SANTA CLARA VALLEY WATER DISTRICT

SAFE, CLEAN WATER PROGRAM PERFORMANCE AUDIT

June 1, 2017

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I. EXECUTIVE SUMMARY

A. BACKGROUND

The Santa Clara Valley Water District (District) manages an integrated water resources system that includes the supply of clean, safe water, flood protection, and stewardship of streams on behalf of Santa Clara County's nearly two million residents and businesses. The District effectively maintains 10 dams and surface water reservoirs, three water treatment plants, nearly 400 acres of groundwater recharge ponds, and more than 275 miles of streams.

On November 6, 2012, Santa Clara County voters passed Measure B, the Safe, Clean Water and Natural Flood Protection Program (Safe, Clean Water Program) as a countywide special parcel tax (Measure B). The tax went into effect on July 1, 2014, and it spans 15 years with a sunset date of June 30, 2028. The Program builds upon the success of its predecessor, the 15-year Clean, Safe Creeks and Natural Flood Protection Plan (Clean, Safe Creeks Plan).

The Safe, Clean Water Program addresses the needs, values, and priorities as identified by Santa Clara County stakeholders. Through a comprehensive community engagement process, five priorities were identified and included in the Safe, Clean Water Program. These five priorities were summarized in the Measure B Summary of Key Performance Indicators for the 15-year Program.

B. SCOPE & METHODOLOGY

The performance audit of the Safe, Clean Water Program addresses the following objectives for the first three years of the Program:

1. Assess and determine if Measure B funds were collected and expended by the District in accordance with the tax measure.
2. Verify compliance with all applicable provisions of the Measure B tax, including stated provisions A through O. Identify any opportunities for improvement or performance gaps.
3. Assess and determine if the District is making reasonable progress towards meeting the Program's priorities and key performance indicators (KPIs).
4. Assess and determine if the District is on track to meet the five Program priorities outlined in the Safe, Clean Water Program Report, and the five-year targets established in the 5-Year Implementation Plan. Assess and determine if the District is properly implementing approved change control processes to make Program adjustments and modifications deemed necessary.

We conducted the performance audit through a four-phased approach, which included 1) startup/management, 2) fact finding, 3) analysis, and 4) reporting. The primary techniques utilized to gather and assess relevant information included:

- Interviews: We met with over two dozen District personnel, including individuals responsible for compliance with the Measure and implementation of each Program activity.

- Document Review: We reviewed dozens of documents to understand relevant policies, procedures, and processes.
- Process Walkthroughs: We had District staff walk us step-by-step through processes associated with administering the Program.
- Testing: Using standardized sampling methods, we tested internal controls and compliance with policies and procedures.

C. SUMMARY OF COMMENDATIONS

Through the audit process, we gained broad and deep exposure to District management and staff with roles and responsibilities associated with the Safe, Clean Water Program. It is evident that the District has made significant progress in a number of areas relevant to Program implementation. Examples include:

- IMC role
- Annual reporting process
- Use of KPIs
- Change control process
- Succession planning
- Compliance

D. SUMMARY OF PROGRESS TOWARDS PRIORITIES AND KPIs

The District has made progress implementing the projects that comprise each of the five priorities of the Safe, Clean Water Program as of FY16. Progress is defined as:

- On Target: Project is progressing as planned.
- Adjusted: The project schedule and/or objectives have been adjusted per the District's change control process.
- Not Started: The project has not initiated.

A summary of the progress for each priority is provided below.

Priority	On Target	Adjusted	Not Started
Priority A	1	1	1
Priority B	7	-	-
Priority C	2	-	-
Priority D	8	-	-
Priority E	5	3	-

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E. SUMMARY OF FINDINGS AND RECOMMENDATIONS

District employees were extremely responsive to our information requests and forthcoming with ideas for improving Program economy, efficiency, and effectiveness, while being mindful of the need to meet public information and process obligations. As we assessed compliance and performance, our findings and recommendations naturally fit into four groupings.

Our findings and recommendations are organized by the categories of compliance, workforce, program management, and leveraging external resources. Unless specified otherwise, recommendations are directed toward the District. Findings and recommendations are provided in the tables below.

1. Compliance

A. Tax Levy and Collection		
	Findings	**Recommendations**
	Based on testing a sample of parcels in the District, the special tax was levied and collected in accordance with the provisions of Measure B.	Continue to use District controls and processes for levying and collecting the special tax to adhere to the provisions of Measure B.

B. Exemptions		
	Findings	**Recommendations**
	Based on testing a sample of applications, exemptions from the special tax for low-income owner-occupied residential properties for taxpayers-owners who are 65 years of age or older were applied in accordance with the provisions of Measure B.	Continue to use District controls and processes for exempting low-income, owner-occupied residential properties from the special tax levied under the provisions of Measure B.

C. Expenditures		
	Findings	**Recommendations**
	Based on testing a sample of expenditures, Measure B proceeds were used for the Safe, Clean Water Program.	Continue to use District controls and processes for ensuring that the proceeds from Measure B are used for the Safe, Clean Water Program.

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2. Performance

A. Workforce		
#	Findings	Recommendations
1	Staffing decreased at the end of the Clean, Safe Creek Program and has not increased with the start of the Safe, Clean Water Program. Project managers, particularly those responsible for Priority B, rely on temporary staff and interns to accomplish project milestones.	Evaluate project staffing levels, considering current and future needs, and hire qualified staff, as necessary, to execute projects according to plan.

B. Program Management		
#	Findings	Recommendations
2	Some KPIs focus on outputs rather than outcomes and do not address District success in achieving key objectives.	Consider revising output-focused KPIs to better demonstrate District success in meeting intended outcomes.
3	Grants management activities have been under-resourced and cumbersome to perform.	Continue to take measures to centralize and strengthen grants management.
4	Lack of planning and coordination between project managers and the Legal and Procurement Departments has hindered timely completion of key project initiation tasks.	Establish a task force comprised of project managers and representatives from the Legal and Procurement Departments to identify ways to streamline project initiation.
5	Some project managers report challenges with appropriately prioritizing projects and coordinating with other priorities to meet timelines.	Increase communication and collaboration among project managers and District stakeholders to ensure progress towards KPIs moves forward according to established plans.
6	There is an increase in demand for encampment cleanup due to homelessness issues. Priority B4 used future funding to meet current demand and may completely expend earmarked funds by 2019.	Develop a plan for using the remaining Priority B4 resources and determine whether additional resources should be allocated.
7	Demand for nitrate removal system rebates is lower than anticipated, so the District has only issued 12 of 1,000 planned rebates.	Continue looking for innovative solutions to educate private well users and disperse nitrate rebates.

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C. Leveraging External Resources		
#	Findings	Recommendations
8	Project managers reported difficulty in collaborating with other agencies and expressed concerns that project progress and financial resources may be negatively impacted as a result.	Ensure consistent stakeholder collaboration by establishing District-wide standards and adding stakeholder engagement steps to the project management process.
9	Some projects have required additional funding for materials and supplies to leverage increasing volunteer resources.	Consider establishing a civic engagement role to manage volunteer sign-ups, data and tracking, community engagement, and materials for all projects.

F. REPORT CONTENT

The balance of this report consists of six sections. They include:

- Section II: Background, Scope, & Methodology
- Section III: Commendations
- Section IV: Progress Towards Priorities and KPIs
- Section V: Compliance Findings and Recommendations
- Section VI: Performance Findings and Recommendations

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II. BACKGROUND, SCOPE, & METHODOLOGY

A. INTRODUCTION

The District manages an integrated water resources system on behalf of Santa Clara County's nearly 2 million residents and businesses, including the maintenance of 10 dams and surface water reservoirs, three water treatment plants, nearly 400 acres of groundwater recharge ponds, and more than 275 miles of streams. The Safe, Clean Water Program, which built upon the success of the Clean, Safe Creeks Plan, went into effect on July 1, 2014 for a period of 15 years with a sunset date of June 30, 2028. Through a comprehensive community engagement process, five priorities were identified and included in the Safe, Clean Water Program. These five priorities were summarized in the Measure B Tax Measure Summary of Key Performance Indicators for the 15-year Program. They include:

- Priority A: Ensure a safe, reliable water supply
- Priority B: Reduce toxins, hazards, and contaminants in waterways
- Priority C: Protect District water supply and dams from earthquakes and natural disasters
- Priority D: Restore wildlife habitat and provide open space
- Priority E: Provide flood protection to homes, businesses, schools, and highways

Each of these priorities has specific operation and capital projects, including descriptions, benefits, KPIs, and estimated schedules. Each project also has a funding allocation for the 15-year Program. Per the direction of the District's Board of Directors, two audits are required throughout the 15-year Program. This is the first of two independent audits of the Safe, Clean Water Program and covers Program years 1 through 3 (FY 2014-2016).

B. SCOPE

The performance audit of the Safe, Clean Water Program addresses the following objectives for the first three years of the Program:

1. Assess and determine if Measure B funds were collected and expended by the District in accordance with the tax measure.
2. Verify compliance with all applicable provisions of the Measure B tax measure, including stated provisions A through O. Identify any opportunities for improvement or performance gaps.
3. Assess and determine if the District is making reasonable progress towards meeting the Program's priorities and KPIs.
4. Assess and determine if the District is on track to meet the five Program priorities outlined in the Safe, Clean Water Program Report, and the five-year targets established in the 5-Year Implementation Plan. Assess and determine if the District is properly implementing approved change control processes to make Program adjustments and modifications deemed necessary.

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C. MANAGEMENT RESPONSIBILITIES

District management has a number of responsibilities that were assessed as part of the Safe, Clean Water Program performance audit. These responsibilities included ensuring that:

- The District developed policies and procedures to ensure compliance with relevant laws and regulations;
- The District established controls to assure compliance with policies and procedures; and
- The District effectively administered, measured, and reported progress on Program implementation.

D. METHODOLGY

This study was conducted between August and November 2016, and consisted of four phases, including 1) startup/management, 2) fact finding, 3) analysis, and 4) reporting. Through this process, we addressed the primary areas of focus relative to Measure B, and we developed audit objectives for each area. These areas include:

1. **Compliance** with assessment, collection, and expenditure requirements; and
2. **Performance** relative to priorities, KPIs, and change control processes.

Our audit approach for each area and project deliverable is described below. Areas of audit focus were informed by a risk assessment that included various fact finding activities such as a kickoff meeting, interviews, document review, and walkthroughs.

1. Compliance Procedures

We reviewed the Santa Clara Valley Water District's policies and procedures for the Safe, Clean Water Program for fiscal years 2014-2016, which covered the period from July 1, 2013 to June 30, 2014; July 1, 2014 to June 30, 2015; and July 1, 2015 to June 30, 2016, as guided by Measure B. Key audit objectives included evaluating whether:

- The special tax was levied and collected on each parcel of land in the District, or any zone thereof, in accordance with the provisions of Measure B; and
- The proceeds of the tax were used in accordance with the goals of the Program.

We interviewed key personnel involved in complying with Measure B, and we performed walkthroughs of the tax levy process, as well as the process for expending the proceeds generated from the special tax. Interviews and walkthroughs ensured we understood the workflow necessary to ensure compliance with the Program, as well as the key controls employed.

Based on the interviews and walkthroughs, we verified the processes employed by the District, as well as the key internal controls utilized. We updated our preliminary risk assessment based on insights gained from interviews and walkthroughs.

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Key controls identified during the interview and walk through process were tested. Key controls included:

- The Board approved the annual increase in the tax levy.
- The Board approved any changes to the Program through the approved process.
- CEQA environmental reviews were completed before commencement of projects.
- Parcel data from the County Assessor's Office was analyzed and reviewed. If changes were made to the parcel data, the reason for the change was documented.
- The tax levied annually for each parcel was automatically calculated by the system based on certain parameters.
- The District reconciled the total amount levied and certified for the fiscal year to the amount received semi-annually from Santa Clara County.
- Applications for low-income, owner-occupied residential properties for taxpayers-owners who are 65 years of age or older were approved.
- Expenditures of the proceeds of tax levy funds were approved.
- Management prepared an annual budget for the Program and monitored actual expenditures of the tax proceeds to the budget.

We performed tests of internal controls and tests of compliance for adherence to the provisions of Measure B. Sample sizes were determined based on guidance from the American Institute of Certified Public Accountants Audit Guide, *Audit Sampling.* Compliance tests included:

- The annual increase in the tax levy was in accordance with provisions of Measure B.
- The special tax for each parcel of real property was calculated in accordance with the provisions of Measure B.
- The exemption from the special tax for low-income, owner-occupied residential properties for taxpayers-owners who are 65 years of age or older was in accordance with the provisions of Measure B.
- Expenditures of the proceeds of the tax levy funds were used in accordance with the goals of Tax Measure B.

We documented and summarized the results of our tests of controls and compliance and performed follow-up procedures to ensure we were aware of all the facts and circumstances. We developed findings based on procedures performed during the testing process.

Throughout the compliance audit process, we analyzed whether there were any opportunities for improvement or performance gaps. We discussed our findings and recommendations with District management to verify facts contained in our findings and test the practicality of our recommendations.

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2. Performance Procedures

We reviewed the District's implementation of the Safe, Clean Water Program based on reporting from inception to date, which covers the period July 1, 2013 through June 30, 2016, and Annual Reports covering the first three years of the Program. Key audit objectives included assessment of:

- Progress towards achieving priorities and KPIs;
- Implementation of Program activities in accordance with the Plan; and
- Implementation of change control processes.

We conducted interviews with District personnel to gather the information necessary to assess the Program. Through interviews, we gained perspective on the extent to which the District is meeting program provisions, outcomes, and key performance indicators. Interviews included, but were not limited to, the following personnel:

- Interim Chief Executive Officer
- Interim Watershed Chief Operating Officer
- Watershed Assistant Operating Officer overseeing Program implementation
- Senior Management Analyst responsible for Program implementation
- Independent Monitoring Committee Chair
- Managers responsible for each of the Project Background priorities

Interviews were augmented with the review of key documents, such as:

- Safe, Clean Water Program Report – July 24, 2012
- November 6, 2012 General Election ballot – Measure B tax measure
- Safe, Clean Water and Natural Flood Protection 15-Year Program – 5-Year Implementation Plan for Fiscal Year 2014-2018
- Safe, Clean Water Program Annual Reports for years one, two and three of the Program
- Supporting documentation for assessing Program implementation

Our assessment was based on best industry practices. We documented any relevant assumptions that were made as part of our findings or recommendations.

E. DELIVERABLES

Moss Adams was responsible for submitting four deliverables to the District. They included the Audit Plan, Draft Audit Report, Final Draft Audit Report, and Final Report. We presented the study results to the Independent Monitoring Committee (IMC), Board Audit Committee (BAC), and District Board of Directors at the conclusion of the project.

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The timing of key project milestones is summarized below.

- Conducted Entrance Conference 08-24-16
- Submitted Audit Plan 09-04-16
- Submitted Draft Audit Report to District Management 01-27-17
- Submitted Final Draft Audit Report 03-01-17
- Presented Final Draft Audit Report to BAC 06-01-17
- Submitted Final Audit Report 06-01-17
- Presented Final Audit Report to District Board of Director 06-13-17

F. STATEMENT ON COMPLIANCE WITH GAGAS

Moss Adams conducted this performance audit in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

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III. COMMENDATIONS

A. IMC ROLE

Since the 2012 report, the IMC and the District have clarified their respective roles and responsibilities. IMC members monitor activities and make recommendations, but they are not a decision-making body. District staff is responsive to IMC requests and try to ensure information is easy to understand rather than technical.

B. ANNUAL REPORT PROCESS

The District established a process for communicating and receiving annual report information from project managers. The District appointed a Senior Management Analyst to spearhead the annual report process. Since the implementation of this process, the annual report has been completed on time and the District feels it better meets the public's needs by including contextual information.

C. PROCESS IMPROVEMENTS

1. Use of Internal KPIs

After voters passed the Safe, Clean Water Program, the District drafted the first of three implementation plans, which covers the first five years of the Program. The use of a five-year plan allows for adjustments and keeps the program current with ongoing economic, policy, and regulatory changes. The five-year plan includes KPIs that are based on the overall 15-year performance expectations. The use of these internal measures assists in keeping projects on track and identifies where adjustments may be necessary.

2. Change Control Process

In April 2016, District staff presented a change control process to the Board. The process distinguishes between project adjustments and modifications, as described in the table below.

Types of Changes	Adjustments	Modification
Text	Edits of text for correction of grammatical errors, information/data updates, and overall readability.	Changes to project KPIs.
Schedule	Adjustments to project schedules provided in the original SCW Program.	-
Funding	Fiscal Year budget adjustments and increases to project funding allocations that do not impact any project deliverables in the SCW Program.	Increases to project funding allocations that will impact any project KPIs in the SCW Program.

The change control process establishes how each of these adjustments or modifications may occur and what approvals are required. By Year 3 of the Program, eight projects were adjusted, primarily due to scheduling, and one project (E5) was modified.

D. SUCCESSION PLANNING

The District is dedicated to preparing for an increasing number of retirements through succession planning. Management has established an internal committee that develops programs to help plan for the transition. For example, the District has considered encouraging phased retirements, where staff work part-time for two years before fully retiring. This enables the employee to pass along institutional knowledge to their successors and ease staff transitions. Additionally, the District has leadership development training available and operates an emerging leaders program to support staff development into a unit manager position.

E. COMPLIANCE

District staff has established a number of best practices and highly effective processes to ensure compliance with Measure B provisions. For instance, the Revenue Unit utilizes several resources to prepare for the constant change in the land category and acreage of land. The Revenue Unit reviews the County Assessor map and online diagrams to verify the status and acres of specific parcels. As a result, the District is able to help ensure the accuracy of the parcel data in the system and help detect errors prior to the tax rate being assessed.

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IV. PROGRESS TOWARD PRIORITIES AND KPIs

This section of the report includes an evaluation of the progress the District has made toward achieving the five priorities and associated KPIs of the Safe, Clean Water Program as of FY16. Overall, the District is on track to meet the majority of the Safe, Clean Water Program KPIs. Progress on each priority that was noted in this assessment is indicated in the Status column. Relevant opportunities for improvement, provided in the next section of this report and referenced, are referenced in the Findings column.

PRIORITY A: ENSURE A SAFE, RELIABLE WATER SUPPLY

Project	15-Year KPI	5-Year Target	Status	Findings
A1: Main and Madrone Avenue pipelines restoration	1. Restore transmission pipeline to full operating capacity of 37 cubic feet per second from Anderson Reservoir. 2. Restore ability to deliver 20 cubic feet per second to Madrone Channel.	1. Restore transmission pipelines to full operating capacity of 37 cubic feet per second from Anderson Reservoir. 2. Restore ability to deliver 20 cubic feet per second to Madrone Channel.	Adjusted	4
A2: Safe, clean water partnerships and grants	1. Award up to $1 million to test new conservation activities. 2. Increase number of schools in Santa Clara County in compliance with SB 1413 and the Healthy Hunger-Free Kids Act, regarding access to drinking water by awarding 100 percent of eligible grant requests for the installation of hydration stations; a maximum of 250 grants up to $254,000. 3. Reduce number of private well water users exposed to nitrate above drinking water standards by awarding 100 percent of eligible rebate requests for the installation of nitrate removal systems; a maximum of 1000 rebates up to $702,000.	1. Carry out at least 3 grant cycles to test new conservation activities. 2. Award grants to up to 25 schools. 3. Award up to 100 percent of eligible rebate requests subject to annual program budget for the installation of nitrate treatment systems.	On target	2, 3, 7

Project	15-Year KPI	5-Year Target	Status	Findings
A3: Pipeline reliability project	1. Install four new line valves on treated water distribution pipelines.	1. None. Project scheduled to start in 2025.	Start FY 2025	-

PRIORITY B: REDUCE TOXINS, HAZARDS, AND CONTAMINANTS IN OUR WATERWAYS

Project	15-Year KPI	5-Year Target	Status	Findings
B1: Impaired water bodies improvement	1. Operate and maintain existing treatment systems in 4 reservoirs to remediate regulated contaminants, including mercury. 2. Prepare a plan for the prioritization of pollution prevention and reduction activities. 3. Implement priority pollution prevention and reduction activities identified in the plan in 10 creeks.	1. Operate and maintain treatment systems in 4 reservoirs (Almaden, Calero, Guadalupe, and Stevens Creek) to remediate regulated contaminants, including mercury. 2. Prepare a plan for the prioritization of and implementation of pollution prevention and reduction activities in 10 creeks identified as impaired water bodies in Santa Clara County. 3. Implement pollution prevention and reduction activities in at least 1 creek.	On target	1, 8
B2: Interagency urban runoff program	1. Install at least 2 and operate 4 trash capture devices at storm water outfalls in Santa Clara County. 2. Maintain partnerships with cities and County to address surface water quality improvements. 3. Support 5 pollution prevention activities to improve surface water quality in Santa Clara County either independently or collaboratively with south county organizations.	1. Install at least 2 and operate 4 trash capture devices at storm water outfalls in Santa Clara County. 2. Maintain at least 2 partnerships with cities and County to address surface water quality improvements. 3. Support 1 pollution prevention activity, including education and outreach, to improve surface water quality in Santa Clara County either independently or collaboratively with south county organizations.	On target	1, 5, 8, 9

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Project	15-Year KPI	5-Year Target	Status	Findings
B3: Pollution prevention partnerships and grants	1. Provide 7 grant cycles and 5 partnerships that follow pre-established competitive criteria related to preventing or removing pollution.	1. Provide 3 grant cycles and 2 partnerships that follow pre-established criteria related to pollution prevention.	On target	1, 3, 5, 9
B4: Good neighborhood program	1. Perform 52 annual cleanups for the duration of the Safe, Clean Water Program to reduce the amount of trash and pollutants entering the streams.	1. Conduct 260 cleanups.	On target	2, 5, 6, 9
B5: Hazardous materials management and response	1. Respond to 100 percent of hazardous materials reports requiring urgent on-site inspection in two hours or less.	1. 100 percent of hazardous materials reports requiring urgent on-site inspection responded to in two hours or less.	On target	-
B6: Good neighborhood program: remove graffiti and litter	1. Conduct 60 clean-up events (4 per year). 2. Respond to requests on litter or graffiti cleanup within 5 working days.	1. Conduct 20 cleanup events. 2. Respond to requests on litter or graffiti cleanup within 5 working days.	On target	2, 5, 9
B7: Support volunteer cleanup efforts and education	1. Provide 7 grant cycles and 3 partnerships that follow pre-established competitive criteria related to cleanups, education and outreach, and stewardship activities. 2. Fund District support of annual National River Cleanup Day, California Coastal Cleanup Day, the Great American Litter Pick Up, and the Adopt-A-Creek Program.	1. Provide at least 2 grant cycles and 1 partnership. 2. Fund 4 programs.	On target	1, 3, 5, 9

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PRIORITY C: PROTECT OUR WATER SUPPLY FROM EARTHQUAKES AND NATURAL DISASTERS

Project	15-Year KPI	5-Year Target	Status	Findings
C1: Anderson Dam Seismic Retrofit	1. Provide a portion of funds, up to $45 million, to help restore full operating reservoir capacity of 90,373 acre-feet.	1. Provide $15 million toward program completion.	On target	-
C2: Emergency response upgrades	1. Map, install, and maintain gauging stations and computer software on seven flood-prone reaches to generate and disseminate flood warnings.	1. Map, install, and maintain gauging stations and computer software on three flood-prone reaches to generate and disseminate flood warnings (Uvas, Coyote, and San Francisquito Creeks).	On target	-

PRIORITY D: RESTORE WILDLIFE HABITAT AND PROVIDE OPEN SPACE

Project	15-Year KPI	5-Year Target	Status	Findings
D1: Management of revegetation projects	1. Maintain a minimum of 300 acres of revegetation projects annually to meet regulatory requirements and conditions.	1. Maintain a minimum of 300 acres of revegetation projects annually to meet regulatory requirements and conditions.	On target	1, 4
D2: Revitalize stream, upland, and wetland habitat	1. Revitalize at least 21 acres, guided by the five Stream Corridor Priority Plans, through native plan revegetation and removal of invasive exotic species. 2. Provide funding for revitalization of at least 7 of 21 acres through community partnerships. 3. Develop at least 2 plant palettes for use on revegetation projects to support birds and other wildlife.	1. Revitalize at least 7 acres, guided by Stream Corridor Priority Plan(s), through native plant revegetation and removal of invasive exotic species. 2. Identify plans and potential community partnerships. 3. Develop at least 2 plant palettes for use on revegetation projects to support birds and other wildlife.	On target	8

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Project	15-Year KPI	5-Year Target	Status	Findings
D3: Grants and partnerships to restore wildlife habitat and provide access to trails	1. Develop 5 Stream Corridor Priority Plans to prioritize stream restoration activities. 2. Provide 7 grant cycles and additional partnerships for $21 million that follow pre-established criteria related to the creation or restoration of wetlands, riparian habitat, and favorable stream conditions for fisheries and wildlife, and providing new public access to trails.	1. Develop two Stream Corridor Priority Plans to prioritize stream restoration activities. 2. Provide 3 grant cycles and additional partnerships that follow pre-established criteria related to the creation or restoration of wetlands, riparian habitat, and favorable stream conditions for fisheries and wildlife, and providing new public access to trails.	On target	3, 8
D4: Fish habitat and passage improvement	1. Complete planning and design for two creek/lake separations. 2. Construct one creek/lake separation project in partnership with local agencies. 3. Use $6 million for fish passage improvements. 4. Conduct study of all major steelhead streams in the County to identify priority locations for installation of large woody debris and gravel as appropriate. 5. Install large woody debris and/or gravel at a minimum of 5 sites (1 per each of 5 major watersheds).	1. Complete planning and design of Lake Almaden and a second site. 2. Construct one creek/lake separation project. 3. Complete plan, design, and CEQA for high priority fish passage projects expending approximately 30% of the $6 million. 4. Complete study of all major steelhead streams in the County to identify priority locations for installation of large woody debris and gravel as appropriate. 5. Install large woody debris and/or gravel at a minimum of 2 sites.	On target	8
D5: Ecological data collection and analysis	1. Establish new or track existing ecological levels of service for streams in 5 watersheds. 2. Reassess streams in 5 watersheds to determine if ecological levels of service are maintained or improved.	1. Establish new or track existing ecological levels of service for streams in 5 watersheds. 2. Prepare workplan and schedule for reassessing streams in 5 watersheds.	On target	4

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Project	15-Year KPI	5-Year Target	Status	Findings
D6: Creek restoration and stabilization	1. Construct 3 geomorphic designed projects to restore stability and stream function by preventing incision and promoting sediment balance throughout the watershed.	1. Prioritize potential projects, recommend 3 sites for geomorphic restoration; and begin design and start CEQA process for 1 project.	On target	4
D7: Partnerships for the conservation of habitat lands	1. Provide up to $8 million for the acquisition of property for the conservation of habitat lands.	1. Provide up to $2 million for the acquisition of property for the conservation of habitat lands.	On target	2, 4
D8: South Bay Salt Ponds restoration partnership	1. Establish agreement with U.S. Fish and Wildlife Service to reuse sediment at locations to improve the success of Salt Pond restoration activities. 2. Construct site improvements up to $4 million to allow for transportation and placement of future sediment.	1. Establish agreement with the U.S. Fish and Wildlife Service to reuse sediment at locations to improve the success of Salt Pond restoration activities. 2. Construct 2 site improvement projects.	On target	8

PRIORITY E: PROVIDE FLOOD PROTECTION TO HOMES, BUSINESSES, SCHOOLS, AND HIGHWAYS

Project	15-Year KPI	5-Year Target	Status	Findings
E1: Vegetation control and sediment removal for flood protection	1. Maintain 90 percent of improved channels at design capacity. 2. Provide vegetation management for 6,120 acres along levee and maintenance roads.	1. Maintain 90 percent of improved channels at design capacity. 2. Provide vegetation management on a minimum of 2,040 acres along levee and maintenance roads.	On target	5
E2: Emergency response planning	1. Coordinate with agencies to incorporate District-endorsed flood emergency procedures into their Emergency Operations Center plans. 2. Complete 5 flood-fighting action plans (one per major watershed)	1. Coordinate with at least one agency to incorporate District-endorsed flood emergency procedures into its Emergency Operations Center plans. 2. Complete at least one flood-fighting action plan.	On target	8

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Project	15-Year KPI	5-Year Target	Status	Findings
E3: Flood risk reduction studies	1. Complete engineering studies on 7 creek reaches to address 1 percent flood risk. 2. Update floodplain maps on a minimum of 2 creek reaches in accordance with new FEMA standards.	1. Complete engineering studies on 2 creek reaches to address 1 percent flood risk (Coyote Creek at Rockspring and Alamitos Creek upstream of Lake Almaden). 2. Develop updated floodplain maps on 1 creek reach in accordance with new FEMA standards (if applicable) (Alamitos Creek upstream of Lake Almaden).	On target	-
E4: Upper Penitencia Creek flood protection Coyote Creek to Dorel Drive—San Jose	1. *Preferred project with federal and local funding*: Construct a flood protection project to provide 1 percent flood protection to 5,000 homes, businesses, and public buildings. 2. *With local funding only:* Acquire all necessary rights-of-way and construct a one percent flood protection project from Coyote Creek confluence to King Road.	1. Continue to aggressively pursue federal funding. 2. Complete planning, using non-Safe, Clean Water funds. 3. Complete design.	Adjusted	8
E5: San Francisquito Creek flood protection San Francisco Bay to Middlefield Road—Palo Alto	1. *Preferred project with federal, state, and local funding*: Protect more than 3,000 parcels by providing 1 percent flood protection. 2. *With state and local funding only*: Protect approximately 3,000 parcels from flooding (100-year protection downstream of Highway 101, and approximately 30-year protection upstream of Highway 101).	1. Assess the value of federal partnerships. 2. a. Provide 100-year flood protection from San Francisco Bay to Highway 101 with local funding. b. Provide improved flood capacity between Pope-Chaucer Street and Highway 101 with local funding.	On target	8

Project	15-Year KPI	5-Year Target	Status	Findings
E6: Upper Llagas Creek flood protection project Buena Vista Avenue to Wright Avenue—Morgan Hill, San Martin, Gilroy	1. *Preferred project with federal and local funding:* Provide flood protection to 1,100 homes, 500 businesses, and 1,300 agricultural acres, while improving stream habitat. 2. *With local funding only:* Provide 100-year flood protection for Reach 7 only (up to W. Dunne Avenue in Morgan Hill). A limited number of homes and businesses will be protected.	1. Continue to pursue federal and other funding sources. 2. Complete Phase 1 construction (Reach 4 and 7A) with 100-year protection for Reach 7A with local funding. Purchase all required Project Rights-of-Way. If State subvention reimbursements are received, a portion of Phase 2 may be constructed.	Adjusted	4, 8
E7: San Francisco Bay shoreline study	1. Provide a portion of the local share of funding for planning and design phases for the former salt production ponds and Santa Clara County shoreline area. 2. Provide a portion of the local share of funding toward the estimated cost of the initial project phase (Economic Impact Area 11).	1. Begin planning phase of other EIAs. 2. a. Complete Chief's Report for EIA 11. b. Complete the design phase for EIA 11. c. Begin the construction phase for EIA 11. d. Pursue federal and other funding sources to complete construction of EIA 11.	On target	8
E8: Upper Guadalupe River flood protection	1. *Preferred project with federal and local funding:* Construct a flood protection project to provide one percent flood protection to 6,280 homes, 320 businesses, and 10 schools and institutions. 2. *With local funding only:* Construct flood protection improvements along 4,100 feet of Guadalupe River between the Southern Pacific Railroad crossing downstream of Willow Street to the Union Pacific Railroad crossing downstream of Padres Drive. Flood damage will be reduced; however, protection from the 1 percent flood is not provided until completion of the entire Upper Guadalupe River project.	1. Continue acquiring rights-of-way and relocating utilities for all reaches. 2. Construct flood protection improvements for a portion of Reach 12 (from upstream of Branham Lane to Blossom Hill Road) and Reach 7 (from Southern Pacific Railroad crossing downstream of Willow Street to the Union Pacific Railroad crossing upstream of Alma Avenue).	Adjusted	4, 8

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V. COMPLIANCE FINDINGS & RECOMMENDATIONS

A. TAX LEVY AND COLLECTION

Finding: Based on testing a sample of parcels in the District, the special tax was levied and collected in accordance with the provisions of Measure B.

Recommendation: Continue to use District controls and processes for levying and collecting the special tax to adhere to the provisions of Measure B.

B. EXEMPTIONS

Finding: Based on testing a sample of applications, exemption from the special tax for low-income owner-occupied residential properties for taxpayers-owners who are 65 years of age or older were applied in accordance with the provisions of Measure B.

Recommendation: Continue to use District controls and processes for exempting low-income, owner-occupied residential properties from the special tax levied under the provisions of Measure B.

C. EXPENDITURES

Finding: Based on testing a sample of expenditures, Measure B proceeds were used for the Clean, Safe Creeks Program.

Recommendation: Continue to use District controls and processes for ensuring that the proceeds from Measure B are used for the Clean, Safe Creeks and Natural Flood Protection Program.

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VI. PERFORMANCE FINDINGS & RECOMMENDATIONS

This section of the report consists of findings and recommendations to help the District enhance achievement of the Safe, Clean Water Program. These findings and recommendations are referenced in the previous section of the report.

A. WORKFORCE

1. Program Staffing

Finding: Staffing decreased at the end of the Clean, Safe Creeks Program and has not increased with the start of the Safe, Clean Water Program. Project managers, particularly those responsible for Priority B, rely on temporary staff and interns to accomplish project milestones.

At the end of 2012, many employees dedicated to the Clean, Safe Creeks Program left the District as part of a wind-down plan. The District took a cautious approach to staffing for the Safe, Clean Water Program and capped the number of hires in the first five years of the Program. In an attempt to adequately staff projects, the District added duties to the roles and responsibilities of existing employees and relied on interns and other temporary staff.

Several District project managers, particularly those responsible for Priority B, report staffing shortages over the first three years of the Program, which have impeded project progression. For example, Priorities B1 and B2 were staffed by a single employee, jeopardizing progress toward established targets. However, the District recently hired three additional staff members to support progress. Additionally, the project manager for Priority D1 reported that the project is slightly behind, because the priority was understaffed during the first year and began using contract labor in the second year. The project manager reports having insufficient staff to perform additional administrative tasks required for compliance reporting and oversight of contract labor. Contractors have made mistakes, such as mowing the wrong area, because there is a shortage of staff to monitor contract activities related to this priority.

Recommendation: Evaluate project staffing levels, considering current and future needs, and hire qualified staff, as necessary, to execute projects according to plan.

The District should assess project plans and develop a staffing plan to adequately staff Priority B projects. In order to completing Priority B projects in their entirety and on-time, it is imperative for the District to staff each priority appropriately. Taking current and future needs into consideration and hiring proactively helps ensure projects can be carried out according to defined plans. Without sufficient staff with enough experience and expertise, projects may not meet deadlines and potentially exceed their budgets due to overtime costs.

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B. PROGRAM MANAGEMENT

2. Utility of KPIs

Finding: Some KPIs focus on outputs rather than outcomes and do not address District success in achieving key objectives.

KPIs are utilized to measure how effectively an organization achieves key objectives. Some Safe, Clean Water KPIs address outputs rather than outcomes, which does not portray whether or not the District is meeting objectives. Examples of output-oriented KPIs are included in the table below.

Project	KPI	Intended Outcome	Notes
A2.1	Award up to $1 million to test new conservation activities.	Help the District exceed the conservation goal of 98,500 acre-feet per year by 2028. Reduces water demands and the need to invest in new or expanded water supply sources and associated infrastructure.	The District reported this project as exceeding its target because more grant dollars were awarded in the first two years to spur innovation during the drought. The KPI does not address whether outcomes from the use of these funds have been realized.
A2.3	Reduce the number of private well water users exposed to nitrate levels that exceed drinking water standards by awarding 100% of eligible rebate requests, a maximum of 1,000 rebates up to $702,000, for the installation of nitrate removal systems.	Assist private well water users in maintaining the quality and safety of their drinking water.	The District reported this target as on track, because it has provided 100% of eligible rebates with funding. Measure B provided funding for up to 1,000 rebates, but the District awarded a total of 12 rebates by Year 3. Although the District's efforts appear to be meeting the established KPI, they are not meeting the intended benefit of the program.
B4	Perform 52 annual cleanups for the duration of the Program and reduce the amount of trash and pollutants entering the streams.	Reduce trash and other pollutants in surface water, including streams, reservoirs, and wetlands. Improve the aesthetics of creeks in neighborhoods and parks, and coordinate efforts among multiple agencies to create lasting solutions.	The District reports this target as ahead of schedule due to increased demand for encampment cleanups. However, the KPI was established with current conditions in mind. Therefore, even if the District performed additional cleanups, the benefits of the established KPI would not be realized. If homelessness does not decrease in the region, then the District may not be able to fulfill the KPI due to decreased demand.

Project	KPI	Intended Outcome	Notes
B6	Conduct 60 cleanup events.	Reduce trash and contaminants in local waterways. Improve the appearance of waterways in neighborhoods and parks by removing trash, graffiti, and litter.	Similar to the above project, the District reports that this event is on target. However, the KPI measures the number of events that are planned to occur over the course of 15 years, but it does not address the intended outcome of those clean up events. The benefits of this project may or may not be realized depending on local conditions and demand for cleanups.

Recommendation: Consider revising output-focused KPIs to better demonstrate District success in meeting intended outcomes.

Adopting outcome-based KPIs would enable the District to more effectively communicate the impact of the investment in the priorities, rather than simply state the volume of work accomplished. Program KPIs are part of the authorizing measure, and require a public process to change. Examples of potential outcome-based KPIs are provided below.

Project	Current KPI	Sample Outcome-Based KPI
A2.1	Award up to $1 million to test new conservation activities.	Reduce water usage by 15% by 2020.
A2.3	Reduce the number of private well water users exposed to nitrate levels that exceed drinking water standards by awarding 100% of eligible rebate requests, a maximum of 1,000 rebates up to $702,000, for the installation of nitrate removal systems	Reduce to zero all private well water users exposed to nitrate above drinking water standards.
B4	Perform 52 annual cleanups for the duration of the Program and reduce the amount of trash and pollutants entering the streams.	Volume of trash collected on a monthly and/or annual basis.
B6	Conduct 60 cleanup events.	Volume of trash collected on a monthly and/or annual basis.

3. Grants Management

Finding: Grants management activities have been under-resourced and cumbersome to perform.

Grants are administered separately for the four priorities of the Safe, Clean Water Program, including A2, B3, B7, and D3. Currently, the grants program relies on temporary employees, in part because administrative overhead was not included in the grant formula allocation. The time and effort required to manage the 48 existing grants will increase as additional grants are awarded. District staff report that there are opportunities to streamline grants management and increase District transparency.

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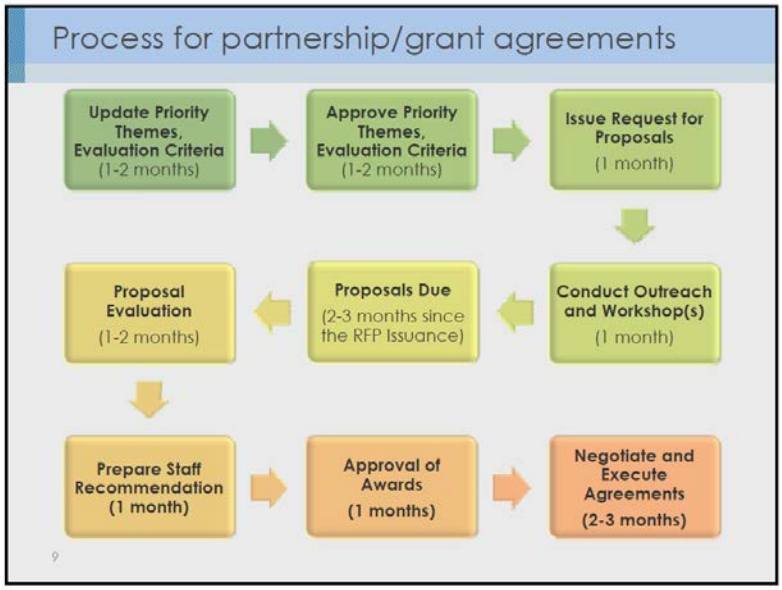
Two grants programs managed for Priority B3 were transferred from the Watershed Division on July 30, 2015. Following this transition, staff conducted an assessment of the grants program in collaboration with prior grantees and identified several opportunities for improvement. District staff expressed concerns that the existing process has cumbersome reimbursement procedures and labor-intensive contract processes. There were also concerns regarding grants management and tracking use of funds, as the previous grant administrator used an internally-designed tracking system that could no longer be used.

Based on the following diagram provided by the District, the entire grants process may take up to 16 months to complete.



In response to the 2015 staff assessment, the District implemented a number of improvements to the grants process by March 2016, including:

- Proposal Solicitation Process
  - Used a single competitive process for proposal solicitations
  - Began the FY 2016 grant cycle earlier to allow for additional time for proposal development, applications, and agreement execution
  - Two grantees shared successes and lessons learned in the funding application process in addition to a District staff presentation about the funding requirements, schedule, and criteria at the proposal solicitation workshop
  - Crafted seven e-mail reminders to be sent at various times in the proposal solicitation process to guide interested parties through the application process
  - Conducted after-application surveys to solicit ideas for improvements
  - Refined the Project Budget form for clarity and to support more streamlined reporting

  - Actively updated and maintained a centralized e-mail list for notifying interested parties, and to better use other communication tools including social media postings
- Proposal Review and Award Recommendation
  - Collaborated with the review panel to brainstorm how to fund as many proposals as possible within the budget, executive limitations, minimum qualifications, and evaluation criteria
- Negotiating and Executing Agreements
  - Collaborated with the legal and planning team to assist awardees in addressing the CEQA documentation requirement for executing the grants and partnership agreements
  - Provided guidance to awardees to bring clarity on success measures including long-term measures and other concerns raised by the review panelists to refine the SOW to be included in the agreements
  - Updated safety tips for volunteer cleanup activities

However, opportunities for improving grants management remain. The District lacks central oversight over grants management that would provide consistent information and granting processes. Additionally, overhead for the program is not included in the grant formula, leaving this priority slightly underfunded.

Recommendation: Continue to take measures to centralize and strengthen grants management.

The District should consider hiring an experienced grants manager to solicit RFPs and oversee all grant management activities, with subject matter expertise provided by program staff. This model would ensure consistency and allow the District to more easily identify areas of improvement, while giving grantees more opportunities to leverage additional grant funds. In order to fund this position and associated administrative costs, the District should ensure that overhead costs are included in the grant formula. Over time, the District should continue to evaluate the grant process against relevant priorities and identify opportunities for improvement, potentially including additional staff.

4. Coordination with Legal and Procurement

Finding: Lack of planning and coordination between project managers and the Legal and Procurement Departments has hindered timely completion of key project initiation tasks.

Due to the nature of large, primarily capital projects, the first five years of the Safe, Clean Water Program requires project managers to work more closely with the Legal and Procurement Departments. For example, Priority E6 requires the District to obtain right of ways for 80 parcels with private owners, which can take over a year to acquire if there are legal issues. Delays in the land rights transactions, in turn, can prevent the District from meeting established timelines for construction bids. Project managers and Legal Department staff have not jointly established priorities and milestones for project tasks.

Additionally, the District recently completed a contracts audit, which found that Procurement appeared to be understaffed and key functions were handled in a non-standardized fashion. Most of the audit focused on contract management, which will become vital over the next three to five years for many projects. The audit acknowledged lengthy cycle times for contract creation and approval, explaining that delays are typically a result of multiple rounds of edits and amendments to the Standard Consultant Agreement and repetitive approvals required throughout the contract approval process.

Recommendation: Establish a task force comprised of project managers and representatives from the Legal and Procurement Departments to identify ways to streamline project initiation.

To facilitate improved collaboration between project managers and internal services that support capital projects, the District should form a cross-functional task force focused on process improvement. The task force should define relevant project initiation tasks, roles and responsibilities, and estimated durations. Then the task force should identify ways to streamline tasks such as performing tasks concurrently versus in series, developing templates to enhance consistency, and standardizing work scopes to expedite reviews.

5. Prioritizing Cross-Functional Projects

Finding: Some project managers report challenges with appropriately prioritizing projects and coordinating with other priorities to meet timelines.

Many of the projects included in Safe, Clean Water Program are related and interdependent. District staff report that they coordinate with one another on an individual basis and for IMC report development, but not for Program-wide priority settings. Staff use the District's project management system to support communication with one another. However, they reported that it is a challenge to sufficiently manage multiple priorities to keep everything on track. For example, the E1 project manager explained that the work associated with this priority is mitigated through other priorities related to Stream Mitigation. Project managers require additional communication and coordination to ensure that each priority progresses according to plan.

Many project managers reported managing activities based on five-year targets rather than the overall 15-year KPI. This can pose challenges, because some projects are dynamic and more require flexibility that the shorter, five-year deadlines accommodate. In order to meet these targets, some projects may need deadlines or costs adjusted.

Recommendation: Increase communication and collaboration among project managers and District stakeholders to ensure progress towards KPIs moves forward according to established plans.

To allow for effective use of resources across priority projects, the District should take steps to increase collaboration between project managers. Management of interdependent projects should include regular meetings between responsible staff to help keep the projects on track and assist with potential delays or other concerns. The District should form multi-project coordination teams that ensure project activities are being arranged with both near- and long-term milestones in mind. Increased collaboration will also help project managers to identify areas for improved efficiency and effectiveness.

6. Priority B4 Funding

Finding: There is an increase in demand for encampment cleanup due to homelessness issues. Priority B4 used future funding to meet current demand and may completely expend earmarked funds by 2019.

The funding needs for encampment cleanups has doubled each year since 2014 due to rising regional homelessness. The District has three FTEs dedicated to this priority and continues to receive high volumes of cleanup requests. The Priority B4 project manager reported that the priority has a backlog of cleanups and struggles to balance additional seasonal work, requiring staff to work overtime and clean up encampments over the weekends. To keep up with cleanup requests, the District has been utilizing future funding and expects to allocate the priority's complete 15-year funding by 2019. It is unclear whether the full expenditure of funds will render the priority "achieved," when encampment cleanups will likely be necessary throughout the life of the Program.

The increased demand for encampment cleanups cannot be addressed by the District alone. The District does not have land use or law enforcement authority to prevent encampments or litter in the waterways it maintains. The Board is cooperating with the City and local non-profits to abate encampments.

Recommendation: Develop a plan for using the remaining Priority B4 resources and determine whether additional resources should be allocated.

The District should continue to work towards regional homelessness solutions in cooperation with other local entities. The District should also consider seeking additional funding sources to ensure sufficient funding throughout the 15-year Safe, Clean Water Program because additional funds will be required to perform all the cleanups, which are vital for water quality.

7. Nitrate Rebate Program

Finding: Demand for nitrate removal system rebates is lower than anticipated, so the District has only issued 12 of 1,000 planned rebates.

Measure B provided funding for 1,000 nitrate removal system rebates. However, the District issued a total of 12 rebates in the first three years of the Program. To encourage more private well users to take advantage of the rebate, staff for this priority worked with the Communications Department to develop an outreach plan. The District increased the rebate dollar amount from $200 to $500, which covers approximately 80% of the cost. District staff report that these changes did not increase demand for rebates.

Private wells are not monitored, making it difficult to determine how many private well users may be in need of this program. Some well owners may already have systems installed, while others may use bottled water for drinking. The District does not know how many individuals are exposed to nitrates or if there is demand for the rebate program. Similar programs in other locations have also been characterized by low participation rates.

Recommendation: Continue looking for innovative solutions to educate private well users and disperse nitrate rebates.

In order to increase participation in the program, the District should continue to conduct outreach to private well users. However, if there continues to be little public interest in the rebates, the District may consider adjusting priorities and reallocating funds to other projects in Priority B as funding needs arise.

C. LEVERAGING EXTERNAL RESOURCES

8. Stakeholder Collaboration

Finding: Project managers reported difficulty in collaborating with other agencies and expressed concerns that project progress and financial resources may be negatively impacted as a result.

Several priorities require stakeholder collaboration with residents, local cities, and Santa Clara County. District project managers reported that a contributing difficulty in timely achievement of project milestones is collaboration and engagement with stakeholders. For example, Priority E7 involves two other agencies, the Union Pacific Railroad and the City of San Jose, and the District is reliant on funding from the U.S. Army Corps of Engineers (USACE). The two other agencies made adjustments to the project plan that are longer than the District had anticipated and changed elements that require an adjusted completion date as well. Individual project managers report that they handle the bulk of stakeholder engagement themselves, with help from their supervisors when issues require escalation.

Many projects depend on the planning and permitting processes of local agencies for execution. Permitting processes and timelines, which vary by jurisdiction, can be a major impact on District project delivery timelines. Several project managers reported that partner agencies occasionally request funds for capital improvements and enhancements as part of planned District projects. In addition, there may be multiple projects occurring in one city, and both agencies could benefit from increased collaboration to more effectively balance priorities and negotiate timelines.

Several Priority B projects depend on USACE funding, which the District has limited control over. The Corps typically does not communicate funding timing in advance, which hinders the District's ability to plan funding-dependent project phases. The constraints of these funds should also be communicated to stakeholders to ensure that projects advance according to plan and do not experience delays due to modification requests.

Recommendation: Ensure consistent stakeholder collaboration by establishing District-wide standards and adding stakeholder engagement steps to the project management process.

Meaningful stakeholder engagement and subsequent relationships may derive tremendous value for the District. Additionally, consistent stakeholder communication helps protect the District's reputation and encourages future opportunities for collaboration. This is particularly important with respect to the permitting process, where relationships with local agencies are critical to District success. To harness potential benefits, the District needs to develop and utilize a strategic and consistent approach in communicating and collaborating with stakeholders, ensuring the District's priorities are met. Each project's assigned public information representative could work more closely with project managers to

address government stakeholder relations. Stakeholder engagement steps can be added to the District's project and quality management system (QMS). Communication should include clarifying staff members', stakeholders', and residents' roles in each Priority to ensure each party knows their expected contributions.

9. Use of Volunteers

Finding: Some projects have required additional funding for materials and supplies to leverage increasing volunteer resources.

Several priorities leverage volunteers to achieve project milestones. District staff report administrative improvements related to volunteer management, including online applications, improved database monitoring and tracking, and defined roles and responsibilities. Each project utilizes volunteers in a manner that best serves the project, and projects do not typically share physical resources. However, as more volunteers participate in District efforts, additional funding is needed to purchase supplies, such as shovels, rakes, and other equipment, to leverage volunteer labor.

Recommendation: Consider establishing a civic engagement role to manage volunteer sign-ups, data and tracking, community engagement, and materials for all projects.

Volunteers help the district achieve priority goals in a cost-effective, collaborative manner, and volunteer participation is a valuable way to engage the community. Proper volunteer management is central to the District's success in recruiting and retaining volunteers, including helping them develop into new roles as their needs and the needs of the organization change and develop over time. By creating a dedicated position to manage volunteers and materials, the District will be able to help ensure that volunteers feel engaged and maximize resource capacity.

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