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**ORANGE COUNTY WATER DISTRICT**  
ORANGE COUNTY'S GROUNDWATER AUTHORITY

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5.A.

March 30, 2016

Tom Evans, Chairman  
Santa Ana Watershed Project Authority  
11615 Sterling Ave.  
Riverside, CA 92503

**SUBJECT:** Strategic Review Follow-up

Dear Chairman Evans,

The Orange County Water District would like to thank you for your efforts in leading the strategic review and assessment of the Santa Ana Watershed Project Authority (SAWPA) organization and would request that follow-on work be undertaken to complete the review process.

The materials that were presented by Paul Brown at the Commission Workshop held on March 1, 2016, were very enlightening in that they showed a fairly wide divergence in opinion as to the strategic vision of the SAWPA organization and where its priorities should be focused. This work has been a good first step, but further work needs to be done so that a clear path is given for the organization that will help better align both the Commission and SAWPA staff in pursuing the future direction of the organization.

In order to attain this clear path moving forward into the future, we request that Paul Brown conduct additional facilitated workshops that address and achieve consensus in the following areas:

- SAWPA's mission and purpose statements with the goal being to make sure that those statements truly reflect the vision of the member agencies;
- Evaluation and prioritization of all SAWPA projects and activities to determine which ones align best with the mission and purpose of the organization;

Tom Evans  
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- Definition of the role of the member agency General Managers and the degree of interaction they should have with SAWPA staff in matters being presented to the Commission;
- Evaluation of the One Water One Watershed (OWOW) program to make sure that the process is compliant with its guiding principles and does not exceed its current scope of work;
- Evaluate the current SAWPA staffing levels to make sure that they are adequate to meet the goals of the strategic vision of the organization.

Once again, we want to thank you for your leadership during this strategic review process and we look forward to working with you as we move forward on the many issues that lie ahead.

Sincerely,



**Philip L. Anthony**  
SAWPA Commissioner



**Roman Reyna**  
SAWPA Alternate Commissioner

cc: SAWPA Commission  
Mike Markus, General Manager, OCWD  
Celeste Cantu, General Manager, SAWPA

5.A.

March 28, 2016

**RECEIVED**

APR -1 2016

SANTA ANA WATERSHED  
PROJECT AUTHORITY

Tom Evans, Chair  
Santa Ana Watershed Project Authority  
11615 Sterling Ave.  
Riverside, CA 92503

**SUBJECT:** Strategic Review Follow-up

Dear Chair Evans,

First, we want to thank you for your leadership in initiating the Strategic Review of the SAWPA organization. We continue to agree with you that the only way to solve the divergent views regarding what SAWPA should be focused on is to have open and frank discussions intentionally structured to reach resolution. After reviewing the document prepared by Paul Brown and participating in the Commission Workshop on March 1 and Regular Commission Meeting on March 15, we see that the Strategic Review has successfully brought the issues into focus. We encourage you to continue to refine and develop the Review process to ensure that the momentum that has been created is not lost.

To that end, we suggest that the Commission initiate the next phase of the process to delve into the issues with organizational alignment and focus identified by Paul Brown. We look forward to discussing this with the entire Commission, but offer that the next phase should include the following tasks:

1. Comprehensive review of the current SAWPA mission and purpose statements with the goal being to identify priority areas of involvement while recognizing there are constraints to how much SAWPA can and should be doing.
2. Evaluation and prioritization of all SAWPA projects to determine which ones align best with the mission and purpose.
3. Determine how best to identify and vet new or expanded projects. We want to ensure that new opportunities for involvement do not keep SAWPA from meeting its core responsibilities.
4. Re-evaluate the implementation of the OWOW process. We are most concerned with the statement from SAWPA Staff that they are evaluating ways to expand OWOW to include other potential funding sources including those from the Federal government.

**Board of Directors and Officers**

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DOUGLAS D. HEADRICK  
General Manager

5. Evaluation of the current SAWPA staffing levels to enable the Commission to "rightsize" the organization to meet the demands of those projects that it deems most appropriate for SAWPA.

Once again, thank you for your leadership at this important time. We are certain that the Commission can and will find a way to move the organization forward.

Sincerely,



**Ed Killgore**  
SAWPA Commissioner



**Steve Copelan**  
SAWPA Alternate Commissioner

Cc: SAWPA Commissioners  
SBVMWD Board of Directors

Roundtable	Start Date	Hours	FTE	SAWPA Contributions	Other Contribution	Grants
LESJWA JPA	2000	325	0.16	\$ 10,000	\$ 167,263	-
Arundo Habitat Management	2002	190	0.09	-	\$ 1,043,004	-
Santa Ana Sucker Fish Conservation Team	2003	250	0.12	\$ 10,000	\$ 93,391	\$ 100,000
Stormwater Quality Standards Task Force	2003	190	0.09	\$ 50,000	\$ 92,581	-
Lake Elsinore Canyon Lake TMDL Task Force	2004	625	0.30	-	\$ 869,500	-
Basin Monitoring Program Task Force	2004	440	0.21	-	\$ 555,951	-
Middle Santa Ana River TMDL Task Force	2004	180	0.09	-	\$ 417,430	-
Imported Water Recharge Workgroup	2007	60	0.03	-	\$ 30,564	-
Emerging Constituents Task Force	2009	180	0.09	-	\$ 154,000	-
Forest First Program	2011	35	0.02	-	\$ 54,569	-
Energy – Water DAC Grant Project	2015	350	0.17	-	-	\$ 938,985

