

AGENDA
IRVINE RANCH WATER DISTRICT BOARD OF DIRECTORS
ADJOURNED REGULAR MEETING

IRWD District Office
15600 Sand Canyon Avenue, Irvine CA
Sand Canyon Room

Strategic Planning Workshop

Tuesday, December 12, 2023, 12:00 p.m.

Call to Order: 12:00 p.m.

Roll Call: Steve LaMar, Karen McLaughlin, Doug Reinhart, Peer Swan, and John Withers

Discussion Topics:

12:00 – 12:05 p.m.	1. Communications to the Board, written or oral:	President
12:05 – 1:30 p.m.	2. 2024 IRWD Goals and Target Activities List	All
1:30 – 1:40 p.m.	3. Break	
1:40 – 3:30 p.m.	4. 2024 IRWD Goals and Target Activities List (continued)	All
3:30 p.m.	5. Adjourn	

Availability of agenda materials: Agenda exhibits and other writings that are disclosable public records distributed to all or a majority of the members of the above-named Board in connection with a matter subject to discussion or consideration at an open meeting of the Board are available for public inspection in the District’s office, 15600 Sand Canyon Avenue, Irvine, California (“District Office”). If such writings are distributed to members of the Board less than 72 hours prior to the meeting, they will be available from the District Secretary of the District Office at the same time as they are distributed to Board Members, except that if such writings are distributed one hour prior to, or during, the meeting, they will be available electronically via the Webex meeting noted. Upon request, the District will provide for written agenda materials in appropriate alternative formats, and reasonable disability-related modification or accommodation to enable individuals with disabilities to participate in and provide comments at public meetings. Please submit a request, including your name, phone number and/or email address, and a description of the modification, accommodation, or alternative format requested at least two days before the meeting. Requests should be emailed to comments@irwd.com. Requests made by mail must be received at least two days before the meeting. Requests will be granted whenever possible and resolved in favor of accessibility.

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Draft IRWD 2024 Goals and Target Activities

Summary:

Staff is presenting for the Board's review and comment the draft IRWD 2024 Goals and Target Activities. This document lists 19 goals for IRWD to accomplish within the next five years. It also summarizes the Target Activities on which IRWD will focus in 2024 to advance the completion of these goals. Staff recommends that the Board review and provide input on the draft IRWD Goals and Target Activities for 2024.

IRWD's General Strategic Planning Process:

IRWD develops and adopts its strategic planning documents each calendar year. These documents are utilized by staff to prioritize and deploy District resources, as well as to keep the Board apprised of the progress made on the Target Activities. The process utilized to develop these strategic planning documents has been critical to IRWD realizing its Strategic Objectives year after year.

In 2014 the District enhanced its approach to strategic planning, incorporating the effective elements of IRWD's past strategic planning process along with added steps in the process and broader involvement among the IRWD Management Team. A graphical overview of IRWD's Strategic Planning Process is attached as Exhibit "A". The "baseline" documents used for strategic planning – the *District Mission, Vision, and Guiding Principles Statement* and the *IRWD Strategic Objectives* – are attached as Exhibits "B" and "C", respectively.

The draft IRWD Goals and Target Activities – updated for 2024 – is attached as Exhibit "D". The Goals identified in this document are intended to "bridge" between the District's long-term interests (as articulated in the IRWD Strategic Objectives) and the short-term – that is, the activities to be conducted during the one-year period covered by this document. The Goals (numbered, but not in order of importance) serve as a "bridge" by providing more detail than the Strategic Objectives, but at a high-level perspective that reflects an estimated five-year planning horizon.

To accomplish each goal, IRWD will typically undertake multiple activities. These are the Target Activities shown beneath each goal on the report. These Target Activities (lettered, but not in order of importance) are shown in an abbreviated format, but with enough specificity to understand and measure the scope of that activity. An expected completion date is provided to show when the activity is targeted for completion.

Recommendation:

That the Board provide input on the format and content of the draft IRWD 2024 Goals and Target Activities and adopt as revised during the workshop.

List of Exhibits:

Exhibit "A" – IRWD Strategic Planning Process

Exhibit "B" – IRWD Mission, Vision, and Guiding Principles

Exhibit "C" – IRWD Strategic Objectives

Exhibit "D" – Draft IRWD 2024 Goals and Target Activities Report

IRWD Strategic Planning Process

**IRWD Mission, Vision,
and Guiding Principles**



IRWD Strategic Objectives

Customer Satisfaction	Water Reliability	Water Quality
Sewer Reliability	Cost Effectiveness	Innovation
Resource Recovery	Communication	Water Policy
Employee Satisfaction / Development	Environmental Commitment	



District Goals
5-year Planning Horizon



**IRWD
Target Activities**

Categories of Changing Conditions

Aging Infrastructure
 Communication/Transparency
 Energy
 Expanded Services
 Financial
 Demographics
 Regulatory / Legislative / Judicial
 Political
 Sustainability
 Technology and Data Solutions
 Water Supply
 Workforce Recruitment / Retention
 Climate Change
 Physical and Cyber Security
 Regionalization
 Supply Chain



Exhibit "A"

Updated: December 12, 2023

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Exhibit "B"

Irvine Ranch Water District Mission, Vision, and Guiding Principles

Mission

The mission of Irvine Ranch Water District, a public agency, is to provide high quality water and sewer service in an efficient, cost effective, and environmentally sensitive manner that provides a high level of customer satisfaction.

Vision

The Irvine Ranch Water District's vision is to achieve greater customer and employee satisfaction, increased reliability and resource conservation, and excellent external relationships with suppliers and others.

Guiding Principles

Customer Service	We are dedicated to delivering superior service to our customers.
Employee Development	We are committed to recruiting and retaining top quality employees and to providing a workplace environment, training, and a recognition and reward system that enhances employee performance and satisfaction.
Resource Management	We are dedicated to providing, conserving, and maximizing the efficient use and reuse of water and renewable resources to the benefit of our customers and to enhance the environment.
Community Leadership	We will share our resources with the community through education, policy leadership and employee involvement.

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Exhibit "C"

Irvine Ranch Water District *Strategic Objectives*

Customer Satisfaction

Provide reliable, responsive, satisfying service to our customers in all aspects of our operations.

Water Reliability

Provide a continuous, reliable supply of water to our current and future customers that meets their needs and expectations, and accounts for changes in climate variability.

Water Quality

Deliver potable and non-potable water that meets all regulatory standards and customer requirements and improve the water quality of local urban runoff.

Sewer Reliability

Plan, design, operate and maintain the sewage collections system in a consistent, reliable, and cost-effective manner.

Cost Effectiveness

Optimize all District's activities to provide service at the lowest possible cost with high standards of quality and reliability.

Employee Satisfaction / Development

Provide employees with a working environment and the tools needed to optimize performance, productivity, and satisfaction and encourage individual career development and enjoyment.

Environmental Commitment

Conduct our business so that we either enhance our environment or minimize negative impacts.

Innovation

Optimize the use of technology and innovation to constantly improve processes to provide the most reliable and cost-effective services to our customers.

Resource Recovery

Maximize the efficient recovery of resources including the recycling of water, recovery of energy, and use of organic materials for the benefit of our customers and the community.

Communication

Provide clear, accurate, transparent, and timely communication of information regarding our services, projects, finances, and activities utilizing multiple disciplinary tools that include educational programs, publications, electronic media and personal contact.

Water Policy

Develop and advocate for policies at the local, state, and federal levels that promote a reliable, high quality, and cost-effective water supply for our customers, as well as the efficient use of resources.

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Exhibit "D"

**Strategic Planning
2024 IRWD Goals and Target Activities List**

Proposed: December 12, 2023

GM = General Manager’s Office
 TS = Technical Services
 OPS = Operations
 SAF = Safety & Security

POL = Water Policy
 COM = Strategic Communications / Outreach
 A&F = Administration and Finance
 HR = Human Resources

Goals and Target Activities	Target Completion Date	Lead
1. Optimize and protect IRWD’s local groundwater utilization		
a. Include IRWD’s recycled water demands in OCWD’s total water demand calculations.	June 2024	POL
b. Collaborate with OCWD on South Basin Clean-up Project.	Complete	POL
c. Construct PFAS removal facilities at Well OPA-1, Well ET-1, and IRWD’s Shallow Groundwater Unit.	Apr. 2024	TS
d. Complete planning and Preliminary Design Report for Wells 51 and 52 and Pipelines per Groundwater Work Plan.	Nov. 2024	TS
2. Optimize use of Irvine Lake as a water resource facility for IRWD and its current and future partners.		
a. Develop an agreement with the Baker Plant Partners for storing untreated water in Irvine Lake.	Suspended	POL
b. Complete design of outlet tower and spillway replacement at Santiago Creek Dam.	Dec. 2024	TS
c. Complete environmental review (EIR) of project and submit permit applications to replace outlet tower and spillway at Santiago Creek Dam.	May 2024	POL
d. Coordinate with Serrano Water District regarding funding of the Irvine Lake Outlet Tower and Spillway Replacement (e.g., grant funding, WIFIA, etc.).	Dec. 2024	A&F
e. Evaluate separate financing options for funding the IRWD portion of the Irvine Lake project (i.e., Replacement Reserves, WIFIA loan, capital markets, etc.)	June 2024	A&F
f. Support Irvine Lake Partners (County of Orange, Serrano Water District) in selection of a new concessionaire for the Irvine Lake Master Grounds Lease.	Aug. 2025	TS
3. Develop water recycling facilities and applications for optimal benefit		
a. Evaluate Prepare and present Preliminary Analysis of converting Irvine Regional Park from non-potable water to recycled water.	Jan. 2024	POL
b. Conduct analysis to convert Holy Sepulcher Cemetery to recycled water.	Mar. 2024	POL
c. Complete design of the Syphon Reservoir Improvement Project.	Dec. 2024	TS

2024 IRWD Goals and Target Activities List – DRAFT

d. Complete agreements with the Resource Agencies regarding the environmental mitigation package and related permitting for the Syphon Reservoir Improvement Project.	June 2024	POL
e. Remove “WOTUS” delineation permanently from Syphon Reservoir or extend current exemption. Secure amended jurisdictional delineation determining that Syphon Reservoir is not “WOTUS” for an additional five-year period.	July 2024	POL
f. Construct water filtration facilities for San Joaquin Reservoir.	Mar. 2025	TS
g. Determine feasibility of installing water filtration equipment at the Sand Canyon Reservoir (recycle the existing Manning Plant equipment, facilitate flows to MWRP, install new etc.).	Sept. 2024	TS
h. Complete update of the Sewage Treatment Master Plan relative to MWRP Phase 3 Expansion (5 MGD of MBR and CAS Improvements).	Feb. 2024	TS
i. Complete planning and Preliminary Design Report for the MWRP Phase 3 Expansion.	Mar. 2025	TS
4. Maximize resource recovery from fully functional biosolids and other resource recovery facilities		
a. Initiate partnerships with others to utilize surplus capacity.	Dec. 2024	OPS
b. Develop plan Complete operational commissioning of IRWD fats, oils, and grease (FOG) treatment facilities and initiate the introduction of FOG into these facilities.	June 2025	OPS
c. Develop plan to eventually introduce Identify partners for potentially introducing foodwaste into the IRWD Biosolids Facilities.	June 2025	OPS
d. Analyze potential for IRWD to expand its role to provide FOG services to its food services establishment (FSE) customers.	Dec. 2024	TS
5. Develop and implement maintenance and replacement programs and other systems that enhance safety and sustain operations at the District’s facilities		
a. Conduct a criticality analysis coupled with asset condition assessments, of all sewage collection and treatment facilities to efficiently prioritize maintenance and replacement activities.	Complete	OPS
b. Complete CIP Asset Management prioritization for all IRWD Potable and Non-Potable Water Linear Assets (approximately 3,700 miles).	Sept. 2024	TS
c. Develop a life-cycle replacement plan for existing automation infrastructure (i.e., PLCs, Radio Comm., SCADA, etc.).	Apr. 2024	OPS
d. Develop standards design for instrumentation & data acquisitions systems for IRWD’s dams.	Complete	TS
e. Complete IRWD-specific Dam O&M Program Guidelines that incorporate RIDM and outline a disciplined process for dam safety.	Complete	TS
f. Evaluate (i.e., geotechnical investigation and analysis) the extent of improvements needed at Rattlesnake Dam, as described in the 2021 risk informed decision making (RIDM) analysis of all IRWD dams.	Nov. 2024	TS
g. Evaluate (i.e., geotechnical investigation and analysis) the potential for seismically induced cracking at Santiago Creek Dam, as discussed in the 2021 RIDM analysis for all IRWD dams.	Feb. 2024	TS

2024 IRWD Goals and Target Activities List – DRAFT

h. Complete initial engineering studies and risk analysis on Harding Canyon Dam to define need for temporary repairs prior to dam removal.	Dec. 2024	TS
6. Improve energy service reliability, manage demands, control greenhouse gas emissions, and control costs		
a. Complete permitting and construction of compressed natural gas storage and fueling station at the Operations Center.	Dec. 2024	TS
b. Design and install additional generation and/or fuel storage at key IRWD facilities to allow for emergency generator operations for up to three days.	June 2025	TS
c. Complete Phase 1 of IRWD’s Updated Climate Action Plan, including embedded energy calculations.	Feb 2024	POL
d. Complete Phase 2 of IRWD’s Climate Action Plan integrating detailed water supply and project evaluations.	Dec. 2024	POL
7. Implement opportunities that enhance safety, security, and emergency preparedness throughout the District		
a. Replace and/or upgrade critical water conveyance facilities in the Canyons area to improve resilience to wind, fire, flooding, and other incidents (pump stations, Fleming Facility, etc.).	Jan. 2025	TS
b. Conduct a tabletop exercise to test the District’s capability to respond to an emergency in line with the IRWD Emergency Operations Plan.	Complete	SAF
e. Update the emergency plans for the Michelson Water Recycling Plant, including re-establishing a Floor Warden Program. Conduct evacuation drills upon completion of the program updates.	Complete	SAF
d. Develop and/or update safety programs that support the District’s overall strategic objectives: Confined Space Program, Contractor Safety Program, and Respiratory Protection Program Ergonomic Safety Program, Fall Protection Program, Personal Protective Equipment, Trench/Shoring Safety Program, and Hearing Conservation Program.	Dec. 2024	SAF
e. Evaluate requirements Conduct a comprehensive baseline hazard survey of high-risk operations as part of the California Voluntary Protection Program (Cal/VPP) designation to identify initial areas of improvement. which is designed to recognize employers and employees who have implemented safety and health programs that effectively prevent and control occupational hazards; develop approach to achieving Cal/VPP certification.	Dec. 2024	SAF
f. Implement new mass communication program for emergency scenarios.	Complete	SAF
g. Develop the following safety programs/plans to meet Cal/OSHA’s upcoming proposed regulations: Workplace Violence Prevention Plan and Indoor Heat Illness; also standardize, track, and update Energy Control Procedures	July 2024	SAF
h. Conduct training exercises: 1) Tabletop with the Emergency Operations Team and Policy Group to test the updated Emergency	Oct. 2024	SAF

2024 IRWD Goals and Target Activities List – DRAFT

Operations Plan (EOP), and 2) hazard-specific response exercise following the IRWD Emergency Operations Plan.		
8. Maximize water use efficiency in the community		
a. Facilitate water use efficiency demonstration gardens within the IRWD service area: Irvine City Hall, Irvine Regional Park , OC Parks , The Great Park, and others.	Dec. 2024	POL
b. Promote internet-based tool to promote public awareness and reporting of water system leaks and illegal connections.	Complete	POL
c. Evaluate Smart Meter Programs for IRWD customers and evaluate the benefits of static meters.	June 2024	POL
d. Develop and rollout new Mobile Landscape Irrigation Tool for large landscape customers	June 2024	POL
e. Develop plan for District compliance with Conservation as Way of Life Regulation	Nov. 2024	POL
f. Develop a comprehensive Water Loss Control Plan for IRWD to enhance existing programs.	Complete	POL
9. Maximize watershed protection		
a. Work with Regional Board to secure updated NPDES Permit for IRWD facilities, including the use of recycled water in decorative lakes and TDS limits in IRWD Reservoirs (WOTUS).	Sept. 2024	TS
b. Develop a TDS Discharge Offset Program that would primarily be used to offset TDS discharged by the MWRP dewatering flows into the watershed above the 1,500 mg/l permitted limit.	Sept. 2024	OPS
c. Complete the pilot study of bioreactor systems to enhance nutrient removal at IRWD NTS basins to bolster existing nutrient offset programs.	Feb. 2024	OPS
10. Evaluate and invest in projects and programs that will enhance future long-term water supply reliability and resiliency to climate change		
a. Maximize Title XVI funding, or other federal funding, for the Syphon Reservoir Improvement Project.	Dec. 2024	COM
b. Pursue State funding for Syphon Reservoir Improvement Project.	May 2024	COM
c. Seek federal funding for the Santiago Creek Dam Outlet Tower and Spillway Project.	Dec. 2024	COM
d. Develop a short-term program with MWD to provide supplies from IRWD’s Water Bank to improve reliability in portions of the MWD service area primarily dependent on the State Water Project.	Complete	POL
e. Develop long-term unbalanced exchange program with MWD to assist Las Virgenes Municipal Water District and others (water as “program water”).	Apr. 2024	POL
f. Update IRWD’s 2016 Potable Water Supply Reliability Evaluation to reflect current projects and changed conditions.	Aug. 2024	POL

2024 IRWD Goals and Target Activities List – DRAFT

g. Participate in programs that will improve water supply reliability from IRWD’s high priority water rights during periods of severe drought and supply interruptions.	Mar. 2025	POL
<i>11. Develop water banking supplies for IRWD by working with current and future partners</i>		
a. Implement one-year template unbalanced exchange agreement for IRWD water banking facilities with CA Department of Water Resources.	Complete	POL
b. Identify and secure additional supplies of water for banking purposes through Santa Clarita Valley, Dudley Ridge Water District, Buena Vista Water Storage District, Central Coast Water Authority, Mojave Water District, San Gorgonio Pass Water Agency, and others.	June 2024	POL
e. Complete study regarding methods of improving groundwater recharge to serve as a basis for a pilot study at the IRWD Water Bank.	Complete	POL
d. Participate in planning, environmental review design and permitting phases of Sites Reservoir and Delta Conveyance Projects.	Dec. 2024	POL
e. Proceed with litigation, in partnership with Rosedale, to secure cost recovery for 1,2,3-TCP clean-up efforts within IRWD Water Bank wells.	July 2024	POL
f. Develop, with Rosedale, a feasibility-level design and cost estimate for a first phase project to treat 1,2,3-TCP in IRWD Water Bank wells.	June 2024	POL
g. Secure long-term conveyance capacity in the Cross Valley Canal.	Nov. 2024	POL
<i>12. Develop and implement the Kern Fan Groundwater Storage Project through the Groundwater Banking Joint Powers Authority</i>		
a. Identify recharge land and canal alignment / sizing for the Kern Fan Groundwater Storage Project, incorporating existing conditions and limitations of current conveyance facilities (i.e., CVC, SWP).	June 2024	POL
b. Secure rights of way and complete design of early completion components for the Kern Fan Groundwater Storage Project.	June 2024	POL
c. Demonstrate viability of Kern Fan Project conveyance project (CVC) that maximizes use of existing facilities, reduces costs, and provides regional benefits.	Mar. 2024	POL
d. Seek additional federal grant funding for the Kern Fan Groundwater Storage Project under the Bureau of reclamation’s Small Storage Grant Program and other federal funding programs and seek additional funding federal water storage investments.	Dec. 2024	COM
e. Secure additional water sources for the Kern Fan Groundwater Storage Project through integration with statewide systems.	Feb. 2025	POL
f. Develop draft turnout and exchange agreements with State Agencies, Dudley Ridge Water District, Kern County Water Agency and Metropolitan for constructing and operating the Kern Fan Groundwater Storage Project.	Dec. 2024	POL
g. Develop draft environmental benefits agreements and draft funding agreement template for Kern Fan Groundwater Storage Project	Complete	POL

2024 IRWD Goals and Target Activities List – DRAFT

h. Complete project-specific public benefit and funding agreements for the Kern Fan Groundwater Storage Project.	Dec. 2025	POL
13. Ensure financial and rate stability		
a. Update IRWD pumping surcharge areas and rates based on Embedded Energy Calculations.	Complete	A&F
b. Evaluate the adequacy of the Replacement Fund balance and associated rates to fund replacement projects.	Complete	A&F
c. Establish funding source and Guiding Principles for IRWD’s Other Post-Employment Benefits liability.	Complete	A&F
d. Develop strategy to maximize returns in the Replacement Fund while managing risk, including the evaluation of new investment opportunities.	Dec. 2024	A&F
e. Develop and begin implementing steps to extend the duration of IRWD’s fixed income investment portfolio, in light of future changes in interest rates and other macroeconomic factors.	Apr. 2024	A&F
14. Identify, assess, and implement new technologies, systems, and facilities to improve operating efficiency		
a. Design and Construct additional warehouse and Water Quality Storage space adjacent to existing Operations Center Warehouse.	May 2025	TS
b. Replace IRWD’s network department shared drives with Microsoft technologies.	June 2024	A&F
c. Upgrade IRWD’s Intranet.	Complete	COM
d. Complete installation, start-up, and certification of new laboratory equipment for the testing of PFAS Compounds and other constituents.	Complete	TS
e. Implement Sample Scheduling and Logging System via the latest software upgrade to the LabWorks Laboratory Information System. Replace IRWD’s Laboratory Information System (LIMS) to meet new reporting requirements, instrument data integration, mobile sample management and chain of custody needs, and improve stakeholder data accessibility.	Dec. 2024	TS
f. Complete year one implementation of IRWD’s Information Services Five Year Strategic Plan: cybersecurity and wi-fi upgrades, enterprise application enhancements, data consolidation, and file sharing.	Complete	A&F
g. Complete Enterprise Data Management (EDM) needs assessment considering IRWD’s data sources and future analytical needs; recommend EDM software solution procurement.	June 2024	A&F
h. Assess IRWD’s use of Oracle applications relative to the District’s current and future needs to generate maximum benefit of the system.	Sept. 2024	A&F
i. Procure and implement a new budgeting and financial planning software package that will integrate with Oracle and other systems.	Dec. 2024	A&F
j. Complete implementation of initial GIS Master Plan recommendations (Enterprise licensing, data model conversion, and Field Mapplet 10.5. IT infrastructure upgrades).	Complete	TS
k. Conduct a tabletop exercise to test the District’s cybersecurity response time to a cyber breach consistent with the IRWD’s Cyber Incident Response.	Complete	A&F

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l. Develop and document an enhanced Risk-Based Vulnerability Management Program and Incident Response Plan for IRWD’s SCADA System.	Mar. 2024	OPS
m. Research the latest reliable technologies for continuous monitoring of ammonia levels in recycled water treatment for process and energy optimization and reduction of manual sampling.	Complete	OPS
n. Review and optimize process monitoring and evaluate opportunities to automate water quality process monitoring.	July 2024	TS
o. Convert GIS Data Model to next-generation Utility Network database.	June 2025	TS
p. Complete Lead and Copper Rule Revised lead service line inventory utilizing Machine Learning and Predictive Modeling.	Oct. 2024	TS
15. Recruit, develop, and retain a highly skilled, motivated, and educated work force		
a. Engage with other Orange County public agencies to develop programs focused on developing the future workforce.	Complete	HR
b. Partner with Coastline ROP in workforce development efforts, with IRWD serving as a “key industry partner” for its “Careers in Climate and Sustainability” course.	Sept. 2024	HR
c. Pursue other workforce development efforts through high school outreach efforts with an emphasis on STEAM curriculum and public service (Cristo Rey, Santa Ana USD, IUSD, Crean Lutheran).	Dec. 2024	HR
d. Explore apprenticeship development opportunities with Saddleback College and Santiago Canyon College.	Dec. 2024	HR
e. Explore regional solutions to workforce housing issues.	Dec. 2024	GM
f. Develop a description of IRWD’s approach to Employee Development relative to workforce and succession planning.	Complete	HR
16. Collaborate with other agencies and entities through leadership and innovation		
a. Develop agreement with UC Irvine to collaborate on inspection / testing of recycled water and cross connection prevention programs.	Apr. 2024	POL
b. Work with MWDOC to update MWD’s Local Resources Program to facilitate conversions of non-potable imported water uses to recycled water.	Apr. 2024	POL
c. Support enhanced engagement and leadership roles within BAC, CCEEB, CMUA, CA Water for All Coalition, WateReuse, and other District associations.	Dec. 2024	GM
d. Realign IRWD JPA ownership in SOCWA facilities.	Complete	TS
e. Develop Execute an agreement with South Coast Water District for it to procure a portion of IRWD’s treated water flows from the Baker WTP.	Feb. 2024	POL
f. Complete Green Acres Project Agreement Extension with OC San and OCWD.	Dec. 2024	TS
g. Build framework to consolidate and optimize historical agreements between OC San, OCWD, and IRWD.	June 2024	TS

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h. Collaborate with other Orange County retail agencies in preparing a Cross Connection Policy Control Plan consistent with the State’s Cross Connection Policy Control Handbook.	Dec. 2024	POL
<i>17. Enhance customer communications and community outreach</i>		
a. Continue expanded water efficiency and drought outreach building on the 2021-2022 Water Use Efficiency Outreach Campaign.	Complete	COM
b. Identify and engage the target demographic for a new long-term water efficiency outreach campaign aimed at changing the cultural norms of landscapes within IRWD’s service area.	Sept. 2024	COM
c. Develop an overarching branding concept new long-term water efficiency outreach campaign.	Mar. 2024	COM
d. Continue IRWD’s Syphon Reservoir Improvement Project Outreach focusing on the design and pre-construction phase.	June 2024	COM
e. Develop an outreach plan for the Santiago Creek Dam Outlet Tower and Spillway Project.	June 2024	COM
f. Implement Phase 1 of the update to water use efficiency and educational graphics / displays in the hallways and lobby at Sand Canyon.	Complete	COM
g. Develop an approach to create a more visible and active local IRWD presence within the Orange County and IRWD community, particularly with segments of the community less familiar with the District.	Complete	COM
<i>18. Guide and lead local, state, and federal policies and legislation</i>		
a. Protect IRWD’s ability to set rates through its water budget-based rates by engaging in discussions regarding Proposition 218 reforms to ensure that IRWD can continue providing high quality services at low rates.	Sept. 2024	COM
b. Protect IRWD’s various revenue sources, specifically its ability to optimize returns on Replacement Fund investments, mitigating a future requirement to increase rates to replace aging facilities.	Sept. 2024	COM
c. Advance discussions regarding the creation of a statewide Low-Income Rate Assistance Program – consistent with IRWD policy on a statewide public goods charge opposing a statewide tax on water for Low-Income Rate Assistance or for other resiliency efforts.	Sept. 2024	COM
d. Advocate for the creation and funding of a state and federal dam safety programs to provide state and federal funding to improve dam safety and modernization at reservoirs used for water supply.	Dec. 2024	COM
e. Seek recognition of the importance of emergency water supplies in water resiliency, pre-emergency designation of such supplies, and protection their use during droughts or other water shortages.	Sept. 2024	COM
f. Engage with the California Legislature on legislation implementing the “Making Water Conservation a California Way of Life” legislation enacted, changes to the Model Water Efficient Landscape Ordinance and restrictions on landscape types.	Sept. 2024	COM

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19. Influence new policies and regulations put forth by local, state, and federal agencies		
a. Continue to advocate that the State’s drought response be based on a data-driven approach and consider the reliability of urban water supplier supply portfolios by using a water efficiency standards-based approach and eliminating mandatory percent reductions for those agencies whose total water demands are below the cumulative standards.	Complete	COM POL
b. Engage with stakeholders, industry associations, and state agencies to implement the enacted long-term water use efficiency legislation. Engage with the State Board and Department of Water Resources on regulations implementing the “Making Water Conservation a California Way of Life” legislation enacted, changes to the Model Water Efficient Landscape Ordinance and restrictions on landscape types.	Aug. 2024	COM POL
e. Continue discussions and provide input to the State Agencies on development of Water Efficiency Target Objective Standards.	Complete	COM POL
d. Engage with the California Air Resources Board on policy, regulatory and permits issues of concern to IRWD.	Dec. 2024	COM
e. Engage on the implementation of the Safe Drinking Water Program to ensure that the program is implemented in a way to effectively move communities to sustainable access to safe drinking water.	July 2024	COM
g. Engage in discussions of groundwater management in California to protect IRWD’s interests. Promote expanding water banking opportunities to benefit IRWD banking programs.	July 2024	COM
h. Engage with stakeholders, industry associations, and regulatory agencies to establish a better process for identifying and regulating contaminants of emerging concern (CECs). Engaged on regulatory actions proposed by federal and state agencies with regards to PFAS and other CECs.	Dec. 2025	COM
i. Advocate for updates to Titles 17 and 22, as they relate to IRWD’s recycled water uses and potable reuse, and clarify that Chapter 15 of the CA Plumbing Code does not apply to recycled water irrigation sites.	Dec. 2024	COM

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