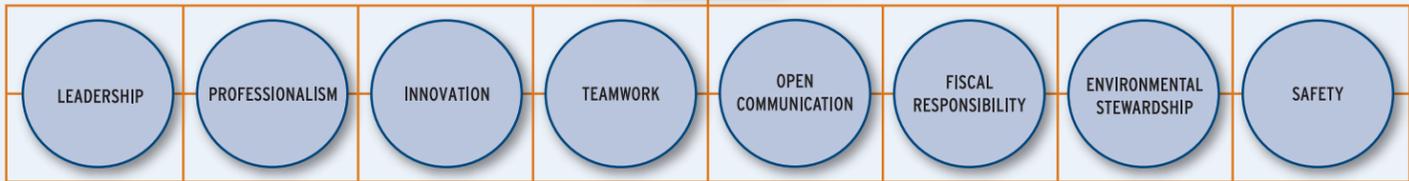
Strategic Plan Framework

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vision }

Our communities are flood safe and supplied with clean water. Our facilities and projects respect the environment and enhance the communities we serve.

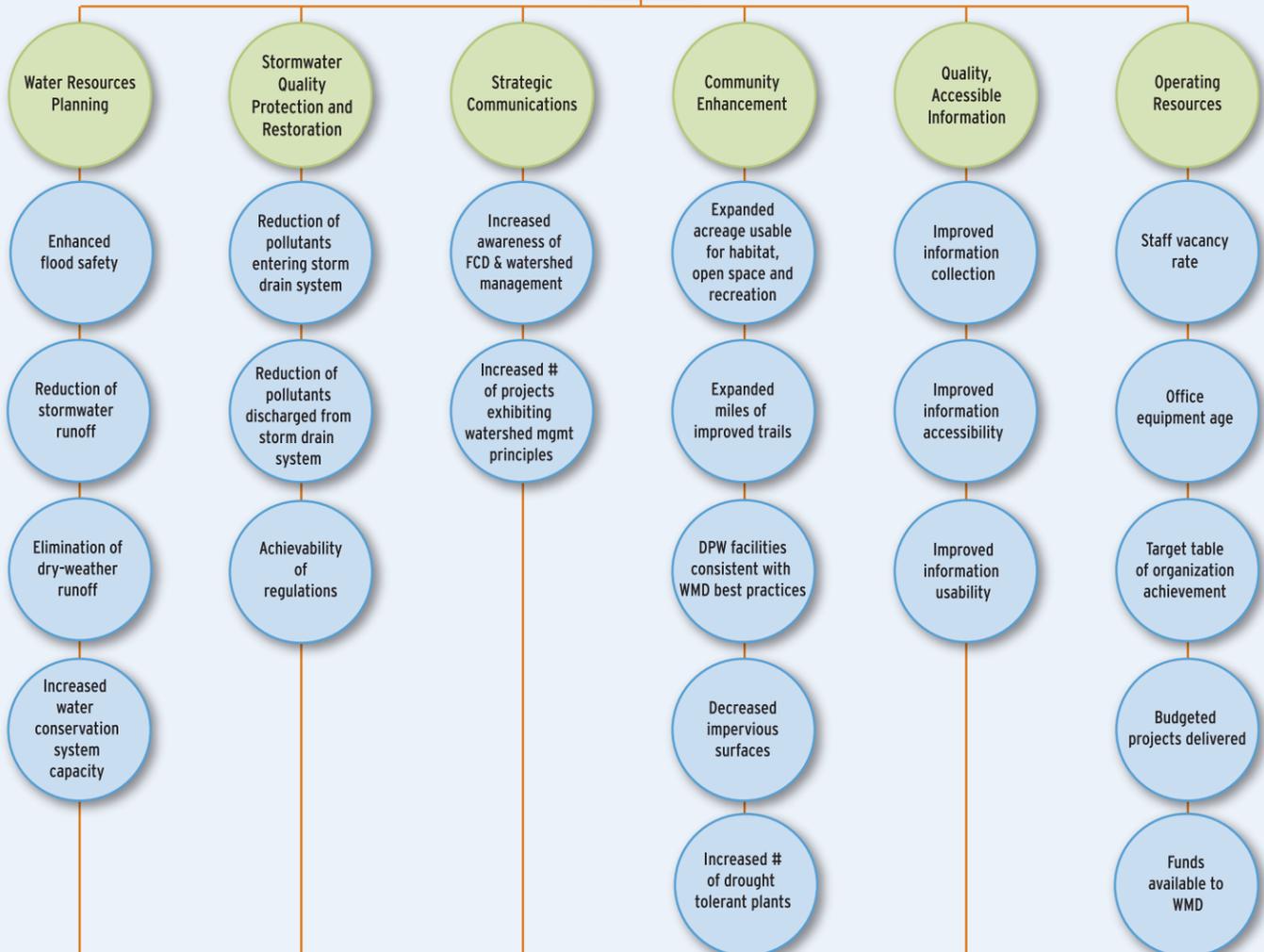
values } ...



mission }

WMD plans and supports delivery of an advanced system for flood protection, improving water quality and conserving water while maximizing habitat, open space, and recreational opportunities.

goals }



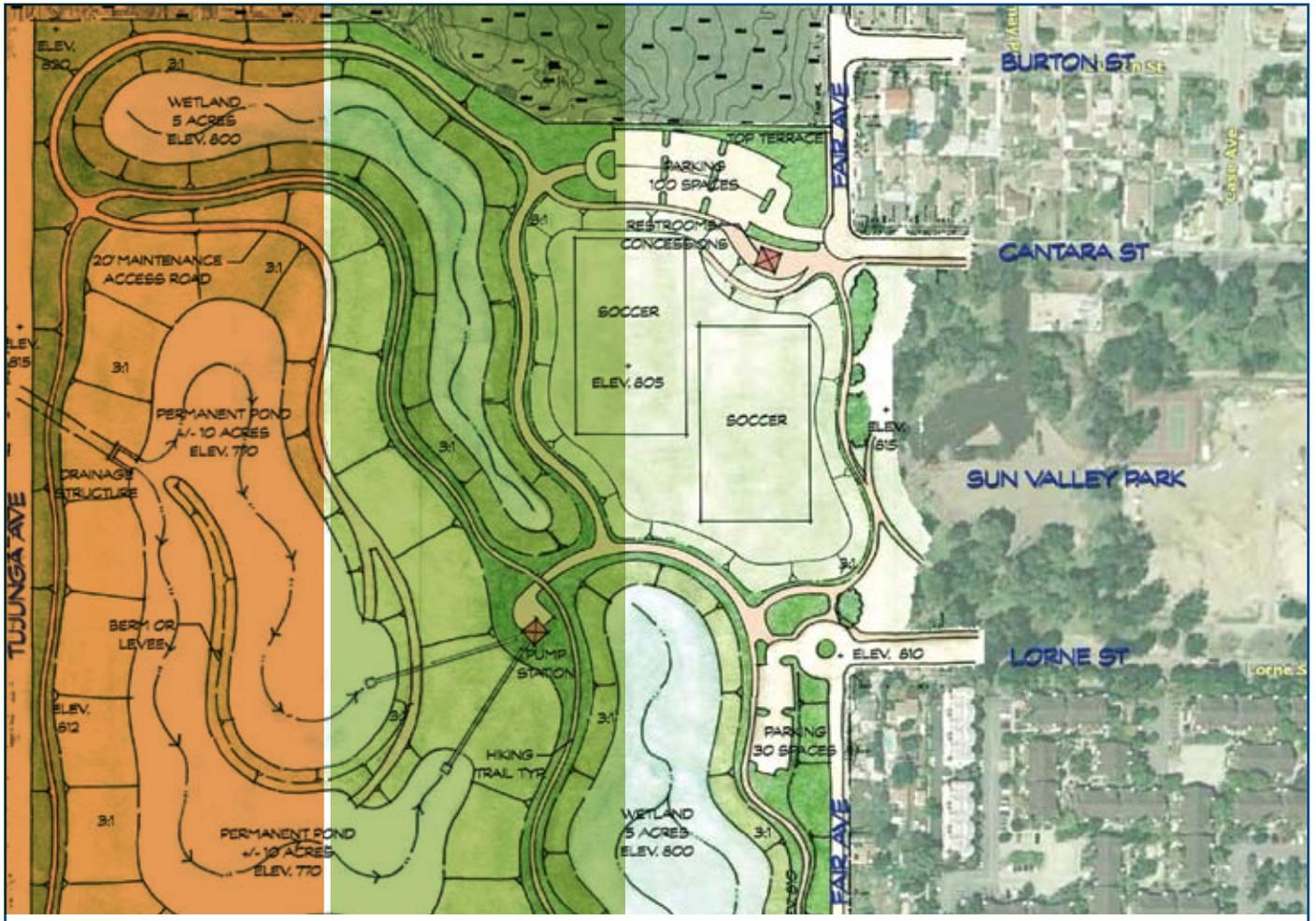
performance measures }

objectives }

<p>Improve NFIP Community Rating System classification from 8 to 7 by 2012 and from 8 to 6 by 2017.</p> <p>Provide 400AF of offline storage and groundwater recharge by 2015 and 100AF each year thereafter.</p> <p>Develop 15 PCR's that divert dry-weather runoff by 2015.</p>	<p>Install full-capture devices at all FCD catch basins in uninc. LA Co. by 2012.</p> <p>Reduce trash entering FCD catch basins in cities by 50% by 2012.</p> <p>Update SQMP SOP Manuals within 1 yr of new municipal Stormwater NPDES Permit.</p> <p>Develop LID manual & ordinance by 12/2008.</p> <p>Prepare a PCR for BMP test project by 10/2009.</p> <p>Audit 10 County sites for BMP implementation in FY 08/09.</p> <p>Install 10 automated sampling stations per year from 2009 to 2019.</p> <p>Complete Phase I of the Watershed Management Model by 4/2009.</p> <p>Develop 20 PCRs to address urban runoff by 2015.</p> <p>Create systems to track overflows & discharges into FCD system by Dec 31 2009.</p> <p>Develop a stormwater quality regulation with the Regional Board by 2012.</p>	<p>Achieve 15% increase in unique visits to WMD website by 2010.</p> <p>Develop public facing web presence for the FCD by 2010.</p> <p>Achieve at least ten feature story placements in County employee newsletters by 2010.</p> <p>Establish quarterly meetings with PIPP managers on strategy & program effectiveness.</p> <p>Ensure that:</p> <ul style="list-style-type: none"> - All flood-funded projects exhibit WM principles by 2013. - 30% of road projects exhibit WM principles by 2013. - 10% of capital improvement projects exhibit WM principles by 2015. 	<p>Add 50 usable acres for habitat, open space, and recreation by 2013.</p> <p>Add five miles of improved trails by 2013.</p> <p>Bring five DPW facilities into consistency with WMD best practices by 2013.</p> <p>Remove five acres of impervious surfaces by 2013.</p> <p>Add 1000 drought-tolerant plants by 2013.</p>	<p>Get all relevant WMD info. in a central place by 2010.</p> <p>Standardize water quality data collection by 2009.</p> <p>Compile 100% of water quality data collected by WMD staff.</p> <p>Compile all relevant info. on recent projects by 2009 and historical projects by 2011.</p> <p>Compile all relevant policy and procedure documents by 2009.</p> <p>Compile all relevant presentations, photos and media on recent projects by 2009 and historical projects by 2011.</p> <p>Compile all relevant BMP information on existing BMPs by 2009 and on new BMPs as they happen.</p> <p>Develop and/or procure programs and applications by 2010.</p> <p>Launch a user-friendly WMD website by 2009.</p> <p>Establish a WMD knowledge info. manager by 2009.</p>	<p>Maintain staff vacancy rate of less than 5%.</p> <p>Provide all employees with the physical environment and office equipment required to perform their work.</p> <p>Estimate an ideal T.O. on an annual basis and secure budgeted positions.</p> <p>Increase % of budgeted projects delivered by 5% by 2010 and by 5% each year thereafter.</p> <p>Expand funds available to WMD by 15% by 2010 and 30% by 2015.</p>
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catalytic projects }





chapter 1

Vision, Mission and Values

chapter 1

Vision, Mission and Values

The 2008 Watershed Management Division (WMD) Strategic Plan defines the future direction and priorities of the Division. The WMD Strategic Plan will be used to help guide decision-making, while facilitating ongoing planning and implementation within the Division for years to come.

STRATEGIC PLAN FRAMEWORK

The core elements of the Strategic Plan and the relationships between them are presented in the Plan Framework. The one-page foldout preceding this chapter is a graphic display of this Plan Framework, which offers a visual, high-level overview of the WMD Strategic Plan.

The Plan Framework consists of the following elements:

- The Vision portrays the ideal

future that WMD is striving to create.

- Values describe the norms and qualities of the WMD organization, which are reflected in the attitudes and actions of its staff.
- The Mission defines the overall purpose of WMD and its role in achieving the Vision.
- The Goals describe broad courses of action that WMD will seek to employ to carry out its Mission and achieve its Vision.
- The Performance Measures are qualitative or quantitative indicators of successful goal attainment.
- The Objectives are measurable and time-specific descriptions of desired results for each Performance Measure.
- Strategies describe the various actions, programs and projects that will be carried out to achieve these Objectives/ Performance Measures and move forward toward the larger achievement of each overall goal.

VISION, MISSION AND VALUES

VISION

The WMD Vision describes the ideal future it is striving to create by portraying the desired impact WMD will have on the Los Angeles County community it serves. It conveys a sense of what success would look and feel like.

Vision: Our communities are flood safe and supplied with clean water. Our facilities and projects respect the environment and enhance the communities we serve.

MISSION

The WMD Mission explains why it exists—the business it is in. It is an overall statement of what

vision, mission and values



L.A. River Headwaters

Mission: WMD plans and supports delivery of an advanced system for flood protection, improving water quality and conserving water while maximizing habitat, open space and recreational opportunities.

the organization must do to be successful. The Mission gives the overall “charge” and purpose of the organization. Since all activities undertaken by the organization should relate to one or more aspects of the mission statement, it should provide boundaries for what the organization will do and will not do.

VALUES

The values of WMD describe the basic behaviors, attributes, principles and beliefs that guide the organization during its journey to achieve the vision. These principles are the bedrock of staff attitudes toward their work, their mission and their relationships.

We Value...

- **Leadership:** We initiate actions, plans and programs that result in beneficial change within our community, department and profession.
- **Professionalism:** We strive for excellence as we apply our knowledge and expertise to benefit the community.
- **Innovation:** We seek creative, unique solutions to challenging problems by enthusiastically pursuing new technologies and ways of thinking.
- **Teamwork:** We work together as a team and willingly partner with other organizations, public and private, in pursuit of our vision.
- **Open Communication:** We share information, value

input from our stakeholders, and communicate in a way that fosters understanding and ongoing cooperation.

- **Fiscal Responsibility:** We are prudent and strategic managers of the public funds with which we have been entrusted.
- **Environmental Stewardship:** We take a systematic, multi-objective approach to our work that is sensitive to both natural and social environments.
- **Safety:** Our policies and actions preserve the flood safety of the public, and we are committed to safe work practices and a work environment that protects the health and welfare of all employees and the communities we serve.



chapter 2

Goals of Strategic Plan

WATERSHED MANAGEMENT DIVISION
strategic plan

chapter 2

Goals of Strategic Plan

The Goals provide direction for achieving the WMD Vision and Mission. Performance Measures, Objectives and Strategies are identified for each goal area.

OVERVIEW OF GOALS

Water Resources Planning

Maximize the use of all stormwater and non-stormwater runoff to achieve the multiple objectives of the Flood Control Act.

Stormwater Quality Protection and Restoration

Obtain cost-effective, tangible improvements in stormwater and urban runoff water quality through proactive initiatives and regulatory compliance.

Strategic Communications

Increase the public's overall

awareness and understanding of WMD's Mission, Goals and Objectives to achieve the adoption of best practices.

Community Enhancement

Ensure that all DPW projects under our purview complement and benefit our communities.

Quality, Accessible Information

Develop a user-friendly, comprehensive information management system to support all Watershed Management Division activities.

Operating Resources

Ensure the Division is appropriately staffed, equipped and funded to carry out all its responsibilities and has maximized these resources by developing strategic partnerships

and collaborative arrangements with other public agencies and private not-for-profit organizations.

Each of these six Goals has a set of Strategies, which are designed to support forward movement toward the WMD Mission and Goals, and position WMD to meet future challenges. In turn, desired results achieved through the implementation of these Strategies will be reflected in the Objectives and Performance Measures identified for these Goals and Strategies.

GOAL CHARTS

Overviews of the Strategies, Objectives and Performance Measures identified for each Goal are provided in the six Goal Charts that begin on the following page.

Maximize the use of all stormwater and non-stormwater runoff to achieve the multiple objectives of the Flood Control Act.

<i>strategies</i>	<i>objectives</i>	<i>performance measures</i>
<ul style="list-style-type: none"> • Develop strategies to improve Community Rating System (CRS) classification • Develop Low Impact Development (LID) Manual • Develop Regional Flood Hazard Reduction Master Plan <ul style="list-style-type: none"> - Map flood hazard area 	<p>Improve NFIP Community Rating System classification from 8 to 7 by 2012 and 8 to 6 by 2017</p>	<p>Enhanced flood safety</p>
<ul style="list-style-type: none"> • Use Project Concept Reports (PCRs) as a vehicle for collaborative planning and design to achieve multiple-objectives • Secure funding to develop and implement priority projects 	<p>Provide 400AF of offline storage and groundwater recharge by 2015 and 100 AF each year thereafter</p>	<p>Reduction of stormwater runoff volume and flow rate</p>
<ul style="list-style-type: none"> • Ensure that Flood Control District policies and procedures support multi-benefit objectives 	<p>Develop 15 PCR's that divert dry-weather runoff by 2015</p>	<p>Elimination of dry-weather urban runoff to the receiving waters</p>
	<p>Provide 400AF of offline storage and groundwater recharge by 2015 and 100 AF each year thereafter</p>	<p>Increased water conservation system capacity</p>

Obtain cost-effective, tangible improvements in storm and urban runoff water quality through proactive initiatives and regulatory compliance.

strategies	objectives	performance measures
<ul style="list-style-type: none"> • Ensure FCD policy is in place to facilitate the installation and maintenance of trash collection devices on FCD catch basins located within incorporated cities 	<p>Install full-capture devices at all FCD catch basins located within unincorporated LA County by 2012</p> <ul style="list-style-type: none"> - Ensure adequate maintenance for all devices installed <p>Reduce the amount of trash entering FCD catch basins located within incorporated cities by 50% by 2012</p>	<p>Reduction of pollutants entering into the storm drain system</p>
<ul style="list-style-type: none"> • Conduct regular Stormwater Quality Management Program (SQMP) assessments • Establish quantitative effectiveness measures • Update SQMP Standard Operating Protocol (SOP) Manuals with assistance from outside consultant 	<p>Update SQMP SOP Manuals within one year of the adoption of the new LA County Municipal Stormwater NPDES Permit</p>	
<ul style="list-style-type: none"> • Work with other Divisions, Departments and stakeholder groups to <ul style="list-style-type: none"> - Refine the draft Low Impact Development (LID) Manual, and - Modify the appropriate ordinances 	<p>Develop an LA County Low Impact Development (LID) Manual and ordinance for new development and redevelopment by December 2008</p>	
<ul style="list-style-type: none"> • Designate an unincorporated area to test source control and treatment control stormwater Best Management Practices (BMPs). 	<p>Prepare a PCR for an unincorporated area BMP test project by October 2009</p>	
<ul style="list-style-type: none"> • Work with pertinent DPW divisions, County departments, and the Chief Executive Office to develop and implement an interim audit program to facilitate the proactive implementation of the County's Stormwater Quality Management Program. 	<p>Audit a minimum of five County construction projects (capital or linear) and five County facilities for stormwater quality BMP implementation in FY 2008-09</p>	

Stormwater Quality Protection and Restoration continues on next page

Obtain cost-effective, tangible improvements in storm and urban runoff water quality through proactive initiatives and regulatory compliance.

strategies	objectives	performance measures
<ul style="list-style-type: none"> Obtain useful water quality data by implementing the Systemwide Water Quality Monitoring Program 	<p>Install 10 automated sampling stations per year from 2009 to 2019</p>	<p>Reduction of pollutants discharged from the storm drain system</p>
<ul style="list-style-type: none"> Develop decision making tools to facilitate BMP selection and siting 	<p>Complete Phase I of the Water Quality Improvement Model by April 2009</p>	
<ul style="list-style-type: none"> Ensure that FCD policies and procedures support multi-benefit projects Promote DPW's Water Quality Design Storm to gain acceptance from the regulatory and environmental communities 	<p>Develop 20 PCRs by 2015: 15 to address dry-weather runoff and 5 to address wet weather runoff</p>	
<ul style="list-style-type: none"> Establish FCD policy regarding the reporting of Sanitary Sewer Overflows (SSOs) to the FCD system and communicate the policy to pertinent sanitary sewer agencies 	<p>Create a user-friendly system to track Sanitary Sewer Overflows into the FCD system by December 31, 2009</p>	
<ul style="list-style-type: none"> Establish FCD policy regarding the reporting of potable water discharges into the FCD system and communicate the policy to pertinent water utilities 	<p>Create a user-friendly system to track potable water discharges into the FCD system by December 31, 2009</p>	
<ul style="list-style-type: none"> Proactively participate in the California Stormwater Quality Association to enhance staff expertise and experience Hire a reputable consultant with a proven track record of successfully working with stormwater regulatory agencies Fund scientific studies designed to increase the understanding of stormwater quality protection 	<p>Collaboratively develop one stormwater quality regulation with the Regional Board by 2012</p>	<p>Achievability of regulations</p>

Increase the public's overall awareness and understanding of WMD's mission, goals and objectives to achieve the adoption of best practices.

strategies

objectives

performance measures

- Upgrade the WMD website to be more user-friendly, informative, and dynamic
- Drive user traffic to the WMD website through search engine optimization and embedded links on stakeholder websites
- Increase dissemination of press releases, feature stories, and photos to news outlets, County newsletters, and trade media
- Develop a means of communicating current WMD policy and positions using appropriate media

- Achieve 15 percent increase in unique visits to the WMD website by 2010
- Develop a public-facing web presence for the FCD by 2010
- Achieve at least ten feature story placements on FCD/watershed management programs and projects in County employee newsletters by 2010
- Establish quarterly meetings with managers of the Public Information and Participation Program (PIPP) to discuss strategy and evaluate program effectiveness

- Increased awareness of LA County Flood Control District and watershed management principles, projects and best practices in the following communities:**
- **Employees of County Public Works**
 - **Employees of other County Departments**
 - **Opinion leaders and staff within key organizations**
 - **General public**

- Market Information Sessions to Department employees, as well as to those of other County Departments, where applicable
- Support the Stormwater BMP program for County facilities by developing a BMP marketing campaign for employee practices
- Strengthen WMD legislative function
- Initiate an adhoc committee of Public Works staff to develop a marketing plan for LID public education

- Ensure that all flood funded projects exhibit watershed management principles by 2010
- Ensure that 30 percent of road projects exhibit watershed management principles by 2013
- Ensure that 10 percent of capital improvement projects exhibit watershed management principles by 2015

- Increased number of Capital Improvement, Flood and Road Funded Projects exhibiting WMD's Mission and Best Practices**

Ensure that all DPW projects under our purview complement and benefit our communities.

strategies	objectives	performance measures
<ul style="list-style-type: none"> Establish a tracking system for added acreage of open space and habitat. Form partnerships with public and private agencies to utilize and/or modify their planning documents and efforts to include watershed management principles in their work 	<p>Incorporate 50 usable acres for habitat, open space and recreation into new or existing flood control, water quality, or water conservation projects by 2013</p>	<p>Expanded usable acreage for habitat, open space and recreation, which have been added by DPW projects or influenced by DPW involvement</p>
<ul style="list-style-type: none"> Develop a collaborative process with Programs Development Division to track and quantify the status of bike trail planning and construction Develop a collaborative process with public and private agencies to track and quantify the status of multi-use trail planning and construction 	<p>Facilitate the addition of 5 miles of improved trails into new or existing flood control, water quality, or water conservation projects by 2013</p>	<p>Expanded miles of improved trails which have been added by DPW projects or influenced by DPW involvement</p>
<ul style="list-style-type: none"> Develop and prioritize a database of DPW facilities that should be enhanced or retrofitted with BMP's Collaborate with facility operators and budget groups to prepare a 5 year implementation schedule 	<p>Bring 5 DPW facilities into consistency with WMD best practices by 2013</p>	<p>DPW buildings and yard facilities enhanced for consistency with WMD best practices</p>
<ul style="list-style-type: none"> Form an inter-divisional committee to develop permeable pavement standard designs and specifications Develop a pilot project to install porous pavement on a FCD service road, preferably one presently being operated as a bike trail Upon successful pilot project, draft a policy that all new and to be reconstructed FCD service roads incorporate porous pavement 	<p>Remove 5 acres of impervious surfaces by 2013</p>	<p>Increased acres of impervious surfaces removed or disconnected</p>
<ul style="list-style-type: none"> Develop a green street pilot project that uses drought tolerant landscaping Partner with non-governmental organizations to develop pocket parks and landscape enhancement projects that utilize drought tolerant plants on DPW right-of-way Develop landscape guidelines for all DPW facilities and rights of way 	<p>Add 1,000 additional drought-tolerant plants by 2013.</p>	<p>Increased number of drought-tolerant plants in DPW or FCD right of way*</p>
<ul style="list-style-type: none"> Ensure that adequate maintenance is being performed in order that community enhancement projects remain an asset to the community Catalogue maintenance agreements, contracts and parties responsible for maintenance and the funds spent on maintenance 	<p><i>* Addresses existing DPW and FCD right of way (excludes drought tolerant plants added in additional usable acres per first performance measure).</i></p>	

Develop a user-friendly, comprehensive information management system to support all Watershed Management Division activities.

strategies

- Develop an information collection, storage and retrieval plan
- Identify and prioritize categories of information to be collected
- Identify other relevant external data sources
- Implement the information collection plan by collecting, sorting, and compiling data into a data library
- Establish links to external data sources
- Develop a water quality data interface conversion system

objectives

- Get all relevant WMD information in a central place by 2010
- Standardize water quality data collection by 2009
- Compile 100 percent of water quality data collected by WMD staff - ongoing
- Compile all relevant project information for current/recent projects by 2009, historical projects by 2011, and new projects as they happen
- Compile all relevant policy and procedure documents by 2009
- Compile all relevant presentations, photos and media of current/recent projects by 2009, historical projects by 2011, and new projects as they happen
- Compile all relevant BMP information on existing BMPs by 2009 and new BMPs as they happen

performance measures

Improved information collection

Quality, Accessible Information continues on next page

Develop a user-friendly, comprehensive information management system to support all Watershed Management Division activities.

strategies

objectives

performance measures

- Expand computer processing capabilities
- Research and acquire relevant technology
- Obtain a file server for our division
- Obtain and/or train and develop expertise in using technology
- Provide access to the digital library

Develop and/or procure programs and applications by 2010

Improved information accessibility

- Create a robust usable website and design web pages to share information for internal/external customers
- Create tables, charts, graphs, GIS maps, etc.
- Sustain over time the quality of information in the database
- Update and maintain website

Launch a user- friendly WMD website by 2009

Establish a WMD knowledge information manager by 2009

Improved information usability

Ensure the Division is appropriately staffed, equipped and funded to carryout all its responsibilities and has maximized these resources by developing strategic partnerships and collaborative arrangements with other public agencies and private not-for-profit organizations.

strategies	objectives	performance measures
<ul style="list-style-type: none"> Promote WMD by advertising the Division to the CEA Forum, the ACE Lateral Movement and Rotation programs Encourage professional development through cross-functional teams, orientation, information sessions, branch rotations, and skill/interest assessments 	<p>Maintain staff vacancy rate of less than five percent</p>	<p>Staff vacancy rate</p>
<ul style="list-style-type: none"> Develop an inventory and tracking system of appropriate office equipment matching up with the type of work performed by each employee Set aside budget each year to meet all equipment replacement needs and ensure availability of appropriate office equipment 	<p>Provide all employees with the physical environment and office equipment that is required for the type of work he/she performs</p>	<p>Office equipment age</p>
<ul style="list-style-type: none"> Assess the current workload within WMD and compare it with the current T.O. Design a T.O. methodology after the adoption of the Strategic Plan and reevaluate it, each year to align it with the workload 	<p>Estimate an ideal T.O. on an annual basis</p> <p>Secure budgeted positions</p>	<p>Target "table of organization" achievement</p>
<ul style="list-style-type: none"> Increase the number of staff in Watershed sections that can work on PCRs Create a dedicated, consolidated Project Management group (in WMD or the Flood Division) Commit to the 5-year needs assessment plan <ul style="list-style-type: none"> Actively develop those projects Increase accountability by providing Division Head/Deputy with monthly progress report on status of all budgeted projects <ul style="list-style-type: none"> Require explanation for major deviations from schedule 	<p>Increase percentage of Budgeted Projects Delivered by 5% by 2010 and by 5% each year thereafter.</p>	<p>Budgeted projects delivered</p> <p><i>Operating Resources continues on next page.</i></p>

Ensure the Division is appropriately staffed, equipped and funded to carryout all its responsibilities and has maximized these resources by developing strategic partnerships and collaborative arrangements with other public agencies and private not-for-profit organizations.

strategies

- Pass the Flood Control District Water Quality Funding Measure
- Increase the number of cooperative projects (i.e. projects with funding partners)
- Increase the number of high quality grant applications that are pursued and tracked
- Improve coordination with Grants Management (PDD)
- Educate all staff on watershed management funding
- Emphasize that grants enable WMD to build more projects, while decreasing over-reliance on the Flood Fund.
- Ensure WMD staff has timely access to master list of all potential grants.

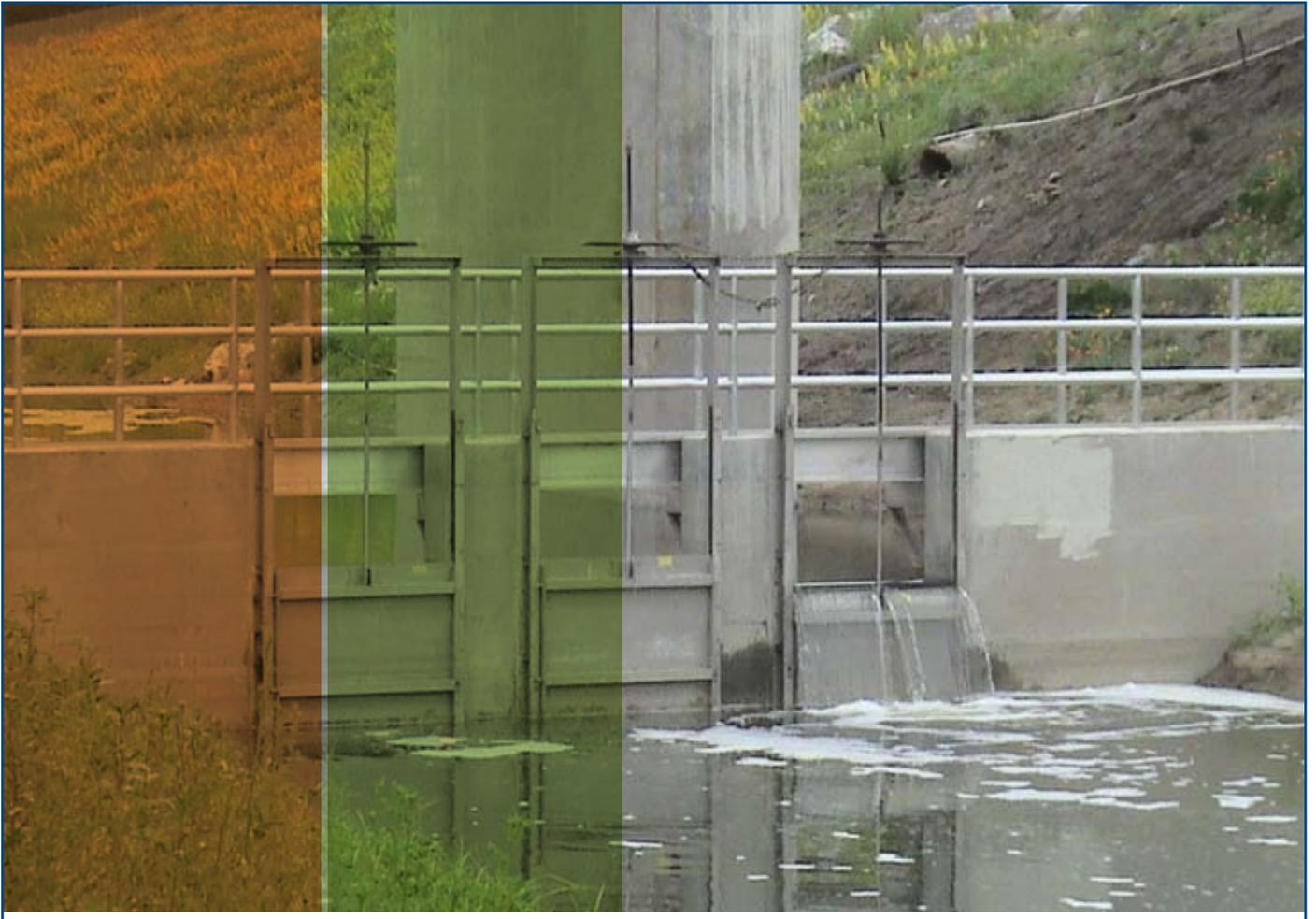
objectives

Expand funds available to WMD for multiuse projects and related NPDES permits by 15% by 2010 and 30% by 2015.

performance measures

Funds available to WMD *

** Funds available to WMD include all monies received from grants, the CEO, Road Fund, Flood Fund, etc.*



chapter 3

Catalytic Projects

WATERSHED MANAGEMENT DIVISION
strategic plan

chapter 3

Catalytic Projects

Through the strategic planning process, WMD staff identified four high-leverage, high-impact projects and programs they believe will have the greatest positive impact on the Performance Measures identified in this Plan. Together, the anticipated benefits of each of these catalytic projects and programs extend across the full spectrum of the six WMD Goals.

- Flood Control District Water Quality Funding Initiative
- System-wide Monitoring
- Flood Control District Policy, Standards, and Guidelines
- Integrated Regional Water Management Plans (IRWMPs)

FLOOD CONTROL DISTRICT WATER QUALITY FUNDING INITIATIVE

The Water Quality Funding Initiative is a comprehensive

research and outreach effort sponsored by the Los Angeles County Flood Control District to determine the feasibility of a dedicated, long-term source of funding to address stormwater and urban runoff pollution. This new revenue source, if approved by voters within the District, would provide for both capital improvements and operations and maintenance activities.

SYSTEM-WIDE MONITORING

WMD will lead efforts to aggressively monitor the water quality of discharges into the receiving waters of the Los Angeles County Flood Control District, including the municipal separate stormwater sewer system. The existing network of seven MS4 mass emissions monitoring stations will expand to more than 100 water quality monitoring

stations throughout the FCD. Data collected through this initiative will support the efforts of cities and County unincorporated areas within the District to maintain compliance with water quality regulations of the state.

FLOOD CONTROL DISTRICT POLICY, STANDARDS, AND GUIDELINES

As the planning arm of the Flood Control District, WMD will work with other DPW divisions to compile and formalize a suite of policies, guidelines, and standards to guide implementation of various projects within the District. The purpose of the new FCD Policy, Standards, and Guidelines Manual is to support implementation of projects in ways that are consistent with the application of watershed management principles and best management practices.

catalytic projects



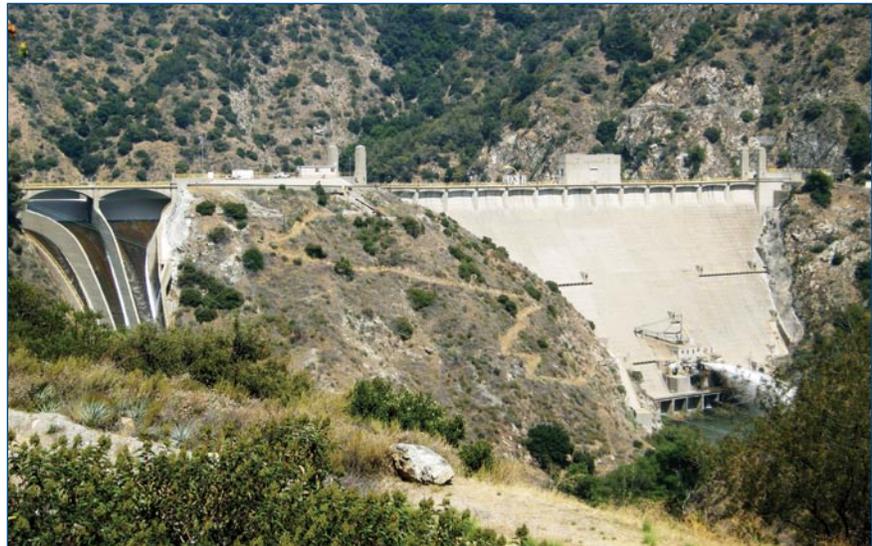
Lester Snow, Director of the State Department of Water Resources, presented a \$25 million mock check to the Leadership Committee of the Greater Los Angeles County Region IRWMP during a July, 23, 2008, media event.



A new valve at the San Gabriel Dam allows low-volume releases of captured stormwater. During dry months these flows will support downstream habitat.

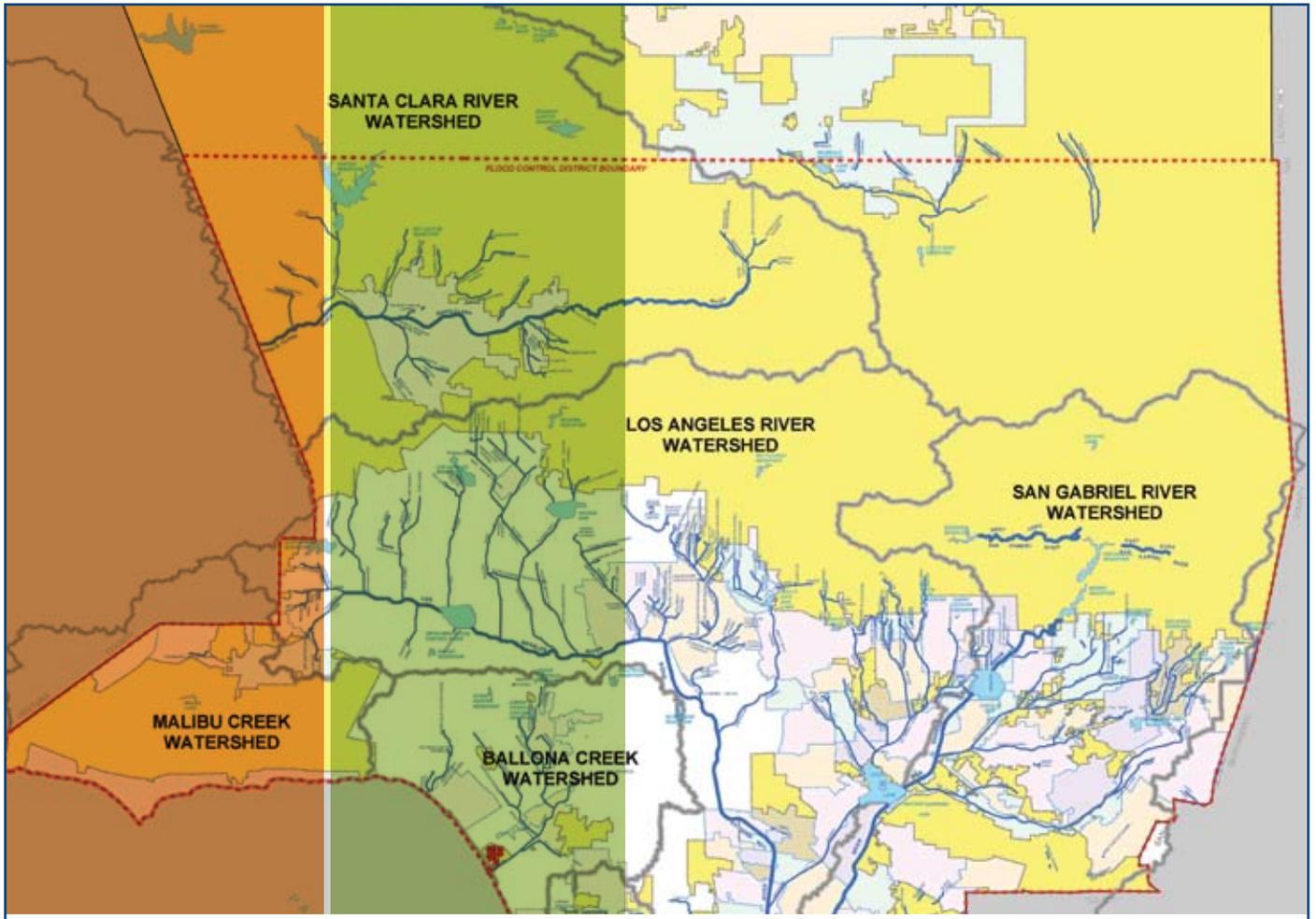
INTEGRATED REGIONAL WATER MANAGEMENT PLANS (IRWMPs)

The Integrated Regional Water Management (IRWM) Program is a model for the integration of single-benefit projects within a defined hydrological region. Each IRWM region is charged with the development of a 20 year plan to achieve multi-beneficial goals of water supply, water quality, water conservation, and resource stewardship. As the programming, planning, and project implementation arm of the Los Angeles County Flood Control District, WMD represents the District as a stakeholder in IRWM plan development and implementation. An IRWM Plan for the Greater Los Angeles County Region was adopted in 2006. More recently, IRWM Plans for the Antelope Valley Region and



The Morris Dam Water Supply Enhancement Project was one of 14 LA County projects to receive Prop 50 grant funds. The \$16.4 million project will allow the District to conserve 5,720 of additional acre ft. of water per year.

the Upper Santa Clara Region have also been adopted.



chapter 4

Purpose and Process

chapter 4

Purpose and Process

PURPOSE OF WMD STRATEGIC PLAN

Development of the 2008 Watershed Management Division (WMD) Strategic Plan was envisioned as an opportunity to re-examine and clarify the overall Vision and Mission of the Division and develop a series of Goals and Strategies that would guide its future. This would be accomplished by involving WMD staff in a collective assessment of

2000 within the County of Los Angeles Department of Public Works. Through this process, WMD management and staff would work together to gain a better understanding of how best to leverage its human, financial and technical resources to achieve the greatest possible benefit for its clients inside and outside the Department of Public Works and within the Los Angeles County community it serves.

developing a shared perspective of its purpose as a division and where it should focus its resources to best realize its goals. By better understanding its current position as a division and defining where it wants to be in the future, WMD will be able to chart a clearer path to the Goals, Objectives and Strategies that have been identified by staff as the best way to effectively carry out its Mission and realize its Vision.

The Los Angeles County Flood Control District encompasses more than 3,000 sq miles, 85 cities, and close to 2.1 million parcels of land. District infrastructure includes 14 major dams, 500 miles of open channel, 2,834 miles of underground storm drain, and more than 120,000 catch basins.

WATERSHED MANAGEMENT

The Watershed Management Division was established in August 2000 by the County of Los Angeles Department of Public Works to address the flood protection, water quality, water conservation, open space, and recreational needs of the Los Angeles County Flood Control

its successes and lessons learned over the eight years since its formation as a new division in

The strategic planning process was also intended to foster a renewed commitment among WMD staff by

purpose and process



WMD uses Info Sessions to showcase new projects and communicate important watershed management concepts.

Watershed Management Division is the planning arm of the Los Angeles County Flood Control District. Public Works' Flood Maintenance and Water Resources Divisions, respectively, oversee the District's maintenance and operational efforts.

District. Rather than focus on single-objective solutions for these Flood Control District priorities, WMD uses an integrated, multipurpose approach that is consistent with watershed management principles. These principles are carried out through a framework of collaboration and partnerships combined with sound science and local knowledge as a foundation for well-planned actions. Outcomes are monitored so that multi-purpose projects may be adapted over time to achieve improved results.

General Watershed Management Principles

To convey the essential elements of watershed management, the California Biodiversity Council has identified the general watershed principles listed below. Upon review, it was determined that these principles succinctly portray the nature and complexity of the work that is performed by WMD staff:

Comprehensiveness

- Consider whole drainage basin (headwaters to basin outlet)
- Address all significant factors affecting the resource(s)

- Use an ecosystem-based approach (address environmental, economic and social benefits)
- Recognize diversity of watershed
- Work across boundaries (land ownership/jurisdictional responsibilities)

Commitment and Leadership

- Get commitment and leadership from those who live and work in the watershed
- Provide regional management support and commitment
- Achieve a common vision and collective set of objectives at the watershed level

Process and Communication

- Recognize that process is as important as outcome
- Use a stakeholder based process (inclusive from beginning to end)
- Provide for an on-going iterative process with many opportunities for input



The east basin of the Dominguez Gap Wetlands naturally treats from 2-3 cubic feet per second (1.3 to 3.2 million gallons a day) of stormwater and urban runoff—enough water to fill five Olympic-size swimming pools.

Integration of Interdisciplinary Science and Local Knowledge

- Use the best available scientific information
- Incorporate local knowledge and common sense approach
- Acknowledge watershed assessments as a necessary first step

Monitoring and Adaptive Management

- Monitor outcomes (include social and technical components)
- Take long-term approach
- Adapt management based on monitoring results
- Provide for flexibility in the watershed assessment and monitoring approach

Cooperation and Coordination

- Foster local interest and participation

- Promote federal/State/local government/tribal/public/private partnerships
- Comply with existing laws
- Utilize a combination of voluntary and regulatory approaches
- Seek equitable ways to distribute responsibilities and funding

Community-based

- Emphasize local initiatives and energy while acknowledging larger public trust interests
- Do not employ a top-down approach
- Consider scale dependencies
- Recognize beneficial resource allocation

Legislative Context

While these watershed management principles shape the nature and process of the work performed by the WMD, the scope of that work was first defined as a product of its legislative

environment. The legislative environment of the WMD is shaped primarily by the Los Angeles County Flood Control Act and is also influenced by the Federal Clean Water Act.

Los Angeles County Flood Control Act

In 1915, the Los Angeles County Flood Control Act was enacted by the California State Legislature, creating the Los Angeles County Flood Control District. The purpose of the Flood Control Act is to provide for the control and conservation of the flood, storm and other waste waters of the Flood Control District. In 1985, the responsibilities and authority vested in the Flood Control District were transferred to the County of Los Angeles Department of Public Works. The Flood Control District is governed, as a separate entity, by the County of Los Angeles Board of Supervisors.

Clean Water Act

The Clean Water Act (CWA) is the principal federal law governing pollution of the nation’s lakes, rivers and coastal waters. Originally enacted in 1948 and significantly revised in 1972, the CWA was last amended in 1987. The overriding purpose of the CWA is to restore and protect the quality of surface waters throughout the nation utilizing

purpose and process



Design Concepts for El Dorado Regional Park

a variety of regulatory and non-regulatory tools to eliminate the discharge of pollutants into waterways and manage polluted runoff. As the principal permittee of the State-issued National Pollutant Discharge Elimination System (NPDES) Permit, the Flood Control District is looked upon as a leader in Los Angeles County with respect to the CWA.

OVERVIEW OF STRATEGIC PLAN PROCESS

The first phase of the WMD strategic planning process was initiated by an in-house, staff-led task force that interviewed WMD managers and section heads. Information gathered through

these interviews provided a foundation for the overall strategic planning process that helped to shape subsequent discussions.

The second phase of the strategic planning process, beginning in the summer of 2007, was led by staff from Moore Iacofano Goltsman (MIG), Inc. MIG staff designed and facilitated a series of meetings that engaged staff from throughout the Division over a ten month period. These facilitated discussions were designed to generate the collective perspectives of all participants through a systematic process, where the shared experiences and knowledge of those working in WMD could be used to identify

major themes and principles as a basis for plan development.

These staff discussions took place along three parallel organizational tracks. An Executive Management Team, consisting of the Assistant Deputy Director and three Assistant Division Engineers, provided overall guidance for the strategic planning effort. A Division Management Team, which included all WMD Section Heads as well as the Executive Management Team, constituted the engine for the strategic planning process. Discussions within the Division Management Team generated initial issues, concerns and potential directions that were then used to anticipate



Passive recreational features and interpretive panels are among the many trail enhancements considered in the design of multi-use projects.

and plan for the larger Division-Wide Staff Forums. These large forums were designed as retreats involving all WMD staff, and were the primary source for the ideas used to fuel the development of the strategic plan. Two of these three staff forums were all-day retreats involving both division-wide discussions but also smaller breakout groups that focused on specific topics; findings were then subsequently shared with the entire Division.

Initial discussions at all three organizational levels of the strategic planning process began with an environmental scan, in which participants shared their views on what they saw as the key

issues and trends impacting the Watershed Management Division. At each level these strategic issues and challenges were then re-framed as key themes that could be used to identify an initial set of solutions or possible goals for consideration by all participants. All of these meetings were graphically recorded on large wall-sized sheets of paper to document the flow and content of the discussions, encourage group interaction and to aid decision-making.

Information generated in these meetings, especially the three staff forums and the seven division management team meetings, is the primary source for the content of

this strategic plan. All elements of the strategic plan framework were constructed from these discussions, grounded in an initial set of draft goals generated in the first staff forum. The Division Management Team later synthesized findings from this same meeting to craft early versions of the vision and mission. In turn, staff had an opportunity to further refine the Vision, Mission and Goals at additional staff forums that took place in early 2008. Through this interactive process between the Division Management Team and the Staff Forums, the Plan Framework gradually evolved until there was an overall shared acceptance among participants that this represented their understanding of the WMD Vision and how it could best be achieved.

Once the basic elements of the Plan Framework were identified—Vision, Mission and Goals—WMD staff became actively involved in identifying the Strategies for achieving these Goals, as well as the measures that would be used to track progress toward their achievement. The third staff forum was crucial in that regard, as staff worked together in breakout groups to formulate Performance Measures, Objectives and Strategies for each Goal. In the weeks following this staff forum, section heads continued to work with staff from the respective

purpose and process



Staff from WMD's Field Support Unit help site managers of Public Works facilities remain in compliance with stormwater regulations.

breakout groups to further develop the proposed approaches for achieving each Goal. These draft Goal Charts were also collectively reviewed and refined in subsequent meetings of the Division Management Team.

The resulting Strategic Plan is formatted to be an action-oriented document, which can be easily updated as on a regular basis based on feedback from implementation of Strategies and as circumstances warrant.

ORGANIZATION OF STRATEGIC PLAN

The WMD Strategic Plan is structured as follows:

Plan Framework

A one-page graphic overview of the WMD Strategic Plan.

Chapter 1 - Vision, Mission and Values

Describes the overall strategic direction of the Watershed Management Division.

Chapter 2 – Goals of WMD Strategic Plan

Details in chart format the six Goals of the Strategic Plan, the

Performance Measures and Objectives that assess progress toward these Goals, and the Strategies that will be utilized to achieve them.

Chapter 3 - Catalytic Projects

Describes four key projects that are anticipated to have the greatest overall impact on achieving the mission and goals of the WMD.

Chapter 4 - Purpose and Process

Presents the purpose of the Strategic Plan and the process to develop it.



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