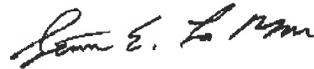


NOTICE OF SPECIAL MEETING OF  
BOARD OF DIRECTORS OF IRVINE RANCH WATER DISTRICT

To: Mary Aileen Matheis, Doug Reinhart, Peer Swan, and John Withers, Members of the Board of Directors of Irvine Ranch Water District.

Pursuant to the call of the President of Irvine Ranch Water District, notice is hereby given that a Special Meeting of the Board of Directors of Irvine Ranch Water District has been called and will be held on Monday, December 17, 2018 at the hour of 11:00 a.m. in the Multi-Purpose Room of the Irvine Ranch Water District, 15600 Sand Canyon Avenue, Irvine, California, for the purpose set forth in the agenda.

This notice is given in accordance with the bylaws of Irvine Ranch Water District and Section 54956 of the California Government Code.



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Steven LaMar  
IRWD Board President

cc: Claire Hervey Collins – IRWD General Counsel

AGENDA  
IRVINE RANCH WATER DISTRICT BOARD OF DIRECTORS  
SPECIAL MEETING

Strategic Planning Workshop  
Monday, December 17, 2018 at 11:00 a.m.

**IRWD, 15600 Sand Canyon Avenue, Irvine, Multi-Purpose Room**

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

Discussion Topics with Approximate Schedule:

- |                    |   |                           |
|--------------------|---|---------------------------|
| 11:00 – 11:05 a.m. | 1. Communications to the Board: <ul style="list-style-type: none"><li>• Written and Oral</li></ul>  | LaMar                     |
| 11:05 – 11:10 a.m. | 2. Review of Agenda   | Cook                      |
| 11:10 – 12:00 p.m. | 3. Review of Foundational Documents <ul style="list-style-type: none"><li>• IRWD Mission, Vision, and Values Statement</li><li>• IRWD Strategic Objectives</li></ul>  | All                       |
|                    | Proposed 2019 IRWD Goals and Target Activities List   |                           |
| 12:00 – 12:15 p.m. | 4. Break  | All                       |
| 12:15 – 1:30 p.m.  | 5. Finish Review of Proposed 2019 IRWD Goals and Target Activities List   | All                       |
| 1:30 - 2:00 p.m.   | 6. Closed Session   | All, with Special Counsel |
|                    | CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION<br>Significant exposure to litigation pursuant to Government Code Section 54956.9(d)(2). (One (1) potential case. Claim is on file with the District). |                           |
| 2:00 p.m.          | 7. 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 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.

# IRVINE RANCH WATER DISTRICT

## Strategic Planning Workshop

December 17, 2018

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### Draft IRWD 2019 Goals and Target Activities



#### Summary:

Staff is presenting for the Board's review and comment the draft IRWD 2019 Goals and Target Activities. This document proposes 16 goals for IRWD to accomplish within the next five years. It also summarizes the Target Activities on which IRWD will focus in 2019 in order to complete or advance the completion of these goals. Staff recommends that the Board review and provide input on the draft IRWD Goals and Target Activities for 2019.

#### IRWD's General Strategic Planning Process:

In anticipation of the coming calendar year, the District develops and adopts its strategic planning documents. These documents are utilized by staff to prioritize and deploy District resources, as well as to keep the Board apprised as to the progress made on each Target Activity. 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 Values Statement* and the *IRWD Strategic Objectives* (both dated February 6, 2014) – are attached as Exhibits "B" and "C", respectively.

One of the added steps in the enhanced planning process was to conduct an in-depth discussion of how conditions that impact the District and the water industry are changing, and what goals IRWD should adopt and prioritize in consideration of these changing conditions. The IRWD Management Team met recently to develop some initial thoughts on changing conditions for the Board's consideration. While staff will provide more details regarding this discussion at the Workshop, the following is a list of the most prominent changing conditions discussed:

1. Emerging contaminants and the impact on regulations, analytical testing needs, and customer expectations;
2. Increases in legislation & regulation (*water; sewer; power; personnel; governance; transparency; natural treatment system; water quality; financial*) and IRWD's expanding role in development and implementation;
3. Increased regionalization of water supply solutions and interconnectivity with neighboring agencies;

4. Climate change and its impact on imported water supplies, local groundwater availability, and IRWD's water banking activities;
5. Cyber security;
6. Expanding potable reuse applications;
7. Optimizing District data storage and integration utilizing methods such as data analytics and artificial intelligence;
8. Logistics associated with a larger workforce (e.g., office space);
9. Tighter job market necessitating increasing training and education for new and existing employees;
10. Increased need for physical security;
11. Employees' interest in increased communications;
12. Preserving and enhancing IRWD's culture as the District grows;
13. Preparing IRWD for build-out (technically, operationally, financially).

As shown on the process overview graphic, the changing conditions discussed will drive the discussion on the development of IRWD's Goals and Target Activities for 2019.

The draft IRWD 2019 Goals and Target Activities is attached as Exhibit "D". As discussed last year, the goals identified in this document are intended to serve as a "bridge" between the District's long-term interests (as articulated by the IRWD Strategic Objectives) and the short-term, i.e., the activities to be conducted during the one-year period covered by the document. The goals (numbered, but not in order of importance) provide this "bridge" by providing more detail than the Strategic Objectives, but at a high level perspective that reflects a five-year planning horizon.

In order to accomplish each goal, IRWD will 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.

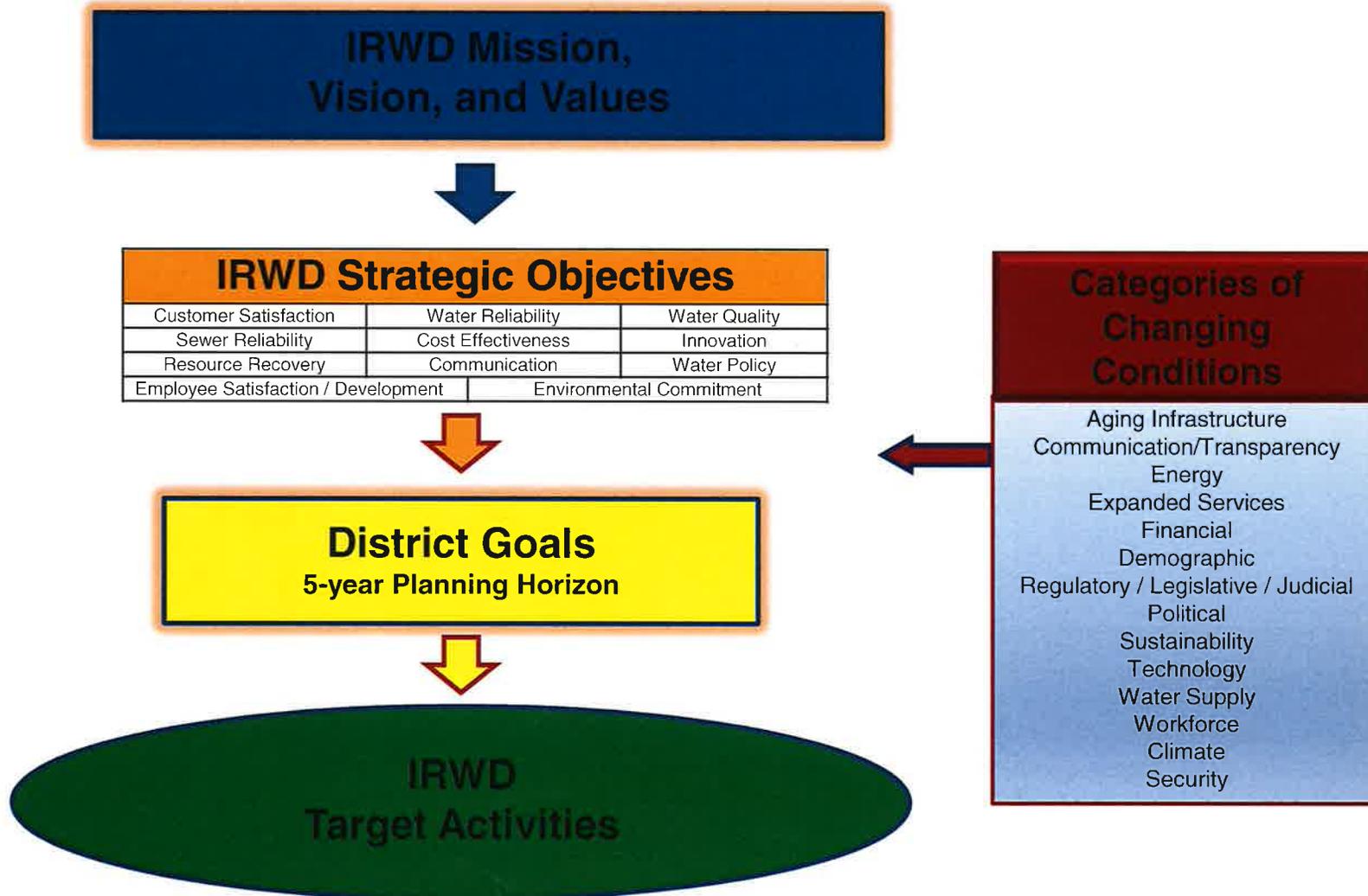
### **Recommendation:**

That the Board provide input on the format and content of the draft IRWD 2019 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 Values Statement (dated February 6, 2014)
- Exhibit "C" – IRWD Strategic Objectives (dated February 6, 2014)
- Exhibit "D" – Draft IRWD 2019 Goals and Target Activities Report

# IRWD Strategic Planning Process



Updated: July 14, 2016

EXHIBIT "B"

**Irvine Ranch Water District**  
**Mission, Vision, and Values**

*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.

*Values*

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.

## 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.

#### **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 sewer system in a consistent, reliable, and cost effective manner.

#### **Cost Effectiveness**

Optimize all of the 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 in order 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.

## EXHIBIT “D”

### Strategic Planning 2019 IRWD Goals and Target Activities List Updated: December 17, 2018

GM = General Manager’s Office  
 ENG = Engineering and Water Quality  
 OPS = Operations

POL = Water Policy  
 A&F = Administration and Finance  
 HR = Human Resources

Goals and Target Activities	Target Completion Date	Lead
<b><i>1. Optimize and protect local water supply utilization</i></b>		
a. Update near-term recommendations from 2014 Groundwater Work Plan <b>Conduct well treatment and conveyance study for Wells 51, 52, and two Tustin Legacy well sites</b>	Nov. 2019	ENG
b. Include IRWD’s recycled water demands in OCWD’s total water demand calculations	June 2019	POL
c. Complete <del>preliminary</del> and final design of sloped outlet pipe to replace the Irvine Lake Outlet Tower	Dec. 2019	ENG
d. Collaborate with OCWD on South Basin Clean-up Project	Dec. 2019	POL
e. Work with OCWD on Green Acres Project water supply opportunities	June 2019	POL
<b><i>2. Evaluate and invest in projects and programs that will enhance future long-term water supply reliability</i></b>		
a. Implement agreements with MWD and MWDOC that will provide water supply reliability from high priority water rights during periods of drought and supply interruptions	Dec. 2019	POL
b. Advocate methods for filling the Orange County Groundwater Basin, including development of concepts to promote <del>conjunctive use</del> <b>exchanges</b>	Dec. 2019	POL
c. Advocate for regional potable reuse projects including Metropolitan’s Carson Regional Potable Reuse Project	Dec. 2019	GM
d. Secure Title XVI funding for the Syphon Reservoir Improvement Project, <del>advocate to include the project on the Bureau of Reclamation’s Report to Congress</del>	Dec. 2019	GM
e. <del>Pursue Prop 1 Water Storage Investment Program grant from the California Water Commission for the Kern Fan Groundwater Storage Project</del>	Complete	POL
f. <b>Secure water storage investment funding for the Kern Fan Groundwater Storage Project and advocate to include the project on the Bureau of Reclamation’s Report to Congress</b>	Mar. 2019	POL

<b>3. Develop water banking recharge, storage, and extraction capacity for IRWD and water banking partners, and store water as it becomes available</b>		
a. Execute long-term unbalanced exchange agreements for Stockdale West	Apr. 2019	POL
b. Execute long-term exchange agreements to maximize benefits of non-SWP water	July 2019	POL
<del>e. Drought Relief Project recovery and conveyance facilities</del>	<del>Oct. 2018</del>	<del>POL</del>
d. Finalize and execute Agreement and Bylaws with Rosedale to establish the Kern Fan Groundwater Storage Project JPA	July 2019	POL
e. Identify and secure additional land as needed for recharge and recovery facilities the Kern Fan Groundwater Storage Project	Dec. 2019	POL
f. Complete planning and environmental compliance work for the Kern Fan Groundwater Storage Project	Dec. 2019	POL
g. Execute Agreements with State Agencies for the operation of the Kern Fan Groundwater Storage Project	Dec. 2020	POL
h. Identify and procure additional supplies of water for banking purposes	Dec. 2019	POL
i. Integrate IRWD's Strand Ranch and Stockdale West properties into the Kern Fan Groundwater Sustainability Agency (GSA)	Jan. 2019	POL
j. Implement initial steps associated with the Kern Fan Groundwater Storage Project, including formation of a JPA with Rosedale, securing land purchase options, etc.	Complete	POL
<b>4. Develop water recycling facilities and applications for optimal benefit</b>		
a. Complete construction of Irvine Lake Pipeline North Conversion	May 2019	ENG
b. Complete Sewage Treatment Master Plan, including consideration of IBC flows	Mar. 2020	ENG
c. Update the Salt Management Plan to assess impacts of seawater desalination on water recycling and other issues	June 2019	POL
d. Perform CEQA, alternatives analysis and preliminary design for the Syphon Reservoir Improvement Project	July 2020	POL ENG
e. Determine costs and benefits associated with procuring approximately 700 AF of recycled water storage in Santa Margarita Water District's Upper Oso Reservoir	Dec. 2019	ENG
f. Complete IRWD Potable Reuse Feasibility Study to explore Surface, Ground, Raw and Treated Water Augmentation options	Dec. 2019	ENG
g. Work with other agencies on recycled water use opportunities	June 2019	POL
h. Design and construct recycled water filtration facilities for San Joaquin Reservoir	Sept. 2020	ENG
i. Develop customer guidelines for using recycled water	Jan 2019	ENG

<b>5. Maximize resource recovery from fully functional biosolids and other resource recovery facilities</b>		
a. Biosolids Class A Facilities operational and commissioned	Apr. 2020	ENG
b. Secure agreements with multiple outlets for biosolids pellets	Sept. 2019	OPS
c. Develop partnerships with others to utilize surplus capacity	Dec. 2019	OPS
d. Develop and implement plan to introduce FOG to the IRWD Biosolids Facilities	June 2020	OPS
e. Develop plan to introduce foodwaste into the IRWD Biosolids Facilities	Dec. 2019	OPS
<b>6. Improve energy service reliability, manage demands, and control costs</b>		
a. Coordinate the construction and commissioning of energy storage installations with Advanced Microgrid Solutions	Jan. 2019	ENG
<del>b. Collaborate on the development of micro-grid technologies through a partnership with UCI</del>	<del>Dec. 2018</del>	<del>OPS</del>
<del>e. Analyze financial feasibility of photovoltaic installation and energy storage at the Baker WTP</del>	<del>Complete</del>	<del>POL</del>
d. Finalize contract to outsource operation and maintenance of biogas treatment and micro-turbine systems	July 2019	OPS
e. Complete design and installation of compressed natural gas fueling station at the Operations Center	Apr. 2019	OPS
f. Complete new water/sewer agency electricity tariff research in partnership with SCE that will reduce IRWD energy costs	Mar. 2019	POL
g. Coordinate with SunPower to complete the installation of the photovoltaic (solar) energy system at the Baker Plant	Dec. 2019	ENG
<b>7. Maximize watershed protection</b>		
a. Work with the County and others, permit and implement the Selenium TMDL offset trading program	Mar. 2019	OPS
b. <del>Develop project(s) with the cities of Newport Beach and Irvine</del> Complete feasibility study of project to capture and treat urban runoff flows downstream from the San Joaquin Marsh utilizing funding from Measure M	Mar. 2019	OPS
c. <del>Implement customer FOG and in-house Pre-treatment program elements: assessment of implementation, billing and program requirements</del> permitting, agreements, and monitoring reports	Dec. 2019	ENG
d. Implement in-house FOG program, including billing	Dec. 2021	ENG
e. Obtain regulatory approvals for Local Limits Study	Complete	POL
f. Continue to work with OC Flood to ensure appropriate storm-flow capacity in San Diego Creek	Dec. 2019	GM
g. Complete construction of MWRP recycled water emergency diversion facilities to San Diego Creek Identify and begin implementing alternatives for diverting recycled water under emergency conditions	Sept. 2019	ENG

(Continued on next page)

<b>7. Maximize watershed protection (continued)</b>		
h. Obtain riparian rights to divert water from San Diego Creek to ensure continued protection of water quality in Newport Bay	Dec. 2019	POL
i. Work with the County, OCWD, OCSD, and others to obtain a recycled water emergency diversion connection to the Santa Ana River	June 2019	ENG
j. Obtain approval for the Total Nitrogen (TN) / Total Phosphorus (TP) Offset Plan from the Regional Board	Feb. 2019	POL
k. Participate in the Fecal Coliform Task Force to assist in the development of a reasonable TMDL	Sept. 2019	OPS
<b>8. Ensure financial and rate stability</b>		
a. Evaluate development and/or sale opportunities at IRWD properties	Dec. 2019	A&F
b. Complete development and leasing on remaining Sand Canyon campus and other facilities	Dec. 2019	A&F
c. Document outstanding deed, access and other contractual restrictions related to real property	Mar. 2019	A&F
d. Update Cost of Service Study for the IRWD sewer system that includes the Biosolids Project operating expenses	Dec. 2020	A&F
e. Develop approach for implementing a two-year budget and Prop 218 process	Feb. 2019	A&F
f. Develop an updated policy for funding the IRWD Infrastructure Replacement Program	Mar. 2019	A&F
g. Develop updated facility and pipeline unit costs into IRWD's Replacement Planning Model	Nov. 2019	ENG
<b>9. Identify, assess and implement new technologies, systems, and facilities to improve operating efficiency</b>		
a. Add IRWD facilities, laboratory, and fleet assets to the Enterprise Asset Management system; start Complete addition of linear assets to the Enterprise Asset Management system; prepare scope for maintenance management mobility solution	Aug. 2019	OPS
b. Implement findings of IT-related existing/new technology opportunity assessment while maintaining District security	June 2019	A&F
c. Assess the District's overall cybersecurity risk profile; establish overall plan for addressing cybersecurity awareness, education, response, and prevention at IRWD	June 2019	A&F
d. Assess availability of data systems under certain service outage scenarios and implement program to strengthen systems	June 2019	A&F
e. Develop plan to assess IRWD's future warehousing needs	June 2019	A&F
f. Evaluate office space needs to the Sand Canyon Headquarters Building and develop plan as needed	Sept. 2019	A&F
g. Develop plan for overall management of IRWD data (technical, financial, other)	Dec. 2019	A&F

<b>10. Enhance customer communications</b>		
a. Enhance customer communication through an improved customer web access portal	Dec. 2020	A&F
<del>b. Develop and implement Phase 2 of the Water Use Efficiency Outreach Program based on findings of the 2017 program</del>	<del>Complete</del>	<del>POL</del>
<b>c. Develop and implement Phase 3 of the Water Use Efficiency Outreach Program based on findings of the 2018 program</b>	May 2020	POL
d. Implement redesigned customer bill to improve customers' understanding of IRWD rate structure; explain IRWD rate structure to customers through direct communications	Jan. 2019	A&F
<del>e. Develop and implement a Water Quality Outreach Program</del>	<del>Complete</del>	<del>POL</del>
f. Design and implement the Syphon Reservoir Improvement Project Outreach Program from EIR through Design Phase	July 2020	POL
<b>11. Maximize water use efficiency in the community</b>		
a. <b>Complete</b> a study to assess the potential for additional water use efficiency in IRWD's service area	June 2019	POL
b. Implement automated methodology for quantifying irrigated areas and meter locations by linking aerial image data to meter and parcel data	Dec. 2019	POL
<b>c. Expand / enhance water use efficiency demonstration gardens within the IRWD service area</b>	Dec. 2019	POL
<b>12. Recruit, develop and retain a highly skilled, motivated, and educated work force</b>		
<del>a. Work with Employee Development Task Force to develop and implement a staff mentoring program</del>	<del>Complete</del>	<del>HR</del>
b. Assess the experience and training of IRWD employees to ensure a continued supply of highly-skilled labor, and develop programs, <b>for example an Apprenticeship Program</b> , to close any <b>labor skills</b> gaps identified	Dec. 2019	HR
<del>c. Plan and conduct</del> <b>Complete</b> triennial Benchmark Salary Survey ensure District salaries remain competitive to market rates	Feb. 2018	HR
d. Negotiate a new labor agreement with represented personnel	Jan. 2019	HR
<del>e. Conduct</del> <b>Complete implementation of</b> District-wide corporate values management training program <b>initiative</b>	June 2019	GM
<del>f. Implement employee training on basic local government laws</del>	<del>Complete</del>	<del>GM</del>

<b>13. Guide and lead local, state and federal policies and legislation</b>		
a. Advocate for legislation <b>or regulations</b> that protects local investments in water recycling and extraordinary supplies, and protects IRWD’s ability to access those supplies, without penalty, during times of drought or shortage	Sept. 2019	GM POL
b. <b>Advocate for an alternative funding source for safe and accessible drinking water in California, which is</b> consistent with the Board’s adopted policy on a statewide public goods charge; oppose a statewide tax on water	Sept. 2019	GM
c. Engage in discussions surrounding water and wastewater rates in order to protect the District’s ability to design and use a water budget-based tiered rate structure, including discussions related to Low Income Rate Assistance programs and Proposition 218 reforms consistent with Board direction	Sept. 2019	GM
d. <b>Seek reauthorization of the Bureau of Reclamation’s Title XVI and the Water Storage Investment Programs</b>	Dec. 2020	GM
<b>14. Engage and shape policies and regulations put forth by local, state and federal agencies</b>		
a. Engage productively with stakeholders, industry associations, and state agencies to effectively implement <b>the enacted</b> long-term water use efficiency legislation	Dec. 2020	GM POL
b. <del>Provide input to the Department of Water Resources on revisions to the Model Water Efficient Landscape Ordinance</del>	Complete	POL
c. <b>Obtain revisions</b> to the State Water Resources Control Board’s <b>proposed amendments</b> to the Recycled Water Policy	Feb. 2019	GM POL
d. <del>Seek regulatory changes promoting recycled water use in decorative lakes</del>	Sept. 2019	GM POL
e. <del>Promote a “fit for purpose” approach to regulation of recycled water for both potable and non-potable uses</del>	Dec. 2018	GM
f. <b>Engage in discussions and provide input to the SWRCB on development of water loss standards</b>	Dec. 2019	GM POL

<b>15. Collaborate with other agencies and entities through leadership and innovation</b>		
a. Advocate for IRWD's Desalination Policy Principles	June 2019	POL
b. Evaluate and promote opportunities for shared services such as third party billing for UC Irvine and Tustin	Dec. 2019	A&F
c. Support enhanced engagement and leadership roles within ACWA, WaterReuse, CASA, and other District associations	Dec. 2019	GM
d. <b>Develop agreement with Serrano Water District and with the Baker Plant Partners for providing water system reliability utilizing Irvine Lake</b>	June 2019	POL
e. <b>Coordinate with interested entities to update South County Emergency Interconnect Agreement</b>	Mar. 2019	POL
f. Work with other agencies to maximize Orange County benefits from IRWM processes, including capture of urban runoff by OCSD for use in GWRS	Jan. 2019	GM POL
g. <del>Coordinate with the County of Orange and OCWD in identifying locations for potential cost effective recharge of recycled and storm water</del>	Dec. 2018	POL
h. <del>Participate in the water efficiency Data Collaborative program</del>	Dec. 2018	POL
i. <b>As part of the IRWD Sewage Treatment Master Plan, work with OCSD to identify mutually beneficial opportunities for use of IRWD sewer flows</b>	Mar. 2020	OPS
j. Complete the annexation process to bring sewer flows from Lake Forest into OCSD Revenue Area 14 (RA-14)	June 2019	ENG
k. Finalize agreement for a pilot program through which <del>other Orange County water agencies</del> <b>MWDOC</b> can participate in IRWD's water banking program	Mar. 2019	POL
<b>16. Implement opportunities that enhance safety, security, and emergency preparedness throughout the District</b>		
a. Install security improvements at MWRP	Feb. 2019	A&F
<b>b. Evaluate security enhancements at other District facilities</b>	June 2019	A&F
c. Design <b>and construct</b> improvements to eliminate the use of chlorine gas at Primary Disinfection Facility	Dec. 2020	ENG
d. Update District Emergency Operations Plan, including training for certain high-risk scenarios	June 2019	HR
e. Develop Safety Training Management System	Jan. 2019	HR
f. Assess IRWD's ability to continue operation of key facilities during short- and long-term power outage scenarios	Apr. 2019	OPS
g. <b>Conduct assessment for dedicated IRWD Emergency Operations Center (EOC)</b>	May 2019	OPS
h. <b>Revise all District energy control procedures (ECPs) and integrate with Maximo service work order system</b>	Sept. 2020	OPS