

AGENDA

**IRVINE RANCH WATER DISTRICT BOARD OF DIRECTORS
ADJOURNED REGULAR MEETING**

FRIDAY, APRIL 4, 2014 at 10:30 a.m.

IRWD Multi-Purpose Room

Type of meeting: Strategic Planning Workshop

Roll Call: Steve LaMar, Mary Aileen Matheis, Doug Reinhart, Peer Swan, and John Withers

AGENDA TOPICS

10:30 – 10:35 a.m. 1. Communications to the Board: LaMar
A. Written
B. Oral

10:35 – 10:40 a.m. 2. Review Agenda and Desired Outcomes Cook

10:40 – 11:40 p.m. 3. Target Activities Cook

Recommendation: That the Board review, comment on and approve the Target Activities.

11:40 – 11:50 p.m. 4. Break for lunch

11:50 – 1:25 p.m. 6. Board Process Review Lillestrand

Recommendation: Consultant Loren Lillestrand will facilitate an interactive discussion regarding Board processes and operating efficiencies.

1:25 – 1:30 p.m. 7. Schedule next Quarterly meeting Cook

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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 Irvine Ranch Water District Board of Directors in connection with a matter subject to discussion or consideration at an open meeting of the Board of Directors 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 at the entrance to the Board of Directors Room of the District Office. The Irvine Ranch Water District Multi-Purpose Room is wheelchair accessible. If you require any special disability-related accommodations (e.g., access to an amplified sound system, etc.), please contact the District Secretary at (949) 453-5312 during business hours at least seventy-two (72) hours prior to the scheduled meeting. This agenda can be obtained in alternative format upon written request to the District Secretary at least seventy-two (72) hours prior to the scheduled meeting.

April 4, 2014

Prepared by: Executive Management Team

Submitted by: Paul Cook 

STRATEGIC PLANNING WORKSHOP

TARGET ACTIVITIES PRIORITIES LIST

SUMMARY:

Staff has updated the District's Target Activities Priorities List for the Board's review, comment and approval. This list is a planning tool used to prioritize the tasks being performed by District staff consistent with the District's 2014 Goals and Objectives. Staff has also updated for the Board's review and comment the Target Activities Descriptions document which provides more detailed information regarding each activity.

BACKGROUND:

Target Activities for the Current Quarter:

Staff has prepared an updated version of the Target Activities Priorities List for the Board's consideration. This list was prepared utilizing the 2014 Goals and Objectives developed by the Board at its January 10, 2014 Strategic Planning Workshop. The 2014 Goals and Objectives document adopted by the Board is attached as Exhibit "A". The Target Activities Priorities List is attached as Exhibit "B".

The details regarding each target activity included on the Priorities List are included in the Target Activities Descriptions document that is included as Exhibit "C".

RECOMMENDATION:

THAT THE BOARD REVIEW AND DISCUSS THE PROPOSED TARGET ACTIVITY PRIORITY LIST AND PROVIDE INPUT, AS APPROPRIATE.

LIST OF EXHIBITS:

Exhibit "A" – 2014 Goals and Objectives

Exhibit "B" – Draft Update to Target Activities Priorities List

Exhibit "C" – Draft Update to Target Activities Descriptions

EXHIBIT “A”

Irvine Ranch Water District Goals and Objectives for 2014

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Irvine Ranch Water District Goals and Objectives for 2014

Strategic Objectives: Water Reliability, Cost Effectiveness, Innovation, Water Policy

IRWD Groundwater Development Program:

- Complete the water quality testing, environmental permitting, design and construction of groundwater production facilities and well head treatment, as required, to produce water at or above IRWD's allowable Basin Production Percentage (BPP).
 - Well 115 and OPA Well 1 – Complete construction;
- Advocate for increased availability of replenishment water for local groundwater replenishment efforts and for IRWD water banking efforts;
- Complete the investigation of a joint well project with East Orange County Water District;
- Work with Orange County Water District (OCWD) to complete the annexation of additional IRWD territory through the LAFCO process;
- Work with OCWD to develop a policy clarifying the inclusion of recycled water demands in OCWD's calculation of the BPP; and
- Update the IRWD Groundwater Work Plan.

Potable Water Supply Reliability Study:

- Update IRWD's 2008 Potable Water Supply Reliability Study to include evaluations of system vulnerabilities and both local and import supply vulnerabilities associated with potential earthquakes, Delta levee failures, continued Delta flow restrictions, State Water Project (SWP) pumping plant failures, climate change events and other potential problems.

IRWD Water Banking Program:

- Identify, evaluate, and secure additional land to be incorporated into the District's water banking projects in Kern County;
- Deliver IRWD's 2013 and 2014 State Water Project Table A water allocated to the Jackson Ranch inside Dudley Ridge Water District (DRWD) to the Strand Ranch Integrated Banking Project (Strand Ranch) through the executed Multi-Year Unbalanced Exchange and Point of Delivery Agreement between DRWD, Metropolitan Water District of Southern California (MWD), Kern County Water Agency and the California Department of Water Resources (DWR);
- Negotiate an agreement with MWD for the delivery of MWD system water to IRWD's Strand and Stockdale Integrated Banking Projects for the benefit of IRWD and/or for the joint benefit of IRWD and others on an effective 2-for-1 basis;
- Assist MWD in the development and execution of Delivery Agreements with DWR that will allow MWD to deliver MWD system water to and from the Strand Ranch;
- Develop, execute, and obtain MWD's consent for developing long-term unbalanced exchange agreements with Carpinteria Valley Water District and/or Antelope Valley-East Kern Water Agency and initiate the development with DWR of Multi-Year Exchange and Point of Delivery Agreements for the programs;
- Complete a technical and legal review of the exportability the high-flow Kern River water that IRWD has in storage at the Strand Ranch;
- Execute the template IRWD/MWD Wheeling Agreement that has been developed for the recovery, exchange and delivery of non-SWP water from the Strand Ranch Project to IRWD's service area and successfully implement and gain necessary approvals for a pilot

IRWD 2014 Goals and Objectives

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project for the exchange and wheeling of 1,000 AF of Kern River Water from the Strand Ranch to IRWD's service area;

- Work with MWD and Municipal Water District of Orange County to develop a standardized framework through which agencies can work through to expedite the approval process for water transfers, storage, and wheeling proposals;
- Complete and certify an Environmental Impact Report for the Stockdale Integrated Banking Project with Rosedale that also incorporates construction and operation of water banking facilities on the Stockdale West and East Properties as well as on additional lands to be secured by IRWD and/or Rosedale in the future;
- Finalize and execute a long-term exchange agreement with Rosedale for a Joint Integrated Stockdale Water Banking and Exchange Project;
- Award a construction contract for drilling and constructing of wells for the Stockdale Integrated Banking Project including additional project wells in the Rosedale service area.
- Initiate the design of recovery facilities pipelines and wellheads for the Stockdale Integrated Banking Project;
- Develop and obtain approval of a long-term exchange agreement with Buena Vista Water Storage Agreement for the delivery and storage of high flow Kern River Water to the proposed Stockdale Water Banking on a two-for-one basis;
- Develop a master plan for IRWD's water banking projects and programs; and
- Negotiate and execute long-term farm lease agreements for portions of the Jackson Ranch to make use of water to be returned from unbalanced exchanges at the Strand Ranch Project as well as water available to the leasee's from their own water supply portfolios.

Baker Water Treatment Plant:

- Initiate construction of the Baker Water Treatment Plant and Raw Water Pump Station;
- Coordinate construction with the development of the Serrano Summit project;
- Develop staffing and training plan for operations and maintenance of the Baker Water Treatment Plant; and
- Ensure facilities are constructed to address any potential issues with quagga mussels.

Management of Irvine Lake:

- Develop a capital improvements needs assessment and an operations plan to maximize the utilization of storage capacity in Irvine Lake, taking into account the use of this water as an alternate source of supply for the Baker Water Treatment Plant;
- Continue discussions with Serrano Water District (SWD) to update the methodology used to account for evaporative losses for water stored in Irvine Lake, execute an amended agreement with SWD to reflect and apply the new methodology prospectively;
- Update Santiago Aqueduct Commission agreements related to Irvine Lake spillage; and
- Complete the seismic analysis of Santiago Creek Dam to determine the extent of the seismic upgrades required for the outlet tower.

Second Lower Cross Feeder:

- Continue discussions with MWD, MWDOC, and other water agencies in Orange County to determine the benefits of constructing the Second Lower Cross Feeder.

Water Use Efficiency Programs:

- Implement enhanced outreach and cost-effective demand management programs, identified in Water Efficiency Plan (dated December 2013) including:
 - Focus on development and implementation of the CalScape outreach campaign and suite of implementation programs;
 - Expand outreach and assistance to homeowners associations and property managers;
 - Develop partnerships with private and public entities to leverage the effectiveness and reach of water efficiency programs;
 - Research and implement, as appropriate, new technologies and innovative programs to train and assist customers to improve their water use efficiency, with an emphasis on outdoor water use;
 - Continue to partner with commercial, industrial and institutional customers to implement cost-effective water use efficiency programs;
 - Expand the use of enhanced customer engagement and reporting such as WaterSmart as a tool to motivate additional water use efficiency;
 - Research and implement, as appropriate, the use of enhanced GIS data to improve customer allocation-setting, outreach and programs targeted toward outdoor water use;
- Actively participate in policy discussions addressing water-energy nexus, Demand management, and exploring concepts for establishing a conservation credit exchange program.

Recycled Water Customer Development:

- Complete development of the on-line site supervisor training for recycled water customers;
- Evaluate the feasibility of using satellite recycling plants in remote areas not served by the recycled water distribution system;
- Work with key customers to encourage them to use recycled water, including UCI for use in its cooling towers and Royalty Carpet for carpet dyeing;
- Pursue partnerships with neighboring agencies to sell them recycled water;
- Work with upper Santa Ana River Watershed agencies to develop regional recycled water goals and revising policy position on Santa Ana River Watershed Grant Funding Prioritization as necessary;
- Determine whether recycled water can be cost-effectively served to the remaining Irvine Lake Pipeline customers;
- Pursue new Local Resources Program funding from MWD as well as grant funding for projects that use recycled water; and
- Identify opportunities for cost effective implementation of dual-plumbed condominiums and apartment properties.

Strategic Objectives: Sewer Reliability, Cost Effectiveness, Environmental Commitment, Innovation, Resource Recovery

Biosolids Dewatering and Energy Recovery Facilities:

- Continue construction of the MWRP Biosolids and Energy Recovery Facilities;
- Complete AQMD permitting process while staying within appropriate reporting thresholds;
- Develop odor monitoring and response plan;

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- Develop a staffing and training needs plan, evaluate outsourcing options, and initiate phased recruitment for the MWRP Biosolids and Energy Recovery Facilities;
- Develop a marketing plan for the distribution / sale of pellets;
- Begin developing concepts and partnerships relative to implementing a foodwaste recycling program at the MWRP once the new solids handling facilities are completed;
- Collaborate with other agencies including Encina Wastewater Authority on lessons learned, O&M, product marketing and distribution, and resource sharing opportunities; and
- Discuss potential Orange County Sanitation District participation in MWRP Biosolids and Energy Recovery Facilities on an interim basis.

Sewage Treatment and Recycled Water Supply Optimization:

- Continue to implement a comprehensive long-term sewage management strategy to minimize treatment costs and maximize the use of recycled water including:

Michelson Water Recycling Plant

- Complete the improvements and required staffing changes to increase MWRP capacity to 28 MGD and initiate start-up and operations of the new facilities;
- Evaluate alternatives for final effluent operational storage at MWRP;
- Develop a plan to assess the replacement and rehabilitation needs of the existing MWRP facilities;
- Evaluate the viability of supplementing the recycled water system with water treated by the San Joaquin Marsh and then diverted to the MWRP;

Los Alisos Water Recycling Plant

- Complete study to evaluate short-term options for solids handling at the LAWRP;
- Update the LAWRP Master Plan to identify long term water recycling and solids handling options;

Recycled Water Storage and Distribution System

- Evaluate procurement of recycled water storage capacity at Santa Margarita Water District's Upper Oso Reservoir;
- Assess on-going use of chlorine gas for disinfection and begin investigation for potential conversion to sodium hypochlorite District-wide;
- Evaluate operational alternatives to enhance recycled water quality from open reservoirs;
- Assess recycled water distribution system reliability along with the costs and benefits to ensure customer needs are met;

- Develop alternatives for long-term off-season storage/use options of recycled water including:
 - Continue investigating opportunities to expand IRWD's seasonal storage capacity at Syphon Reservoir, Peters Canyon, and other locations based on wet year/dry year supply and demand variations;
 - Initiate conceptual development of indirect potable reuse projects such as an advanced water treatment facility at Peters Canyon to serve replenishment water directly to OCWD's Santiago Pits recharge facility via Handy Creek and other groundwater recharge facilities in the Irvine Sub-basin.

Sewage Collection System Planning:

- Complete Sewer Flow Factor Study / Flow Monitoring Study so sewer flow factors and sewer demand projections can be updated;
- Update Sewer Collection System Master Plan;

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- Prepare for the first Sewer System Management Plan (SSMP) state audit in May 2014;
- Evaluate the need to conduct an Infiltration and Inflow (I&I) Study of the IRWD sewers; and
- Develop and implement enhanced sewage discharge source control (non-flushable materials, expired pharmaceuticals) outreach and enforcement programs to protect the sewage collection system and recovered resources (such as recycled water, biosolids pellets).

Operational Facilities – Asset Management:

- Initiate data collection and cataloging of assets for entry into the new Enterprise Asset Management (EAM) software;
- Conduct pre-implementation activities for the EAM system implementation that include developing business processes, identifying asset criticality protocols, and initiating procurement of a system implementation consultant;
- Evaluate staffing and resource needs for EAM system implementation and maintenance;
- Update the existing Replacement Planning Model; and
- Identify and evaluate tools, methods, and new technologies to improve the District's electrical and mechanical reliability efforts.

Strategic Objective: Water Quality, Innovation

Salt Management Plan:

- Complete the IRWD Recycled Water System Salt Management Plan; and
- Evaluate and implement opportunities, in conjunction with the necessary funding mechanisms, to manage salt loading within IRWD's service area.

Research Business Plan:

- Continue to support basic research, knowledge management, applied research, and pilot studies to IRWD's ability to provide services safely, reliably, and cost effectively;
- Ensure that resources dedicated to research and/or pilot studies provide a commensurate level of value to address current and/or future IRWD challenges; and
- Assess the value of Isle Utilities' Technology Approval Group (TAG) process to IRWD and recommend whether IRWD should continue to participate in Southern California TAGs for water treatment technologies.

Strategic Objective: Employee Satisfaction / Development, Cost Effectiveness

Employee Outreach:

- Further enhance the IRWD intranet and complete transition employee communications to web-based format;
- Develop an Employee Recognition Committee to review and revise the current service award program, develop other (non-monetary) methods to recognize and reward performance, and create a communication plan for the enhanced recognition opportunities;
- Implement a quarterly Managers Meeting program to enhance the sharing of ideas and intra-organization connections; and
- Work with employees to develop a plan for enhancements to the IRWD employee wellness program.

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Safety Program Improvements:

- Continue with activities associated with the Safety Awareness Program, including:
 - Provide additional personal protective equipment customized to different tasks performed by employees;
 - Recognize employees who consistently work safely in different conditions;
 - Support Operations in specifying safety training requirements for job-specific tasks by developing meaningful operating procedures to address safety hazards associated with tasks performed by field staff;
- Develop return to work/temporary accommodation programs to facilitate employee recovery from injury and/or illness recovery; and
- Expand role of and participation in the IRWD Safety Committee.

Security Improvements:

- Develop a comprehensive security assessment plan for significant IRWD facilities including the Sand Canyon Headquarters Building, the MWRP / Operations Center, LAWRP, and other critical facilities.

Employee Training:

- Provide employee training which meets all regulatory requirements, results in continuous improvement, and maintains a productive and highly motivated work force including:
 - Project Management Training classes;
 - Management and Supervisory Training;
 - Training on District Policies (various topics) as needed;
 - Retirement Planning;
 - Business Technology (e.g., MS Office Suite)
 - Effective Communications Skills;
- Develop a plan to increase operator certification levels for both Recycling and Water System Operations;
- Conduct a survey of District staff regarding interest areas for optional Enrichment Program sessions and develop programs accordingly; and
- Complete current phase of the IRWD Leadership Development Initiative.

Performance Management:

- Redesign existing performance appraisal process to ensure employees receive constructive and effective feedback on both job performance and goals and expectations; and
- Conduct training sessions for managers, supervisors and employees on the new process.

District Operational and Administrative Process Efficiencies:

- Review District Policies and practices to maximize administrative efficiencies while still aligning with the Board's strategic objectives;
- Expand the development of knowledge sharing, staff development, contract services, and mutual aid opportunities with other agencies;
- Develop updated IRWD Key Performance Indicators (KPIs) to monitor and drive improved performance; and
- Evaluate the scope and advantages of a database management system for District Operations.

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Succession Planning:

- Continue succession planning efforts to ensure appropriate staffing and skill levels for all District operations (e.g., Mentoring Program, staffing needs analyses for Baker and Biosolids projects, cross training and job rotation programs); and
- Continue partnerships with outside entities to promote careers in the water industry (e.g., Santiago Canyon College, Irvine Valley College) and to assist in growing IRWD's current employees for future promotional opportunities (e.g., Leadership Tomorrow and Leadership Development for Public Agencies sponsored by California State University, Fullerton).

Strategic Objective: Cost Effectiveness, Water Policy

Enterprise Resource Planning Software Optimization:

- Optimize Oracle eBusiness Suite Enterprise Resource Plan (ERP) implementation for financial and human resources applications, including training and additional reporting ;
- Identify and implement additional business intelligence capabilities;
- Evaluate and implement other business process efficiencies utilizing E Business Suite capabilities;
- Evaluate and implement solutions for improved capital budgeting, planning and reporting;
- Implement appropriate staffing levels resulting from the ERP implementation; and
- Implement changes relative to IRWD's new Improvement District Consolidation structure.

Utility Billing Software Implementation:

- Complete Phase 1 of the Oracle CC&B software system implementation;
- Evaluate proceeding with Phase 2 of the Oracle CC&B software system implementation; and
- Develop a high-level scope for providing outside water agencies with utility billing services.

State and Federal Funding:

- Secure federal funding authorization under the Water Resources and Reform Development Act (WRRDA) for Army Corps of Engineering funding of the Syphon Reservoir Recycled Water Storage project; and
- Continue to seek grants for renewable energy and other key projects through available sources, such as Cap-and-Trade revenues.

IRWD Rates and Charges:

- Update IRWD's Cost of Service Study to support current rate structure.

Debt and other Financial Instruments:

- As market conditions warrant, seek authorization from the Finance and Personnel Committee to execute a basis swap trade consistent with the parameters approved by the Board;
- Evaluate financing structures available for the replacement component of the Biosolids Facility capital requirement;
- Provide financing required to implement the Long-Term Financing Strategy; and
- Continue to evaluate opportunities to capture and lock-in historically low interest rates on the District's existing debt and new money needs.

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Real Estate Asset Development:

- **Lake Forest/Serrano Summit Property:**
 - Complete the project's environmental permitting/mitigation requirements related to the City of Lake Forest's civic center site;
 - Complete the revised tentative tract map, Area Plan, EIR and final tract map;
 - Develop project marketing strategy, preferred sale structures and select necessary consultant(s) to manage the project sale process.
- **Sand Canyon Office Development:**
 - Seek primary build-to-suit tenant to develop a for-lease office building on the remaining vacant site;
- **Wood Canyon Villa Apartment Property Partnership:**
 - Evaluate partnership buyout opportunities utilizing the District's majority equity position in the property and, if appropriate, propose same to General Partner;
- Completion of the detailed reference guide for the District's real property inventory listing including current use, site description, title restrictions/constraints and property location.

Pension and Health Benefits:

- Ensure that IRWD is well positioned to comply with requirements associated with national health care legislation;
- Implement cost effective changes, when identified, to existing health benefits to maintain a competitive compensation structure;
- Review additional opportunities to optimize funding of pension and other post-employment obligation benefit liabilities; and
- Follow the policy principles established by the Board in June 2010 and continue to advocate for appropriate pension reform to eliminate practices that are financially detrimental to IRWD and the CalPERS system.

Strategic Objectives: Environmental Commitment, Innovation

Natural Treatment Systems (NTS) and Watershed Initiatives:

- Prepare final environmental documentation for and design of the Peters Canyon Wash Channel Water Capture and Reuse Pipeline Project facilities;
- Develop and implement an improved data tracking and management system for the NTS that will improve the ability to evaluate the effectiveness of the NTS facilities, as well as prepare necessary regulatory reporting;
- Prepare an Annual Report of NTS Operations including nutrient removal performance at each NTS facility, operational objectives, and recommendations for adaptive changes to the NTS program;
- Evaluate the performance and cost effectiveness of the existing pilot bioretention facility as part of the NTS Program;
- Continue to work with partners in Newport Bay Executive Committee to develop and implement the elements of the Nitrogen Selenium Management Plan; and
- Continue to participate in stakeholder development of TMDLs for the Newport-Bay Watershed for selenium, nutrients and toxics, and advocate for a maximum benefit approach to be applied.

Carbon Footprint Minimization:

- Further refine and complete an Embedded Energy Model for IRWD; and
- Investigate transitioning to alternative fuel vehicles in our fleet to ensure compliance with regulations, greenhouse gas reduction, and economic savings.

Strategic Objectives: Communication, Customer Satisfaction, Water Policy

IRWD Legislative Efforts:

- Implement the IRWD 2014 State Legislative Strategy. Conduct advocacy activities on legislation impacting IRWD, the water industry and special district interests, including but not limited to the following:
 - *Recycled Water*: Promote the expanded use of recycled water and its acceptance as a resource and not a waste by advocating for the removal of hindrances to recycled water projects. Advocacy would include promotion of the following:
 - Removing recycled water from being classified as a waste;
 - Updating Title 17 & 22 of the California Code of Regulations;
 - Changes to permitting processes so that recycled water is viewed as a resource and not a problem by State agencies;
 - Changes to permitting processes so that recycled water is viewed as a resource and not a problem by State agencies;
 - *Storm-Induced Overflows*: Seek a change to the State’s policy which calls management of any ponds containing recycled water such that no discharge occurs unless the discharge is a result of a 25-year, 24-hour storm event or greater;
 - *Energy and Water Efficiency Partnerships*: Work with industry colleagues (through CMUA, ACWA, and others) to ensure that new laws and regulations related to energy and water efficiency remove barriers to and encourage more partnerships;
 - *Water Supply and Infrastructure Financing*
 - *Water Bond*: Work with water industry colleagues to determine and advocate for the most feasible approach to effectively passing a statewide water bond;
 - *Public Goods Charge for Water*: Continue to oppose imposition of a Public Goods Charge for water. If legislation related to a public goods charge on water moves forward, work with key legislators and industry associations to ensure that the charge is levied and administered fairly. Proceeds of a Public Goods Charge must be allocated within the region from which they originate;
 - *San Joaquin Delta*: Continue to support legislation and efforts related to the Bay Delta Conservation Plan consistent with IRWD’s BDCP Policy Principles which will provide a long-term solution to California’s water crisis, will ensure reliable high-quality water supply to residents, agriculture and businesses across the state, and will protect and improve the Delta ecosystem;
 - *Water Governance*: Advocate for sensible statewide water governance proposals such as those detailed in the 2010 Little Hoover Commission report “Managing for Change: Modernizing California’s Water Governance.”
 - *California Budget*: Monitor the California budget process and proposals that impact special districts and the water industry, particularly those that would shift revenues away from special districts;

IRWD 2014 Goals and Objectives

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- *Pension Reform:* Monitor statewide activities related to pension reform including legislation introduced, initiatives filed, and proposals considered as part of the budget;
- *Government Reform:* Work with the California Special Districts Association to monitor and respond to proposed government reform legislation to protect special district autonomy and finances and local control.

Government Relations:

- Continue to build relationships with federal, state and local elected and appointed officials and their staff members, as well as community leaders to gain support for IRWD policy efforts and initiatives; and
- Monitor and participate in discussions regarding local governance issues, including potential consolidation of wholesale water service agencies in Orange County.

Enhanced Internal and External Communication and Education Programs:

- Community Outreach and Education Program:
 - Implement a coordinated IRWD outreach program for customers, business partners, elected officials, and other government agencies that includes traditional as well as multi-pronged social media and internet programs and is based on measurement tools, metrics and customer feedback;
 - Enhance the IRWD customer tour and education programs;
 - Design and install new community education signage throughout public spaces at IRWD facilities, including District offices, facilities, community rooms, the Joaquin Marsh and Wildlife Sanctuary and the Marsh Campus;
 - Design and install Customer Service wall displays;
 - Install water bottle filling stations at the San Joaquin Marsh and Wildlife Sanctuary to educate customers about water quality and promote environmental stewardship;
 - Develop and implement expanded outreach program with traditional, online and industry media outlets to provide information on IRWD projects and programs.
- Construction Project Community Relations:
 - Implement an outreach program for the completion of the MWRP expansion program including dedication event, media outreach, and videos as well as technical and community tours;
 - Conduct active outreach programs for the Biosolids and Energy Recovery Project and Baker Water Treatment Plant including regular community update meetings.
- Transparency Enhancements:
 - Maintain the online Transparency Center with regular updates and refinements.
- Water Use Efficiency Outreach Programs:
 - Develop and implement an annual outreach plan based on customer feedback, metrics and measurement tools. This plan will include specific outreach campaigns that will be linked to results of measurement tools, and results will drive future outreach and collateral materials.

EXHIBIT "B"

IRVINE RANCH WATER DISTRICT DRAFT Target Activity Priorities List dated April 4, 2014

The priority level assigned to each activity is assigned on this date based on urgency, value, resource availability, and connection to IRWD's critical business factors, consistent with the Strategic Goals and Objectives for 2014. Priority assignments are subject to modification throughout the calendar year.

Estimated Completion Date	Status	<u>Tiers</u>	<u>Activity This Quarter</u>
		Tier 1 = Highest Importance Tier 2 = Important Tier 3 = As Time Permits	COMPL SPROG LPROG NPROG
		<u>Tier 1</u>	
Ongoing	SPROG	1. Water Banking Program	Completed
Oct. 2016	SPROG	2. Biosolids Handling and Energy Recovery Facilities	Significant Progress Made
Mar. 2016	SPROG	3. Baker Water Treatment Plant	Limited Progress Made
Dec. 2015	SPROG	4. Inclusion of Recycled Water Demands in OCWD Total Demand Calculation	No Progress Made
Aug. 2014	SPROG	5. Utility Billing Software Implementation	
Dec. 2014	SPROG	6. Cost of Service Study	
Ongoing	SPROG	7. Operational and Administrative Processes and Efficiencies	
		<u>Tier 2</u>	
Ongoing	SPROG	8. Groundwater Development Program	
Dec. 2015	LPROG	9. Develop Orange County Basin Conjunctive Use Policy	
Ongoing	SPROG	10. Water Policy Legislative Advocacy/Analysis	
Ongoing	SPROG	11. Water Conservation Business Plan Implementation	
Ongoing	SPROG	12. Second Lower Cross Feeder	
2015	LPROG	13. Financial System Optimization	
Ongoing	SPROG	14. Debt Financing for Major Capital Projects	
Ongoing	SPROG	15. Communication and Education Programs	
Ongoing	SPROG	16. Investment Assets Optimization	
Ongoing	SPROG	17. Enterprise Asset Management System	
Ongoing	LPROG	18. Sewer System Master Plan	
June 2014	LPROG	19. Irvine Lake Operation Plan	
Aug. 2014	LPROG	20. Salt Management Plan	
Apr. 2015	LPROG	21. Potable Water Supply Reliability Study	
Apr. 2015	NPROG	22. Water Shortage Contingency Plan	
Ongoing	SPROG	23. Employee Development, Outreach and Safety Program Enhancement	
		<u>Tier 3</u>	
May 2014	SPROG	24. Orange County Water District Annexation	
Ongoing	SPROG	25. NTS/Watershed Monitoring and Reporting	
Ongoing	SPROG	26. Recycled Water Onsite Inspections and Testing	
June 2014	SPROG	27. MWRP Phase 2 Expansion	
Ongoing	SPROG	28. San Diego Creek Selenium Project	
Dec. 2014	SPROG	29. Embedded Energy Plan	
Dec. 2014	LPROG	30. LAWRP Master Plan	
Ongoing	LPROG	31. Sewage Discharge Source Control Program	

Exhibit “C”

**IRVINE RANCH WATER DISTRICT
2014 TARGET ACTIVITIES DESCRIPTIONS DRAFT
Updated April 4, 2014**

	ACTIVITIES	PRIMARY COMMITTEE	SENIOR MANAGEMENT LEAD	PROJECT STATUS
1.	<p><u>Water Banking Program</u> Activities will focus on securing additional land to be incorporated into the District’s water banking projects, maximizing the storage of water supplies from the Jackson Ranch, finalizing the Environmental Impact Report for the Stockdale Integrated Banking Project and executing a long-term exchange agreement with Rosedale for that Project. In addition, the design and construction of recovery facilities at the Stockdale Integrated Banking Project and in Rosedale’s service will occur. Other activities will include the negotiation and execution of agreements for the banking of MWD system water, long-term unbalanced exchanges with Buena Vista Water Storage District, Carpinteria Valley Water District and Antelope Valley-East Kern Water Agency. Arrangements will also be made for exchanges to facilitate the export the high-flow Kern River water that IRWD has in storage at the Strand Ranch. The wheeling of 1,000 AF of Kern River Water from the Strand Ranch to IRWD’s service will be accomplished. A master plan for IRWD’s water banking projects and programs will also be completed.</p>	Water Banking	Sanchez/Weghorst	Tier 1 Ongoing SPROG
2.	<p><u>Biosolids Handling and Energy Recovery Facilities</u> IRWD’s goal is to be self-reliant in biosolids processing by 2016. An agreement between OCSD and IRWD for the continued interim use of OCSD biosolids facilities through 2016 was executed in April 2010. The Final EIR was approved by the Board in October 2012. The construction Notice of Award was issued to Filanc-Balfour Beatty Joint Venture in April 2013 and the Notice to Proceed was issued in June 2013. Construction is expected to be complete by October 2016.</p>	E&O	Burton	Tier 1 10/2016 SPROG

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	ACTIVITIES	PRIMARY COMMITTEE	SENIOR MANAGEMENT LEAD	PROJECT STATUS
3.	<p><u>Baker Water Treatment Plant</u> The amended agreement between participating water agencies in south Orange County regarding ownership in the project was executed in February 2014. The Water Treatment Plant and Raw Water Pump Station construction Notices of Award were issued in January 2014 to PCL and Pacific Hydrotech and the Notices to Proceed were issued in February 2014. Construction is expected to be complete by March 2016.</p>	E&O	Burton	Tier 1 3/2016 SPROG
4.	<p><u>Inclusion of Recycled Water Demands in OCWD Total Water Demand Calculation</u> OCWD’s current practice is to exclude recycled water demands from the Total Water Demand calculation for groundwater producer agencies. This exclusion does not recognize agencies’ efforts to use of recycled water (offsetting demands for potable water), and penalizes these agencies by lowering the amount of groundwater that they are allowed to produce in order to stay within the Basin Production Percentage. Staff is working with OCWD to modify this practice and has requested that OCWD establish a working group of groundwater producer agencies to develop a draft policy for adoption by the OCWD Board and to include recycled water in groundwater producer’s total demands.</p>	WRP	Weghorst	Tier 1 12/2015 SPROG
5.	<p><u>Utility Billing Software Implementation</u> This project replaces the legacy utility billing system with Oracle’s Customer Care and Billing System (CC&B). Assisting with the implementation are Infosys, the System Integrator and Five Point Partners who will provide project oversight and staff augmentation for project management, quality assurance, testing and training on behalf of the District. The project was to be implemented in 2 phases with Phase 1 being implementation of the billing system and reporting software over a period of 16 months and Phase 2 being the implementation of web portal</p>	F&P	Clary	Tier 1 8/2014 SPROG

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	ACTIVITIES	PRIMARY COMMITTEE	SENIOR MANAGEMENT LEAD	PROJECT STATUS
	software over a period of 7 months. Phase 1 of the project began April 2013 and is expected to go-live in Aug 2014.			
6.	<u>Cost of Service Study</u> Complete a cost of service study for each of the District's systems (water, recycled water and sewer) based on accepted industry standards and in conformance with applicable state law and regulations.	F&P	Clary	Tier 1 12/2014 SPROG
7.	<u>Operational and Administrative Processes and Efficiencies</u> Staff is reviewing District policies and practices to maximize administrative efficiencies while still aligning with Board strategic objectives. This includes updating key performance indicators to monitor and drive improved performance, expanding the knowledge sharing, staff development, contract services and mutual aid opportunities with other agencies and evaluating the scope and advantages of a database management system for District operations.	F&P	Clary	Tier 1 Ongoing SPROG
8.	<u>Groundwater Development Program</u> Staff presented the Groundwater Work Plan to the Board in September 2012 in which various groundwater development projects were described, analyzed and then divided into three groups: “near-term,” “mid-term,” and “long-term.” The OPA-1 “near term” project is expected to be complete by January 2015. Staff will update the Groundwater Work Plan with changes since 2012, including new future well locations, current BPP assumptions, and the pending annexation. Staff will present to the Board an updated list of “near-term,” “mid-term,” and “long-term” projects.	E&O	Burton	Tier 2 Ongoing SPROG

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	ACTIVITIES	PRIMARY COMMITTEE	SENIOR MANAGEMENT LEAD	PROJECT STATUS
9.	<u>Develop Orange County Basin Conjunctive Use Policy</u> Staff will work with OCWD, MWDOC, and the Groundwater Producers to establish an OCWD policy and program to create and operate an exchange and/or conjunctive use pool within the OC Basin that would allow agencies to increase water supply reliability during dry years. The source of water for the program would be water purchased from Metropolitan Water District of Southern California through MWDOC.	WRP	Weghorst	Tier 2 12/2015 LPROG
10.	<u>Water Policy Legislative Advocacy/Analysis</u> Continue to participate and play an active role in water and sewer industry professional organizations to develop policy advocacy partnerships. Monitor and participate in water policy issues at the federal, state, and local levels. Advocate for Federal and State funding for District Projects. Includes coordination with and exposure to local legislative representatives and advocacy efforts supported by the District’s lobbying team in Sacramento and in Washington, D.C.	WRP	Weghorst	Tier 2 Ongoing SPROG
11.	<u>Water Conservation Business Plan Implementation</u> Continue to implement the District’s adopted Water Use Efficiency Plan and cost-effective water efficiency programs that maintain IRWD’s position as leader in conservation, with an emphasis on outdoor water use: <ul style="list-style-type: none"> • Policy Leadership; • Rate Structure Improvements; • Focused Customer Interface; • Education/Outreach Initiatives; • Research and Technology Advancement; • Tactical Conservation Measures; and • Incentive Programs Funded, primarily by IRWD. 	WRP	Sanchez	Tier 2 Ongoing SPROG

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12.	<p><u>Second Lower Cross Feeder</u> MWD has completed its evaluation of its ability to deliver water to the proposed Second Lower Cross Feeder (SLCF) and has concluded that it cannot predict or guarantee a specific delivery capacity for the SLCF during an emergency event. MWD has suggested that a similarly formulated project that involves the conveyance of local water may be a better concept to pursue and that MWD is open to discussions involving the MWD Conjunctive Use Storage Account in the Orange County groundwater basin. Staff is engaged with MWDOC and other water agencies to encourage the evaluation of the MWD Conjunctive Use concept.</p>	E&O	Weghorst	Tier 2 Ongoing LPROG
13.	<p><u>Financial System Optimization</u> The District has completed the implementation of the Oracle E-Business Suite including Financials, Human Resources, and Business Intelligence. The District needs to modify and simplify the existing systems as a result of the completion of the Long Term Financial Plan which resulted in the consolidation of several Improvement Districts. Staff is in the process of putting together a Request for Proposal for assistance with implementing these changes.</p>	F&P	Mossbarger/ Clary	Tier 2 2015 LPROG
14.	<p><u>Debt Financing for Major Capital Projects</u> Provide financing required to implement the Long-Term Financial Plan and support major capital projects. Continue to evaluate opportunities to capture and lock in historically low interest rates on the District's existing debt and new money needs.</p>	F&P	Jacobson/Clary	Tier 2 Ongoing SPROG

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	ACTIVITIES	PRIMARY COMMITTEE	SENIOR MANAGEMENT LEAD	PROJECT STATUS
15.	<p><u>Communication and Education Programs</u> Implement a coordinated IRWD outreach program for customers, business partners, elected officials, and other government agencies that includes traditional as well as multi-pronged social media and internet programs and is based on measurement tools, metrics and customer feedback. Enhance the IRWD customer tour and education programs. Design and install new community education signage throughout public spaces at IRWD facilities, including District offices, facilities, community rooms, the Joaquin Marsh and Wildlife Sanctuary and the Marsh Campus. Design and install Customer Service wall displays. Install water bottle filling stations at the San Joaquin Marsh and Wildlife Sanctuary to educate customers about water quality and promote environmental stewardship. Develop and implement expanded outreach program with traditional, online and industry media outlets to provide information on IRWD projects and programs. Develop and implement an annual water use efficiency outreach plan based on customer feedback, metrics and measurement tools. Maintain the online Transparency Center with regular updates and refinements.</p>	WRP	Beeman	Tier 2 Ongoing SPROG
16.	<p><u>Investment Assets Optimization</u> Part of IRWD’s investment holdings include real estate properties. Staff continues to develop and manage these assets in accordance with the District’s investment objectives. At the medical office facility adjacent to the IRWD Sand Canyon offices, IRWD has fully leased the building with the primary tenant, Coastal Fertility Group, and with Orange County Diagnostics on the remainder of the property. Marketing efforts continue on the remaining vacant parcel of land. In addition, efforts continue on satisfying the conditions of the Tentative Tract Map for IRWD’s Serrano Summit Project in Lake Forest, and then recording the Final Tract Map. Staff is working with District consultants (Lewis/VCS)</p>	Asset Management	Jacobson	Tier 2 Ongoing SPROG

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	ACTIVITIES	PRIMARY COMMITTEE	SENIOR MANAGEMENT LEAD	PROJECT STATUS
	and the City of Lake Forest on environmental permitting for wetlands and related issues on the Civic Center Site.			
17.	<u>Enterprise Asset Management System</u> IRWD’s Application Strategic Plan recommended the implementation of an Enterprise Asset Management (EAM) system to improve the District’s ability to manage its assets from acquisition to retirement, providing tools for preventive and predictive maintenance, financial analysis, and reporting. Efforts are now underway to begin pre-implementation activities and this work is expected to be completed by June 2015.	E&O	Shields/ Mossbarger	Tier 2 Ongoing SPROG
18.	<u>Sewer System Master Plan</u> Revised sewer flow factors will be determined by flow monitoring at various locations across District. The District-wide Sewer System Master Plan will be updated based on the new sewer flow factors and existing and proposed development. Through hydraulic modeling, the master plan will analyze available capacities and reliability of the major trunk systems, and perform a sensitivity analysis of potential redevelopment in specific areas in the District. The updated Sewer System Master Plan will be used to update the Los Alisos Water Recycling Plant Master Plan to identify long-term water recycling and solids handling options.	E&O	Burton	Tier 2 Ongoing LPROG
19.	<u>Irvine Lake Operation Plan</u> Develop an operations plan to maximize the utilization of storage capacity in Irvine Lake, taking into account the use of Irvine Lake water as an alternate source of supply for the Baker Water Treatment Plant. Three operational scenarios have been proposed to include a wet year, dry year and an MWD CRC Reduction Plan. Staff is awaiting information from Planning prior to completion of this task. Once the	E&O	Sheilds	Tier 2 6/2014 LPROG

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	ACTIVITIES	PRIMARY COMMITTEE	SENIOR MANAGEMENT LEAD	PROJECT STATUS
	agreement between Baker Plant members is complete, staff will be able to complete development of the Irvine Lake Operation Plan which is anticipated by December 2013.			
20.	<u>Salt Management Plan</u> The District is preparing a Salt Management Plan for IRWD’s recycled water system. Salt management measures to be considered include source control, recycled water desalination, source water management and treatment and the implementation of policies that could reduce salt loading from uses in IRWD’s service area. Such measures may be necessary to ensure continued regulatory compliance and consumer acceptance of recycled water. Revenue sources to implement a salt management program will also be explored. These could include salt discharge surcharges on the sewer rates and expansion of the District’s brine disposal system. A draft of the plan is due in July 2014.	WRP	Weghorst	Tier 2 8/2014 LPROG
21.	<u>Potable Water Supply Reliability Study</u> This activity will involve updating IRWD’s 2008 Potable Water Supply Reliability Study to include evaluations of system vulnerabilities and both local and import supply vulnerabilities associated with potential earthquakes, Delta levee failures, continued Delta flow restrictions, State Water Project (SWP) pumping plant failures, climate change events and other potential problems.	WRP	Weghorst/Burton	Tier 2 4/2015 LPROG
22.	<u>Water Shortage Contingency Plan</u> Review the District’s Water Shortage Contingency Plan and update as necessary to reflect changes in the updated water reliability study, changes in customer demand profiles since 2009, and make corresponding adjustments to potential water shortage management strategies.	WRP	Sanchez	Tier 2 4/2015 NPROG

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	ACTIVITIES	PRIMARY COMMITTEE	SENIOR MANAGEMENT LEAD	PROJECT STATUS
23.	<p><u>Employee Development, Communication Outreach and Safety Program Enhancement</u> Provide employee training and development which meets all regulatory requirements, results in continuous performance improvement and maintains a productive and highly motivated work force. Develop employee participation committees to enhance idea sharing and intra-organization connections among all levels of District staff. Enhance the performance management process to provide constructive and effective job performance as well as relevant goals and expectations setting for all District staff. Expand and enhance the Safety Awareness Program to include the development of an injured-worker early return to work process and to expand the role of the IRWD Employee Safety Committee in District safety program development and delivery.</p>	F&P	Roney	Tier 2 Ongoing SPROG
24.	<p><u>Orange County Water District Annexation</u> OCWD has approved the annexation portions of IRWD, Anaheim and Yorba Linda Water District that are in the Orange County Basin watershed into OCWD. The EIR has been certified and approved by all the agencies and the annexation agreements have been executed. Approval of the annexations is pending at LAFCO.</p>	WRP	Weghorst/Burton	Tier 3 5/2014 SPROG
25.	<p><u>NTS/Watershed Monitoring and Reporting</u> Staff is currently investigating a new database management system that will benefit various departments throughout the District. NTS will benefit from this program which will improve data tracking, , evaluate the effectiveness of the NTS facilities, and prepare necessary regulatory reporting. Annual reports have been submitted to appropriate regulatory agencies, and IRWD’s partners involved in watershed compliance. Water quality monitoring at the pilot bioretention this facility will begin mid-year, and performance will be monitored quarterly. Continue to</p>	WRP	Sheilds/Sanchez	Tier 3 Ongoing SPROG

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	ACTIVITIES	PRIMARY COMMITTEE	SENIOR MANAGEMENT LEAD	PROJECT STATUS
	work with partners in Newport Bay Executive Committee to develop and implement the elements of the Nitrogen Selenium Management Plan (NSMP). Quarterly meetings with NSMP group are ongoing; the next meeting is scheduled for late April 2014. Continue to participate in stakeholder development of TMDLs for the Newport-Bay Watershed for selenium, nutrients and toxics, and advocate for a maximum benefit approach to be applied. Meetings with TMDL stakeholders are concluding, and a TMDL is expected to be promulgated in December 2014. Additionally, the Peter’s Canyon diversion project has been approved by the Board.			
26.	<u>Recycled Water Onsite Inspections and Testing</u> Development and implementation of a recycled water inspections and testing program is in process. This program will include the use of District staff and use of outside contractors to complete the inspections and testing that are required. Staff is working the Department of Public Health to reduce inspection and testing requirements.	WRP	Weghorst	Tier 3 Ongoing SPROG
27.	<u>MWRP Phase 2 Expansion</u> Construction improvements to increase capacity at the MWRP from 18 MGD to 28 MGD. All treatment process facilities are operational and final testing and commissioning is underway. Construction is expected to be complete by June 2014.	E&O	Burton	Tier 3 6/2014 SPROG
28.	<u>San Diego Creek Selenium Project</u> In accordance with an executed participation agreement, IRWD is managing the design of a selenium diversion project that is being funded by CALTRANS, the County of Orange and the Cities of Irvine and Tustin. The selenium diversion project will deliver nuisance flows from the participating agencies’ projects to OCSD through a pipeline along	WRP	Weghorst/Sheilds	Tier 3 Ongoing SPROG

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	ACTIVITIES	PRIMARY COMMITTEE	SENIOR MANAGEMENT LEAD	PROJECT STATUS
	Peters Canyon Wash. IRWD has agreed to provide O&M support for the project. IRWD will receive, through the participation agreement, offsets from the diversion project to cover IRWD’s discharges under the General Permit, as well as temporary construction. Acceptance of the flows by OCSD within the dry weather urban runoff program is critical for the success and cost-effectiveness of the diversion pipeline and staff is working to secure the necessary formal approvals from OCSD to accept the flows. Staff is actively participating in discussions with stakeholders to obtain approval by the Regional Board for use of the proposed diversion project as an approved offset for General Dewatering Permits and issuance of new MS4 permits and a revised TMDL sometime in 2015.			
29.	<u>Embedded Energy Plan</u> Prepare an Embedded Energy Plan that will quantify the energy use associated with the supply, conveyance, treatment and distribution of raw water supplies throughout IRWD’s service area. The plan will also quantify the energy use associated with the collection, treatment and production of recycled water and biosolids. A GIS based tool will be developed that will identify portions of the District’s service area where future water conservation and energy reductions measures should be focused. The results of the plan will also provide a basis for the development of pumping surcharge estimates for the future.	WRP	Weghorst	Tier 3 12/2014 SPROG
30.	<u>LAWRP Master Plan</u> Prepare a comprehensive plan to analyze the long-term water recycling and solids handling options as the Los Alisos Water Recycling Plant. Solids handling alternatives are currently being analyzed; water recycling alternatives analysis contingent upon completion of the Sewage Collection System Master Plan.	E&O	Burton	Tier 3 12/2014 LPROG

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	ACTIVITIES	PRIMARY COMMITTEE	SENIOR MANAGEMENT LEAD	PROJECT STATUS
31.	<u>Sewage Discharge Source Control Program</u> Develop and implement program to minimize the discharge of non-flushable materials, including pharmaceuticals, into the sewage collection system through outreach and enforcement. Partnerships will be developed with appropriate agencies to ensure the success of this program.	WRP	Weghorst	Tier 3 Ongoing LPROG