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;
• 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
March 28, 2016

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

ED KILLGORE
Division 1

GIL NAVARRO
Division 2

SUSAN LONGVILLE
Division 3

MARK BULOT
Division 4

STEVE COPELAN
Division 5

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,

[Signature]
Ed Killgore
SAWPA Commissioner

[Signature]
'Stève Copelan
SAWPA Alternate Commissioner

Cc: SAWPA Commissioners
SBVMWD Board of Directors
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- LESJWA JPA
- Santa Ana Sucker Fish Conservation Team
- Storm Water Quality Standards Task Force
- Import Water Recharge Workgroup
- Forest First Program
- Arundo Habitat Management
- Lake Elsinore Canyon Lake TMDL Task Force
- Basin Monitoring Program Task Force
- Middle Santa Ana River TMDL Task Force
- Emerging Constituents Task Force
- Energy – Water DAC Grant Project