

Santa Clara Valley Water District

Community Projects Review Unit: Opportunities to Improve Permit Processing

Highlights of the Final Performance Audit Report

July 13, 2021



TAPInternational

Acknowledgements

... thank you ...

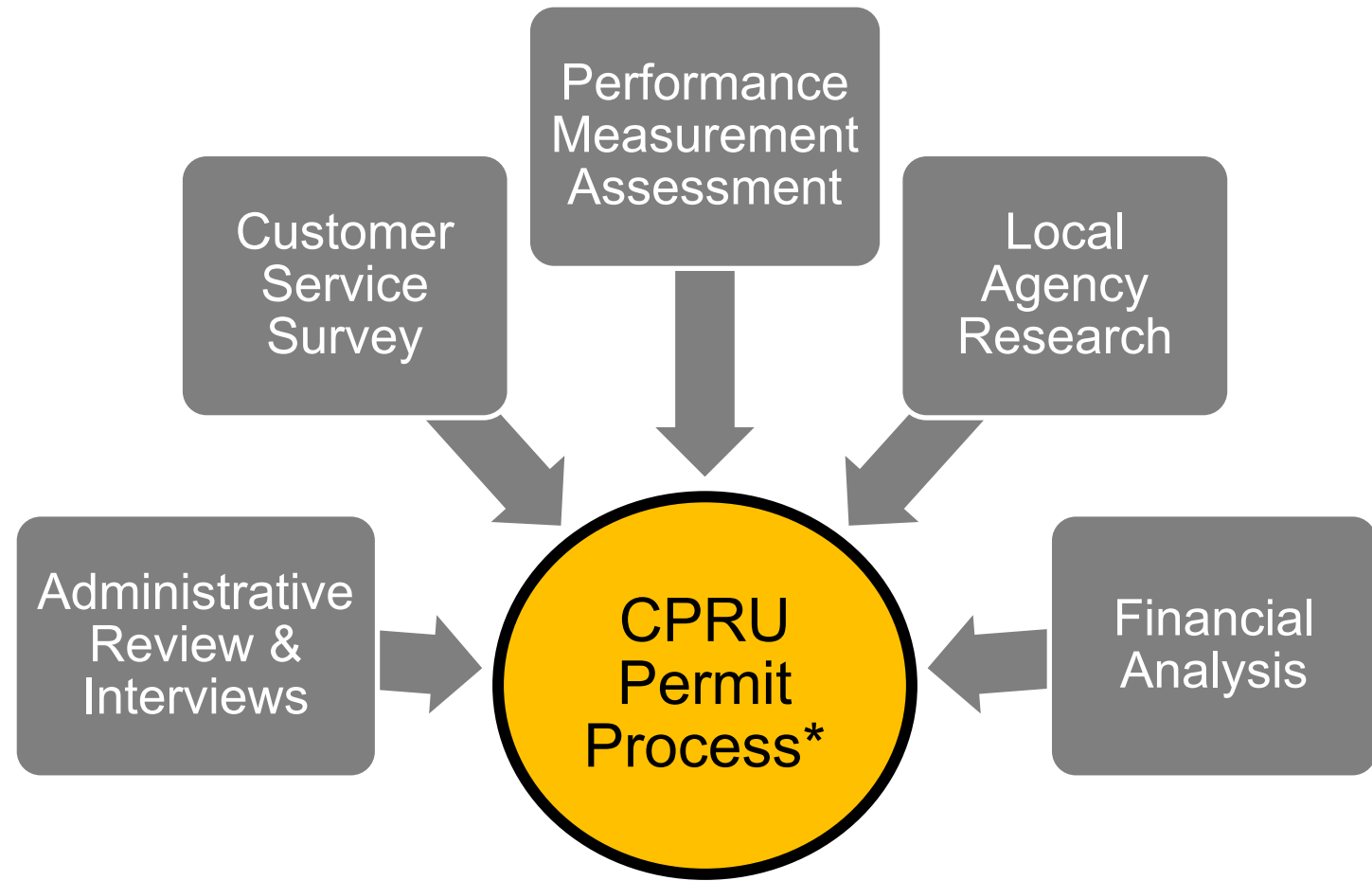
TAP International wants to thank the **Community Projects Review Unit** for their participation in this audit. We greatly appreciate their candor and contributions.

We also thank the Valley Water **permit holders and other local agencies** that provided information for this audit.



Background

Audit Objectives & How the Audit was Conducted



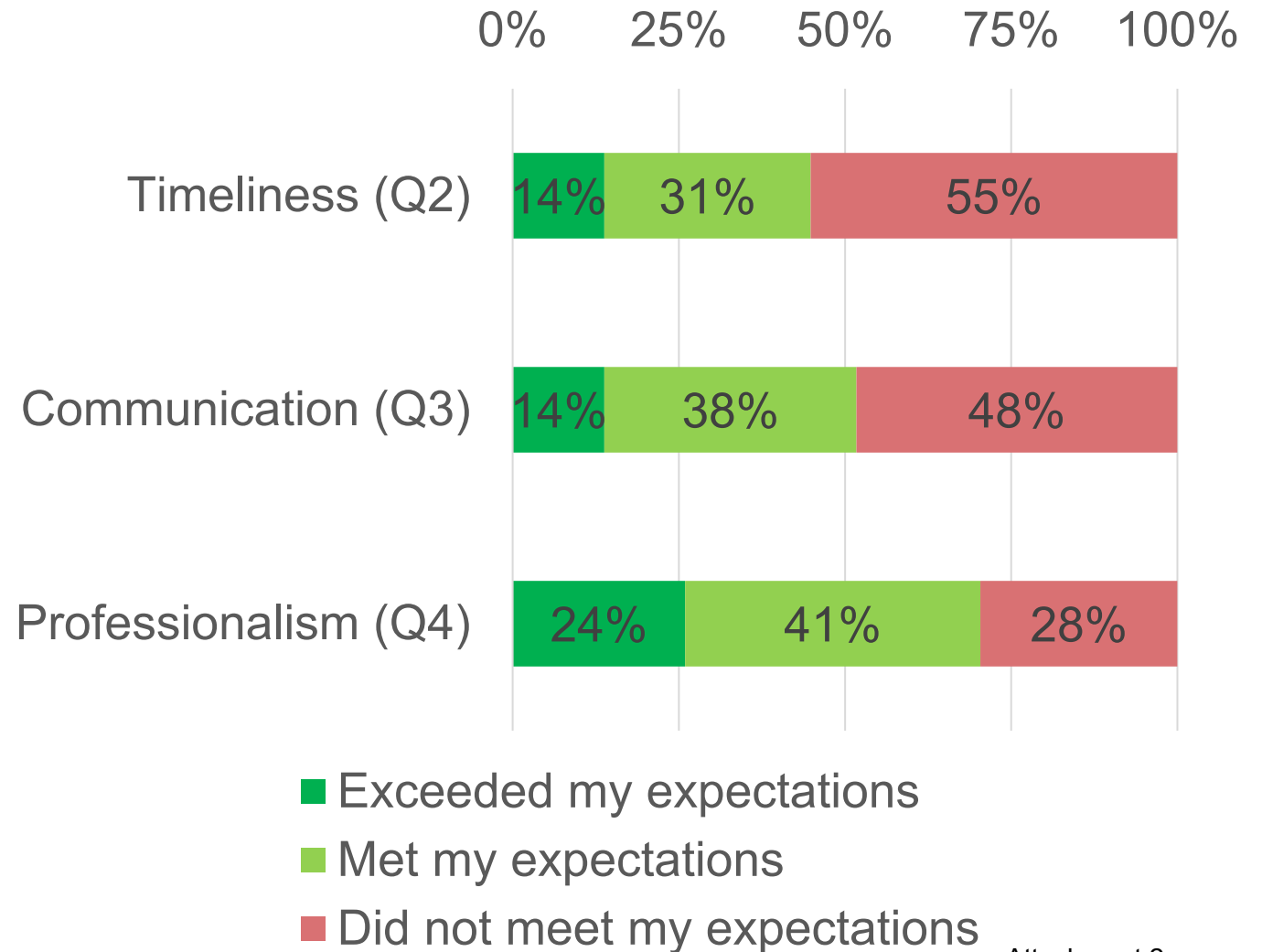
Audit Objectives

1. Determine if alternate permit processing activities benefit Valley Water; and,
2. Assess how Valley Water's permitting process compares with other local agencies.

Audit Results

Expectations of Faster Permit Processing and Better Customer Communication

CPRU could do more to apply alternative practices to improve customer expectations for timeliness and communication.



Audit Results

Expectations of Faster Permit Processing and Better Customer Communication

CPRU could do more to improve timeliness of permit processing.

	Submission of Final Plans to Permit Issuance			
Processing Time	Number of Permits	Number of Permits	% of Total Permits	Cumulative %
Less than 4 weeks	136	160	35%	
4-6 weeks	47	55	12%	
6-8 weeks	61	65	14%	61%
8-12 weeks	56	63	14%	
12-16 weeks	50	42	9%	84%
16-20 weeks	19	15	3%	
20-24 weeks	19	12	3%	90%
More than 6 months	73	49	11%	100%
Total	461	461	100%	

Audit Results

**Alternative Strategies and
Peer Agency Practices can
Benefit CPRU**

1. **Reduce the overlap of services provided by CPRU and other Valley Water units.**

Real Estate
Transactions
(RESU)

CEQA Reviews
(Environmental
Planner)

2. **Streamline the permit process to issue permits faster and improve customer communications.**

Reduce Manual
Processes

Standardization
& Training

Define
Exemptions &
Authority
Delegation

Assign
Customer
Liaisons

Regular Public
Agency
Consultations

Insurance
Communication
Strategies

Strategies to
Promote Permit
Services

Risk-Based
Reviews

Audit Results

**Alternative Strategies and
Peer Agency Practices can
Benefit CPRU**



3. Enhance revenue collection through improved financial management.

Set a goal for fee cost recovery

Update current fee schedule based on fee study

Robust framework of financial management internal controls

Audit Results

Alternative Strategies and Peer Agency Practices can Benefit CPRU

4. Continue efforts to identify and implement IT solutions for functionality that includes:

Electronic submission of permit applications

Expanded search function for researching past projects and permits

Customizable dashboards

Tools to help CPRU track requests for services, permit reviews

Ability for customers to self-check the status of their applications

Ensure timely and accurate recording of invoices, payments and deposits

Minimize the administrative burden of tracking and reporting time

Audit Results

CPRU Response

Management Response's generally satisfied the recommendations. A follow-up audit to assess CPRU's efforts to implement this recommendation should be included in the annual audit work plan for 2023.





TAPInternational

Denise Callahan, President
Denise@tapinternational.org
www.tapinternational.org