

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 17, 2024, 9:00 a.m.

*Call to Order:* 9:00 a.m.

*Roll Call:* Dan Ferons, Steve LaMar, Doug Reinhart, Peer Swan, and John Withers.

Discussion Topics:

- |                    |   |           |
|--------------------|---|-----------|
| 9:00 – 9:05 p.m.   | 1. Communications to the Board, written or oral:          | President |
| 9:05 – 10:30 a.m.  | 2. 2025 IRWD Goals and Target Activities List             | All       |
| 10:30 – 10:40 a.m. | 3. Break  |           |
| 10:40 – 12:00 p.m. | 4. 2025 IRWD Goals and Target Activities List (continued) | All       |
| 12:00 p.m.         | 5. Adjourn  |           |

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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](mailto: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 2025 Goals and Target Activities

#### Summary:

Staff is presenting for the Board’s review and comment the draft IRWD 2025 Goals and Target Activities. This document lists 19 goals for IRWD to advance over the next five years. It also summarizes the Target Activities on which IRWD will focus in 2025 to realize the advancement of these goals. Staff recommends that the Board review and provide input on the draft IRWD Goals and Target Activities for 2025.

#### 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 2025 – 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.

# Strategic Planning Workshop

December 17, 2024

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## **Recommendation:**

That the Board provide input on the format and content of the draft IRWD 2025 Goals and Target Activities and adopt as revised during the workshop.

## **List of Exhibits:**

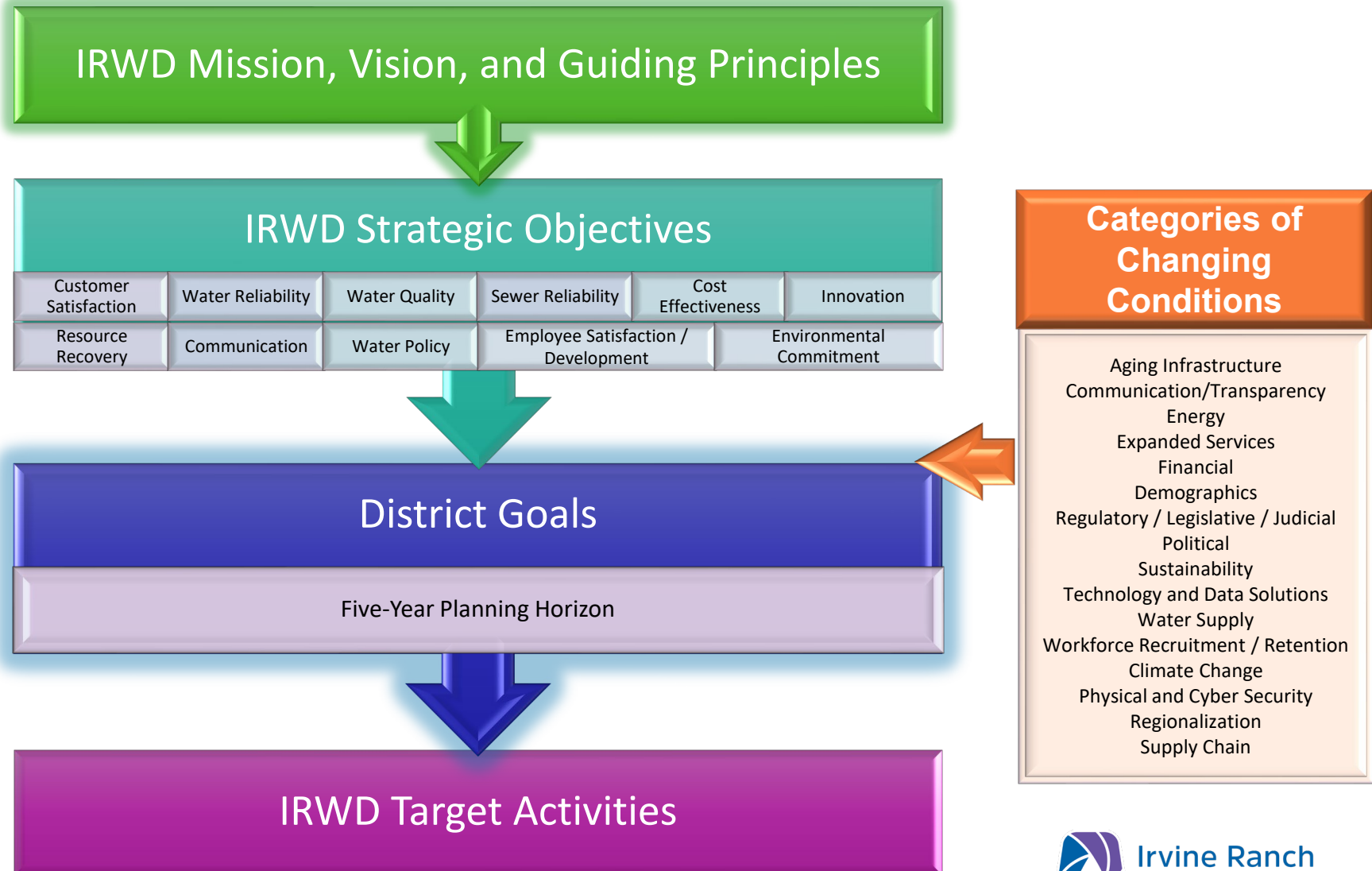
Exhibit "A" – IRWD Strategic Planning Process

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

Exhibit "C" – IRWD Strategic Objectives

Exhibit "D" – Draft IRWD 2025 Goals and Target Activities Report

# IRWD STRATEGIC PLANNING PROCESS



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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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Strategic Planning

**2025 IRWD Goals and Target Activities List**

Updated December 16, 2024

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

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

Goals and Target Activities	Target Completion Date	Lead
<b>1. Optimize and protect IRWD’s local groundwater utilization</b>		
a. <del>Include IRWD’s recycled water demands in OCWD’s total water demand calculations.</del>	Compete	POL
b. <del>Construct PFAS removal facilities at Well OPA-1, Well ET-1, and IRWD’s Shallow Groundwater Unit.</del>	Complete	TS
c. Complete planning and Preliminary Design Report for Wells 51 and 52 and Pipelines per Groundwater Work Plan.	Nov. 2025	TS
d. Update Groundwater Work Plan with the addition of Howiler WTP.	Jan. 2025	TS
<b>2. Optimize use of Irvine Lake as a water resource facility for IRWD and its current and future partners.</b>		
a. Complete design of outlet tower, spillway, at the Santiago Creek Dam Improvement Project.	June 2027	TS
b. Prepare and certify Environmental Impact Report (EIR) for the Santiago Creek Dam Improvement Project and submit permit applications.	June 2025	POL
c. Submit permit applications necessary for the Santiago Creek Dam Improvement Project.	Sept. 2025	POL
d. <del>Coordinate with Serrano Water District regarding funding of the Irvine Lake Outlet Tower and Spillway Replacement (e.g., grant funding, WIFIA, etc.).</del>	Complete	A&F
e. <del>Evaluate separate financing options for funding the IRWD portion of the Irvine Lake project (i.e., Replacement Reserves, WIFIA loan, capital markets, etc.)</del>	Complete	A&F
f. Seek federal funding for the Santiago Creek Dam Improvement Project.	Dec. 2026	COM
g. Support Irvine Lake Partners (the County of Orange, Serrano Water District) in the selection of a concessionaire for the Irvine Lake Master Grounds Lease.	Oct. 2025	TS
h. <del>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.</del>	Complete	TS
i. Integrate / upgrade Howiler WTP into IRWD Operations utilizing Irvine Lake water.	Dec. 2025	OPS
j. Design and construct the pipeline and pump station to interconnect IRWD and the Howiler WTP / SWD.	Apr. 2026	TS

**2025 IRWD Goals and Target Activities List**

<b>3. Develop water recycling facilities and applications for optimal benefit</b>		
a. <del>Prepare and present Preliminary Analysis of</del> <b>Develop Feasibility Study</b> to convert <b>large turf areas of</b> Irvine Regional Park from Met Untreated Water to recycled water.	Dec. 2025	POL
b. Conduct analysis to convert Holy Sepulcher Cemetery to recycled water <b>and/or Met Untreated Water.</b>	Mar. 2025	POL
c. Complete design and commence construction of the Syphon Reservoir Improvement Project.	Aug. 2025	TS
d. Complete <del>agreements with the Resource Agencies</del> <b>amendments to the grant deeds</b> for the Syphon Reservoir Improvement Project <b>based on the conceptual mitigation package and approved Habitat Restoration and Enhancement Plan.</b>	June 2025	POL
e. <b>Secure permits from the Resource Agencies for the Syphon Reservoir Improvement Project.</b>	Apr. 2025	POL
f. <b>Establish conservation easements and long-term funding agreement(s) for mitigation projects for the Syphon Reservoir Improvement Project.</b>	June 2025	POL
<del>g. Secure amended jurisdictional delineation determining that Syphon Reservoir is not “WOTUS” for an additional five year period.</del>	Complete	POL
h. Construct water filtration facilities for San Joaquin Reservoir.	Mar. 2025	TS
<del>i. 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.).</del>	Complete	TS
j. Complete update of the Sewage Treatment Master Plan relative to MWRP Phase 3 Expansion.	June 2025	TS
k. Complete planning and Preliminary Design Report for the MWRP Phase 3 Expansion.	June 2026	TS
<b>4. Maximize resource recovery from fully functional biosolids and other resource recovery facilities</b>		
a. Initiate partnerships with others to utilize surplus capacity.	Dec. 2025	OPS
b. Complete operational commissioning of IRWD fats, oils, and grease (FOG) treatment facilities and initiate the introduction of FOG into these facilities.	Dec. 2026	OPS
c. Identify partners for potentially introducing foodwaste into the IRWD Biosolids Facilities.	Dec. 2025	OPS
d. Analyze potential for IRWD to expand its role to provide FOG services to its food services establishment (FSE) customers.	June 2025	TS
e. Implement next steps as identified in the IRWD Biosolids Marketing Plan.	Dec. 2025	OPS
<b>5. Develop and implement maintenance and replacement programs and other systems that enhance safety and sustain operations at the District’s facilities</b>		
a. Complete CIP Asset Management prioritization for Potable and Non-Potable Water Linear Assets.	Jan. 2025	TS

## 2025 IRWD Goals and Target Activities List

b. Develop a life-cycle replacement plan for existing automation infrastructure (i.e., PLCs, Radio Comm., SCADA, etc.).	Jan. 2025	OPS
<del>e. 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.</del>	Complete	TS
d. Evaluate alternative improvements at Rattlesnake Dam to restore its storage capacity.	Aug. 2025	TS
<del>e. Complete initial engineering studies and risk analysis on Harding Canyon Dam to define need for temporary repairs prior to dam removal.</del>	Complete	TS
f. Evaluate alternatives for enhancing safety at Harding Canyon Dam, including removal of the dam.	Dec. 2025	TS
g. Evaluate results from IRWD's enhanced Leak Detection Pilot Program.	Dec. 2025	OPS
<b>6. Improve energy service reliability, manage demands, control greenhouse gas emissions, and control costs</b>		
a. Complete construction of compressed natural gas storage and fueling station at the Operations Center.	May 2025	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.	Dec. 2025	TS
<del>e. Complete Phase 1 of IRWD's Updated Climate Action Plan.</del>	Complete	POL
d. Complete Phase 2 of IRWD's Climate Adaptation Plan integrating detailed water supply and project evaluations.	Nov. 2025	POL
e. Install new fleet electric vehicle charging stations at Sand Canyon and Operations Center through SCE's Charge Ready Program.	Mar. 2026	TS
<b>7. Implement opportunities that enhance safety, security, and emergency preparedness throughout the District</b>		
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.).	June 2025	TS
b. Decommission Manning WTP and rebuild Manning Pump Station to improve resilience.	May 2026	TS
c. Develop and/or update safety programs that support the District's overall strategic objectives: Confined Space Program, Ergonomic Safety Program, Fall Protection Program, Personal Protective Equipment, Trench/Shoring Safety Program, and Hearing Conservation Program.	Complete	SAF
d. 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.	Complete	SAF
e. 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	Complete	SAF

## 2025 IRWD Goals and Target Activities List

f. Conduct training exercises: 1) <del>Tabletop with the Emergency Operations Team and Policy Group to test the updated Emergency Operations Plan (EOP), and 2) hazard-specific response exercise following the IRWD Emergency Operations Plan.</del>	Complete	SAF
g. Conduct a joint hazardous materials response drill with the Orange County Fire Authority (OCFA) at the Michelson Operations Center.	Oct. 2025	SAF
h. Develop a Lone Worker Program and a Management of Change Program as areas of improvement recommended from the comprehensive Voluntary Protection Program assessment.	Aug. 2025	SAF
i. Upgrade secure access control badge readers and new employee ID badges.	Dec. 2025	SAF
j. Research and implement a tool to capture and display real-time situation updates in the Emergency Operations Center (EOC) as information comes in from Incident Response Teams and other sources.	Aug. 2025	SAF
<b>8. Maximize water use efficiency in the community</b>		
a. Facilitate water use efficiency demonstration gardens within the IRWD service area: <del>Irvine Valley College, Irvine City Hall, OC Parks, The Great Park Botanical Garden, and others.</del>	June 2025	POL
b. <del>Evaluate Smart Meter Programs for IRWD customers and evaluate the benefits of static meters.</del>	Complete	POL
c. Prepare implementation plan for Static and Advanced Metering Infrastructure.	Aug. 2025	POL
d. <del>Develop and rollout new Mobile Landscape Irrigation Tool for large landscape customers.</del>	Complete	POL
e. Develop plan and implement requirements for 2026 for District's compliance with Conservation as Way of Life Regulation.	Dec. 2026	POL
<b>9. Maximize watershed protection</b>		
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).	June 2025	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.	Mar. 2025	OPS
c. Develop a Water Quality Report Card to measure performance of the IRWD Natural Treatment System, including water quality data, performance metrics, and enhanced GIS connectivity.	Dec. 2025	OPS
d. Integrate storm drain GIS data with IRWD's GIS to enhance ability to respond to pipe breaks and other discharges.	Dec. 2025	OPS
e. <del>Complete the pilot study of bioreactor systems to enhance nutrient removal at IRWD NTS basins to bolster existing nutrient offset programs.</del>	Complete	OPS

**2025 IRWD Goals and Target Activities List**

<b>10. Evaluate and invest in projects and programs that will enhance future long-term water supply reliability and resiliency to climate change</b>		
a. Maximize Title XVI grant funding, or other federal funding, for the Syphon Reservoir Improvement Project.	Sept. 2025	COM
b. Pursue further State grant funding for Syphon Reservoir Improvement Project.	Mar. 2025	COM
c. <del>Seek federal grant funding for the Santiago Creek Dam Outlet Tower and Spillway Project.</del>	(moved to Item 2)	COM
d. Develop <del>unbalanced exchange</del> a program with MWD to assist Las Virgenes Municipal Water District and others <del>(water as “program water”)</del> .	June 2025	POL
e. Update IRWD’s 2018 Potable Water Supply Reliability Evaluation to reflect current projects and changed conditions.	June 2025	POL
f. Participate in <b>existing and long-term Colorado River System Conservation Implementation</b> programs that will improve water supply reliability from IRWD’s high priority water rights <del>during periods of severe drought and supply interruptions.</del>	Dec. 2026	POL
<b>11. Develop water banking supplies for IRWD by working with current and future partners</b>		
a. Identify and secure additional supplies of water for banking purposes through <del>Santa Clarita Valley, Dudley Ridge Water District, Buena Vista Water Storage District, Central Coast Water Authority, San Geronimo Pass Water Agency,</del> <b>Santa Clara Valley WD, Alameda County Water District,</b> and others.	Apr. 2025	POL
b. Participate in planning, environmental review design and permitting phases of Sites Reservoir and Delta Conveyance Projects.	Oct. 2025	POL
<del>c. Proceed with litigation, in partnership with Rosedale, to secure cost recovery for 1,2,3 TCP clean up efforts within IRWD Water Bank wells.</del>	Suspended	POL
<del>d. 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.</del>	Suspended	POL
e. Secure long-term conveyance capacity in the Cross Valley Canal.	Apr. 2025	POL
<b>12. Develop and implement the Kern Fan Groundwater Storage Project <i>and other water banking opportunities</i> through the Groundwater Banking Joint Powers Authority</b>		
a. Identify <b>and secure additional</b> recharge land <del>and canal alignment / sizing</del> for the Kern Fan Groundwater Storage Project, <del>incorporating existing conditions and limitations of current conveyance facilities (i.e., CVC, SWP).</del>	June 2025	POL
b. <del>Secure rights of way and complete design</del> <b>Complete construction</b> of early completion components for the Kern Fan Groundwater Storage Project.	Dec. 2025	POL

## 2025 IRWD Goals and Target Activities List

c. Prepare terms for agreement for construction and operation of Joint Use Conveyance Facilities.	July 2025	POL
d. Demonstrate viability of Kern Fan Project conveyance project (CVC) that maximizes use of existing facilities, reduces costs, and provides regional benefits.	Complete	POL
f. Secure early funding for the Kern Fan Project from the California Water Commission.	Mar. 2025	POL
g. Seek inflationary adjustment from California Water Commission for Kern Fan Project	Apr. 2025	POL
h. Secure federal funding for South Valley Conveyance and Storage Project.	Dec. 2026	COM
i. Seek additional federal grant funding ( <del>Phase 1</del> ) for the Kern Fan Groundwater Storage Project.	Complete	COM
j. Secure additional water sources for the Kern Fan Groundwater Storage Project through integration with statewide systems.	Oct. 2025	POL
k. 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. 2025	POL
l. Complete project-specific public benefit and funding agreements for the Kern Fan Groundwater Storage Project.	Jan. 2027	POL
<b><i>13. Ensure financial and rate stability</i></b>		
a. Develop strategy to maximize returns in the Replacement Fund while managing risk, including the evaluation of new investment opportunities.	Dec. 2025	A&F
b. <del>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.</del>	Complete	A&F
c. Update the IRWD Cost of Service Study for the IRWD water and sewer systems and perform a Fee Setting Study on development-related Connection Fees.	May 2025	A&F
d. Update the Replacement Planning Model.	Nov. 2025	TS
e. Determine feasibility of marketing entitlements associated with IRWD's 25-acre "development parcel" on Michelson.	May 2025	A&F
<b><i>14. Identify, assess, and implement new technologies, systems, and facilities to improve operating efficiency</i></b>		
a. Construct additional warehouse and Water Quality Storage space adjacent to existing Operations Center Warehouse.	July 2026	TS
b. <del>Replace IRWD department shared drives with Microsoft technologies.</del>	Complete	A&F
c. Replace IRWD's <del>Laboratory</del> Technical Information System (TIMS) to meet new reporting requirements, instrument data integration, mobile sample management and chain of custody needs, and improve stakeholder data accessibility.	Mar. 2025	TS
d. <del>Complete Enterprise Data Management (EDM) needs assessment considering IRWD's data sources and future analytical needs; recommend EDM software solution procurement.</del>	Complete	A&F



## 2025 IRWD Goals and Target Activities List

e. <del>Assess IRWD’s use of Oracle applications relative to the District’s current and future needs to generate maximum benefit of the system.</del> Evaluate and select Enterprise Resource Planning (ERP) and Customer Information System (CIS) software that best meet IRWD’s current and future needs.	May 2025	A&F
f. <del>Procure a new budgeting and financial planning software package that will integrate with Oracle and other systems.</del>	Complete	A&F
g. <del>Develop and document an enhanced Risk-Based Vulnerability Management Program and Incident Response Plan for IRWD’s SCADA System.</del>	Complete	OPS
h. <del>Review and optimize process monitoring and evaluate opportunities to automate water quality process monitoring.</del>	Complete	TS
i. <del>Convert GIS Data Model to next-generation Utility Network database.</del>	Sept. 2025	A&F
j. Assess IRWD’s GIS requirements and deploy resources to meet the GIS needs for all departments.	Apr. 2025	A&F
k. <del>Complete Lead and Copper Rule Revised lead service line inventory utilizing Machine Learning and Predictive Modeling.</del>	Complete	TS
l. Upgrade IRWD’s core server network to improve network capacity, security and resilience.	Nov. 2025	A&F
m. Upgrade on-premises Maximo system to cloud-based Maximo Application Suite (MAS) to leverage cloud technology for maintenance operations.	Oct. 2025	A&F
<b>15. Recruit, develop, and retain a highly skilled, motivated, and educated work force</b>		
a. 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. 2025	HR
b. Pursue other workforce development efforts through high school outreach efforts with an emphasis on STEAM curriculum and public service (Santa Ana USD, IUSD, etc.).	Aug. 2025	HR
c. <del>Explore</del> Implement apprenticeship development opportunities program with Saddleback College and Santiago Canyon College.	Sept. 2025	HR
d. Explore regional solutions to workforce housing issues.	Dec. 2025	GM
e. Evaluate and revise IRWD compensation structure.	Dec. 2025	HR
f. Enhance IRWD’s performance evaluation and feedback processes.	July 2025	HR
g. Implement a new Learning Management System designed to support staff development efforts.	Sept. 2025	HR
<b>16. Collaborate with other agencies and entities through leadership and innovation</b>		
a. Develop agreement with UC Irvine to collaborate on inspection / testing of recycled water and cross connection prevention programs.	Apr. 2025	POL
b. Work with MWDOC to update MWD’s Local Resources Program to facilitate conversions of non-potable imported water uses to recycled water.	Dec. 2025	POL

## 2025 IRWD Goals and Target Activities List

c. Support enhanced engagement and leadership roles within BAC, CCEEB, CMUA, CA Water for All Coalition, WaterReuse, and other District associations.	Dec. 2025	GM
<del>d. Execute an agreement with South Coast Water District for it to procure a portion of IRWD's treated water flows from the Baker WTP.</del>	Complete	POL
e. Build framework to consolidate and optimize historical agreements between OC San, OCWD, and IRWD.	Feb. 2025	TS
f. Complete Green Acres Project Agreement Extension with OC San and OCWD.	June 2025	TS
g. Collaborate with other Orange County retail agencies in preparing a <b>template</b> Cross Connection Policy Control Plan consistent with the State's Cross Connection Policy Control Handbook.	Mar. 2025	POL
<b>17. Enhance customer communications and community outreach</b>		
a. 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.	Jan. 2025	COM
<b>b. Build recognition of the Yardtopia brand and resources among IRWD customers through reach and at least 10 million customer impressions.</b>	Dec. 2025	COM
<b>c. Design and build Yardtopia.com.</b>	March 2025	COM
<b>d. Modernize and redesign IRWD.com to provide a better customer and visitor experience on the site.</b>	Sept. 2025	COM
<del>e. Develop an overarching branding concept new long-term water efficiency outreach campaign.</del>	Complete	COM
f. Continue IRWD's Syphon Reservoir Improvement Project Outreach focusing on the design and pre-construction phase.	Mar. 2025	COM
g. Develop an outreach plan for the Santiago Creek Dam Improvement Project.	Sept. 2025	COM
<b>h. Host two smaller IRWD Connect events giving business participants additional networking opportunities.</b>	Dec. 2025	COM
<b>18. Guide and lead local, state, and federal policies and legislation</b>		
<del>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.</del>	Complete	COM
<b>b. Continue to engage in discussion regarding the creation of a statewide Low-Income Water and Wastewater Rate Assistance Program.</b>	Oct. 2026	COM
<b>c. Consistent with the Board's adopted policy on a statewide public goods charge, oppose a statewide tax on water for Low Income Rate Assistance or to fund resiliency efforts that are sent to the State.</b>	Oct. 2026	COM
<del>d. 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.</del>	Complete	COM
<del>e. Advance discussions regarding the creation of a statewide Low-Income Rate Assistance Program consistent with IRWD policy on a</del>	Complete	COM

## 2025 IRWD Goals and Target Activities List

<del>statewide public goods charge opposing a statewide tax on water for Low Income Rate Assistance or for other resiliency efforts.</del>		
f. Advocate for the creation and funding of a <del>state and</del> federal dam safety programs to provide state and federal funding to improve dam safety and modernization at reservoirs used for water supply.	Dec. 2026	COM
g. <del>Seek accelerated/continued state investment in dam safety and the modernization of dams important to water supplies.</del>	Oct. 2026	COM
h. <del>Seek reauthorization of, and redefining eligible groundwater storage projects under, the Bureau of Reclamation’s Small Storage Grant Project.</del>	Dec. 2026	COM
i. 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. 2025	COM
j. <del>Promote the expanded use of recycled water, and its acceptance as a resource, by advocating for the removal of hindrances to recycled water projects, storage, and use.</del>	Sept. 2025	COM
k. <del>Eliminate operational constraints on recycled water operations and use, including use of recycled water in decorative water bodies or features.</del>	Sept. 2025	COM
l. <del>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.</del>	Complete	COM
<b><i>19. Influence new policies and regulations put forth by local, state, and federal agencies</i></b>		
<del>a. 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.</del>	Complete	COM POL
b. <del>Engage with the Department of Water Resources (DWR) on the studies and work group they are undertaking related to SB 1157 (Hertzberg) and the indoor water use standards set in that bill.</del>	Dec. 2026	COM POL
c. <del>Engage with the State Water Resources Control Board on the update of its climate change resolution.</del>	Dec. 2025	COM
<del>d. Engage with the California Air Resources Board on policy, regulatory and permits issues of concern to IRWD.</del>	Complete	COM
<del>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.</del>	Complete	COM
d. Engage in discussions of groundwater management in California to protect IRWD’s interests and promote expanding water banking opportunities to benefit IRWD banking programs.	July 2025	COM
e. <del>Work to develop State incentives for property owners to make their property available for groundwater recharge during “wet years” to enable California to capture water, which would otherwise be lost, for storage and beneficial use during drier years.</del>	Dec. 2025	COM

## 2025 IRWD Goals and Target Activities List

<p>f. 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.</p>	<p style="text-align: center;">Dec. 2025</p>	<p style="text-align: center;">COM</p>
<p>g. <del>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.</del></p>	<p style="text-align: center;">Complete</p>	<p style="text-align: center;">COM</p>