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Deputy: Adam R. Lid

CITY OF LOS ANGELES • ONE WATER LA 2040 PLAN
Guiding Principles Report

May 4, 2015



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Appendices

Appendix A: One Water LA Stakeholder Organizations

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Introduction to One Water LA 2040 Plan

The One Water LA 2040 Plan (One Water LA) is a comprehensive planning process designed to increase sustainable water management for the City of Los Angeles (City). One Water LA is building on the success of the City's Water Integrated Resources Plan, adopted in 2006.

1.1 Los Angeles Water Integrated Resources Plan

In 1999, the City embarked on an unprecedented new approach for sustainable water resources management called the Water Integrated Resources Plan (Water IRP). This planning effort sought to accomplish two main goals: (1) integrate wastewater facilities planning with stormwater, recycled water and water conservation with a planning horizon from 2005 to 2020; and (2) enlist public stakeholders in the entire planning process. Adopted by the City in 2006 and widely supported by public stakeholders, the Water IRP included: capital improvement programs for wastewater and stormwater; an initial recycled water master plan; a financial plan; and a programmatic environmental impact report. The Water IRP and its implementation resulted in a number of substantial successes for the City:

- ▶ Deferment of large wastewater capital projects due to changes in water demand, totaling over \$500 million, as a result of the “go-if-triggered” adaptive management process included in the IRP;
- ▶ Public support and passage of the City's Proposition O, a \$500 million bond to fund multipurpose water quality and stormwater management projects—leading to projects such as the South LA Wetlands, Echo Lake Restoration, LA Zoo porous pavement, and multiple green streets initiatives;
- ▶ Creation of the Recycled Water Advisory Group and completion of detailed Recycled Water Master Planning documents with the goal of reducing imported water reliance by almost 60,000 acre-feet per year;
- ▶ Development of a Groundwater Replenishment Project that will use highly purified water treated at the Donald C. Tillman Water Reclamation Plant to recharge up to 30,000 acre-feet of water per year into the San Fernando groundwater basin—which is expected to be operational by 2022; and
- ▶ Increased levels of water conservation from programs such as high-efficiency clothes washer and high-efficiency toilet rebates, and turf replacement with California-friendly landscaping—which has resulted in today's water demands being substantially lower than they were in the 1970's despite a growth of over one million more people in the City.

In This Section

- ▶ Los Angeles Water Integrated Resources Plan
- ▶ One Water LA 2040





The Water IRP has won numerous state and national awards for excellence, including the 2007 Grand Prize for Planning Award from the American Academy of Environmental Engineers and Scientists, and the 2011 U.S. Water Prize from the U.S. Water Alliance.

1.2 One Water LA 2040

One Water LA is building on the success of the 2006 Water IRP, while also addressing a number of emerging challenges and new conditions. These include:

- ▶ Reduced water demands and wastewater flows from increased levels of water conservation;
- ▶ Chronic and more severe droughts, reduced reliability of imported water supply, and rising prices of imported water from Metropolitan Water District of Southern California;
- ▶ Climate change, which is impacting the state's snow pack and long-term availability of imported water to Los Angeles, stresses on local ecosystems, greater risks of localized flooding, and sea-level rise which could impact critical water infrastructure near the coast; and
- ▶ A newly adopted (2012) Municipal Separate Storm Sewer System (MS4) permit for Los Angeles County that allows municipalities to develop a more integrated approach for meeting Total Maximum Daily Loads (TMDLs) of stormwater discharges, which will be achieved through Enhanced Watershed Management Plans.



To address these challenges and new conditions, the planning horizon for One Water LA was extended to the year 2040. One Water LA also set out to increase levels of stakeholder involvement and interactions by casting a wider net for public participation and engaging all City departments and relevant regional agencies in the development of this plan.



One Water LA is being developed in two phases. Working closely with public stakeholders, Phase 1 developed a vision for the plan, a set of objectives, and guiding principles. Phase 1 also strengthened interactions among City departments and regional agencies by having dedicated focus meetings on water management.

Phase 2 will involve more detailed planning and policy analyses, in coordination with currently on-going plans from the City's Los Angeles Sanitation (LASAN) and Los Angeles Department of Water and Power (LADWP). This phase will include updated wastewater and stormwater capital improvement programs, and recommended policies and procedures for increased coordination and integration of water between all City departments.



SECTION 2

Stakeholder Process

With a goal of increasing and widening stakeholder involvement, Phase 1 of One Water LA had five levels of interactions (see **Figure 1**). Core to the stakeholder process were the interactions between the Steering Committee, Inter-Department/Agency Focus Meetings, and Stakeholder Advisory Group meetings. These core interactions provided direction and content to the Public Stakeholder Workshops. The Public Stakeholder Workshops helped inform the Public Outreach at large.



Figure 1. Phase 1 Stakeholder Process

In This Section

- ▶ Steering Committee
- ▶ Inter-Department/ Agency Coordination
- ▶ Stakeholder Advisory Group
- ▶ Public Stakeholder Workshops
- ▶ Public Outreach





2.1 Steering Committee

An inter-departmental/agency Steering Committee was established to guide the development of One Water LA. Although this committee mostly consisted of City departments, several regional agencies participated as well. The current Steering Committee members are shown below:

Table 1. Summary of Steering Committee Meetings

Meeting/Summary
<p>Meeting 1: February 26, 2014</p> <ul style="list-style-type: none"> ▶ Background and overview of One Water LA ▶ Relationship to 2006 IRP ▶ Stakeholder invitees ▶ Preliminary Vision Statement
<p>Meeting 2: April 15, 2014</p> <ul style="list-style-type: none"> ▶ Planning baseline ▶ Achieving greater innovation, integration and inclusion ▶ Revised Vision Statement and Draft Objectives ▶ Agenda for Stakeholder Workshop #1
<p>Meeting 3: October 15, 2014</p> <ul style="list-style-type: none"> ▶ Debrief on Stakeholder Workshop #1 ▶ Departmental report outs on water management strategies and how they can be better integrated
<p>Meeting 4: January 8, 2015</p> <ul style="list-style-type: none"> ▶ Draft Guiding Principles ▶ Draft Phase 2 Scope ▶ Updates on department/agency water strategies

One Water LA Steering Committee Members

- ▶ Barbara Romero (*Former Board of Public Works Commissioner*)
- ▶ Adel Hagekhalil (*Department of Public Works, LA Sanitation*)
- ▶ Ali Poosti (*Department of Public Works, LA Sanitation*)
- ▶ Wing Tam (*Department of Public Works, LA Sanitation*)
- ▶ Doug Walters (*Department of Public Works, LA Sanitation*)
- ▶ Lenise Marrero (*Department of Public Works, LA Sanitation*)
- ▶ Troy Ezeh (*Department of Public Works, LA Sanitation*)
- ▶ Eliza Jane Whitman (*Department of Public Works, LA Sanitation*)
- ▶ Bill Van Wagoner (*Department of Water and Power*)
- ▶ Bob Sun (*Department of Water and Power*)
- ▶ Penny Falcon (*Department of Water and Power*)
- ▶ Serge Haddad (*Department of Water and Power*)
- ▶ Carol Armstrong (*Mayor's LA River Office*)
- ▶ Mike Sarullo (*Department of Public Works, Bureau of Engineering*)
- ▶ Robert Gutierrez (*Department of Public Works, Bureau of Street Services*)
- ▶ Domenico Barbato (*Department of Building and Safety*)
- ▶ Hagu Solomon-Cary (*Department of City Planning*)
- ▶ Daniel Rodriguez (*General Services Department*)
- ▶ Craig Raines (*Department of Recreation and Parks*)
- ▶ Tomas Carranza (*Department of Transportation*)
- ▶ Darryl Pon (*Los Angeles Zoo*)
- ▶ Robert Freeman (*Los Angeles World Airports*)
- ▶ Chris Brown (*Port of Los Angeles*)
- ▶ Talal Balaa (*Los Angeles Unified School District*)
- ▶ Christos Chrysiliou (*Los Angeles Unified School District*)
- ▶ Stephen Patchan (*Southern California Association of Governments*)
- ▶ Cris Liban (*Metropolitan Transportation Authority*)
- ▶ Michelle Boehm (*High-Speed Rail*)
- ▶ Patty Watanabe (*Caltrans*)
- ▶ Stephen Box (*Department of Neighborhood Empowerment*)

Since the inception of One Water LA in early 2014, the Steering Committee has met four times. The meetings are summarized in **Table 1** on the left.



2.2 Inter-Department/Agency Focus Meetings

During the Phase 1 of One Water LA, members of LASAN and LADWP staff conducted focus meetings to discuss water management strategies with all of the City departments and most of the regional agencies shown in **Figure 2**. These meetings were particularly important given the Mayor’s Executive Directive Number 5 calling for increased levels of water sustainability. **Table 2** summarizes the topics discussed in these meetings.



Figure 2. Inter-Department/Agency Coordination

Table 2. Summary of Inter-Department/Agency Meetings

Meeting	Meeting Summary
1	<p>Mayor’s LA River Office (Formerly BOE’s LA River Office): Aug 20, 2014</p> <ul style="list-style-type: none"> ▶ One Water LA will look to provide support for LA Greenway 2020 and the US Army Corps Arbor Study. ▶ There is a need to identify funds for LA Greenway by 2015. ▶ A goal for the LA River Office is to create world class designs (e.g. <i>stormwater capture, infiltration, wifi hot spots</i>) to connect missing LA Greenway path segments. ▶ Priority LA River projects are focused in the Valley. ▶ The City will look to respond to all future Council Motions in a collaborative, succinct manner.
2	<p>Department of City Planning (DCP): Sep 4, 2014</p> <ul style="list-style-type: none"> ▶ City Planning is currently in the first year of a 5-year comprehensive Zoning Code rewrite. ▶ As a result of the meeting, One Water LA is currently reviewing standard mitigation measures in CEQA that would apply to One Water projects. ▶ As a result of the meeting, One Water LA will look to provide policy directions on water mitigation measures, parking lots, open space, etc. to include in the rewrite of the Zoning Code. ▶ There was a discussion on tracking the installation of graywater systems. ▶ There was a discussion on determining the most cost-effective way to drop water use that had to do with less lawn irrigation.





Meeting	Meeting Summary
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3	Metropolitan Transportation Authority (METRO): Sep 17, 2014
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- ▶ The “Water Action Plan” puts together all policies related to water for LA Metro.
- ▶ The Water Action Plan contains 18 major strategies for Bus Divisions.
- ▶ Metro is currently using Reverse Osmosis water for bus washes and railroad washes & they intend to switch to recycled water.
- ▶ Metro wants to move forward retrofitting existing facilities while ensuring that new projects confirm with Reauthorization Bill (Map 21).
- ▶ Metro is looking to implement permeable pavement in many of their transit properties.
- ▶ Metro is willing to become more involved with EWMP for stormwater capture projects.
- ▶ A concern for Metro is dealing with O&M costs for landscapes and greenways (e.g. 2-mile greenway adjacent to the Orange Line).

4	Department of Transportation (LADOT): Sep 18, 2014
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- ▶ LADOT is assisting the City Planning Department with the update of the Transportation (Mobility) Element in the City’s General Plan.
- ▶ LADOT specializes in transportation related improvements and they rely on other Departments (e.g. BSS, BOE, LA SAN) for the review of any subsurface elements and to inject green-street type elements into LADOT–led improvement designs.
- ▶ LADOT’s main concern is the cost ramification for incorporating One Water elements into new and existing LADOT projects since most of these projects are grant funded with fixed budgets.
- ▶ LA Metro (LADOT’s primary source of funding) awards more points for projects that include sustainable and green elements.
- ▶ LADOT’s Parking Division manages all City-owned surface parking lots and often partners with private developments to develop mixed-use land uses on these lots. One Water LA will look to support LADOT by injecting water resources management best practices into all future Joint Development Agreements.

5	General Services Department (GSD): Oct 1, 2014
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- ▶ GSD receives loans from LADWP to retrofit City-owned buildings.
- ▶ GSD is currently working on a Turf Replacement Project and Rec & Parks will work with GSD to maintain the irrigation system.
- ▶ GSD is developing a long term plan to implement “smart irrigation” at a significant number of City-owned buildings.
- ▶ GSD is aware that there is potential for recycled water use if DWP purple pipes are within the vicinity of City-owned buildings.
- ▶ There was a consensus that construction projects should prioritize LEED points for water efficiency and energy savings.
- ▶ GSD is looking to establish a Customer Aware Program to inform customers of their water use.
- ▶ Having sufficient staff to perform routine maintenance for approx. 950 City-owned buildings is a concern.

6	Recreation & Parks Department (RAP): Oct 2, 2014
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- ▶ RAP’s Forestry Division has removed 580 trees (out of 337,000) due to drought stress.
- ▶ RAP strives for 20-30% reduction of turf in new & retro parks.
- ▶ Since 2007 development has saved approximately 2.4 billion gallons of water.
- ▶ Recycled water is currently being used for six golf courses and it will be added to three additional courses.
- ▶ Newly constructed and renovated facilities will now have water efficient devices.
- ▶ RAP has figured out a balance between algae and aquatic weeds to address circulation and pest issues in RAP lakes.
- ▶ There is concern regarding the burden of O&M for Prop O Projects.
- ▶ Every playground has an underground drain sump to capture stormwater.
- ▶ Graywater use is being considered for several parks (e.g. Debs Park, Nursery at Griffith Park).

**Meeting Meeting Summary****7 Department of Building & Safety (LABSD): Oct 6, 2014**

- ▶ The City's Plumbing Code is aligned with the State Code.
- ▶ There was discussion about the complexity surrounding Blackwater Systems (e.g. solids disposal, permitting, and health issues).
- ▶ There was a long discussion on the pros and cons for installing graywater systems.
- ▶ Approximately 1% of City residents have permits for graywater systems since a large majority of graywater systems do not require permits ("Laundry-to-Landscape") which makes tracking graywater systems a challenge.

8 Port of Los Angeles (POLA): Oct 16, 2014

- ▶ Port of LA (POLA) landscape facilities and construction sites use the most water on their properties.
- ▶ POLA is working with LADWP on the San Pedro Water Front Project to install a recycled water pipeline.
- ▶ POLA is continually looking for ways to capture & infiltrate stormwater wherever they can.
- ▶ POLA is open to leading a citywide department Climate Change Committee, which would be an ADHOC Committee to One Water LA.
- ▶ POLA continually conducts sea-level rise analysis to determine potential impacts to their facilities.
- ▶ POLA is looking into monitoring water use at their terminals.
- ▶ As a result of the meeting, One Water LA will look to touch base with the Emergency Management Department to determine what steps can be taken to help plan for climate change.

9 High-Speed Rail Authority (HSR): Nov 4, 2014

- ▶ High-Speed Rail (HSR) has an estimated budget of \$68 billion.
- ▶ HSR wishes to establish a Water Policy that other Agencies could follow.
- ▶ One Water LA will look for opportunities to assist HSR that could include: 1) providing water for dust mitigation during construction projects and 2) capturing stormwater for irrigation at HSR Station locations (e.g. Palmdale & Burbank).
- ▶ HSR is open to the idea of using recycled water for their construction projects if there is a reasonable source.
- ▶ HSR is willing to write a letter of support for the One Water LA Program.

10 Bureau of Engineering (BOE): Nov 10, 2014

- ▶ The Bureau of Engineering (BOE) incorporates low flow fixtures and waterless urinals in their designs for new buildings.
- ▶ BOE is implementing sustainable projects with Prop O (e.g. new parks).
- ▶ The possibility of using recycled water at fire stations was discussed but BOE indicated that there is almost no landscaping at fire stations.
- ▶ BOE currently does not have plans and specs for residents for turf removal since artificial turf is not standardized.
- ▶ The Federal Emergency Management Agency (FEMA) is responsible for revising BOE floodplain maps and approximately 2,000 parcels were added to their now current floodplain map.
- ▶ BOE indicates who falls into a specific floodplain.

11 Los Angeles World Airports (LAWA): Nov 12, 2014

- ▶ Los Angeles World Airports (LAWA) has an interest in obtaining a recycled water hydrant for a concrete plant off of Sepulveda Boulevard that will be constructed in next 6 months.
- ▶ LAWA did an overview of their environmental activities which included recycled water uses. Plumbing for recycled water has been done for their new terminal.
- ▶ LAWA discussed other opportunities where they could save water which includes runway wash downs. Wash downs occur every 3 days. There is a buildup from the tires of the airplanes that accumulates and the buildup is approximately half an inch thick. If residue isn't washed down, friction decreases.
- ▶ LAWA is willing to review recycled water opportunities throughout the site, increase drought tolerant landscape, incorporate stormwater capture BMPs, one site in particular they mentioned is one of their large parking lots to the South East of LAX.





Meeting	Meeting Summary
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12	Los Angeles Zoo (LA ZOO): Dec 2, 2014
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- ▶ LA Zoo indicated that they would like to have computer based irrigation similar to Rec & Parks.
- ▶ LA Zoo is considering having a future garden with more drought tolerant plants.
- ▶ In conjunction with the General Services Department, LA Zoo puts in waterless urinals and low flow toilets in their facilities.
- ▶ A discussion took place regarding the use of recycled water in the Zoo and LA Zoo indicated that testing would need to be done on a regular basis to show that recycled water is safe for animals (U.S. Department of Agriculture will have to approve).
- ▶ As a result of the Mayor's Executive Directive #5, LA Zoo is relooking at their current Master Plan for opportunities to save potable water.
- ▶ LA Zoo is willing to capture rainwater runoff from barns and roofs within the Zoo.
- ▶ LA Zoo water consumption has reduced from years ago.
- ▶ LA Zoo is open to the idea of marketing One Water LA and informing their customers on the importance of water conservation.

13	Southern California Association of Governments (SCAG): Dec 10, 2014
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- ▶ Southern California Association of Governments (SCAG) conducts population projections for six Counties in Southern California (approximately 191 cities in the Region).
- ▶ SCAG's Regional Transportation Plan & Sustainability Community Strategy focus on reducing greenhouse gas (GHG) emissions.
- ▶ A discussion took place regarding GHG produced due to imported water and the possibility for potentially working together with One Water to address GHG due to imported water.
- ▶ SCAG has a Sustainability Grant Program that has several components and one of the areas that is funded includes local governments implementing good water practices.
- ▶ SCAG's Active Transportation & Special Programs intends to increase the amount of transits which would result in:
 - 1) fewer cars on streets,
 - 2) less street paving,
 - and 3) increased stormwater capture opportunities.

14	Los Angeles Unified School District (LAUSD): Jan 14, 2015
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- ▶ The Los Angeles Unified School District (LAUSD) has been working with the State Water Resources Control Board on the Drought Outreach Program for Schools (DROPS).
- ▶ LAUSD's Office of Environmental Health & Safety is trying to build a curriculum based on education regarding climate change.
- ▶ LAUSD has a program focused in the City of LA where they conduct outreach to students and facilities to reduce water consumption.
- ▶ LADWP provides funding to LAUSD to retrofit urinals and toilets.
- ▶ LAUSD uses approximately 2.5 billion gallons of water annually (Over 13,000 buildings with over 600,000 students).
- ▶ LAUSD has reduced their water use approximately 40% by applying some Best Management Practices (BMPs).
- ▶ LAUSD is looking to maintain green areas throughout their sites with water efficient sprinkler systems.
- ▶ LAUSD indicated that they are willing to use reclaimed water wherever possible for new projects.
- ▶ LAUSD is open to working with LASAN on Enhanced Watershed Management Plan efforts.

**Meeting Meeting Summary****15 California Department of Transportation (Caltrans): Jan 21, 2015**

- ▶ Caltrans District 7 has 8,000 acres of landscaped and thus irrigated land in LA & Ventura County, which includes 53 Cities.
- ▶ Caltrans is currently under the Governor's Proclamation which is to reduce water consumption by 20%.
- ▶ Caltrans is willing to use recycled water if the recycled water line is in the State's Right-Of-Way.
- ▶ Caltrans has the following requirements for their roadways: 1) Irrigation mandated to decrease by 50%, and 2) NPDES state permit (stormwater).
- ▶ Caltrans Landscape Architects are only able to fund plant replacement every 20 years.
- ▶ District 7 received a \$5M grant in 2014 from the State to replace and upgrade their irrigation equipment (grant funds weather-based/smart controllers).
- ▶ District 7 is working on a Stormwater Study (Corridor Study) to evaluate stormwater capture opportunities by looking at impervious/pervious pavements.
- ▶ It was mentioned that all of Caltrans parking lots will be owned and managed by MTA.
- ▶ Water conservation activities for Caltrans primarily involve finding leaking water pipes attached to bridges.

16 Department of Neighborhood Empowerment (DONE): Feb 4, 2015

- ▶ Empower LA does strategic plans, budgets and outreach strategies with Neighborhood Councils (NCs) –Total of 96 NCs in the City of Los Angeles.
- ▶ The purpose of Empower LA is to engage the public and work through NCs.
- ▶ Empower LA provided input on several tools and strategies that can be used by the One Water LA Core Team to spread the message of the One Water LA Plan to a vast amount of City residents.
- ▶ Other strategies to increase public awareness and education for all water resources issues were also discussed (e.g. YouTube videos, social media, etc.).

17 Metropolitan Water District (MWD): Feb 17, 2015

- ▶ Discussed importance of One Water LA given severity of current drought.
- ▶ MWD is updating its Integrated Resources Plan and would like One Water LA to be incorporated and coordinated with.
- ▶ Possibility of MWD representative sitting on One Water LA Steering Committee.
- ▶ Possibility of MWD increasing its local resources program funding to accommodate strategies from One Water LA.

18 Bureau of Street Services (BSS): Mar 12, 2015

- ▶ BSS has already started converting to drought tolerant plants and recycled water in medians per Executive Directive # 5.
- ▶ BSS is working with BOE on parkway guidelines and developing standards for artificial turf.
- ▶ BSS has policies in place for drought tolerant landscaping.
- ▶ BSS likes to partner with Non-Governmental Organizations (NGOs) and other groups for landscape maintenance however if the NGO doesn't have the resources or ceases to exist, BSS remains liable.
- ▶ BSS tries to reconfirm the availability of recycled water by reviewing recycled water lines once a year.
- ▶ Conversations took place regarding the installation of fill stations (purple hydrants) for Non-Profits to water City trees primarily in the Valley where trees have poor survival rates. BSS would also use fill stations for BSS yards and RAP facilities.
- ▶ One Water LA will assist BSS in determining what is needed to incorporate credits for stormwater BMPs into the MTA grant application process since MTA is the primary source for BSS funding.

In many cases, these meetings represented the first time that a coordinated LASAN/LADWP team met with other department/agency staff to discuss water sustainability. This inter-department/agency coordination will continue throughout Phase 2 of One Water LA.





Table 3. Summary of Stakeholder Advisory Group Meetings

Meeting/Summary

Meeting 1: October 9, 2014

- ▶ Vision statement and draft objectives
- ▶ Format for Stakeholder Workshop #2 and Breakout Sessions

Meeting 2: December 3, 2014

- ▶ Phase 1 and 2 project schedule
- ▶ Finalize vision statement and objectives
- ▶ Debrief on Stakeholder Workshop #2

Meeting 3: January 13, 2015

- ▶ Draft Guiding Principles
- ▶ Project schedule update

Meeting 4: February 11, 2015

- ▶ Revised Draft Guiding Principles, aligned to objectives
- ▶ Preparation for Stakeholder Workshop #3

2.3 Stakeholder Advisory Group

To allow for more frequent interaction with public stakeholders, a Stakeholder Advisory Group was formed. Advisory Group members were solicited by open invitation with the goal of selecting up to 8 members who could commit to monthly meetings, as needed, and would participate regularly throughout the process. The One Water LA City team wanted to make sure that Stakeholder Advisory Group had good representation in terms of interests, geography within the City, and levels of past participation in other water-related stakeholder processes. The members of the Stakeholder Advisory Group are shown below.

One Water LA Stakeholder Advisory Group

- ▶ Carolyn Casavan (*Sherman Oaks Neighborhood Council*)
- ▶ Jack Humphreville (*Greater Wilshire Neighborhood Council*)
- ▶ Ken Murray, MD (*Providence St. Joseph Medical Center*)
- ▶ David Nahai (*David Nahai Companies*)
- ▶ Mike O’Gara (*Sun Valley Area Neighborhood Council*)
- ▶ Veronica Padilla (*Pacoima Beautiful*)
- ▶ Alexander Robinson (*USC School of Architecture*)
- ▶ Melanie Winter (*The River Project*)

During Phase 1 of One Water LA, the Stakeholder Advisory Group met four times, and the meeting topics are summarized in **Table 3** at left.



2.4 Public Stakeholder Workshops

At the core of One Water LA Phase 1 public inclusion process were three stakeholder workshops. Workshop participants exchanged information, and shared values and perspectives. Each workshop was professionally facilitated to ensure that information was provided in an open and transparent manner, and that the dialogue between stakeholders and City staff was conducted in a respectful and honest tone.

Starting with stakeholder lists of prior City stakeholder processes—including the 2006 Water IRP, Recycled Water Advisory Group, Enhanced Watershed Management Plans, and other related water efforts—missing representation in terms of interest groups and geographical areas were identified. Outreach events, summarized in Section 2.5, were used to identify the additional stakeholders for One Water LA. Over 200 organizations and individuals, including neighborhood councils, non-government organizations, business associations, homeowner associations, academia, public agencies, and other interest groups formed the current One Water LA stakeholder outreach list (see **Appendix A** for full list of stakeholders).

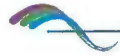


Figure 3. Map of Stakeholder Organizations



Table 4. Summary of Public Stakeholder Workshops

Meeting/Summary

Meeting 1: May 21, 2014

- ▶ Discussion of Stakeholder desires for One Water LA
- ▶ Overview of One Water LA and relationship to 2006 IRP
- ▶ Discussion of Draft Vision Statement and Objectives
- ▶ Presentation of Planning Baseline

Meeting 2: November 6, 2014

- ▶ Overview of Mayor's Executive Directive 5 on water sustainability
- ▶ Stakeholders participate into two rounds of smaller breakout sessions to discuss strategies centered around four topics: water supply, watershed health, climate change, and economic/financial

Meeting 3: March 5, 2015

- ▶ Recap of One Water Phase 1
- ▶ Presentation of two City department water management strategies
- ▶ Comments from Stakeholder Advisory Group
- ▶ Review and Discussion of Draft Guiding Principles

Figure 3 (on the previous page) shows the number of stakeholder organizations by City Council District for those organizations that provided a physical address so they could be mapped (162 vs. 200+).

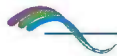
Stakeholders were advised weeks in advance of the date, location, time and topics for the three workshops held at LASAN's Media Center in Los Angeles. **Table 4** at left presents the summary of the three public stakeholder workshops.

2.5 Public Outreach

In addition to the stakeholder workshops and advisory group meetings, LASAN and LADWP have participated in over two dozen outreach meetings and conferences (see **Table 5**). To support this public outreach, fact sheets, other outreach materials, and a website (onewaterla.org) were developed. These materials and website will be refined and expanded upon during Phase 2 of One Water LA.

Table 5. Summary of Outreach Activities and Events

No.	Outreach Activity	Date
1	2013 One Water Leadership Summit	9/23/2013
2	2013 Annual Congress of Neighborhood Councils	9/28/2013
3	2013 LA Green Festival	10/20/2013
4	Greater Toluca Lake Neighborhood Council - Recycled Water Presentation	1/21/2014
5	GWR and RWAG presentation for the Sierra Club - Angeles Chapter: Water Committee	2/12/2014
6	RW Presentation to Los Angeles Neighborhood Council Coalition (LANCC)	3/1/2014
7	Greater Toluca Lake Neighborhood Council Environmental Affairs Committee Meeting - Recycled Water Follow Up	3/6/2014
8	RW and One Water LA 2040 Presentation to Lake Balboa Neighborhood Council	4/2/2014
9	Mar Vista Community Council - Presentation regarding RWAG Consensus Statement	4/8/2014
10	Grayburn Avenue Block Club Presentation	4/19/2014
11	2014 MWD Green Expo	5/1/2014
12	2014 WorldFest	5/18/2014
13	Studio City Residents Association - Recycled Water Presentation	7/8/2014
14	MOU Neighborhood Council Oversight Committee Meeting	8/2/2014
15	Recycled Water Presentation to Valley Alliance of Neighborhood Councils (VANC)	8/14/2014
16	East Hollywood Neighborhood Council	9/15/2014
17	2014 Annual Congress of Neighborhood Councils	9/20/2014
18	GTLNC EAC Presentation - Greater Toluca Lake Neighborhood Council Environmental Affairs Committee Meeting	10/2/2014
19	Westside Regional Alliance of Councils (WRAC) Land Use Planning Committee presentation	10/5/2014
20	Greater Wilshire NC: Recycled Water Presentation	10/8/2014
21	North Hollywood West Neighborhood Council - Executive Meeting	11/10/2014
22	North Hollywood West Neighborhood Council - General Board Meeting	11/19/2014
23	Mid City Neighborhood Council Presentation	12/8/2014



No.	Outreach Activity	Date
24	Westchester Rotary Club Lunchtime Presentation	12/10/2014
25	Pacific Palisades Community Council Presentation	1/8/2015
26	Sun Valley Area Neighborhood Council Recycled Water Presentation	2/10/2015
27	Valley Advisory Council - Presentation on Recycled Water and SCMP Fran Pavley	3/6/2015
Recurring Outreach Activities		
1	Silver Lake Improvement Association	
2	Upper LA River Integrated Regional Water Management Program Meetings	
3	Green LA Coalition Water Committee Meeting	Monthly
4	Green Streets Meetings	
5	Enhanced Watershed Management Program Meetings	Monthly
6	Water Wise Expo	3/29/2015
7	Los Angeles Basin Section of California Water Environment Association	
8	WaterReuse Conferences	3/15-3/17/2015
9	VerdeXchange Conferences	
10	Professional Architect & Landscape Architect Practitioners Assembly Events	4/9/2015

One Water LA
WATER • STORMWATER • WASTEWATER
Building on the Success of the Los Angeles Water Integrated Resources Plan

Stakeholder Kickoff Workshop
May 21, 2015

FACT SHEET

PROGRAM OVERVIEW:
The City of Los Angeles' Water Integrated Resources Plan (IRP) is a new way of managing the City's water infrastructure and resources in a more sustainable and holistic manner. The result of the initial phases of the IRP was the preparation of detailed facilities plans for the City Council in 2006, it included recommendations for projects and policies to improve our wastewater system, and maximizing water conservation, and water reuse — in short, managing all water as One Water.

CITY DEPARTMENTS AND STAKEHOLDER PARTNERSHIP: The 8-year development phase of the IRP was intensively stakeholder-driven. Dozens of workshops and meetings were held to obtain input from stakeholders and strengthen the partnerships with the City. Following the IRP adoption in 2006, the IRP strategy team was created, which included representatives from the Department of Public Works' Bureau of Sanitation (L.A. Sanitation), Bureau of Engineering, and Bureau of Street Services, Los Angeles Department of Water and Power (LADWP), Department of Building and Safety, Department of Recreation and Parks (RAP), General Services Department, and Department of City Planning.

RECENT DEVELOPMENTS:
The Clean Water America Alliance awarded the 2011 U.S. Water Prize to the City of Los Angeles for its leadership in water conservation, water reuse and other cutting edge technologies. The IRP for planning, integrating, and incorporating innovative green infrastructure approaches for resource recovery through water reuse and other cutting edge technologies. Despite this progress, the IRP has not been fully implemented. The IRP team is currently working on the implementation phase. The IRP team is currently working on the implementation phase. The IRP team is currently working on the implementation phase.

Watering Restrictions in Effect:
3 days per week
Before 9am or after 4pm
Odd-numbered addresses: Mon, Wed, and Fri
Even-numbered addresses: Tues, Thurs, and Sun





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Vision, Objectives and Guiding Principles

In many cases, plans start with identifying technical solutions to solving problems and then move towards ranking those solutions in order to arrive at a preferred implementation strategy. A unique aspect of One Water LA was to first solicit stakeholder input on answering three fundamental questions before undertaking any technical analyses:

1. *What is our overall purpose?*
2. *What are we trying to accomplish?*
3. *How will we get it done successfully?*

If these questions remain unresolved, participants in the planning process may not agree on the appropriate measures needed to achieve success. However, when these questions are answered at the beginning of a planning process, they can help identify common ground among stakeholders, build consensus and achieve long-lasting advocacy—as was the case with the City’s Water IRP in 2006.

Through a structured participatory process, One Water LA stakeholders provided essential input in answering the three fundamental questions—which in turn formed the basis of the plan’s vision, objectives and guiding principles.

3.1 Vision Statement

A vision statement defines the overall purpose of an effort or plan. It describes what stakeholders aspire to accomplish in the broadest terms. A vision statement sets the course for future decisions and actions and is sometimes described as the “North Star” of the planning process. The vision statement for One Water LA reads as follows:

One Water LA is a collaborative approach to develop an integrated framework for managing the City’s water resources, watersheds, and water facilities in an environmentally, economically and socially beneficial manner.

One Water LA will lead to smarter land use practices, healthier watersheds, greater reliability of our water and wastewater systems, increased efficiency and operation of our utilities, enhanced livable communities, resilience against climate change, and protection of public health.

In This Section

- ▶ Vision Statement
- ▶ Objectives
- ▶ Guiding Principles





3.2 Objectives

Objectives describe the major goals of a plan in clear and easily understood terms. Together with the vision statement, objectives provide a picture of what constitutes success. Furthermore, clearly stated objectives can form the basis for developing evaluation criteria against which potential choices and actions can be compared. The objectives developed for One Water LA are as follows:

1. **Integrate management of water resources and policies** by increasing coordination and cooperation between City departments, partners and stakeholders.
2. **Balance environmental, economic, and societal goals** by implementing affordable and equitable projects and programs that provide multiple benefits to all communities.
3. **Improve health of local watersheds** by reducing impervious cover, restoring ecosystems, decreasing pollutants in our waterways, and mitigating local flood impacts.
4. **Improve local water supply reliability** by increasing capture of stormwater, conserving potable water, and expanding water reuse.
5. **Implement, monitor, and maintain a reliable wastewater system** that safely conveys, treats and reuses wastewater, while also reducing sewer overflows and odors.
6. **Increase climate resilience** by planning for climate change mitigation and adaptation strategies in all City actions.
7. **Increase community awareness and advocacy for sustainable water** by active engagement, public outreach and education.

3.3 Guiding Principles

Guiding principles provide a path forward on how each of the objectives will be achieved. They offer clear direction on desired actions, based on stakeholder values and preferences. They support the accomplishment of objectives with additional specificity regarding both desired acceptable means and direction. The guiding principles for One Water LA are intended to “guide” the development of more detailed planning and policy that will take place during Phase 2; but are not intended to define specific targets or mechanisms for project implementation.

The development of One Water LA guiding principles was intentionally a long process. Several rounds of internal discussions and stakeholder engagement took place to ensure that the principles reflected multiple viewpoints and contained a balance among various interests. The guiding principles are shown in **Table 6**, aligned to each of the seven objectives for One Water LA.

**Table 5. One Water LA Guiding Principles Aligned to Objectives**

Objective	Guiding Principles
<p><i>Integrate management of water resources and policies by increasing coordination and cooperation between City departments, partners and stakeholders.</i></p>	<ul style="list-style-type: none"> ▶ Build on the success of the City's Water Integrated Resources Plan and other Mayor and City Council supported water resources plans to advance water sustainability. ▶ Recognize that water is integral to the actions of City departments and create a framework for integration and collaboration between departments and City Hall. ▶ Enhance the coordination and partnerships with regional water, transportation, education and other public agencies. ▶ Engage elected officials and governing boards to support coordination and cooperation to promote integrated management of water resources and policies. ▶ Enhance coordination with Non-Governmental Organizations, Neighborhood Councils, and other stakeholders to inform integrated planning and broaden community involvement. ▶ Understand the water balance that summarizes rainfall, runoff, water demands, wastewater flows, and ocean discharges to consider the potential for stormwater capture, water conservation and reuse. ▶ Continue coordination between City Departments during construction of the City's infrastructure.
<p><i>Balance environmental, economic, and societal goals by implementing affordable and equitable projects and programs that provide multiple benefits to all communities.</i></p>	<ul style="list-style-type: none"> ▶ Evaluate a "no action" alternative that considers imported water costs, regulatory requirements, water supply reliability, infrastructure reliability, climate change, and other associated risks. ▶ Develop a transparent process that identifies opportunities for inter-departmental collaboration and cost-sharing based on benefits that are aligned with departmental missions. ▶ Analyze financial merits of programs using standard financial methodologies. ▶ Emphasize multi-benefit projects based on measures of social, environmental and economic benefits. ▶ Partner with academia and private interests to advance measurement of social and environmental benefits and to evaluate new technologies. ▶ Incorporate environmental justice into decision-making on where projects are implemented and focus on increasing benefits in underserved communities. ▶ Consider water demands, supply availability, population, regulatory requirements, climate vulnerability, and environmental goals to establish triggers, where appropriate, to plan, implement and/or defer projects. ▶ Explore private, local, state and federal funding opportunities to implement multi-benefit projects.
<p><i>Improve health of local watersheds by reducing impervious cover, restoring ecosystems, decreasing pollutants in our waterways, and mitigating local flood impacts.</i></p>	<ul style="list-style-type: none"> ▶ Emphasize upstream solutions in order to mitigate downstream impacts, challenges and costs. ▶ Support strategies included in LASAN's Enhanced Watershed Management Program (EWMP) Plans and look for opportunities to integrate with LADWP's Stormwater Capture Master Plan, Bureau of Engineering's Flood Management Plan, Green Streets Program, and related updates in order to improve water quality, ecosystem restoration and flood mitigation. ▶ Align Mayor or City Council supported plans and projects for the Los Angeles River and other significant tributaries within the City with watershed health and other water resources goals. ▶ Support multi-purpose strategies for reducing impacts of localized flooding, with an emphasis on natural systems and green infrastructure over traditional gray infrastructure.





Objective	Guiding Principles
<p>Improve local water supply reliability by increasing capture of stormwater, conserving potable water, and expanding water reuse.</p>	<ul style="list-style-type: none"> ▶ Support recommendations from LADWP's Stormwater Capture Master Plan, LASAN's EWMP Plans, and related updates to increase stormwater capture for water supply. ▶ Consider findings from LADWP's Water Conservation Potential Study and related updates to reduce the City's demand for potable water. ▶ Improve water sustainability, including water efficiency, water reuse, and stormwater capture, at City facilities and buildings. ▶ Explore the use of graywater systems and develop appropriate guidelines for implementation. ▶ Support recommendations from the City's Recycled Water Master Planning Documents and related updates to increase non-potable reuse; and indirect potable reuse; and conduct necessary technical, scientific and regulatory evaluations for assessing the potential for direct potable reuse. ▶ Recognize the importance of remediating and maintaining the health of the City's groundwater basins and consider recommendations of LADWP's groundwater program.
<p>Implement, monitor, and maintain a reliable wastewater system that safely conveys, treats and reuses wastewater, while also reducing sewer overflows and odors.</p>	<ul style="list-style-type: none"> ▶ Optimize the use of existing City assets and infrastructure and explore opportunities for distributed solutions in order to safely convey, treat and reuse wastewater. ▶ Optimize water reuse from the City's wastewater system, with particular emphasis on the Hyperion Wastewater Treatment Plant. ▶ Optimize recovery and use of nutrients from wastewater and biosolids, and recovery and use of biogases. ▶ Seek ways to operate wastewater treatment plants with energy independence.
<p>Increase climate resilience by planning for climate change mitigation and adaptation strategies in all City actions.</p>	<ul style="list-style-type: none"> ▶ Identify citywide metrics for greenhouse gas emissions and climate change adaptation and mitigation that are used to assess project viability. ▶ Consider water-energy-land use nexus (climate adaptation) in the City's General Plan and development zones. ▶ Raise the priority of water issues in relevant City plans that impact sustainability, climate adaptation/resiliency, and emergency preparedness. ▶ Maximize available state funding and explore financial incentives to reduce greenhouse gas emissions and increase resiliency. ▶ Coordinate with regional agencies on water-related climate change mitigation and adaptation strategies.
<p>Increase community awareness and advocacy for sustainable water by active engagement, public outreach and education.</p>	<ul style="list-style-type: none"> ▶ Explore strategies on how to increase public awareness and education for all water resources issues, with a specific focus on influencing individual behaviors around water use. ▶ Expand on current public education programs for water to include climate change impacts and importance of mitigation, adaptation and resiliency. ▶ Communicate to neighborhood councils, community groups, and other stakeholders the water related roles, responsibilities, functions, and success stories of each City department. ▶ Empower communities and citizens to implement distributed (parcel-scale) solutions within their control to help achieve water sustainability objectives.



A blue hand icon is shown holding a blue folder. The folder has a white title that reads "Appendix A One Water LA Stakeholder Organizations". The background of the folder is a solid blue color. The hand is positioned at the top of the folder, with its fingers gripping the top edge. The folder is slightly open, showing the white title. The overall design is clean and professional.

Appendix A
One Water LA Stakeholder Organizations



One Water LA Stakeholder List

No.	Organization	# of Stakeholders
1	Alliance for a Regional Solution to Airport Congestion	1
2	American Festivals*	1
3	Apartment Association of Greater Los Angeles	1
4	Arroyo Seco Neighborhood Council	1
5	Arthur Golding & Associates	1
6	Asian Pacific Policy and Planning Council	1
7	Atwater Village Neighborhood Council	2
8	Baldwin Hills Conservancy	1
9	Boy Scouts*	1
10	Boyle Heights Neighborhood Council	1
11	CA Regional Water Quality Control Board*	1
12	California State Polytechnic University Pomona	1
13	Caltek	1
14	Canada Goose Project*	1
15	Canoga Park Neighborhood Council	2
16	Central Alameda Neighborhood Council	1
17	Central San Pedro Neighborhood Council	2
18	Chatsworth Neighborhood Council	1
19	Choice Organic Teas*	1
20	City of Beverly Hills - Water Technical Committee	1
21	City of Burbank - Public Works Department	1
22	City of Glendale - Public Works	1
23	City of Glendale - Water & Power	1
24	City of LA - Department on Disability	1
25	City of San Fernando - Public Works*	1
26	Civitas HS	1
27	Community Enhancement Services	1
28	Council for Watershed Health	4
29	David Nahai Companies	1
30	Earth Resources*	1
31	East Hollywood Neighborhood Council	1
32	EC North*	1
33	EcoBiz*	1
34	Elysian Valley Riverside Neighborhood Council	1
35	Empowerment Congress Central Area Neighborhood Development Council	1
36	Empowerment Congress Central*	1
37	Empowerment Congress Southwest Area Neighborhood Development Council	1
38	Empowerment Congress West Area Neighborhood Development Council	1
39	Encino Neighborhood Council	1
40	Environment Now	1
41	Environmental Outreach Strategies/Coalition for our Water Future	1
42	First African Methodist Episcopal Church - Assistance Corporation	1



One Water LA Stakeholder List

No.	Organization	# of Stakeholders
43	FoLAR	1
44	Food & Water Watch	3
45	Forest Lawn Memorial Park	1
46	Friends of the Los Angeles River	2
47	G3, Green Gardens Group	1
48	GEI Consultants, Inc.	1
49	Glassell Park Neighborhood Council	1
50	Granada Hills North Neighborhood Council	1
51	Granada Hills South Neighborhood Council	1
52	Greater Echo Park Elysian Neighborhood Council	1
53	Greater Los Angeles Association of Realtors	1
54	Greater Toluca Lake Neighborhood Council Environmental Committee*	1
55	Greater Valley Glen City Council	1
56	Greater Wilshire Neighborhood Council	1
57	Green LA Coalition	1
58	Green Lifestyles Network*	2
59	Greywater Action	1
60	Greywater Corps	1
61	Harbor City Neighborhood Council	1
62	Harbor Gateway North Neighborhood Council	2
63	Heal the Bay	2
64	Historic Highland Park Neighborhood Council	1
65	Hollywood Council*	1
66	Hollywood Studio District Neighborhood Council	3
67	Hollywood United Neighborhood Council	1
68	Homeowners of Encino	1
69	Hospitalist Company*	1
70	HSPNC Committee*	1
71	Information Technology Agency (ITA)	1
72	Kegel	1
73	LA 32 Neighborhood Council	1
74	LA Community Garden Council	1
75	LA County - Department of Public Works	1
76	LA Equine Advisory Committee	1
77	LA River Revitalization Corporation	2
78	LA Waterkeeper	1
79	LACMF	1
80	Lake Balboa Neighborhood Council	2
81	LAUSD Office of Environmental Health and Safety	1
82	Lawndale*	1
83	Lincoln Heights Neighborhood Council	2
84	Long Shadow Studio	1



One Water LA Stakeholder List

No.	Organization	# of Stakeholders
85	Los Angeles and San Gabriel Rivers Watershed Council*	1
86	Los Angeles Area Chamber of Commerce	1
87	Los Angeles City Council	1
88	Los Angeles County Metropolitan Transportation Authority (LACMTA)	1
89	Los Angeles Eco-Village	1
90	Los Angeles Food Policy Council	1
91	Los Angeles Water Keeper	1
92	Los Feliz Neighborhood Council	2
93	Lupin Hill School	1
94	MacArthur Park Neighborhood Council	1
95	Mar Vista Community Council	2
96	MCSW*	1
97	Metropolitan Water District of Southern California	1
98	Mid City Neighborhood Council	3
99	Mid City West Community Council	1
100	Mission Hill Neighborhood Council	4
101	Mono Lake Committee*	1
102	NASA Jet Propulsion Laboratories	1
103	NAT Area Neighborhood Development Council*	1
104	Natural Resources Defense Council	3
105	Neighborhood Council Sustainability Alliance	1
106	Nextdoor*	1
107	North Hills West Neighborhood Council	1
108	North Hollywood North East Neighborhood Council	2
109	North Hollywood West Neighborhood Council	1
110	Northridge East Neighborhood Council	2
111	Northridge West Neighborhood Council	1
112	Northwest San Pedro Neighborhood Council	1
113	NRDC*	1
114	O Green Solutions	1
115	Oriental Mission Church	1
116	Pacific Palisades Community Council- Area 1 Representative	1
117	Pacoima Neighborhood Council	1
118	Pacoima the Beautiful	2
119	Palms Neighborhood Council	1
120	Panorama City Neighborhood Council	3
121	Park Mesa Heights*	1
122	Parsons Brinckerhoff	1
123	Perfect Day Surf Camp*	1
124	Photographer*	1
125	Pico Union Neighborhood Council	1
126	Porter Ranch Neighborhood Council	1



One Water LA Stakeholder List

No.	Organization	# of Stakeholders
127	Potential Industries*	1
128	Proposition O Citizens Oversight Advisory Committee	1
129	Providence Holy Cross Medical Center	1
130	Providence St. Joseph Medical Center	1
131	Pure Pari*	1
132	R & R Partners	1
133	R Design Enterprises, INC	1
134	Rampart Village Neighborhood Council	3
135	Real Estate One*	1
136	Reseda Neighborhood Council	6
137	Resident/Employee*	1
138	Resources Legacy Fund	1
139	Retired Building Contractor	1
140	San Fernando Valley Audubon Society	1
141	Santa Monica Bay Restoration Commission	1
142	Santa Monica Bay Restoration Foundation\LA Waterkeeper	1
143	Santa Monica Canyon Civic Association/ PPCC	1
144	Sea Shepherd*	1
145	SeaLight Enterprises*	1
146	Sherman Oaks Neighborhood Council	3
147	Sierra Club - Water Committee	1
148	Silver Lake Improvement Association	1
149	Silver Lake Neighborhood Council	5
150	Silver Lake Reservoirs Conservancy	1
151	Sirkin Law Group	1
152	Society of Hispanic Professional Engineers (SHPE)	1
153	Sonce Alexander Gallery*	1
154	South Shores Homeowners Association*	1
155	Southern California Golf Association	1
156	Southern California Water Committee	1
157	Southern California Watershed Alliance	2
158	Studio City Neighborhood Council	3
159	Sun Valley Area Neighborhood Council	1
160	Sunland-Tujunga Neighborhood Council	2
161	Super Eco Kidz	1
162	Surfrider Foundation	2
163	Sustainable Law Group	1
164	Sustainable Works	1
165	Sylmar Neighborhood Council	3
166	Tarzana Neighborhood Council	2
167	Terracon*	1
168	Terry A. Hayes Associates, Inc.	1



One Water LA Stakeholder List

No.	Organization	# of Stakeholders
169	The Art of Living	1
170	The Green Fairy*	1
171	The Lab*	1
172	The River Project	2
173	The Ron Finley Project*	1
174	Trade Commissioner	1
175	Tree People	3
176	UCLA Department of Geography	1
177	UCLA Institute of the Environment and Sustainability	5
178	UCLA*	1
179	Upper Los Angeles River Area Watermaster	1
180	Urban Semillas	1
181	USC - Local Government Relations	1
182	USC School of Architecture, Landscape Architecture Program / Landscape Morphologies	1
183	Valley Industry and Commerce Association	1
184	Van Nuys Neighborhood Council	2
185	Venice Neighborhood Council	1
186	Walter Reed Middle School	1
187	Water Committee: Angeles Chapter Sierra Club	1
188	Watts Labor Community Action Committee	1
189	West Adams Neighborhood Council	1
190	West Hills Neighborhood Council	1
191	West LA\Malibu Chapter	1
192	Westside Neighborhood Council	1
193	Wildwoods Foundation	1
194	Wilshire Center-Koreatown Neighborhood Council	1
195	Winnetka Neighborhood Council	1
196	Women Organizing Resources Knowledge + Services (WORKS)	1
197	Woodland Hills Rotary	1
198	WorldFest	1
199	Xylem Inc	1
200	YALE*	1
201	Zero Waste Co.*	1
202	ZGF ARCHITECTS LLP	1
203	Unknown Affiliations and Individual Stakeholders (49 in total)*	49
Total		311

* No address provided, and thus not shown on Stakeholder Map (Figure 3).