

INTRODUCTION

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Objective

Since its inception in August 2000, Watershed Management Division (WMD) has been playing an increasingly active role in shaping and promoting watershed management in Los Angeles County. During the 2002-2004 biennium, WMD continued to work at the forefront of making sustainable watershed development in Los Angeles County a reality through conservation, protection, and conscientious management of natural resources. This



anticipation of future National Pollutant Discharge Elimination System (NPDES) Permit for the discharge of municipal storm water from the municipal separate storm sewer systems (MS4) and upcoming Total Maximum Daily Loads (TMDLs) requirements, are also presented in this report .

The objective of this report is to provide stakeholders, including other Los Angeles County Departments, cities, organizations, and environmental agencies, an update of Public Works' efforts to protect the communities and the environment through innovative watershed management strategies and projects.



report documents the achievements and challenges each watershed section, as well as the overall WMD, experienced in the past two years. The report on WMD sections provides a Background and the Mission of each section and details the Accomplishments, Projects, Lessons Learned in the past biennium, and Future Plans. An overview of experiences gained in the planning and designing of new and innovative multiuse watershed management projects, as well as lessons learned from efforts to reorganize the Division in



Mission

The Department of Public Works will lead the planning and implementation of watershed management in the County of Los Angeles. Working with those who have a stake in our watersheds' future, protection, conscientious resources, water conservation the quality of stormwater. Our goal is to protect our environment, and to provide a the citizens of our County.



we will integrate flood management of natural and efforts to improve runoff and groundwater. communities and the higher quality of life for

Organization Structure

Over the two-year period, WMD's Table of Organization changed several times due to staffing needs, priorities, and workloads. Primary changes focused on placing management responsibilities for certain watersheds in different sections. For example, the Dominguez Watershed moved from the Santa Monica Bay Section to the Los Angeles River/Harbor Watershed Section, and the Santa Clara River/Antelope Valley Watershed Section was merged with San Gabriel River Watershed Section. The Santa Monica Bay Watershed was divided into two units due to accelerated efforts to meet TMDL mandates. Other changes included adding project management responsibilities for multiuse projects, transferring maintenance related environmental permitting functions to Flood Management Division, and transferring the Public Relations and Outreach Unit to the Public Relations Group in February of 2003. The environmental clearing house function was transferred to Land Development Division in July 2004. Following these changes, the current structure of WMD is now comprised of five autonomous sections, one technical support unit, and a water policy manager.

Three of the five sections are organized along major hydrologic watershed boundaries to concentrate on the needs of the watersheds. These sections are the San Gabriel River/Santa Clara River Watershed, the Los Angeles River/Harbor Watershed, and the Santa Monica Bay Watersheds Sections. The two remaining sections are the Water Quality Section and the

Watershed Engineering, Mapping, FEMA and LACDA Section. The technical support unit of WMD is the Research, Legislation, and Funding Unit. The water policy manager is a component of WMD that provides direct assistance to Administration in defining policy direction on water issues that promote efficient management of Los Angeles County water supplies. Figure I is WMD's Organization Chart.

In June 2002, Administration approved WMD's Table of Organization with 95 positions. In general, the Table of Organization included higher-level engineering positions and introduced a new 'Environmental Scientist' series to be developed by the County of Los Angeles Department of Human Resources. The higher level engineering positions are deemed necessary due to the political and collaborative nature of watershed management. Environmental Scientists are needed to internally provide a broader perspective on project development and technical evaluation in the areas of biological resources, water chemistry, environmental protection, ecology, physical science, and natural sciences.

In anticipation of additional department-wide responsibilities related to TMDLs and the likelihood for the 2006 NPDES Permit to be a watershed-based permit, WMD is in the process of developing a reorganization plan to more fully integrate functions related to the current and future water quality objectives into the corresponding watershed sections.

Five-Year Strategic Plan

In August 2000, the Long-Range Initiative (LRI) Committee developed the Five-Year Strategic Plan that formed the basis of Public Works watershed management philosophy. The Plan directed WMD's efforts and provided a blueprint for future activities. The Plan was intended to be a "living document" to assist Public Works on its activities and priorities. The Plan included a comprehensive division organization and structure, personnel requirements, activity lists, financial strategies, and implementation timelines. WMD began meeting on a regular basis with Administration to evaluate progress, implementation dates, and revise goals and strategies, as required.



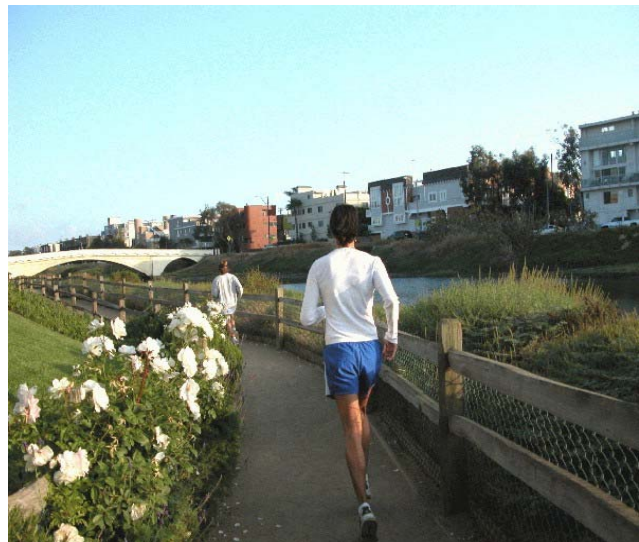
On February 3, 2003, the Strategic Planning Committee within WMD, created a subcommittee, consisting of mid-level managers in WMD, for the purpose of reorganizing the Division to better address the additional responsibilities related to TMDL development and implementation. WMD also expects that the 2006 NPDES MS4 Permit will be issued with specific requirements for the six major watersheds in Los Angeles County. In anticipation of the growing workload, the subcommittee has been in the process of developing a plan and a schedule to integrate functions between the Water Quality Section and watershed sections.

The plan laid out six strategies:

1. Implement and coordinate watershed management programs to balance competing priorities, optimize resources, and eliminate redundant activities.
2. Generate partnerships and coalitions to facilitate program development and implementation.
3. Provide assistance to secure funding (Public Works and Watershed Team/Partnered projects.)
4. Promote legislation and regulations.
5. Provide technical/engineering expertise and support to watershed teams and internal customers.
6. Become an information clearing house for facilities mutual assistance and community outreach.



Based on the current proposal, the Water Quality Section will be restructured to provide oversight to the Stormwater Quality Management Plan programs, establishing sampling procedures, maintaining sampling quality assurance and quality control, coordinating sampling events, ensuring consistency in monitoring program reporting, TMDL development, field support functions, Best Management Practices (BMPs) and facilities inspections. For the individual watershed sections, staff resources will expand accordingly to address TMDL implementation, project management responsibilities for multiuse projects transferred to WMD in November 2002, ongoing watershed management planning efforts, and stakeholder involvement.



In addition to meeting the goals established by the LRI on watershed management, WMD also plays an active role in supporting, coordinating, and ensuring that WMD's long-range objectives are consistent with Public Works' strategic planning efforts. Since June 2001, Public Works embarked on a department-wide strategic planning process to examine the social, environmental, legislative, and internal issues that can affect how we provide service in the next three to five years. This examination led to the identification of three critical strategic planning issues and the subsequent development of eleven Action Plans to provide Service Excellence, Fiscal Responsibility, Organizational Effectiveness, and Workforce Excellence:

Issues:

(1) Quality of the County's Infrastructure, (2) Large Unfunded Mandates in Water Quality and Waste Reduction, and (3) Enhance Workforce Configuration and Opportunities

Action Plans:

(1) Infrastructure Assessment, (2) Quality of the Environment (3) External Communication (4) Contract Cities' Services, (5) Fund Assessment and Funding Strategies, (6) Budget Simplification and Process Improvement, (7) Integrated Planning, (8) Re-engineering and Continuous Process Improvement, (9) Career Paths and Workforce Planning Strategies, (10) Delegation of Authority, and (11) Internal Communication



**FIGURE 1.
WATERSHED MANAGEMENT DIVISION
ORGANIZATION CHART**

