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MARK PESTRELLA, Director

COUNTY OF LOS ANGELES

DEPARTMENT OF PUBLIC WORKS

"To Enrich Lives Through Effective and Caring Service"

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REFER TO FILE:

SWP-8

10498-1-1-F

November 27, 2023

TO: Each Supervisor

FROM: Mark Pestrella, PE
Director of Public Works

BOARD MOTION OF JULY 25, 2023, AGENDA ITEM 23 ACCELERATING IMPLEMENTATION OF THE SAFE CLEAN WATER PROGRAM 120 DAY REPORT BACK

In November 2018, voters approved Measure W, a parcel tax to fund the Safe, Clean Water Program (SCWP), which provides approximately \$280 million annually for multi-benefit stormwater infrastructure projects and programs to improve water quality, increase local water supply, and provide community benefits like green spaces and parks. The SCWP is unprecedented, ambitious, and complex. Through the first few years of the program, Los Angeles County established 182 total active committee member seats across 11 committees and developed guidance and policies to support program implementation, transparency, and accountability at all levels. To date, the SCWP has committed funding to \$513.5 million in regional multi-benefit projects and has provided \$446.2 million in direct funding to municipalities to undertake projects and activities to achieve Program goals.

On July 25, 2023, the Board adopted a motion directing the Director of Public Works, acting as Chief Engineer of the Los Angeles County Flood Control District, to report back in writing in 120 days on the following:

- Efforts to accelerate the District's comprehensive watershed planning efforts to identify areas that provide the most promising opportunities for developing impactful water quality, water supply, and community enhancing multi-benefit projects.
- Plans to improve, streamline, and simplify the existing Regional Program application process, accounting for the complex but necessary requirements called for in the program ordinance.
- The resources and staffing needed to establish a SCWP planning group at the Flood Control District, dedicated to ongoing and iterative adaptive management and strategy.

The direction in the July 25 motion is very much aligned with the recommendations of District staff as well as those of stakeholders. The many contributions from, and in collaboration with, municipalities, partner agencies, community stakeholders, non-governmental agencies, consultants, academia, and many others have been a valuable component to the early success and adaptive management of the SCWP. Furthermore, a programmatic audit of the program was conducted and other programs from around the country have been evaluated to help further inform the adaptive management and improvement of the SCWP.

In parallel to this report, development of the SCWP Regional Oversight Committee's (ROC) Biennial Progress Report is underway. The ROC's report is expected to be submitted to the Board in the first quarter of 2024. The Biennial Progress Report will detail SCWP accomplishments to date and make findings and recommendations, many of which are in line with the July 25 motion and this report.

Item 1: Safe, Clean Water Program Watershed Planning

Public Works is initiating development of SCWP watershed plans for each of the nine diverse SCWP watershed areas. In recognition of the importance of this planning effort, Public Works is allocating staff and resources to work with and incorporate input from Watershed Area Steering Committees, subject matter experts, and stakeholders. These plans will build upon other plans, in-progress efforts, and assessment of community needs to identify the most promising opportunities for achieving high-impact water quality, water supply, and community enhancing multi-benefit outcomes. The watershed plans will help foster the design and implementation of the most impactful projects and will also aid the District and SCWP governance committees in considering project submissions and evaluating program progress.

As part of the planning process, the Director of Public Works will initiate a high-level SCWP goals-setting and strategic planning effort in coordination with the ROC in early 2024 to help inform the development of the watershed plans and metrics for measuring success.

Initial watershed plans are expected to be completed within 1 year; however, watershed planning will be a continuous effort and will be updated as additional information becomes available and the SCWP and related initiatives move forward.

Item 2: Plans to improve, streamline, and simplify the regional application process

Many actions have already been taken to clarify, simplify, and improve the Regional Program application process, including the development of numerous guidance documents and web-based tools. Additionally, watershed coordinators play a vital role in

Each Supervisor
November 27, 2023
Page 3

connecting potential applicants with technical resources and promoting meaningful engagement for all types and stages of projects.

Several other application process improvements are planned, including creation of alternative application pathways based on project phase, updated project and program guidance, revisions to scoring criteria, and refinement of feasibility study guidelines and fund transfer agreements.

A survey was conducted by the District this summer to collect feedback from regional project applicants. Overall, surveyed project applicants reported positive experiences with the application materials, web portal, information sessions, and communications. However, some applicants, including small municipalities, non-governmental organizations/community-based organizations, and schools, reported finding the application requirements complex and cumbersome. In addition to the application streamlining described above, the District is taking targeted action to address the concerns of these applicants, including doing additional outreach, supported by watershed coordinators, about the existing Technical Resources Program which provides a simple, non-technical interface to initiate project development. The District is also entering into an agreement with the Water Foundation to establish a grant program that may provide funding to support under-resourced applicants with developing project concepts and engaging more effectively with the SCWP.

Item 3: Resources and Staffing

The SCWP is a dynamic effort that will continue to change and grow as more projects come online and communities become more deeply engaged. Public Works is currently reallocating staff and shifting resources to provide the capacity to support and adaptively manage this complex and ambitious program. The SCWP staff and consultant team will be further expanded in the first half of 2024 to meet the growing needs of the program.

Public Works remains deeply committed to achieving the ambitious goals of the SCWP envisioned and articulated by your Board when the program ordinance was submitted to and overwhelmingly passed by the voters.

If you have any question, please contact me or your staff may contact Carolina T Hernandez, Assistant Deputy Director, at (626) 458-4300 or chernandez@pw.lacounty.gov.

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cc: Chief Executive Office
County Counsel
Executive Office

July 25, 2023

MOTION BY SUPERVISOR LINDSEY P. HORVATH

Accelerating Implementation of the Safe Clean Water Program

The Safe, Clean Water Program funds stormwater infrastructure projects and scientific studies that improve water quality, increase our local water supply, and provide community benefits, like green spaces and parks, local jobs, and recreational opportunities. The program cultivates regional and community partnerships and prioritizes historically underserved communities. In November 2018, voters approved Measure W, a parcel tax to fund the Safe Clean Water Program (Program), which - beginning in Fall 2020 - has provided nearly \$280 million per year towards multi-benefit projects and programs. The Program was designed based on extensive and diverse stakeholder engagement and continues to leverage robust regional collaboration.

The Program is implemented and administered by the Los Angeles County Flood Control District. It is designed with strong fiscal controls and both administrative and technical oversight to ensure impactful projects and financial accountability. Forty percent of the revenue is returned to the local jurisdiction (called the Municipal Program) while fifty percent is allocated to the Regional Program, where projects are submitted through a rigorous application process and then considered and recommended for funding by a series of governance committees. The next set of recommendations for the Regional Program is anticipated to come to this Board in August 2023

MOTION

SOLIS _____

MITCHELL _____

HORVATH _____

BARGER _____

HAHN _____

and will bring the total Regional Program project count to 126 projects across 50 municipalities, representing nearly \$1 billion in direct investments over five years, and leveraging nearly \$624 million in outside funding. In addition to many other benefits, these projects will increase annual average stormwater capture by nearly 60,000 acre-feet. If this water fully augmented our potable aquifers, it would be sufficient to serve another 480,000 people.

The Program is a core element in achieving water quality and supply goals essential to the County's long-term sustainability and resilience. The Program has already funded numerous projects that improve the quality of stormwater and support the region's efforts towards compliance with the Clean Water Act/MS4 Permits. These projects also support water resiliency by capturing stormwater that can offset potable uses and become local supply in our aquifers. Additionally, the Program provides community benefits like parks and green spaces, good local jobs, and recreation, while prioritizing these investments in disadvantaged communities.

Dry weather water quality along LA County's coastline has improved dramatically in recent years; however, there are still recurring problem spots. Water quality typically degrades significantly during wet weather, and a recent Heal the Bay report found that during and shortly after rain events, only 31% of LA County's beaches received good or excellent grades (based on bacteria levels). On the first day of Summer 2023 - a dry day - four iconic LA County beaches were under ocean water use warnings due to unsafe bacteria levels. Additionally, the Department of Public Health has indicated that toxic algae blooms exacerbated by runoff into the ocean have recently led to the poisoning of untold numbers of marine mammals from domoic acid.

Regarding water supply, last winter's historic rainfall - double our annual average of 15.3 inches of rain in Downtown LA - pulled California from the brink of our multi-year drought and restored many of our reservoirs and Sierra snowpack to healthier levels that will help meet our region's demand for potable water for at least the next two years. The unsung hero of the water system was the LA County Flood Control District, whose dams, canals, and levies successfully protected our county's residents and their property from damage from the torrents (and fared much better than most communities throughout California). In addition, a record 450,000 acre-feet of water were captured and infiltrated into local groundwater basins. And while the Program was never intended to add projects or features that prevent all stormflows from running to the ocean - especially during particularly intense events - there are many stakeholders eager to partner with the Program to identify and maximize stormwater capture and recharge to a greater level.

The LA County Flood Control District continues to adaptively manage the Program and has multiple efforts in progress to take the Program to the next level, including:

- Ongoing Project Portal improvements to facilitate customer experience while enhancing tools for both project/program planning and tracking.
- A Metrics and Monitoring Study (MMS) to develop further criteria to inform tracking, planning, reporting, and decision-making within specific areas of the program. This study is anticipated to be completed at the end of 2023.
- Pilot watershed master planning efforts based on preliminary MMS results.

- Rollout of an education and workforce development program.
- Ongoing Watershed Coordinator build-out to further enhance community engagement and education while supporting processes and pathways to participate in the Program and leverage funding.
- The Biennial Progress Report to capture all feedback, accomplishments, and lessons learned to date, and provide recommendations to inform next steps of adaptive management. This report is anticipated to be submitted to the Board at the end of 2023.

These efforts are envisioned to address many of the lingering challenges raised by government, non-profit, labor, business, and community partners, but will take time to complete and then incorporate into the Program as appropriate. A broader understanding of these timelines for all stakeholders, as well as an exploration of what else could be done in tandem with these efforts, is warranted. This is particularly true in two categories - maximizing processes and pathways into the Regional Program and comprehensive watershed planning by the LA County Flood Control District.

Enhanced entry into the Regional Program would ultimately reduce future water quality impacts to human and wildlife health by accelerating the delivery of water quality projects. Specifically, several Program partners identified the difficulty in preparing long and complex applications and the cost it involves (many jurisdictions hire a consultant just to complete an application). These burdens are especially true for small municipalities, agencies like school districts, and non-profits that are eligible for funding but have had limited participation in the

Regional Program thus far. Project applications need to be robust to align with Ordinance-defined transparency requirements and to provide sufficient information to ensure analysis and recommendations reflect good stewardship of public funds; however, many proposals, such as those focused on operations and maintenance, back-funding for already completed projects, and extremely common project interventions, might merit a recalibrated application approach.

Regarding comprehensive Flood Control District-led watershed planning, many of the Flood Control District's current efforts are already well on their way to yielding more robust analytics and strategy to identify the areas with the greatest need and opportunity related to water supply, water quality, and community investments. These goals must be balanced with essential flexibility in the Program for governance committee discretion and changing conditions and community needs. These efforts are progressing toward a single publicly accessible planning portal that would provide direction for implementation. This comprehensive planning tool would likely assist a more diverse set of applicants to identify projects that could achieve multiple benefits and best serve our communities. A vision document that identifies areas within each watershed with the greatest potential opportunities for improvements would ensure continuity and connectivity between interventions (currently, projects are scored on individual merit). This vision would lessen the burden on both applicants and committees as they consider which suites of projects could be most impactful.

While these issues will certainly be represented in the Department's upcoming Biennial

Progress Report, that process may not have time to fully explore potential solutions. The Program's limited staff are deeply involved in the preparation and implementation of existing program components and in launching program initiatives that are funded, but, in some cases, have not yet fully launched (e.g. surrounding workforce development and credit trading). It is important that the Board and the public have a full grasp of the efforts taking place and that these efforts - along with any supplemental or resulting activities - can advance as quickly as possible, which would require additional resources and assistance from expert technical, planning, financial, and community engagement consultants.

I, THEREFORE, MOVE that the Board of Supervisors [director of the Department of Public Works, acting as Chief Engineer of the Los Angeles County Flood Control District, with the assistance of the Chief Sustainability Officer, to report back in writing in 120 days, and in advance of the Program's Biennial Progress Report, on the following:

1. Efforts to accelerate the district's comprehensive watershed planning efforts to identify areas that provide the most promising opportunities for developing impactful water quality, water supply, and community enhancing multi-benefit projects. This exercise should also compile the projects already funded by the Program (as well as other large projects that are planned within the watershed and funded through other sources) to identify what portions of the watershed have been adequately covered (including a clear definition, baseline, and goals for what adequate coverage means). These pre-identified opportunity areas can serve as a guide for local partners to collaborate and develop projects with the

highest potential impact. This comprehensive watershed planning effort should also supplement and utilize all other in-progress efforts related to providing program-level tools for developers to consider regional needs and opportunities, aiding the governance committees to consider submissions, and supporting regional reporting of progress.

2. Plans to improve, streamline, and simplify the existing Regional Program application process, accounting for the complex but necessary requirements called for in the Program ordinance. Evaluation of alternatives should include benchmarking other multi-benefit infrastructure finance program best practices, and ultimately suggest recommendations including those that could:

- i. Offer alternative application pathways based on the type of project or type of funding requested
- ii. Be responsive to results of a survey that would be issued and compiled of all Regional Program project applicants to date
- iii. Elaborate on the goals and timeline of the Program's recently approved Community Education and Engagement Grants Program

3. The resources and staffing needed to establish a Safe Clean Water Program planning group at the Flood Control District, dedicated to ongoing and iterative adaptive management and strategy. This would include oversight of all aspects related to comprehensive watershed planning beyond the pilot effort and would be informed by ongoing operations and administration of the Program from both implementation staff as

well as governance committees and stakeholders.

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MARK PESTRELLA, Director

COUNTY OF LOS ANGELES

DEPARTMENT OF PUBLIC WORKS

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March 12, 2024

IN REPLY PLEASE
REFER TO FILE: SWP-6

TO: Each Supervisor

FROM: Mark Pestrella, PE
Director of Public Works

A handwritten signature in cursive script, appearing to read "Mark Pestrella".

SAFE, CLEAN WATER PROGRAM STATUS REPORT FROM CHIEF ENGINEER OF THE LOS ANGELES COUNTY FLOOD CONTROL DISTRICT

As Chief Engineer of the Los Angeles County Flood Control District, I am pleased to present my report on the Safe, Clean Water Program. The report expands upon the insights provided in the Accelerating Implementation of the Safe, Clean Water Program Board motion report dated November 27, 2023, and is informed by the biennial report, an audit I commissioned, and your staff's recommendation.

If you have any questions, please contact me or your staff may contact Interim Deputy Director Adam Arika, at (626) 458-4012 or aariki@pw.lacounty.gov.

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Attach.

cc: Chief Executive Office
County Counsel
Executive Office

Report on Progress and Adaptive Management of the Safe, Clean Water Program

This report on the Safe, Clean Water Program (SCWP) builds upon the November 27, 2023, Accelerating SCWP Board motion report back and is in alignment with the recommendations of the SCWP Regional Oversight Committee (ROC) Biennial Progress Report recently submitted to the Board and attached here for reference. The actions recommended in this report have been informed by input from a programmatic audit I commissioned, stakeholder input, and discussions with SCWP governance committees. Significantly, more information is available in the appendices to this report and on the SCWP website: www.Safecleanwaterla.org.

In November 2018, voters approved Measure W, a parcel tax to fund the SCWP, which provides approximately \$280 million annually for multi-benefit stormwater infrastructure projects and programs to improve water quality, increase local water supply, and provide community benefits like green spaces and parks. The measure also calls for prioritizing investment in disadvantaged communities, nature-based solutions, equity, and engagement. The SCWP is unprecedented, ambitious, and complex. Through the first few years of the Program, Los Angeles County established 182 total active committee member seats across 11 committees and developed guidance and policies to support program implementation, transparency, and accountability at all levels.

The SCWP does not exist in a vacuum but is aligned with the recently adopted County Water Plan and shares objectives with several other efforts including Infrastructure LA, Our County Sustainability Plan, Equity in Infrastructure, Integrated Regional Water Management Plans, MS4 Enhanced/Watershed Management Plans, and others. The greatest solutions come from collaboration, which I am actively prioritizing.

The first few years of the SCWP have focused on successfully standing up this extraordinarily complex program, establishing numerous sub-programs, governance committees, guidance documents, tools, and processes. To date, the SCWP has committed approximately \$514 million to 126 regional multi-benefit infrastructure projects and programs and has provided approximately \$446 million in direct funding to municipalities to undertake an additional 360 projects and activities to achieve program goals.

In addition to early successes, the initial years of program implementation and investment have daylighted some important issues, some of which will require Board action to address, and others that can be addressed through policy and programmatic updates at the Flood Control District level. For example, it has become clear that adjustments to project proposal processes, scoring criteria, and other program guidance are needed to help accelerate project and program delivery to achieve program goals. Based upon all that has been learned to date, we are now ready to take the SCWP to the next level.

Our highest near-term priority is Watershed Planning. Watershed plans will drive the Program in a proactive and intentional manner to meet the greatest needs, achieve the highest impacts, and best address program goals. Watershed planning efforts will

incorporate input from Watershed Areas Steering Committees (WASCs) and other stakeholders and will be informed by community needs assessments being conducted by the District. In April 2024, I will meet with the ROC to discuss metrics and program indicators to enhance the means of measuring Program success over time. These indicators will be important in informing and equipping the WASCs, project proponents, and municipalities to more strategically develop and fund future projects and programs.

The SCWP Ordinance specifies various levels of authority required to approve different types of Program changes. Near-term actions and adaptive management efforts that are within the discretion of the District include:

- Accelerating watershed planning to drive the program to achieve outcomes including developing a community needs assessment tool and database, performing a data and gaps analysis, and alignment with the plan to capture 300,000 acre-feet of new stormwater by 2045.
- Updating program guidance documents for determining water supply, water quality, and community investment benefits including updated definitions, metrics, and processes.
- Establishing metrics and programmatic indicators to determine whether program goals are being achieved.
- Separate applications for distinct phases of project development: design-only, construction, and operations and maintenance.
- Improving and streamlining processes by revising the Feasibility Study Guidelines and Scoring Criteria and making associated updates to the Regional Program Application portal.
- Updating and improving tools like the Reporting Module and guidelines for the regional and municipal programs to reflect new metrics and monitoring criteria.
- Establishing new post construction monitoring criteria and metrics.
- Ramping up the District Education Programs including launching the new website, soliciting proposals for Public Education and Community Engagement Grants Program and make initial awards, investing in workforce development via coordination and funding of the District Education Programs and other partners, and school education programs.
- Updating Committee Operating Guidelines to refine certain processes and establish additional best practices based on lessons learned like caps on recommended funding being programmed.

There are additional near-term proposed updates that will require Board approval or action including ordinance revisions to:

- Allow for twice-yearly, rather than quarterly, regional program reporting, to streamline processes for substantive updates.
- Provide flexibility in frequency/timing of calls for projects to align project proposals with program updates.

More planned actions are detailed in Appendix E, Adaptive Management of the SCWP. Many of these efforts are already underway.

The District is also in the process of reorganizing and aligning staff to build out a team of planning and construction professionals to provide services to municipalities, WASCs, and other project developers to identify and construct high-impact stormwater capture infrastructure projects. Many of these projects will be owned and operated by the District as part of the County's backbone infrastructure.

This is an exciting time for the SCWP. In partnership with the Board, the ROC, municipalities, and a very engaged stakeholder community, I am launching several initiatives that will improve our ability to strategically accelerate the adaptive management of the Program and most effectively achieve the SCWP goals. I will continue to prioritize collaboration and look forward to leading the region and its many different interests and stakeholders into the next phase of program implementation and overall regional water resilience.



March 1, 2024

Honorable Lindsey P. Horvath
Los Angeles County Board of Supervisors, Third District
Kenneth Hahn Hall of Administration
500 W Temple Street
Los Angeles, CA 90012

Re: Regional Oversight Committee Biennial Safe, Clean Water Program Progress Report

Dear Supervisor Horvath:

As Chair of the Safe, Clean Water Program (SCWP) Regional Oversight Committee (ROC), I am pleased to submit to you the 2024 Regional Oversight Committee Biennial Safe, Clean Water Program Progress Report. This report highlights the accomplishments of the SCWP to date and provides findings and recommendations for updates to and adaptive management of the SCWP. The development of the report included wide-ranging stakeholder engagement, several public meetings, extensive committee discussion, and a 30-day public review and comment period.

This report comes at a pivotal time when we have all learned, from the first several years of standing up the program, what is working and how the program might be improved and accelerated to provide tangible and equitable water quality, water supply, and community benefits. Our intent is that the recommendations in our report will facilitate these program advancements.

We are looking forward to continuing our work with the Public Works Director Pestrella, in his role as Chief Engineer of the Flood Control District, as well as the many involved stakeholders, to establish key performance indicators for the program, and provide ongoing oversight to help ensure that SCWP goals are met.

On behalf of myself and my ROC colleagues, I want to take this opportunity to thank the Board of Supervisors for the opportunity to serve as your appointees to this committee, and to convey our appreciation for the excellent work of the Flood Control District staff in supporting the ROC in all our endeavors.

Sincerely,

Kristine Guerrero
Legislative Director
Los Angeles County Division, League of California Cities
Chair, Safe Clean Water Program Regional Oversight Committee

CC: Los Angeles County Board of Supervisors
Safe Clean Water Program Regional Oversight Committee
Mark Pestrella, Director, Los Angeles County Public Works



**SAFE
CLEAN
WATER
PROGRAM**

Biennial Progress Report

January 31, 2024



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Introduction

In November 2018, the voters of Los Angeles County approved Measure W, known as the Safe Clean Water Program (SCWP or Program). The Program funds stormwater initiatives that improve water quality, increase our local water supply, and provide community benefits, like green spaces and parks. The program cultivates regional and community partnerships and prioritizes historically underserved communities.

The SCWP receives approximately \$280 million per year and consists of three major programs which each receive a proportional share of the funds: the Regional Program (50%), Municipal Program (40%), and LA County Flood Control District (District) Program (10%).

This Draft biennial SCWP Progress Report (Report) by the Regional Oversight Committee (ROC) provides an update on SCWP progress, assesses the extent to which SCWP Program Goals are being achieved, and provides findings and recommendations to the Los Angeles County Board of Supervisors (Board) for adaptive management of the program. This is the first Biennial Report since the establishment of the SCWP. It covers the substantial efforts of the Program's initial five years getting a very large and complex program underway (and includes data from the first two years of reports that are now available).

Some key accomplishments and metrics for the Program to date include:

- **Regional Program:** The Board of Supervisors has approved four annual Stormwater Investment Plans (SIPs; 36 SIPs in total for 9 watersheds), programming \$513.5M for:
 - 126 Infrastructure Program Multi-benefit Projects that are anticipated to capture stormwater from over 265,000 acres spanning 50 different municipalities. These projects will provide an increase in local water supply of over 59,000 acre-feet per year and remove 47 acres of impervious area.
 - Of these, 12 projects are already completed and are capturing stormwater from 25,480 acres spanning 8 municipalities. These completed projects are able to provide an average increase in local water supply of over 2,550 acre-feet per year and removed 25 acres of impervious area.
 - 38 Scientific Studies to further understanding of local conditions and project potential¹
 - 37 Project Concepts via the Technical Resources Program (TRP)
 - 12 Watershed Coordinators who educate and build capacity in communities and facilitate community and stakeholder engagement, working with and participating on Watershed Area Steering Committees (WASCs).

¹ Note some special studies are counted more than once if funded in more than one watershed/SIP

- **Municipal Program:** \$446.2M (approximately \$111M annually) has been committed to 85 municipalities and the Unincorporated County for the first four years. In the first two years, disbursements were used to fund over 360 Projects and Programs that are not also funded by the Regional Program.
- **District Program:** \$111.5M has been allocated to the District over the first four years of the Program for administering the Program, technical assistance, regional coordination of the 12 Watershed Coordinators, and initial work related to District Education Programs that include investments in workforce development, K-12 education programs, and general outreach, education, and engagement.
- **Adaptive Management:** Many program elements have already been adapted through the development and implementation of guidelines, new programming and mapping tools, the online application Portal and data solicitation and tracking enhancements, and studies. Additional efforts are also underway, which are expected for further inform the adaptive management of the SCWP.

Details of progress made to date and ongoing efforts will be found in the various Appendices of this report.

- Appendix A: Safe, Clean Water Program Overview
- Appendix B: Regional Program Summary
- Appendix C: Municipal Program Summary
- Appendix D: District Program Summary
- Appendix E: Adaptive Management of the SCWP
- Appendix F: Project Highlights

Los Angeles County has nine major watershed areas that are delineated in this Program, each of which have their own opportunities and limitations. The Observations/Findings and the subsequent Recommendations herein must be explored both Program-wide and in the context of each watershed area.

Observations/Findings

The ROC began meeting in June 2023 to discuss and initiate this Report, and to hear from the District, stakeholders, and the public on Program progress and potential areas for improvement. Some of the ROC's key observations and findings include:

1. The Program has successfully launched. A significant amount of effort has gone into launching this large and complex program including numerous sub-programs, governance committees, guidance documents, tools, and processes.
2. The Program needs to transform into a forward-looking pro-active program. The program has largely been reactive to date, responding to proposals submitted for funding rather than pro-actively seeking projects that best meet specific goals (which have yet to be clearly defined).
3. The Program should consider watershed-specific needs and capabilities in planning. A one-size-fits-all approach is inadequate, and watershed specific considerations should be included in the Regional Program.
4. The Program needs precise metrics to better quantify program success and demonstrate progress towards established goals. Refinements are needed to clarify definitions, create more precise metrics, and establish scoring criteria that better align with all the SCWP goals – especially related to Community Investment Benefits, Disadvantaged Community Benefits, Equity, Community Engagement, and Nature Based Solutions.
5. The Program needs strategies to improve inclusive community engagement. The Program still faces lingering challenges in obtaining and effectively incorporating meaningful community input from certain groups and demographics.
6. The Program needs to streamline the project application process. The Regional Program application process is complicated and should be simplified, if possible, for different types of projects and project phases.
7. The Program should revise the review and approval timelines to ensure adequate time for meaningful committee review. Refinements to governance processes and timelines are needed to provide sufficient time for decision making.
8. The Program should prioritize the District Education programs. These programs have been slow in getting off the ground.
9. The Program needs to improve transparency. Greater transparency is needed for spending and investments in the Municipal and District Programs.
10. Results of approved/funded Scientific Studies are not currently being broadly disseminated.

Recommendations

The ROC has developed recommendations that have been thoughtfully prioritized to reflect ROC discussion and deliberation, input from diverse stakeholders, as well as from subject-specific focus groups on the topics of water supply, community investment benefits, disadvantaged community benefits, and community engagement.

The ROC requests that these recommendations be considered by the Board of Supervisors and the District, and that the District establish an expedited timeline/pathway to implement these recommendations, pending any legal reviews and available resources, and regularly communicate any applicable progress and limitations.

The ROC's key recommendations are:

- 1) Expedite watershed planning efforts, including consideration of previous and concurrent studies, working with Watershed Area Steering Committees (WASCs), regional agencies, and community groups related to watershed-specific priorities (to also help inform Municipal Program planning and tracking) by doing the following:
 - a) Obtain additional dedicated resources to provide pro-active leadership and adaptive management of the SCWP and its numerous goals.
 - b) Conduct a strategic goal setting process to be completed with the Director of Public Works
 - c) Establish watershed specific goals, objectives, metrics, and timelines, that would allow project applicants to focus on projects that would meet goals and objectives of each watershed.
 - d) Establish Water Quality quantitative goals and develop a plan with timelines to accomplish these goals. Ensuring that these goals and planning efforts are developed to build upon established regional water quality programs and projects (e.g. Municipal Separation Storm Sewer System (MS4) permit) and include characterization of upstream and downstream program interactions.
 - e) Establish Community Investment Benefit quantitative goals, including the development of a plan with timelines to meet these goals.
 - f) Set a region wide water supply target of 300,000 acre-ft of additional storm water capture by 2045. This acre-ft target deadline should be temporarily aligned with the 80% local water by 2045 target in LA County's OurCounty Sustainability Plan and draft LA County Water Plan.
 - g) Clarify that claiming Water Supply Benefits requires an applicant to demonstrate that the storm water capture is "new" water and will be available for regional water supply.

- h) Develop guidelines/criteria to incentivize large infrastructure projects and investments.
 - i) Develop guidelines/criteria to streamline applications for various sized projects and various stages of development.
 - j) Create/strengthen collaborative planning and co-funding with other agencies and organizations to maximize the benefits to LA County.
 - k) Coordinate between the Regional and Municipal programs to better meet established goals.
- 2) Establish Disadvantaged Community investment quantitative goals and develop a plan with timelines to meet these goals.
 - 3) Make strategic investments in workforce development programs for skills related to SCWP programs and projects in the short and long term, and ensure workforce-related elements are reflected in procedures, guidelines, and reports as appropriate.
 - 4) Revise Regional Program quarterly reporting to twice yearly in conjunction with Project Modification Reports (Ordinance change, Board Approval)
 - 5) Revise the process and timeline for the ROC to evaluate whether Program Goals are being accomplished at the Program and watershed levels per the Ordinance, including bringing Stormwater Investment Plans (SIPs) to the ROC as they are approved by the WASC's to allow for a more timely review and deliberation, and developing a dashboard to assess Program-wide benefits (Regional, Municipal, and District) over time
 - 6) Evaluate recommendations that will result from the in-process Metrics and Monitoring Study and recommend changes, if and when appropriate, to the procedures, guidelines, and scoring criteria currently used to manage the various goals/programs of the SCWP.

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Appendix A: Safe, Clean Water Program Overview

The Safe, Clean Water Program (SCWP) is a pioneering regional initiative that provides dedicated local funding to increase water supply, safeguard and improve water quality, and deliver community benefits, with particular focus on historically underserved communities. The Program was created in 2018 following the approval of Measure W by Los Angeles (LA) County voters, which established a special parcel tax of 2.5 cents per square foot of impermeable surface area on private properties within the jurisdiction of the LA County Flood Control District. The Program receives approximately \$280M annually, with a total of \$1.12B collected as of July 2023.

The Program is designed to promote a multi-benefit approach to stormwater management, encouraging innovation and adaptive management. It supports projects and programs that contribute to the fulfillment of US Clean Water Act requirements and addresses many other priorities across LA County related to equity, climate resilience, sustainability, and workforce development. Since its inception in 2018, the SCWP has allocated over \$959.8M² to the combined Regional and Municipal Programs across nine Watershed Areas and 86 municipalities to fund activities such as projects, studies, concepts, and programs.

What distinguishes the SCWP is its regional and collaborative approach to addressing the stormwater management needs of LA County. It engages communities in the design and implementation of local infrastructure improvements and prioritizes nature-based solutions that can enhance communities with amenities such as green spaces and recreation areas. These efforts help mitigate the urban heat island effect and make neighborhoods and communities more climate resilient. The Program also places significant emphasis on education, outreach, and engagement, including the development of sub-programs to provide environmental education to K-12 students, and support for growing a workforce with expertise in green infrastructure and stormwater management.

The multi-benefit and innovative nature of the Program complements other Countywide initiatives including the OurCounty sustainability plan and Infrastructure LA to help build the resilience and sustainability of the region. The SCWP is established by District Code Chapters 16 and 18. Many additional governing documents, resources, and guidance can be found on the SCWP [website](#).

² Note that all numerical values are representative of the first four years of the Program (FY20-21, FY21-22, FY22-23, and FY23-24) unless otherwise explicitly specified - Includes Municipal Program disbursements as of September 2023. Disbursements for FY23-24 are underway.

SCWP Goals

The SCWP is being implemented consistent with the Program Goals outlined in Ordinance Section 18.04:

- A. Improve water quality and contribute to attainment of water-quality requirements
- B. Increase drought preparedness by capturing more Stormwater and/or Urban Runoff to store, clean, reuse, and/or recharge groundwater basins
- C. Improve public health by preventing and cleaning up contaminated water, increasing access to open space, providing additional recreational opportunities, and helping communities mitigate and adapt to the effects of climate change through activities such as increasing shade and green space
- D. Leverage other funding sources to maximize SCWP Goals
- E. Invest in infrastructure that provides multiple benefits
- F. Prioritize Nature-Based Solutions
- G. Provide a spectrum of project sizes from neighborhood to regional scales
- H. Encourage innovation and adoption of new technologies and practices
- I. Invest in independent scientific research
- J. Provide [Disadvantaged Community] Benefits, including Regional Program infrastructure investments, that are not less than one hundred and ten percent (110%) of the ratio of the [disadvantaged communities] population to the total population in each Watershed Area
- K. Provide Regional Program infrastructure funds benefitting each Municipality in proportion to the funds generated within their jurisdiction, after accounting for allocation of the one hundred and ten percent (110%) return to [Disadvantaged Communities], to the extent feasible
- L. Implement an iterative planning and evaluation process to ensure adaptive management
- M. Promote green jobs and career pathways
- N. Ensure ongoing operations and maintenance for Projects

A number of these goals are programmatic in nature and are inherent to the manner that the SCWP has been framed and is being implemented. Other goals are being tracked more explicitly through the current Regional and Municipal Program frameworks including Feasibility Studies, Annual Reporting, and Annual Plans. Where applicable, progress for specific goals will be highlighted throughout subsequent Appendices.

The SCWP is organized around three different sub-programs: the Regional Program, Municipal Program, and District Program. Further detail on each of these programs is provided within their respective Appendices.

SCWP Accomplishments & Awards

The first few years of the SCWP have included significant effort to stand up a complex governance structure, including establishing 182 total active committee member seats across eleven committees, and developing guidance and policies to facilitate transparency and accountability at all levels of the Program. These efforts have included contributions from, and collaboration with, the Board of Supervisors, municipalities, partner agencies, community stakeholders, non-governmental agencies, consultants, academia, and many others—establishing the baseline for adaptive management efforts summarized in Appendix E.

The SCWP has successfully funded regional multi-benefit projects and has provided direct funding to municipalities to undertake projects and activities that make progress towards the SCWP Goals. Some key accomplishments and milestones include:

- **Regional Program:** The Board of Supervisors has approved four annual Stormwater Investment Plan (SIP) rounds (36 SIPs in total for 9 watersheds), programming \$513.5M for:
 - 126 Infrastructure Program Multi-benefit Projects
 - 38 Scientific Studies³
 - 37 Project Concepts via the Technical Resources Program (TRP)
 - 12 Watershed Coordinators who educate and build capacity in communities and facilitate community and stakeholder engagement, working with and participating on Watershed Area Steering Committees (WASCs)
 - *Note: The anticipated benefits from these projects are outlined in the Regional Program Appendix.*

- **Municipal Program:** \$446.2M (approximately \$111M annually) has been committed to 85 municipalities and the Unincorporated County for the first four years. In the first two years, disbursements were used to fund over 360 non-Regional Program co-funded Projects and Programs. *Note: The anticipated benefits from these projects are outlined in the Municipal Program Appendix.*

- **District Program:** \$111.5M has been allocated to the District over the first four years of the Program for administering the Program, including technical assistance, regional coordination of the 12 Watershed Coordinators, and initial work related to District Education Programs that include investments in workforce development, K-12 education programs, and general outreach, education, and engagement.

³ Note some special studies are counted more than once if funded in more than one watershed/SIP

- **Adaptive Management:** Many program elements have already been adapted through the development and implementation of guidelines, new programming and mapping tools, the online application Portal and data solicitation and tracking enhancements, and studies. Additional efforts are also underway, which are expected to further inform the adaptive management of the SCWP.

A critical upcoming effort will be to further develop program methods, metrics and monitoring criteria to measure, track, and report on Program Goals and progress in future reports. The Adaptive Management section below includes additional information on such efforts to date that are ongoing and/or are part of future adaptive management.

The early successes of the Program have positioned it as a model for others across the state and country and have also earned a variety of accolades and awards across the industry. A summary of SCWP Awards earned to date is included below:



2019 – First Place: Improving Water Quality Campaign National Association of Flood and Stormwater Management Agencies



2021 Outstanding Sustainable Stormwater Project or Program California Stormwater Quality Association



2021 Golden Eagle Nominee and Top 10 Productivity and Quality Award Board of Supervisors Quality and Productivity Commission



2022 Sustainable Engineering Award ASCE Metro LA Branch and LA Section



2022 NACo Achievement Award Winner National Association of Counties



2022 Outstanding Sustainable Engineering Award ASCE Region 9 (State of California)



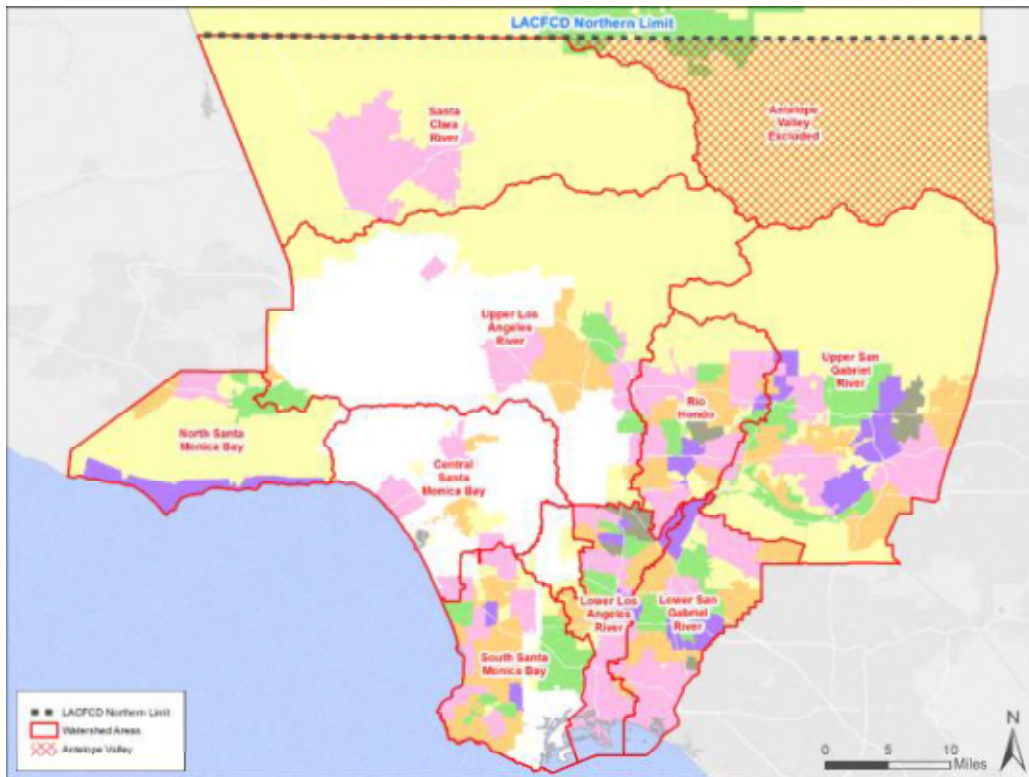
2022 Challenge Award Winner California State Association of Counties

Appendix B: Regional Program Summary

The Regional Program receives fifty percent (50%) of the funding from the Safe, Clean Water Program (SCWP) annually. The Regional Program is comprised of the Infrastructure Program (IP) (receives not less than 85% of the Regional Program funds), Technical Resources Program (TRP) (not more than 10% of the funds), and Scientific Studies Program (not more than 5% of the funds). The Regional Program receives approximately \$139M annually. To date the Regional Program has received \$557.8M (FY20-21 through FY23-24). The Regional Program is subdivided into nine watershed areas overseen by Watershed Area Steering Committees (WASCs), which allocate funding through annual Stormwater Investment Plans (SIPs) for five-year projection periods (see watershed areas in Figure 3).

Detailed information on the timing for the yearly Call for Projects, Regional Program processes, and reporting requirements are on the [SCWP website](#).

Figure 1: Watershed Area Map



Infrastructure Program

The objective of the IP is to plan, build, and maintain watershed-based multi-benefit projects to further progress towards the 14 Program Goals. Each project is required to provide a Water Quality Benefit, Water Supply Benefit, and/or a Community Investment Benefit. The allocation of IP funds follows a well-defined process outlined in District Code Ch16.05.D.1.

Scientific Studies Program

The Scientific Studies Program provides funding for eligible scientific studies and other activities such as, but not limited to, technical studies, monitoring, modeling, and other similar activities. This Program also includes efforts by the District to use independent research and academic institutions as peer reviewers for activities carried out by other entities.

Technical Resources Program

The TRP provides resources to community groups, municipalities, and individuals who need technical assistance to develop their project concepts into Feasibility Studies that can be considered under the IP. The District provides Technical Assistance Teams that support the development of Feasibility Studies in partnership with the project proponent. The TRP also provides Watershed Coordinators to educate and build capacity in communities and facilitate community and stakeholder engagement.

Summary of Regional Program Funded Projects, Studies, and Concepts

Over the first four years of the SCWP (FY20-21 through FY23-24), 126 IP Projects, 37 TRP Project Concepts, 38 Scientific Studies⁴, and 12 Watershed Coordinators were approved across the nine Watershed Areas. The 126 approved IP Projects to date represent over \$784M in funds programmed through FY27-28. These projects are being implemented across 50 municipalities and are projected to:

- Capture stormwater from over 265,649 acres that drain to the respective projects.
- Invest over \$661M in projects benefiting Disadvantaged Communities.
- Provide an increase in storage capacity for projects that clean stormwater during rain events of 3,237 acre-feet (for a typical rainy day).
- Provide an increase in local water supply through an additional annual average stormwater capture of 59,673 acre-feet.
- Remove 47 acres of impervious area, which reduces concentrated stormwater flows and pollution running off paved surfaces. Increased greenspace can also reduce the urban heat island effect and increase opportunities for community activities.
- Reduce numerous pollutants and contribute to meeting water quality requirements related to stormwater discharges and water quality; and
- Leverage over \$624M in other funding sources to complete the projects.

A summary of the 16 individual Scientific Studies funded to date is included in Attachment B.1.

Of the 37 funded TRP projects, eight feasibility studies have been developed and subsequently approved for funding through the Infrastructure Program. The remaining funded TRP project concepts have technical assistance teams with work in progress or anticipated to start soon. Additional information about the TRP can be found on the [website](#).

⁴ Note some special studies are counted more than once if funded in more than one watershed/SIP

Table 1: Summary of Regional Program Funded Projects, Concepts and Studies

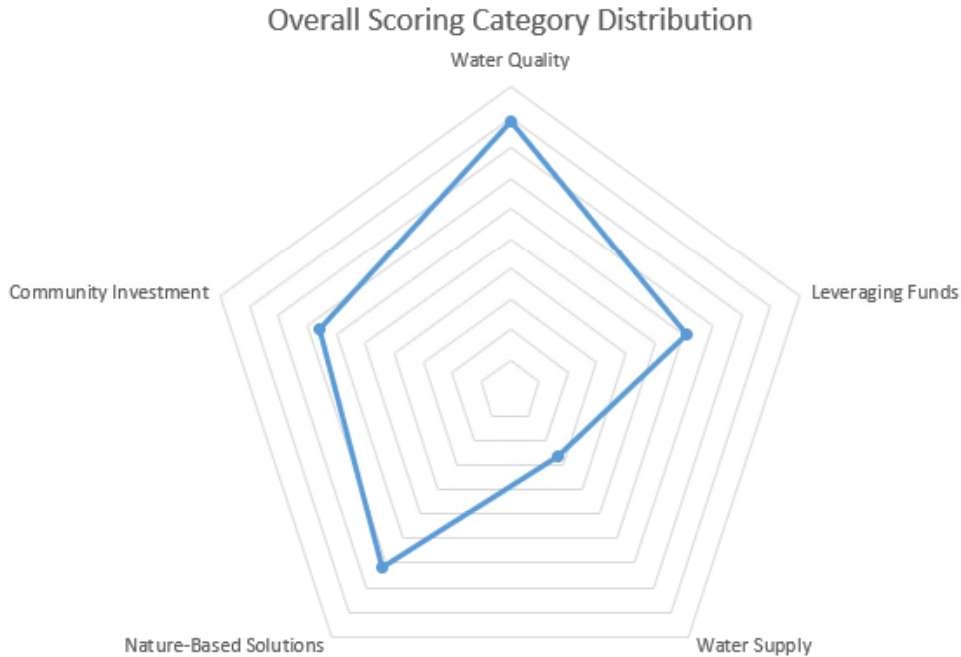
Funding Program	No. of Projects, Concepts, Studies	Total SCW Funding Budgeted & Projected through FY27-28	Total Projected Leveraged Funds	Projected SCW Funding benefitting Disadvantaged Communities
SIP FY20-21	74	\$369,336,000	\$341,929,000	\$306,149,000
Infrastructure Program	41	\$342,350,000	\$341,929,000	\$303,649,000
Scientific Studies	7	\$4,285,000	N/A	N/A
Project Concepts	14	\$4,300,000	N/A	\$2,500,000
Watershed Coordinators	12	\$18,400,000	N/A	N/A
SIP FY21-22	68	\$214,444,000	\$174,088,000	\$161,092,000
Infrastructure Program	36	\$206,142,000	\$174,088,000	\$158,692,000
Scientific Studies	8	\$4,702,000	N/A	N/A
Project Concepts	12	\$3,600,000	N/A	\$2,400,000
SIP FY22-23	59	\$82,210,000	\$25,876,000	\$63,166,000
Infrastructure Program	24	\$74,646,000	\$25,876,000	\$61,666,000
Scientific Studies	17	\$5,764,000	N/A	N/A
Project Concepts	6	\$1,800,000	N/A	\$1,500,000
SIP FY23-24	48	\$168,441,000	\$82,384,000	\$138,418,000
Infrastructure Program	25	\$160,917,000	\$82,384,000	\$137,218,000

Funding Program	No. of Projects, Concepts, Studies	Total SCW Funding Budgeted & Projected through FY27-28	Total Projected Leveraged Funds	Projected SCW Funding benefitting Disadvantaged Communities
Scientific Studies	6	\$6,024,000	N/A	N/A
Project Concepts	5	\$1,500,000	N/A	\$1,200,000
Grand Total	249	\$834,431,000	\$624,277,000	\$668,828,000

Projected Project Benefits

The Scoring Committee evaluated the benefits anticipated to be provided by each proposed project including assessment of claimed Water Quality Benefits, Water Supply Benefits, Community Investment Benefits, Nature-Based Solutions, and Leveraged Funds, as defined in the Project Scoring Criteria in the Feasibility Study Guidelines. As shown in the web plot below, all five scored benefit categories are represented in the funded Regional Program projects, with water quality being the core benefit. In this web plot, the closer to the outside of the plot signifies a greater proportion of projects achieving that Benefit or feature, and the closer to the center of the plot, the smaller the proportion of projects achieving that Benefit or feature.

Figure 2: Overall scoring category distribution for IP Projects in first four years (126 total IP Projects)



Below are tables and graphics that summarize the information collected through applications for the funded IP Projects. The numbers next to the claimed benefits within the “raindrop” represent the number of Infrastructure Program Projects providing the projected benefit.

Table 2: Estimated projected aggregate benefits for IP Projects in first four years (126 total)

Project Characteristic	Value
Total # of IP Projects	126
Area Managed by Projects (acres)	265,649
Project 24-hour Storage Capacity (acre-feet)	4,428 ¹
Annual Average Stormwater Capture (acre-feet)	59,673
Dry Weather Inflow to Projects (cubic feet per sec)	144
Impervious Area Removed (acres)	47

¹For wet-weather Projects only.

Figure 3: Projected Benefits of IP Projects in first four years (126 total IP Projects)

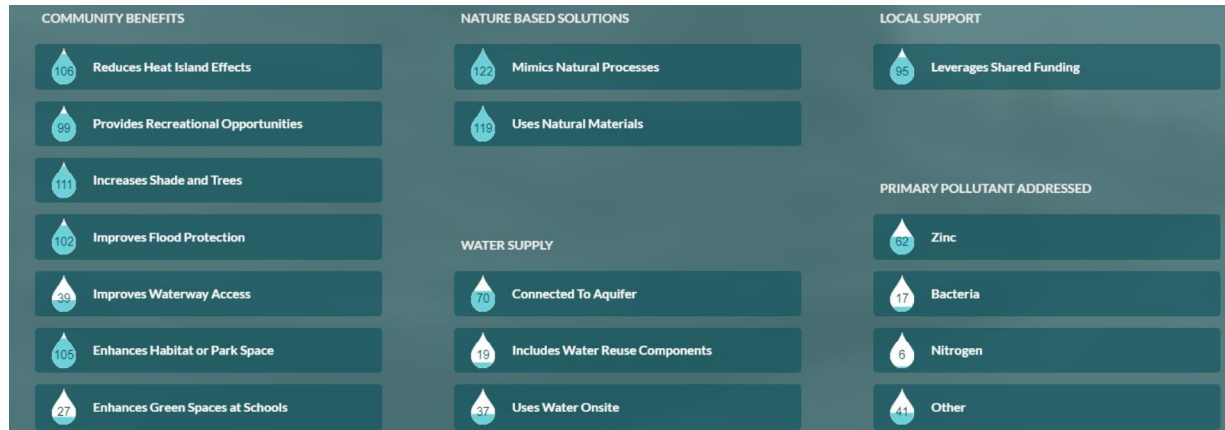


Table 3: Number of IP Projects by BMP type (126 total IP Projects)

Primary BMP Type	Number of IP Projects
Wet Weather Focus	100
Biofiltration	5
Bioretention	4
Cistern	8
Diversion to Sanitary Sewer	4
Infiltration Facility	36
Infiltration Well	23
Treatment Facility	20
Dry Weather Focus	26
Biofiltration	1
Bioretention	2
Diversion to Sanitary Sewer	3
Infiltration Facility	6

Primary BMP Type	Number of IP Projects
Infiltration Well	1
Treatment Facility	13

Table 4: Regional Program Funding Allocated/Projected for Disadvantaged Communities from FY27-28, including projects from first four years

	B: Total SCW Regional Program IP Allocations and Projects through FY27-28	C: Total SCW Regional Program IP Allocations and Projections Benefitting Disadvantaged Communities through FY27-28	D: Percent of SCW Regional Program IP Allocations and Projections Benefitting Disadvantaged Communities through FY27-28 (C/B)
94 (of 126)	\$784M	\$661M	\$84.3M

Project Status and Phases

The list below summarizes the status of the 77 funded IP Projects for FY20-21 and FY21-22⁵.

- 48 Projects in planning or design phase
- 19 Projects in bid/award or construction
- 10 Projects that have completed construction or are undergoing operation and maintenance

Note that Projects and Studies in the FY22-23 and FY23-24 SIPs are in progress and Reports have not been completed or reviewed by the WASCs; therefore, the status of the projects are not yet available. Expenditures, metrics and progress for Projects and Studies in the FY22-23 and FY23-24 SIPs will be reported in the Regional Program Annual Report of progress, due December 31, 2023 and December 31, 2024, respectively, and will be summarized in the subsequent WARPP and SCWP Biennial Reports after submitted Annual Reports become available.

⁵ Note that one Project withdrawn by the Project Developer

Funding and Expenditures

Table 5 summarizes expenditures for the 77 IP Projects and 15 Scientific Studies in FY20-21 and FY21-22 SIPs.

Table 5: Summary of expenditures for FY20-21 and FY21-22 SIPs

Funding Year	Total SCW Funds Awarded up to 12/31/2022	Total SCW Expenditures up to 12/31/2022	Total Cost Share Expenditures up to 6/30/2022
SIP FY20-21	\$228,332,000	\$55,146,000	\$82,948,000
Infrastructure Program Projects	\$224,046,000	\$52,104,000	\$82,948,000
Scientific Studies	\$4,286,000	\$3,043,000	\$0
SIP FY21-22	\$104,129,000	\$5,807,000	\$8,188,000
Infrastructure Program Projects	\$102,251,000	\$8,448,000	\$8,188,000
Scientific Studies	\$1,878,000	\$463,000	\$0.00
Grand Total	\$332,461,000	\$47,378,000	\$131,624,000

Note: Information based on submitted and completed reports by Regional Program Project Developers as of end of September 2023.

Table 6 summarizes the 36 Regional Program Projects reporting SCWP expenditures in FY20-21 to FY21-22 towards Program benefits. *Note: Projects and Studies from FY22-23 and FY23-24 are in progress and Reports have not been completed or reviewed. Annual Reports, expenditures, metrics and progress for Projects and Studies from FY22-23 and FY23-24 will be reported in the Regional Program Annual Report of progress, due December 31, 2023 and December 31, 2024, respectively, and will be summarized in the subsequent SCWP Report after submitted Annual Reports become available.*

Table 6: Number of Regional Projects reporting SCWP Expenditures towards Program Benefits (FY20-21 and FY21-22)

Program Benefits	Number of IP Projects
Community Benefits	35
Water Quality Benefits	36
Water Supply Benefits	33
Nature-Based Solutions	34
Disadvantaged Communities Benefits	29
Total Number of IP Projects reporting SCWP Expenditures in FY20-21 to FY21-22	36

Note: Information provided by Regional Program Project Developers.

Watershed Coordinator Program

The TRP provides Watershed Coordinators to educate and build capacity in communities and to facilitate community and stakeholder engagement. There are a total of 12 Watershed Coordinators, with each of the nine Watershed Areas having at least one designated Watershed Coordinator. The North Santa Monica Bay watershed area is smaller and has a lower population, so it has a part-time watershed coordinator. Because of their larger size and greater populations, Central Santa Monica Bay has two watershed coordinators, and Upper Los Angeles River has three.

Watershed Coordinators play a vital role in connecting potential applicants with technical resources and promoting meaningful engagement. They work closely with Technical Assistance Teams to identify and develop innovative project concepts, as well as to secure additional funding from other sources. They actively engage with municipalities, community groups, and other interested parties, particularly those from Disadvantaged Communities, to ensure their priorities are considered.

Watershed Coordinators organize public outreach events to educate interested parties and serve as non-voting members of Watershed Area Steering Committees. They collaborate with their counterparts across watersheds to ensure consistency in implementation and share effective outreach and communication approaches. The current Watershed Coordinator Roster and Calendar can be found on the [website](#).

To date, the Watershed Coordinators have engaged over 36,609 people through 440 educational events and 448 engagement events across all 9 watershed areas. A more in-depth summary of Watershed Coordinator activities can be found in Attachment B.2.

Table 7: Summary of Watershed Coordinator Events

Watershed Area	Estimated People Reached	Educational Events	Engagement Events
Central Santa Monica Bay	4,000	91	58
Lower Los Angeles River	1,970	34	20
Lower San Gabriel River	2,100	6	10
North Santa Monica Bay	8,000	13	15
Rio Hondo	900	5	11
Santa Clara River	6,265	19	193
South Santa Monica Bay	8,474	141	58
Upper Los Angeles River	2,400	35	53
Upper San Gabriel River	2,500	96	30
Grand Total	36,609	440	448

Regional Program Findings

The findings highlighted here are representative of observations and feedback from governance committees, external stakeholder reports (see those identified in the Adaptive Management Section), and a survey completed by the District to collect feedback from applicants on their experience with the Regional Program. The findings included here are not comprehensive but

are summarized to reflect findings that led to the development of the ROC recommendations and near-term adaptive management actions.

- Large municipalities have been most active and successful with obtaining Regional Program funds.
- Applicants and stakeholders have provided feedback that the application requirements can be cumbersome and complex for some applicants (e.g., small municipalities and NGOs/CBOs, schools).
- The number of applications is decreasing year over year as the backlog of projects identified in other planning documents/efforts (e.g., EWMPs, WMPs, IRWM, etc.) have already been submitted.
- Project opportunities and potential for benefits vary by location (e.g., water supply potential) and many feel these variations should be accounted for in watershed planning and project scoring.
- Project applications and reporting for different project phases and project sizes could be tailored.
- Surveyed project applicants have had positive experiences with the application Portal, informational materials, and information sessions.
- The metrics and information currently collected for the Regional Program could benefit from clarity and refinement.
- Definitions of Program Goals could benefit from clarity and refinement.
- Watershed planning and/or establishment of targets could assist with decision making and project identification and prioritization.
- Scoring criteria could be re-evaluated to align with experience to date in the Program and new metrics/methods.
- Inflation and the impacts of COVID-19 on supply chain and schedules have had a larger than expected impact on costs and timing of projects.

Refer to the [ROC Data Overview Presentation](#) from August 31, 2023 for additional information.










Attachment B.1: Summary of Scientific Studies

Project Name	Project Type	Watershed Area	Call for Projects #	Total Proposed to Date	Status Update	Project Description
UES Adaptation to Address the LA River Bacteria TMDL for the UJAR Watershed Management Group	Scientific Study	Rio Hondo Upper Los Angeles River	FR20-21	\$1,150,000.00	Complete	This study will identify the most effective pathway to improved public health and attainment of bacteria-related water quality objectives.
preBIP: A Platform for Watershed Science and Project Collaborations	Scientific Study	Rio Hondo Upper Los Angeles River	FR20-31	\$2,340,000.00	In Progress	As a precursor to the SIP, the "preBIP" will support the WASC by providing a platform to reconcile overlapping objectives and disparate project proposals into a cohesive, collaborative, and cost-effective plan.
Reclamation of Wet Weather Zinc Criterion	Scientific Study	Upper Los Angeles River South Santa Monica Bay	FR20-21	\$410,717.00	In Progress	The study will evaluate one toxicity in the Los Angeles River, Ballona Creek, and Dominguez Channel watersheds.
San Gabriel Valley Regional Confirmation of Infiltration Rates	Scientific Study	Upper San Gabriel River	FR20-31	\$385,000.00	Complete	Field measured infiltration rates utilizing standard methods of practice for 9 identified sites and 6 sites that are not identified to optimize project design and prioritize project implementation.
Evaluation of Infiltration Testing Methods for design of stormwater drywell systems	Scientific Study	Upper Los Angeles River	FR21-22	\$554,684.00	In Progress	To provide accurate and cost-effective infiltration test methods that will result in more cost-effective drywell infiltration systems.
Fire Effects Study in the UJAR Watershed Management Area	Scientific Study	Rio Hondo Upper Los Angeles River	FR21-22	\$805,000.00	In Progress	The study will evaluate post-fire runoff and create BMP models to support water quality objectives and help meet ongoing TMDL deadlines.
Gateway Area Pathfinding Analysis (GAP Analysis)	Scientific Study	Lower Los Angeles River Lower San Gabriel River	FR21-22	\$150,000.00	Complete	Finding and analyzing new projects in a watershed context to find a coordinated, project-by-project pathway to safe, clean water.
LAUSD Living Schoolyards Program Pilot Study	Scientific Study	Upper Los Angeles River Upper San Gabriel River South Santa Monica Bay Santa Clara River	FR21-22	\$943,379.00	In Progress	Research the particular needs of schools for capturing on- and off-site stormwater relative to nature-based and traditional solutions.
Regional Pathogen Reduction Study	Scientific Study	North Santa Monica Bay Lower Los Angeles River	FR21-22 FR22-23	\$3,491,128.54	Not Started	The latest science will be used to support the reduction of human pathogens and protect human health.
Additional Funding Request to Support the UES Adaptation Addressing the LA River Bacteria TMDL for the UJAR Watershed Management Group	Scientific Study	Rio Hondo Upper Los Angeles River Central Santa Monica Bay Upper San Gabriel River	FR22-23	\$500,123.00	In Progress	Support the UES Adaptation with strategic risk-based monitoring and human waste source investigations to guide long-term pathogen reduction.
Community Garden Stormwater Capture Investigation	Scientific Study	Upper Los Angeles River	FR22-23	\$1,134,854.00	In Progress	Community gardens can function as stormwater capture facilities. This study will investigate opportunities including conducting outreach.
Gateway Area Pathfinding Analysis (GAP Analysis) - Phase 2	Scientific Study	Lower Los Angeles River Lower San Gabriel River Upper San Gabriel River	FR22-23	\$460,000.00	In Progress	Scale-up methods tested in Phase 1 to find and analyze longer-term, project-by-project, watershed-scale pathways to safe, clean water.
Maximizing Impact of Minimum Control Measures	Scientific Study	Rio Hondo Upper Los Angeles River Central Santa Monica Bay Lower Los Angeles River	FR22-23	\$1,406,529.17	In Progress	Develop tools to quantitatively estimate the effectiveness of MCMs and recommend implementation strategies for optimization.
Microplastics in LA County Stormwater	Scientific Study	Lower Los Angeles River Lower San Gabriel River South Santa Monica Bay	FR22-23	\$661,006.00	In Progress	Monitoring and modeling microplastics in stormflow to optimize monitoring techniques and inform management of LA County watersheds.
Ground Truth: guiding a soil-based strategy for impactful nature-based solutions	Scientific Study	Lower Los Angeles River	FR22-24	\$446,138.00	Not Started	A study delivering detailed mechanisms, calculations, risks, and designs for leveraging impactful nature-based solutions.
Terraced Human Waste Source Reduction Strategy to Address Bacteria-Related Compliance Objectives for the Los Cerritos Channel	Scientific Study	Lower San Gabriel River	FR22-24	\$475,000.00	In Progress	Data-driven framework to guide and prioritize source ID and abatement efforts, focusing on reducing sources of human waste, for bacteria.

Attachment B.2: Watershed Coordinator Program

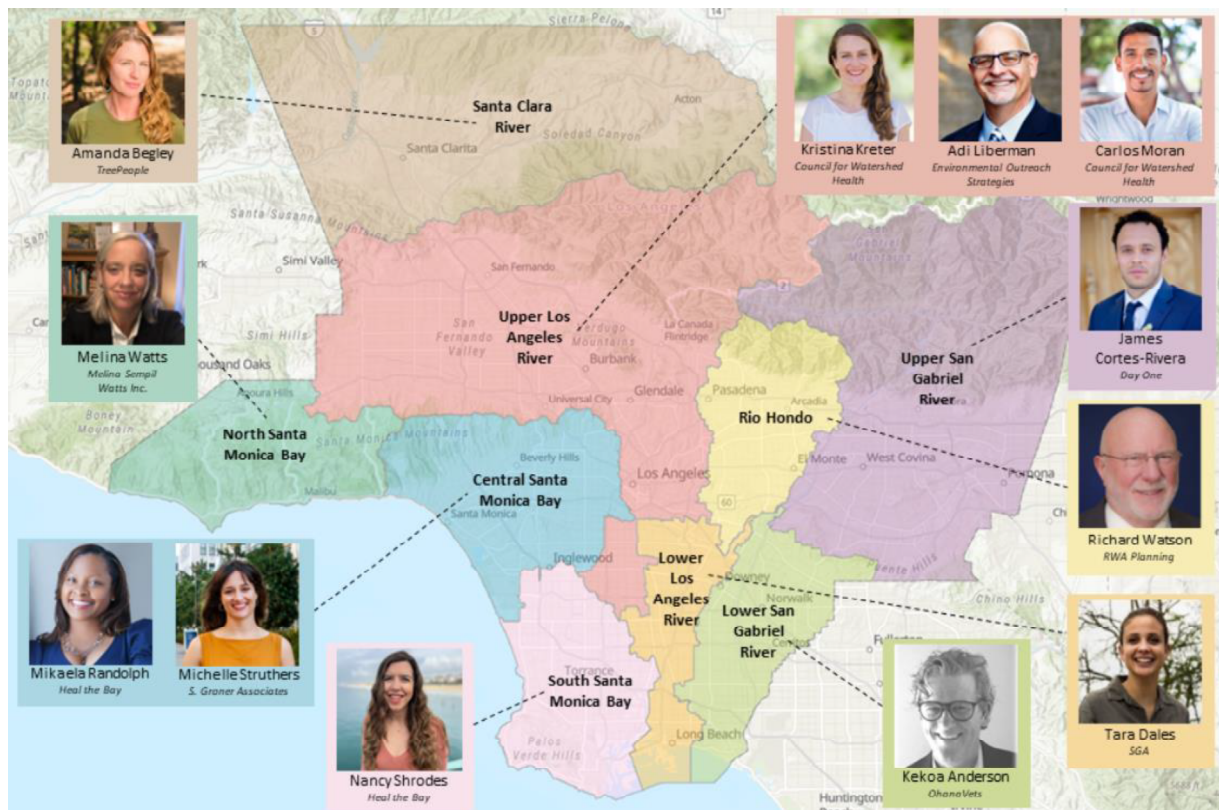
The Technical Resources Program provides 12 Watershed Coordinators (WCs) to educate and build capacity in communities and to facilitate community and stakeholder engagement with the SCW Program. The Watershed Coordinators play a vital role in connecting potential applicants with technical resources and promoting meaningful engagement to achieve the goals of the SCW Program. They work closely with Technical Assistance Teams to identify and develop innovative project concepts, as well as secure additional funding sources. They actively engage with municipalities, community groups, and other interested parties, particularly those from disadvantaged communities, to ensure their priorities are considered. Through their leadership, they facilitate collaborative decision-making and develop actions that best address community needs. They also work tirelessly to integrate community, municipality, and regional priorities through partnerships and extensive networks. The Watershed Coordinators organize public outreach events to educate interested parties and serve as a non-voting member of the Watershed Area Steering Committee. They collaborate with their counterparts to ensure consistency in implementation and share effective outreach and communication approaches. Through their efforts, the Watershed Coordinators make a significant contribution to advancing the SCWP's mission.

Watershed Coordinators carry out these goals through nine tasks:

Task	Outcomes
 1. Facilitate Community Engagement in SCWP	...sustained community engagement...
 2. Identify and Develop Project Concepts	...projects that fulfill program goals...
 3. Work with Technical Assistance Teams	...contribute to technical assistance...
 4. Facilitate Identification and Representation of Community Priorities	...addressing community priorities...
 5. Integrate Priorities Through Partnerships and Extensive Networks	...share lessons learned...
 6. Cost-Share Partners	...identify cost-sharing projects...
 7. Leverage Funding	...identify funding...
 8. Local Stakeholder Education	...conduct education for communities...
 9. Watershed Coordinator Collaboration	...ensure consistency across SCWP...

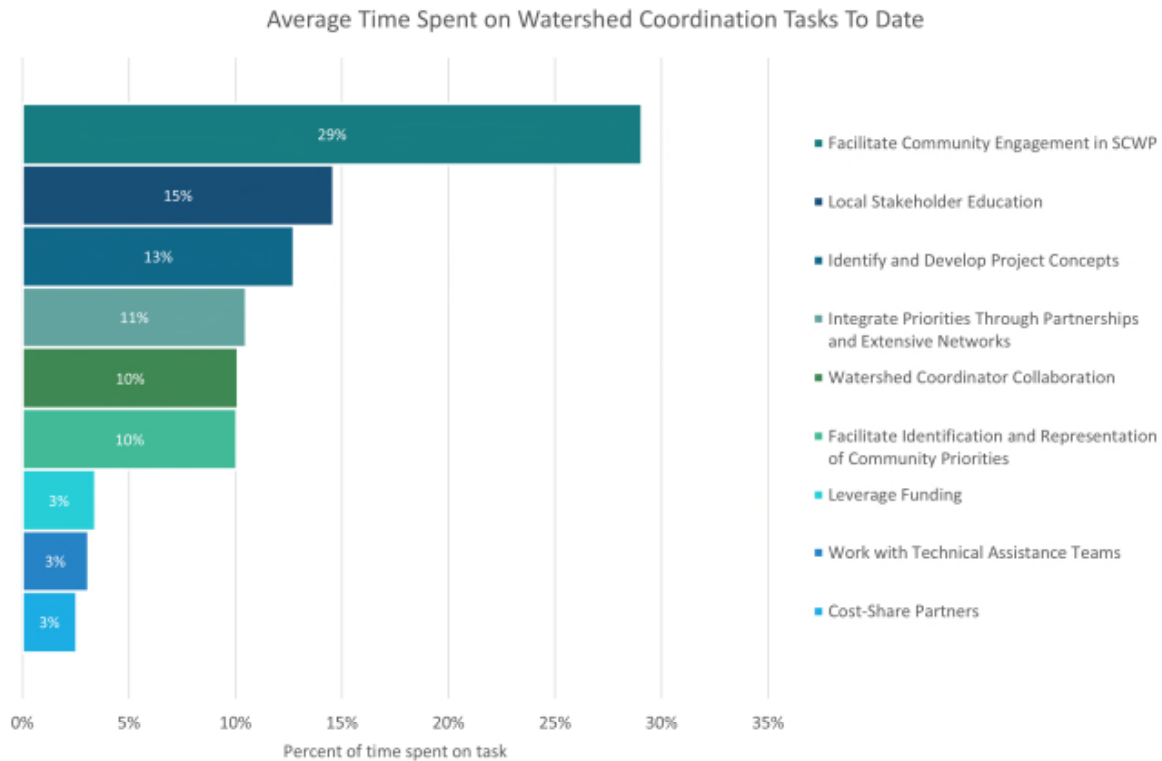
Who are the Watershed Coordinators?

Each Watershed Area has one Watershed Coordinator with exceptions for North Santa Monica Bay with one part-time position, Central Santa Monica Bay with two positions, and Upper Los Angeles River with three positions, as the positions are dependent on revenue and population. Watershed Coordinator contracts are designed to have a potential maximum contract term of 4 years, consisting of an initial 1-year term and potential additional three 1-year option renewals. All 12 Watershed Coordinators began their contracts in 2021. The total investment across the SCW Program for Watershed Coordinators to date is \$9.2M.



Watershed Coordinator Activities

With the exception of NSMB, Watershed Coordinators are full-time positions that engage in hundreds of activities every year. Below is the average amount of a full time equivalent that Watershed Coordinators have spent on each of the nine WC tasks to date:



Community engagement and local stakeholder education are a substantial part of the WC program. To date, the watershed coordinators have hosted an estimated total of 888 events, 443 of which were engagement events and 435 were educational events. These events have resulted in an estimated 36,609 individual contacts.

The Watershed Coordinators maintain a [calendar](#) of all SCW Program Watershed Coordination-related educational and outreach events, workshops, project tours, tabling's, and more. Events are categorized by the nine SCW Program watershed areas and each calendar can be subscribed to individually.

In addition, WCs have directly supported 77 funded projects in various capacities, including engagement about the projects and connection of project proponents with appropriate resources or community groups. WC have also helped identify and secure leveraged funding that totals \$191,588,000 across all watersheds.

Press Links

The Watershed Coordinators have conducted outreach, and shared their work through a variety of press and media sources. Some examples include:

- SCR:
 - Santa Clarita Magazine- "Garden Smarter" (pg. 6)
 - LAist- 89.3FM: "Checking in on Los Angeles's Stormwater Capture"
 - TREE Talks: "Saving Water"- Virtual Event on World Water Day
 - The iHeart SoCal Show w/Lisa Foxx- March 26th, 2023
- USGR:
 - Kiwanis Club of Pomona "Orange Peel" Newsletter- April 2023
- SSMB
 - Manhattan Beach Social Magazine- June, 2021 (pg. 6)
- ULAR
 - Pacoima Wash Project- Check Presentation with Senator Padilla
 - Pacoima Wash Project- Check Presentation with Assemblywoman Rivas
 - LAist Green Alley

Strategic Outreach and Engagement Plans

Each WC maintains a Strategic Outreach and Engagement Plan (SOEP) that aim to identify strategies to build meaningful and cooperative working relationships, solicit and value each community's perspective and expertise, and work with SCWP partners to advance education, involvement, and connectivity back to water-related issues. SOEPs are updated every year and approved by respective WASCs. Links to the most recently updated and approved SOEPs are included below.

Watershed Area	Strategic Outreach and Engagement Plan
Central Santa Monica Bay	SOEP Link
Lower Los Angeles River	SOEP Link
Lower San Gabriel River	SOEP Link
North Santa Monica Bay	SOEP Link
Rio Hondo	SOEP Link
Santa Clara River	SOEP Link
South Santa Monica Bay	SOEP Link
Upper Los Angeles River	SOEP Link
Upper San Gabriel River	SOEP Link

Watershed Coordinator Collaboration

Watershed Coordinators collaborate to share resources developed and learnings from activities. They also work together on cross-watershed engagement events and co-present to various regional or cross-watershed interested parties.

The WC have established two working groups to target key issue areas within the SCWP:

- The Schools working group develops strategies to effectively involve schools and school districts in the SCWP
- The Leveraged Funding working group meets to discuss best practices to engage project proponents with funding opportunities

Monthly meetings of the WC are organized to share updates, hear presentations, and discuss issue areas of interest. Topics have included:

- Tools to help WASCs establish watershed area funding priorities
- Community engagement strategies with local organizers
- Overviews of SCWP Metrics and Monitoring Study, District Education Program, and Credit Trading Program
- Nexus of homelessness and the SCWP
- Stormwater and environmental racism
- Workforce Development

Successes

Watershed Coordinators led and participated in a number of successful events – some highlights are below:

Central Santa Monica Bay Watershed Coordinators in Action:



The Central Santa Monica Bay Watershed Coordinators tabled at the Ballona Discovery Park during the Friends of Ballona Wetlands' annual Migration Celebration event to educate families attending the event about the Ballona Creek watershed, the impact of urban runoff to Los Angeles' waterways, and about the Safe Clean Water Program.

Lower San Gabriel River Watershed Coordinators in Action:



The Lower San Gabriel River Watershed Coordinator giving a tour to Whittier Mayor Joe Vinatieri of nature-based and mechanical solutions to capture and treat stormwater. [Clean Water Vision Education Trailer at Whittier Concert in the Park].

Rio Hondo Watershed Coordinators in Action:



The Rio Hondo team and the Council for Watershed Health co-hosted a table at the 626 Golden Streets Event in Alhambra on May 1, 2022. The Council's interactive watershed model drew many community members, including numerous families with children, who enjoyed the hands-on demonstration of how trash and other pollutants enter our waterways.

Santa Clara River Highlight:

“The community of Acton in the southeast corner of the area has dealt with chronic flooding for decades, which has become increasingly worse over time due to gradual development and a changing climate. The County has been working on the issue for nearly 30 years but with limited success for a variety of good reasons. We worked with the WaterTalks program to identify this area as a priority. Over the past several months, they have brought engineers, designers, and facilitators in to explore alternative approaches to managing the situation, and a final Report of Recommendations will be given to LA County and the Town Council later this year.” -Watershed Coordinator Amanda Begley (TreePeople)

Upper Los Angeles River Highlight:

“We are most proud of our ongoing outreach and engagement with the business community. Key members of the business community formed the major initial opposition to the passage of Measure W in 2018. In response to our outreach efforts, the Los Angeles County Business Federation (BizFed) decided to focus one of its four main policy programs on the issue of water infrastructure resiliency in Los Angeles County and host water resiliency forums that feature the Safe, Clean Water Program. Due, in part, to our outreach and engagement with the business community, we believe we have helped maintain a healthy and productive dialogue between business leaders and the Safe Clean Water Program.” -Watershed Coordinator Adi Liberman (Environmental Outreach Strategies)

Upper San Gabriel River Highlight:

“At the USGR, we take seriously our engagement with disadvantaged communities, and we seek innovative ways to involve this group in the SCWP. We are proud of holding watershed hikes for veterans, educational activities for charters schools, presentations for senior citizens, and nature walks for students. We make sure to meet the community where they are by attending, organizing, and participating in events where disadvantaged communities are the primary attendees.” -Watershed Coordinator James Cortes-Rivera (Day One)

Challenges

As part of the biennial report process, the Regional Coordination team challenged the Watershed Coordinators to identify some of the challenges they face carrying out the broad watershed coordination scope of work. Below is a summary of the answers provided across the twelve watershed coordinators.

Many of the Watershed Coordinators identified barriers in supporting the development of new project applications, particularly for smaller multi-benefit projects led by community-based organizations, non-governmental organizations, schools, unincorporated communities, and smaller municipalities. Watershed Coordinators have found difficulty in supporting proponents that cite barriers such as the burden of administration requirements, difficulty in getting cost-effectiveness points, and space/ hydrology limitations in certain watershed areas.

Supporting the leveraged funding aspect of the program has remained a challenge for Watershed Coordinators when engaging with interested parties who lack significant staff capacity. Identifying funding opportunities has proven to be a critical component of the SCW Program as unmet funding needs continue to increase.

Finally, Watershed Coordinators have also noted difficulties in helping WASCs allocate funds equitably across a diverse portfolio of projects. As projects are funded, it remains a priority for Watershed Coordinators to help WASCs balance a spectrum of project types and sizes while considering proportional municipality benefits, disadvantaged community benefits, access to green space and bodies of water, prioritizing nature-based solutions, and reserving budget.

Annual and Quarterly Reporting

Watershed Coordinator Annual Reports for FY21-22 and FY22-23 may be viewed here: [Google Drive](#)

Appendix C: Municipal Program Summary

The Municipal Program receives forty percent (40%) of the annual Safe, Clean Water Program (SCWP) Tax Return and disburses funding directly to 85 municipalities and LA County (Unincorporated Area) based on the proportional tax revenue collected within each jurisdiction's boundary as local return. The Municipal Program is designed to maximize the ability of local governments to address local stormwater and urban runoff challenges and opportunities. Projects and programs are required to include a water quality benefit, while multi-benefit projects and nature-based solutions are strongly encouraged. The funding can be used for eligible activities such as project development, design, construction, effectiveness monitoring, operations and maintenance (including operation and maintenance of projects built to comply with 2012 MS4 permits), as well as for other programs and studies related to protecting and improving water quality in lakes, rivers and the ocean. Up to 30% of Municipal Funds may be used for maintenance of effort for eligible activities commenced before the election day for Measure W (November 6, 2018). Through the first four years of the Program (FY20-21 through FY23-24), approximately \$446.2M has been allocated to the Municipal Program.

Municipal Program Funding Process

Each municipality is required to prepare and submit an annual expenditure plan to the District prior to the start of the new fiscal year in order to execute the Municipal Transfer Agreement. The Municipal funds are disbursed once the Municipal Transfer Agreement is executed. The Municipal Program functions such that the Municipalities take ownership of disbursed funds and decide how they will allocate the funding to comply with Program requirements. The District ensures proper use of Municipal Funds via oversight processes and assesses achievements through the Annual Progress/Expenditure Reports due at the end of each year.

Municipalities are required to comply with a series of reporting requirements per their executed Safe Clean Water Municipal Program Transfer Agreement that include items like their Annual Plan for the current year and documentation of previous years' funding and activities. Municipalities are required to notify the District of any significant deviations that may impact the SCWP goals as stated in their Annual Expenditure Plan, including addition or removal of activities or significant changes to expenditures. The recurring cycle allows for transparency and accountability prior to, during and after the expenditures take place.

All Reports are made available online through the Safe Clean Water [Website](#).

Summary of Local Tax Return for Municipalities

The District publishes both the estimate and actual local tax return data on the SCWP website. Actual local tax return data is available for FY19-20 through FY22-23 following review and certification:

- [Municipal Program Fund Actuals FY19-20](#): \$110,959,670
- [Municipal Program Fund Actuals FY20-21](#): \$111,414,878
- [Municipal Program Fund Actuals FY21-22](#): \$112,263,540
- [Municipal Program Fund Actuals FY22-23](#): \$111,643,586

The funding allocations only indicate eligible annual local tax return for each municipality. To receive the funds, each municipality must comply with the reporting requirements. As of September 2023, only one city has not met their reporting requirements, and therefore, has not received any of their municipal funding allocations.

Summary of Reported Activity and Expenditure

Reporting information is available for the Municipal Reports submitted in FY20-21 and FY21-22 which details expenditures of fund actuals from FY19-20 and FY20-21, respectively. All reported activities implemented through the Municipal Program are currently differentiated based on their "Type," which include Projects, Program, Operation & Maintenance, and Stakeholder & Community Outreach/Engagement. The following table summarizes the number of activities and expenditures reported for each activity type during the first two years of the Program, which have completed reporting. Some of the Municipalities have used their local return for funding of Regional Projects, which is also included in the Project activity type.

Table 8: Municipal Program Activity Types and Expenditures Summary for FY20-21 and FY21-22

Municipal Activity Type	Number of Activities Reported (FY20-21 and FY21-22)	Total Reported Expenditures (FY20-21 and FY21-22)
Projects	115 ¹	\$43,312,000
Program	269	\$42,808,000
Operation & Maintenance	59	\$6,931,000
Stakeholder & Community Outreach/Engagement	10	\$115,000
Total	453	\$93,166,000

Note: Information reported by Municipalities in the SCWP Reporting Module.

¹ Includes 15 funded Regional Program Projects incorporating local cost share

Table 9 summarizes Municipal Program Project Activity reporting SCWP expenditures in FY20-21 to FY21-22 towards Program benefits. Note: Municipal Activities from FY22-23 and FY23-24 are in progress and Reports have not been completed or reviewed. Annual Reports, expenditures, metrics and progress for Municipal Program Activities from FY22-23 and FY23-24 will be reported in the Municipal Annual Report of progress, due December 31, 2023 and December 31, 2024, respectively, and will be summarized in the subsequent SCWP Report after submitted Annual Reports become available.

Table 9: Number of Municipal Program Projects reporting SCWP Expenditures towards Program Benefits

Program Benefits	Number of Projects¹
Community Benefits	100
Water Quality Benefits	81
Water Supply Benefits	15
Nature-Based Solutions	78
Disadvantaged Communities Benefits	8
Total number of Municipal Projects reporting expenditures in FY20-21 to FY21-22	100

Note: Information reported by Municipalities in the SCWP Reporting Module.

¹ Municipal Program activity benefit data was only available for the subset of 100 Project type Municipal Program Activities. Does not include 15 funded Regional Program Projects that reported local cost share with Municipal Program to avoid double counting.

Summary of SCWP Goals Achieved Through Municipal Program

Municipalities are required to self-report how funded activities align with the SCWP Goals. Table 10 shows the number of municipalities (out of 86) that have self-reported SCWP expenditures on at least one activity that contributes towards a SCWP Goal for the two years that reporting data are available (FY20-21 and FY21-22). It should be noted that one municipality has not received Municipal Program Funds to date.

Table 10 Summary of Municipalities Implementing an Activity towards SCWP Goals

SCWP Goal	SCWP Goal Description	Number of Municipalities Implementing an Activity towards Goal in FY20-21 to FY21-22	Percentage of all Municipalities
Goal A	Improves water quality and contribute to attainment of water-quality requirements?	79 ¹	91.86 %
Goal B	Increases drought preparedness by capturing more Stormwater and/or Urban Runoff to store, clean, reuse, and/or recharge groundwater basins?	51	59.30 %
Goal C	Improves public health by preventing and cleaning up contaminated water, increasing access to open space, providing additional recreational opportunities, and helping communities mitigate and adapt to the effects of climate change through activities such as increasing shade and green space?	44	51.16 %
Goal D	Leverages other funding sources to maximize SCWP Goals?	38	44.19 %
Goal E	Invests in infrastructure that provides multiple benefits?	53	61.63 %
Goal F	Prioritizes Nature-Based Solutions?	30	34.88 %
Goal G	Provides a spectrum of project sizes from neighborhood to regional scales?	43	50.00 %
Goal H	Encourages innovation and adoption of new technologies and practices?	29	33.72 %

SCWP Goal	SCWP Goal Description	Number of Municipalities Implementing an Activity towards Goal in FY20-21 to FY21-22	Percentage of all Municipalities
Goal I	Invests in independent scientific research?	16	18.60 %
Goal J	Provides [Disadvantaged Community] DAC Benefits, including Regional Program infrastructure investments, that are not less than one hundred and ten percent (110%) of the ratio of the [Disadvantaged Community] population to the total population in each Watershed Area?	21	24.42 %
Goal K	Provides Regional Program infrastructure funds benefitting each Municipality in proportion to the funds generated within their jurisdiction, after accounting for allocation of the one hundred and ten percent (110%) return to [Disadvantaged Communities] DACs, to the extent feasible?	10	11.63 %
Goal L	Implements an iterative planning and evaluation process to ensure adaptive management?	53	61.63 %
Goal M	Promotes green jobs and career pathways?	50	58.14 %
Goal N	Ensures ongoing operations and maintenance for Projects?	50	58.14 %

Note: Information reported by Municipalities in the SCWP Reporting Module.

¹ May include reported expenditures towards a Regional Program Infrastructure Project funded in approved SIP. Seven Municipalities reported zero Project expenditures as of September 2023.

Municipal Program Findings

The Municipal Program is a significant portion of the overall Program (40%) and is designed to provide municipalities with the flexibility to make progress towards the SCWP Goals based on their self-assessment of needs and strategies. Some findings observed from the first few years of implementation include:

- Staffing turnover rates at individual municipalities and exposure/understanding of the SCWP varies widely. Significant coordination and education are needed to facilitate timely and complete reporting and Transfer Agreements for the 86 municipalities.
- Streamlining of the Annual Plan and Annual Report procedures may allow for expedited processes.
- Expanding the functionality and user interfaces for the Municipal Reporting Module could support more in-depth insights into fund expenditures.
- Additional metrics and criteria (in alignment with the Metrics and Monitoring Study (MMS)) could allow for more informative reporting towards Program Goals at the Municipal Program level.

Appendix D: District Program Summary

The District Program receives ten percent (10%) of the funding from the Safe, Clean Water Program (SCWP) for administration and implementation of the District Education Program which includes, but is not limited to, public education and community engagement (including a sustained education and engagement program for disadvantaged communities), local workforce job training, and schools' education and curriculum programs.

Over the first four years of SCWP, the District's Program received \$111.5M and spent \$45 M (see Table 11 for expenditures to date and noting that not less than twenty percent [20%] of District Program funds shall be allocated for District Education Programs over a revolving five [5] year period). Contract expenditures are in progress for several significant efforts including the Public Education and Community Engagement Grants Program, MMS, SCWP Portal Enhancements, Regional Coordination, Workforce Development Program, Schools Education Program, and SCWP Website enhancements, which are included in overall District Program budgets. The District has assembled a dedicated SCWP team to develop, initiate, and manage the SCWP in its early years, as well as support the many early and ongoing adaptive management efforts.

In alignment with the Board Motion for Accelerating Implementation of the SCWP the District is evaluating additional dedicated resources to support efforts like watershed planning. The gap in spending versus revenue is expected to diminish rapidly once other in-development efforts are in place (including the watershed area planning, the full suite of educational programs, and enhanced adaptive management).

Of the \$45,306,351 in District Program expenditures the first four years, the majority (70.36%, totaling \$31,876,421) was allocated to administration-related costs, encompassing labor, contract payments (such as the Metrics and Monitoring Study), equipment, materials, and various miscellaneous and indirect charges. Stormwater Educational Programs constituted 22.63% of the expenditures, totaling \$10,251,555, with the most substantial expense attributed to the Public Education and Community Engagement Grants Program. A nominal amount of 0.24%, totaling \$109,352, was allocated for scientific study peer reviews related to Scientific Studies Program submissions in the Regional Program. Additionally, a modest sum of 0.44%, equaling \$201,257, was contributed to supplement a couple Project concepts that exceeded the Regional Program allocation.

Table 11: Total expenditures to date for the District Program

Fiscal Year	Total Expenditures
FY19-20	\$4,539,707
FY20-21	\$6,652,931
FY21-22	\$11,999,900
FY22-23	\$22,113,813
Total	\$45,306,351

Program Administration

In the initial years of the Program, it was crucial that the District establish robust financial, governance, and administrative functions to support this vast, complex, and intricate endeavor. The District is responsible for a number of ongoing Program administration activities, including but not limited to:

- Formation, management, and facilitation of the Regional Oversight Committee:** This Regional Oversight Committee consists of nine Board-appointed voting members and two non-voting members responsible for assessing whether Safe, Clean Water Program goals are being achieved. The District supports and staffs the ROC on an ongoing basis to facilitate meaningful discussion and decision making in accordance with the Ralph M. Brown Act of 1953. Further detail about composition and roles is in the Ordinance and the corresponding Operating Guidelines.
- Formation, management, and facilitation of the Regional Program governance committees (Scoring Committee and the nine WASCs):** The 171 members of these governance committees include the 12 Watershed Coordinators as non-voting members and have collectively met nearly 80 times each year. These meetings are also subject to the Brown Act and regularly require significant resources and coordination by the District, including adapting to virtual meetings during the COVID-19 pandemic and more recently hybrid meetings. Further detail about composition and roles is in the Ordinance and the corresponding Operating Guidelines.
- Development and management of SCWP Portal, data, and tools:** The District manages and maintains the SCWP Website, Portals, Tools, Dashboards, and Maps, which allow for program participants to apply for SCWP funding, for SCWP Committees to evaluate and recommend projects for funding, and for funded projects to report on progress and how SCWP Goals are being achieved. As the SCWP evolves, the SCWP

suite of tools are consistently being improved upon based on lessons learned, feedback from project applicants and developers, and needs of the community. Some notable recent and upcoming enhancements to the SCWP suite of tools include:

- Annual enhancement to the SCWP Projects Application Portal. The Call for Projects FY24-25 included the optional pilot Water Supply scoring method.
 - SCWP Dashboard enhancements, like addition of SCW Bid and Projects Schedules to allow the public to view estimated SCWP Projects construction schedule and help contractors submit bids for SCWP Projects.
 - Updates to SCWP Regional Transfer Agreement and Addendum Portal is anticipated to be live in October 2023 to streamline the process to execute agreements and disburse SCWP funds to Regional Program Project and Study Developers.
 - Updates to the Regional and Municipal Program Reporting Modules to improve user interface and better measure, track, report on goals and progress.
 - Continuous updates to the Spatial Data Library to view relevant available data and explore the interconnected, dynamic relationships at play—a key concept for the multi-benefit projects promoted by the SCWP.
- **Management of tax collection and tax relief programs:** Important activities include updates to the landcover impermeable area that serves as the basis for the tax roll, review and approval of impermeable area appeals (407 approved to date), approval of tax adjustments/exemptions/credits (13,000 ad valorem exemptions/reductions, 1,143 Low Income Senior Owned [LISO] Parcel Exemptions, 35 General Income Based Tax Reductions [GIBTR], and 20 Credit Applications to date).
 - **Management of the Credit Program and Credit Trading Program:** The SCWP allows for parcels that have stormwater improvements that provide quantifiable benefits such as water quality, water supply, and community benefits to apply for credits that would reduce the parcel's SCWP assessment. Since the inception of the SCWP, the District has received 24 Credit applications, with 20 of them being approved. To build off of the existing Credit Program, the District is currently developing the Credit Trading Program, which would allow for parcels to apply for credits to first fulfill their SCWP assessment, and then possibly generating additional credits to sell to other parcels that have SCWP assessment obligations.
 - **Review and approval of Reporting and Transfer Agreement information, and disbursement of funds:** The District reviews all submitted Regional Program Applications/Attachments, Regional Program Quarterly Reports, Municipal Annual Plans, and Municipal Annual Reports for completeness.
 - **Development of Program-wide Reporting:** The District develops or supports with the development of required materials and reports according to ordinance and operating guideline-specified timelines (e.g., SIP materials, Biennial Report, WARPP Reports, etc.).
 - **Disbursement of Regional and Municipal Funds:** The District also manages disbursement of funds, including collection and review of appropriate documentation, execution of Transfer Agreements and Addenda.

- **Regional Coordination and Watershed Coordinators:** The District funds a Regional Coordination Team that supports the Safe Clean Water Program, coordinating the 12 Watershed Coordinators, facilitating and supporting governance activities, providing technical assistance, and as-needed services and project management.
- **Independent review of Scientific Studies:** The District funds an independent review process to provide an unbiased evaluation of the technical adequacy and robustness of each Scientific Studies Program application to support governance committee decision-making on the awarding Regional Program Funds.

The District also oversees and manages a number of one-time efforts like the MMS and Equity White Paper, as well as development of specific guidance and guideline documents. Many of these efforts are described in the Adaptive Management Appendix.

District Education Programs

The SCWP District Education Program empowers the people of Los Angeles County to take action to support the goals of the SCWP. The District will oversee programs including, but not limited to, public education and community engagement programs, local workforce job training, and school education and curriculum programs. Thoughtful and coordinated investments in the District Education Programs are being prioritized, as the goal is to develop and sustain program(s) that are coordinated with the many experienced and respected partners throughout LA County.

- **Public Education and Community Engagement:** The primary means for distributing information about the SCWP is via the [website](#), which reaches 125,000 people per year on average about key initiatives and projects improving stormwater management across the region. The District is undertaking a strategic refresh of SCWP communications and redevelopment of the website to better provide consistent, clear, up-to-date, and culturally relevant information about the Program. The website and other communications (e.g., email blasts) will be designed to cater to diverse audiences and encourage the sharing of opportunities for participation and engagement. The Program also amplifies communication through the Water for LA initiative, which is a trusted resource on all things water to support an LA County where residents understand and nurture their relationship with water. ***The District is also developing a pilot Public Education and Community Engagement Grants Program, which is described further in the Adaptive Management section.***
- **Local Workforce Job Training Programs:** The District is working on development of workforce training program(s) in coordination with other County-wide entities like the Department of Economic Opportunity, efforts produced when the WHAM initiative was active, and WERC PLACE to leverage existing programs and job placement/outreach platforms since workforce development is an issue being address at a larger scale than just the SCWP. The District also continues to leverage existing community based

partnerships to build the workforce programs, and will continue to do so as the full development of the programs continue. The program(s) are anticipated to provide certification classes and vocational training at the community level for the construction, inspection, operation and maintenance of stormwater management and multi-benefit projects. The County has also adopted a new Community Workforce Agreement that includes Local Residents and Targeted Workers provisions, which will be considered in the Training Programs as well.

- **Schools Education and Curriculum Programs:** The District has completed a benchmarking white paper that looked at best practices in stormwater and watershed education, as well as the potential for intersection of school greening and curriculum. The District is assessing next steps for supporting/enhancing existing schools education programs and evaluating opportunities to align education with school greening as part of the Infrastructure Program.

District Program Findings

The following summarizes findings related to the District Program:

- An increase in District staffing is needed to implement the recommendations by the ROC, including watershed planning and adaptive management efforts, as well as accelerate implementation of the District Education Programs. For example, continuation of baseline administration activities in the next year is expected to include facilitation of around 80 Governance Committee meetings, review of 86 Municipal Annual Plans and 86 Municipal Annual Reports, and review of over 400 Regional Program Quarterly Reports, as well as all the other activities described above.
- Consideration of how to streamline processes for the Municipal and Regional Program to realize efficiencies for Program participants and for the District should be undertaken.
- The District Education Programs involve elements that are bigger than the SCWP and should be thoughtfully developed in conjunction with other Countywide efforts and to ensure sustainable investments and expansions are maintained over time.
- Continued adaptation and refinement of guidance, processes, and tools that will further maximize SCWP Goals and efforts to support long term planning are needed.

Appendix E: Adaptive Management of the SCWP

Adaptive management is an integral component of this complex and nuanced program and stakeholder input to date has already led to numerous enhancements across the Safe, Clean, Water Program (SCWP). There have been many inputs informing the adaptive management process since Program inception. Examples include assessment of attainment/progress towards Program Goals, feedback from Program implementers (e.g., District, municipalities, project proponents), feedback from governing bodies (e.g., Regional Oversight Committee [ROC], Scoring Committee, Watershed Area Steering Committees [WASCs]), and input from regional partners, community groups, and the public. Some materials considered in the development of the Biennial Report include:

- [July 25 motion by Supervisor Lindsey P. Horvath: Accelerating Implementation of the SCWP](#)
- [Regional Oversight Committee](#) meeting minutes and Interim Guidance Workbooks
- [Scoring Committee Memo](#)
- [Los Angeles Waterkeeper Report “Changing the Course – What’s Worked, What Hasn’t, and What’s next for the SCWP”](#)
- [Accelerate Resilience Los Angeles \(ARLA\) Working Group SCWP Recommendations](#)
- [Strategic Concepts in Organizing and Policy Education \(SCOPE\)](#) OurWaterOurVoice Report
- Public Comments related to the Biennial Report at the June 15 and August 31, 2023 ROC meetings as well as extensive public comment received at other ROC, WASC, and Scoring Committee meetings

What has been completed or established to date?

Significant effort has been invested and progress made in establishing and refining various parts of the Program.

Guidance and Guidelines - As part of the ongoing adaptive management of the SCWP, the District has developed numerous guidance documents and guidelines to further inform and support various elements of the SCWP, including but not limited to the items listed below. Many of these documents were developed through robust stakeholder engagement and public comment processes.

- [Regional Program Committee Handbook](#) (including Feasibility Study Guidelines, Watershed Area Steering Committee Operating Guidelines, Regional Oversight Committee Operating Guidelines, and Scoring Committee Operating Guidelines)
- Guidance for the Regional Program, including:
 - [Call for Projects Information Sessions](#)
 - [Public participation and public comments during Governance Committee in-person or virtual meetings](#)
 - [Partial Funding Guidelines](#)
 - [Pathway to Inclusion in a Regional Water Management Plan](#)
 - [Letter of support and conceptual approval requirements for non-municipal \(non-city\) applicants for the Infrastructure Program](#)
- [2022 Interim Guidance](#) on the specific issues identified below
 - Programming of Nature-Based Solutions
 - Implementing Disadvantaged Community Policies in the Regional Program
 - Strengthening Community Engagement and Support
 - Water Supply
- [Reporting and Audit Requirements](#)
- [Handbook for Municipalities](#)
- [Water Supply Focus Group Recommendations Memo](#)

Data and Tools—Numerous tools have been developed and/or compiled by the District to support SCWP management and decision making. These tools are regularly updated and maintained as part of adaptive management, and it is anticipated that many will be updated with outputs from the MMS and upcoming watershed planning efforts.

- [SCW Portal](#), which includes user-friendly applications and interfaces for many interested parties to participate in and/or learn about investments in the Program
 - Application Module for Project Developers to submit project applications which undergoes annual enhancements to improve user interface and user experience, streamline the application process, and better facilitate alignment with SCWP goals and objectives
 - Portal Map with summary information and links to detailed Plans and Reports for Regional Program Infrastructure Projects, Scientific Studies and the TRP
 - Regional Program Reporting Dashboard that provides the ability to filter and assess Regional Program investments in a user-friendly interface
 - Bid and Project schedule information to inform interested parties about upcoming bid opportunities and construction schedule for Regional and Municipal Program Projects and Studies
 - Reporting Module for Project Developers to submit Reports
 - SIP Programming Tool to track SIPs across the nine Watershed Areas and support decision-making by the WASCs following the annual Call for Projects
- [Safe Clean Water Spatial Data Library](#), which is a collection of public geospatial data resources including water quality, hydrology, community characteristics, Disadvantaged Community indicators, municipal and political information, and IRWM

information. Data can be visualized using the tool to see how different elements are aligned, for instance, exploring areas that are high priority for new parks and also subject to poor surface water quality. Spatial data is downloadable for use. Applicants, committee members, and other interested parties can use this library to explore the interconnected, dynamic relationships at play, a key concept of multi-benefit projects. The library can be used for communication, project proposals, decision support, and more.

Equity in Stormwater Investments White Paper – The University of California Los Angeles (UCLA) Luskin Center for Innovation and Stantec were commissioned by the District—as an early deliverable within MMS—to develop a white paper addressing strategies for emphasizing equity in stormwater investments. The white paper offers advice to the SCWP for measuring community engagement and Disadvantaged Community Benefits to better achieve the equitable impact sought by the SCWP. The findings of the [white paper](#) are incorporated into the final recommendations of the MMS.

What is in progress?

A number of SCWP updates are underway, many of which are summarized below.

SCWP Public Education and Community Engagement Grants Program – As part of the District Education Program, the District is entering into an agreement with the Water Foundation to develop and administer a public education and community engagement grants program (Grants Program) for the SCWP. The Grants Program will ultimately award grants to non-profits, community groups, small municipalities, and others to support sustained community engagement and education that advance the Program Goals. A Sole Source Agreement with the Water Foundation was adopted on June 6, 2023 by the Board of Supervisors for a not-to-exceed amount of \$10M over a 3 year term.

Metrics and Monitoring Study – The SCWP MMS is being conducted by an interdisciplinary consultant team with expertise in both the technical and socio-political elements of metrics-setting and is informed by extensive stakeholder involvement. Recommendations from the MMS, in concert with findings from other efforts and studies, are expected to help advance ROC recommendations presented in this Report, including informing SCWP processes and updates to guidance documents, scoring criteria, project development, and monitoring. The MMS is scheduled to be completed in early 2024. Additional information can be found at the [MMS page](#) of the SCWP website.

Alternative Water Supply Scoring Pilot for FY24-25 Call for Projects – The District analyzed 183 Infrastructure Program applications (including projects that were accepted and funded, considered but not funded, referred to the TRP, or were currently under consideration) to assess potential alternatives for scoring Water Supply Benefits. It was determined that calibrating Water Supply Benefits scoring to historical projects would allow for project proponents to potentially

increase their water supply score and address stakeholder concerns about inflation and potential diminishing opportunities resulting from water captured by nearby projects. The pilot scoring rubric is being tested for the FY24-25 Call for Projects, noting that annual updates to the calibration will be needed if implemented long term. A [memorandum on the SCWP website](#) provides additional information.

Complementary and Related Studies — A number of studies are underway that may have impacts for SCWP implementation and/or Project characterization. These include the following:

- [BMP Effectiveness Research by the Southern California Coastal Water Research Project](#) has been commissioned by the Public Works Division of Water Quality to develop a BMP Performance Index to rethink how performance can be measured and used to inform when BMP maintenance should occur to optimize benefits.
- [Bureau of Reclamation WaterSMART Basin Study Program](#): Public Works, in collaboration with US Department of the Interior Bureau of Reclamation (USBR) and US Geological Survey (USGS), and others, is engaged in a study that will produce a model to quantify the deep percolation of stormwater to managed aquifers and to optimize BMP site selection for effective stormwater recharge.

Project Modification Guidelines and Request Form – Experience to date revealed that there are often circumstances (e.g., cost/budget increases, schedule delays, unforeseen project changes) that warrant modifications to Regional Program Infrastructure Projects and Scientific Studies. [Project Modification Guidelines](#) were recently developed to provide guidance and clarity to WASCs, project proponents, scientific study developers, and interested stakeholders regarding how modifications should be handled. A standardized Project Modification Request Form is used to streamline the information needed to determine what pathway a modification will require a project proponent/developer to take. The standardization of this process is anticipated to support more timely reporting and resolution for project modifications compared to the existing quarterly reporting process.

Website and SCWP Communications – The SCWP website was originally developed as a source of information about Measure W and has been gradually updated for the adopted SCWP. The District is undertaking a strategic refresh of SCWP communications to better provide consistent, clear, up-to-date, and culturally relevant information about the Program. The website and other communications will be designed to cater to diverse audiences and encourage the sharing of opportunities for participation and engagement. It is anticipated that the refreshed website will launch in early 2024.

Established Post-Project Completion Reporting Requirements – In support of the Regional Program Transfer Agreement requirements, the District developed a post-performance report template for Infrastructure Program developers to submit after the first, second, and third operational years of a completed project. The post-performance report focuses on how the

project is performing and whether the project is providing intended benefits as proposed. This reporting came online in late 2023.

What is anticipated to be initiated prior to the next Biennial Report?

Many of the adaptive management actions anticipated to be initiated over the next two years are directly related to the recommendations detailed earlier in this document.

Initiate Community Strengths and Needs Assessment – In coordination with Watershed Coordinator SOEPs, the District is considering a process for soliciting and incorporating community input and needs in an ongoing manner to inform all aspects of the SCWP. This includes assessment of already available community needs information and development of a framework that includes ongoing education around SCWP benefits. This activity will align with the activity above, “Accelerate Watershed Planning” to contribute community insights into the planning effort.

Update Regional Program Application and Reporting – In alignment with the July 25 Board Motion for Accelerating Implementation of the SCWP and the outcomes from the MMS, updates to the Regional Program Application and Reporting modules and processes will be assessed. This may include updates to the Feasibility Guidelines and Scoring Criteria, as well as incorporation of new data and tools that may arise from the Community Strengths and Needs effort. This will also include updates to the Regional Program Transfer Agreements.

Update Municipal Program Annual Plan and Reporting — Updates to the Municipal Program planning and reporting requirements will be assessed to align with the outputs from the MMS for SCWP-wide consistency and transparency. This will also include updates to the Municipal Program Transfer Agreements.

Update Current Program Guidance and/or Develop New Program Guidance— Updates to current guidance, such as the 2022 Interim Guidance, and/or establishment of new guidance (e.g., Monitoring Guidance) will be coordinated in conjunction with the aforementioned revisions to Regional Program and Municipal Program updates, watershed planning efforts, and community strengths and needs efforts.

Refresh Spatial Data Library — Following the completion of the MMS, special studies, and watershed planning efforts, updates will be made to the spatial data library to include additional/refined resources for project developers and program implementers, as appropriate.

Create Clearinghouse on Website for Community Outreach and Engagement Resources – In coordination with the Watershed Coordinators, create a centralized landing page on the website for outreach and engagement resources (e.g., SCWP and/or third-party materials,

manuals, guidance, curricula or handouts, signage templates) and potential partnership opportunities to support sustained community outreach and engagement.

Facilitate Additional Sharing of Information Across WASCs, Scoring Committee, and ROC – The Regional Program now has four complete years of SIP deliberations to reflect upon. It could be valuable moving forward to share approaches and innovations across the different WASCs to consider additional guidance or best practices, like the decision made by the Lower San Gabriel River WASC to annually earmark up to \$1.5M for small-sized projects.

What may be undertaken in the future?

The following items have been identified as important for the continued adaptive management of the SCWP; however, they are not currently prioritized due to competing needs and resource limitations. It is possible that some of these may be initiated during the next few years and are included here for reference.

- Develop a monitoring program for Regional and Municipal Program participants
- Update the Municipal Program Portal for plans and reporting to align with the upcoming MMS recommendations for metrics and monitoring criteria for the Municipal Program
- Establish Anti-Displacement guidance (in the context of any broader County efforts)
- Consider a private property incentive program and assess alternatives for promotion of parcel-based bundling
- Assess the potential to fund large-scale projects that cross watersheds
- Assess the potential of, and processes to, use SCWP funds to finance large-scale projects (e.g., bond financing and/or debt service)
- Update processes to improve clarity for applicants and evaluators related to cost-sharing and leveraged funding
- Assess the potential to establish a bench of CBOs and NGOs to support with engagement and project concepts
- In coordination with watershed coordinators, assess potential pre-TRP support for project developers
- Convene a scientific advisory board to review scientific studies and recommend potential areas for future study

Appendix F: Project Highlights

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Franklin D. Roosevelt Park Stormwater Capture Project

Project Developer: Los Angeles County

Awarded \$4M of SCWP funds in Regional Program Infrastructure Program

Water Quality

- 203-acre Watershed
 - Zinc
 - Bacteria
 - Trash
- 8.5 AF capacity

Water Supply

- 50 AF / year (~100 households)

Community Investment

- Improve Flood Management
- Enhance Park/Habitat
- Enhance Recreational Opportunities
- Increase Tree Canopy

Nature Based Solutions

Leveraged Funds & Community Support

DAC Benefit

Project completed and capturing stormwater & dry-weather



Ladera Park Stormwater Improvements

Project Developer: Los Angeles County

Awarded \$2M of SCWP funds in Regional Program Infrastructure Program

Water Quality <ul style="list-style-type: none">• 110-acre Watershed<ul style="list-style-type: none">○ Zinc○ Lead• 5.1 AF capacity Water Supply <ul style="list-style-type: none">• 22 AF / year	Community Investment <ul style="list-style-type: none">• Enhance Park/Habitat• Enhance Recreational Opportunities• Increase Tree Canopy• Reduces Heat Island Effects Nature Based Solutions Leveraged Funds & Community Support
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Project completed and capturing stormwater & dry-weather



East Los Angeles Sustainable Median Stormwater Capture Project

Project Developer: Los Angeles County

Awarded \$7M of SCWP funds in Regional Program Infrastructure Program

Above-ground Improvements:

- 300 new trees
- Drought tolerant landscaping
- Walking paths
- Educational signage
- Picnic tables & benches

DAC Benefit

Stormwater Components:

- 103 infiltration wells
- ~3,000 acres tributary area
- Montebello
- Monterey Park
- 22 acre-feet
- Pre-treatment systems
- Bioswales

Project completed and capturing stormwater & dry-weather



Hamilton Park Project

Project Developer: City of Pomona

Expended \$118K of SCWP funds in Municipal Program in FY21-22. Leveraged about \$2.4M in additional funds.

Water Quality

- 247-acre Drainage Area

Water Supply

- 11.27 AF / year
- Uses Water Onsite

Nature Based Solutions

- Mimics Natural Processes
- Uses Natural Materials

Community Investment

- Enhance Park/Habitat
- Enhance Recreational Opportunities
- Reduce Heat Island Effect
- Increase Vegetation

Leveraging Funds & Support

- Measure A – Parks & Recreation
- Prop 68 – State of California Parks & Water Bond 2018

Located in a DAC

Project completed and Park Reopening Ceremony in August 2023



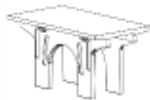
City of San Fernando Regional Park Infiltration Project

Project Developer: City of San Fernando

\$9.2M of the \$13.1M total Project Cost funded through SCWP Regional Program Infrastructure Program

Water Quality	Community Investment
<ul style="list-style-type: none"> • 942-acre Watershed <ul style="list-style-type: none"> ◦ Addressing Zinc • 24 AF capacity per storm 	<ul style="list-style-type: none"> • Improve Flood Management • Enhance Park/Habitat • Enhance Recreational Opportunities (new field for baseball + trails) • Adding tree plantings
Water Supply	Leveraged Funds & Community Support
<ul style="list-style-type: none"> • 400 AF / year infiltration galleries 	DAC Benefit
Nature Based Solutions	

Construction of Project is near completion (≥95%) per FY23-24 Quarterly Report for July to September 2023.



Adventure Park Stormwater Capture Project

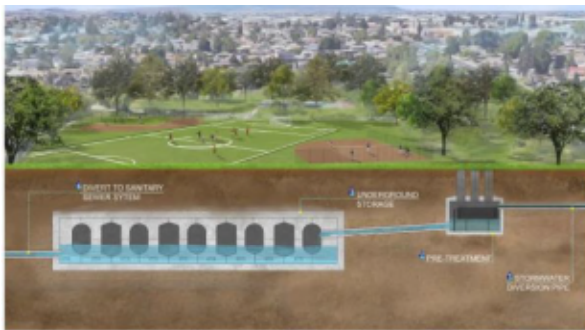
Project Developer: Los Angeles County

Total Project Cost \$28.5M. SCWP funded \$13.5M and \$3M through Regional Program Infrastructure Program Project and Municipal Program respectively.

\$13.5M Regional Program Infrastructure Program

<p>Water Quality</p> <ul style="list-style-type: none"> • Pollutants Removed <ul style="list-style-type: none"> ○ Zinc ○ Bacteria • 19.5 AF storage <p>Water Supply</p> <ul style="list-style-type: none"> • 193.5 AF / year <p>Nature Based Solutions</p> <ul style="list-style-type: none"> • Vegetated Bioswale • Drought Tolerant Plants 	<p>Community Investment</p> <ul style="list-style-type: none"> • Enhance Park/Habitat • Enhance Recreational Opportunities • Reduce Heat Island Effect • Increase Vegetation <p>Leveraging Funds & Support</p> <ul style="list-style-type: none"> • CalTrans Partnership • Continued Community Outreach <p>DAC Benefit</p>
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Construction of Project is in progress as of end of November 2023.



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- Conservation and Natural Resources Group, LLC
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