



Municipal Water District

# 2025 Strategic Plan



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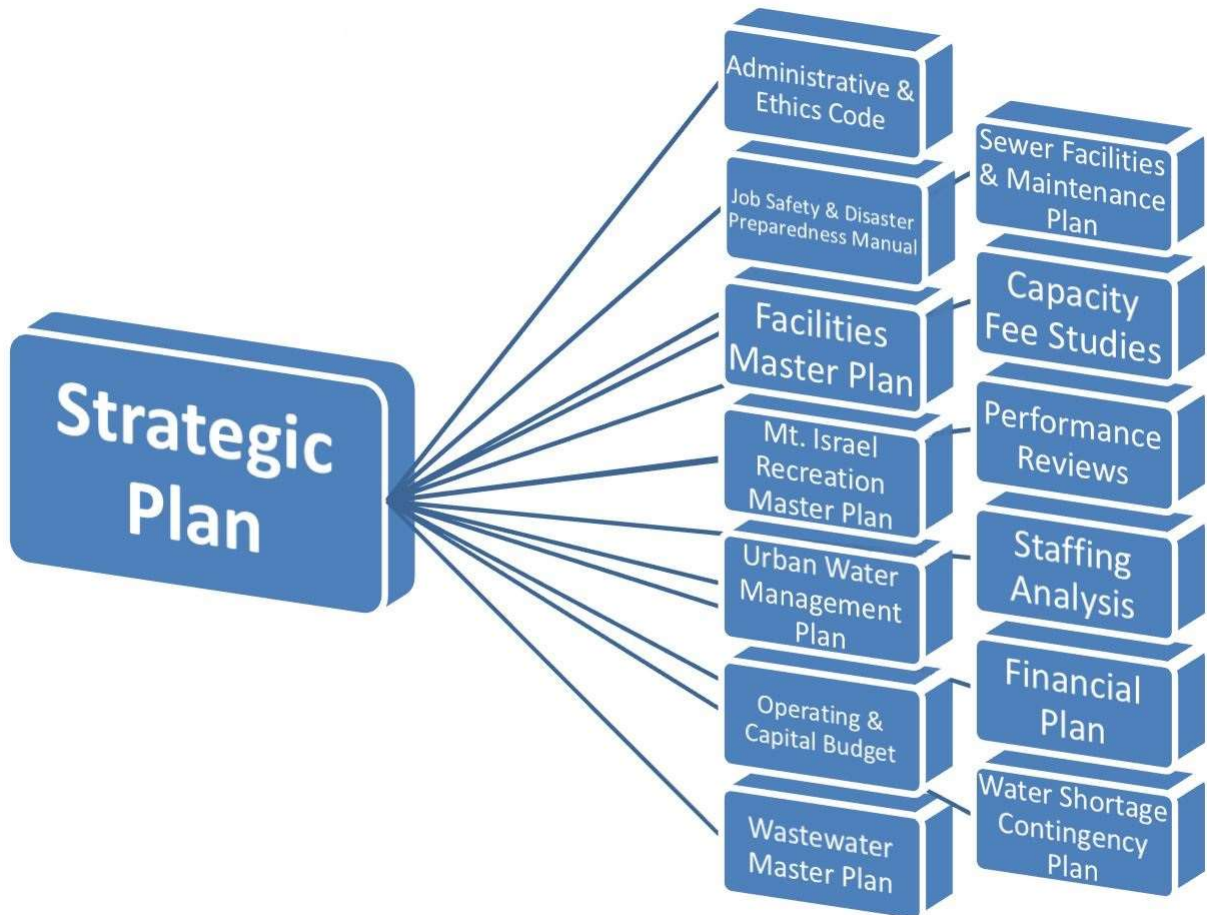
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## introduction

Olivenhain Municipal Water District’s Board of Directors first established a formal mission statement and goals in 1996. In 2002, OMWD updated the mission statement, revised the goals, and created objectives to uphold the mission and achieve the goals. Objectives are developed at the start of each year. The progress toward achievement of the objectives is reviewed throughout the year. Performance indicators, measured on a fiscal year basis, are included in OMWD’s budget to complement the objectives. In 2004, the mission statement and goals were updated to incorporate new OMWD facilities and functions.

Initially developed by OMWD’s board in 2008, the Strategic Plan incorporates the mission statement, established values, and strategies by which to achieve each of OMWD’s goals and annual objectives. In 2019, OMWD’s board established stretch objectives in addition to annual objectives. The Strategic Plan is updated annually after new objectives are adopted by the board.



## our values

*Beliefs that set the tone and direction of the workforce*

- Exercise responsible financial management
- Provide responsive customer service and open communication
- Promote ethical behavior in the conduct of district business
- Ensure fair and open processes involving the public
- Provide a healthy work environment
- Promote environmental responsibility and sustainability
- Ensure provisions for the future





## our vision

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*What we aspire to be*

Olivenhain Municipal Water District aspires to cost-effectively provide high-quality services garnering the trust and respect of its customers, employees, partners, and fellow water agencies.

## our mission

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### *Why we do what we do*

Olivenhain Municipal Water District is a multi-functioning public agency that is dedicated and committed to serving present and future customers by:

#### ***water***

Providing safe, reliable, high-quality drinking water while exceeding all regulatory requirements in a cost-effective and environmentally responsive manner.

#### ***recycled water/wastewater treatment***

Providing recycled water and wastewater treatment in the most cost-effective and environmentally responsive method.

#### ***parks***

Safely operating Elfin Forest Recreational Reserve and providing all users with a unique recreational, educational, and environmental experience.

#### ***emergency management***

Complying with policies and procedures that adhere to local, state, and federal guidelines for national security and disaster preparedness.

#### ***sustainable operations***

Pursuing alternative and/or renewable resources with the most sustainable, efficient, and cost-effective approach.

## our goals

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### *What we strive to achieve*

1. Provide safe, reliable, high-quality drinking water to each customer in a cost-effective manner;
2. Provide wastewater collection services and reclamation in an environmentally responsible manner; and produce and supply high-quality recycled water to irrigation customers in support of regional water conservation efforts;
3. Operate Elfin Forest Recreational Reserve in the most cost-effective, safe, environmentally responsive, and service-oriented manner;
4. Pursue alternative and/or renewable resources as a means of offsetting costs and energy charges, providing sustainability;
5. Provide a safe, healthful, and rewarding work environment that encourages communication as well as values employee participation and personal achievement;
6. Exceed all federal, state, and local regulatory requirements for providing potable water, water reclamation, and recycled water;
7. Minimize all operational costs while maintaining a high level of customer service;
8. Maintain open communication and participation with the public through active conservation and educational programs as well as continually seeking customer input for informed decision making;
9. Ensure that financial plans, policies, and practices maintain the ability to construct, operate, and maintain all approved facilities, including replacement funds for future needs;
10. Plan and construct facilities to meet long-term water storage, treatment, transmission, and distribution needs;
11. Establish programs and policies to develop alternative water supplies to serve existing and future customers;
12. Cultivate supportive and positive relationships with federal, state, and local agencies, which may impact OMWD operations.

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## goal 1

### Provide safe, reliable, high-quality water to each customer in a cost-effective manner

Strategy: Preserve existing assets and facilities while planning for future needs and demands by way of the Comprehensive Facilities Master Plan, the Urban Water Management Plan, annual capacity fee studies, and annual objectives

#### 2025 Calendar Year Objectives

1. Complete wrap up construction on the Unit A North Rancho Santa Fe Road Potable Water Pipeline Replacement Project
2. Complete construction of Gardendale and Village Park pressure reducing station replacements to minimize water loss and control replacement of aging infrastructure
3. Complete construction of Stage 4 upgrades, including second centrifuge, at David C. McCollom Water Treatment Plant (DCMWTP)
4. Commence planning for next round of pipeline condition assessments; provide update to Facilities Committee
5. Commence construction on the Tank Safety Project
6. Complete design of Palms Reservoirs Replacement Project
7. Commence feasibility study to rehabilitate DCMWTP membrane basins; provide update to Facilities Committee
8. Complete Train 10 membrane replacement at DCMWTP
9. Enhance experience of in-house staff by completing the replacement of 25 valves in support of the Valve Replacement Project
10. Complete second stage cassette refurbishments at DCMWTP
11. Complete final phase of SCADA upgrades
12. Complete triennial lead and copper customer sampling
13. Continue lead service line inventory per regulatory requirement and record results in Geoviewer
14. Outside of bird breeding season, complete maintenance of five impacted easements



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## goal 1

### Provide safe, reliable, high-quality water to each customer in a cost-effective manner

Strategy: Preserve existing assets and facilities while planning for future needs and demands by way of the Comprehensive Facilities Master Plan, the Urban Water Management Plan, annual capacity fee studies, and annual objectives

#### 2025 Calendar Year Objectives

#### Stretch Objectives

- Complete replacement of five additional valves beyond Objective 9
- Complete maintenance of three additional impacted easements beyond Objective 14

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## goal 2

**Provide wastewater collection and treatment services in an environmentally responsible manner, and produce and supply high-quality recycled water to irrigation customers in support of regional water conservation efforts**

Strategy: Expand development and implement widespread use of recycled water through the Sewer System Master Plan, the Urban Water Management Plan, and annual objectives

### 2025 Calendar Year Objectives

15. Complete construction of the Calle Barcelona, Village Park, and Summerhill recycled water pipelines
16. Commence construction of headworks rehabilitation at 4S Ranch Water Reclamation Facility (4S WRF)
17. Complete installation of second Digester Aeration Blower
18. Complete three new connections to recycled water system
19. Complete next phase of systemwide programmable logic controller upgrades at sewer lift stations

### Stretch Objective

- Complete two additional connections to the recycled water distribution beyond Objective 18

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## goal 3

### Operate Elfin Forest Recreational Reserve in the most cost-effective, safe, and environmentally responsive and service-oriented manner

Strategy: Work with community and local organizations to efficiently operate EFRR, utilizing grant funding and the Mount Israel Recreation Master Plan

#### 2025 Calendar Year Objectives

20. Investigate feasibility of incorporating QR codes to EFRR signage to increase accessibility; report findings to EFRR Executive Committee
21. Continue education program for elementary schools in partnership with the Escondido Creek Conservancy, providing at least 2,000 students with in-person field trips to EFRR
22. Utilize volunteer groups such as San Diego Mountain Biking Association and EFRR trail patrol for two trail maintenance/repair projects
23. Utilize volunteer groups to conduct two non-native plant removal projects
24. Participate in I Love a Clean San Diego Creek to Bay Cleanup event
25. Launch 19th annual photo contest
26. Install water bottle fill station at EFRR Staging Area to improve access for persons with disabilities
27. Utilize past Gold Spotted Oak Borer monitoring data to identify and treat problem areas, focusing on "high value" trees for treatment (e.g., 12"+ diameter, in aesthetically valuable area, etc.); target treatment of at least 150 trees

#### Stretch Objective

- Utilize volunteer groups for two additional maintenance or cleanup events at EFRR

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## goal 4

### Pursue alternative and renewable energy sources as a means of offsetting costs and energy charges, providing sustainability

Strategy: Work with local utility companies and regional partners on regional alternative energy-generating programs

#### 2025 Calendar Year Objectives

28. Progress plan to address new California Air Resources Board zero-emission vehicle requirements, including timeline, compliance, phasing, budgets, financing options, and exemption request; provide report to Facilities Committee
29. Continue partnerships with energy providers and third-party consultants to optimize energy costs



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## goal 5

### Provide a safe, healthful, and rewarding work environment which encourages communication as well as values employee participation and personal achievement

Strategy: Develop and implement workforce plans—including the staffing analysis, annual performance reviews, and team pledge—that identify more efficient methods to perform work, ensure critical work is performed, meet future workforce needs, enhance the ability to recruit a highly qualified and diverse staff, and develop employees to meet workforce demands

#### 2025 Calendar Year Objectives

30. Conduct departmental briefings with new board director prior to the end of March
31. Prepare the five-year staffing analysis succession planning document; present to Personnel Committee then to full board
32. Conduct review of staff turnover to evaluate if moving to the 65th percentile as midpoint of salary grades has reduced turnover; present to Personnel Committee
33. Conduct staff training on identifying areas for personal growth and establishing meaningful goals
34. Host a lunch-and-learn for staff related to financial planning for retirement
35. Hold a career day in partnership with neighboring agencies and junior colleges

#### Stretch Objective

- Achieve maximum amount of participation points under 2025-26 Special District Risk Management Authority's workers compensation credit incentive program

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## goal 6

### Exceed all federal, state, and local regulatory requirements for providing potable water, wastewater treatment, and recycled water

Strategy: Operate and maintain facilities to surpass regulations with a margin of safety to meet customer expectations

#### 2025 Calendar Year Objectives

36. Commence work on 2025 Urban Water Management Plan and complete long-range water demand projection
37. Per newly adopted water use efficiency regulations, identify existing commercial, industrial, and institutional (CII) water users at or above the supplier's 80th percentile and at the 97.5th percentile for CII water use
38. Continue interdepartmental Stormwater Pollution Prevention Plan committee to provide greater oversight for stormwater issues at headquarters; conduct four quarterly meetings
39. Commence replacement of two finished water quality instruments at DCMWTP
40. Initiate routine quarterly PFAS testing at DCMWTP
41. Submit formal request to Department of Drinking Water to reduce bac-t sampling frequency from daily to weekly

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## goal 7

### Minimize OMWD operational costs while maintaining a high level of customer service

Strategy: Continually seek grant funding and create programs that will offset costs

#### 2025 Calendar Year Objectives

42. Continue to pursue local, state, federal, and private grant funding to offset costs
43. Launch outreach campaign to raise customer awareness of My Water Use dashboard's leak alert feature
44. Increase customer use of online billing services, targeting 500 accounts newly enrolled in online payments
45. Identify and replace at least 1,000 underperforming meters to improve revenue recapture and reduce apparent water loss
46. Propose updates to Administrative and Ethics Code to address higher density development, meter sizing, and fines for unauthorized use

#### Stretch Objectives

- Achieve one or more new grant awards
- Add 500 new subscribers to the My Water Use dashboard

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## goal 8

**Maintain open communication and participation with the public through active conservation and educational programs, as well as continually seek customer input for informed decision-making**

Strategy: Conduct community and customer outreach and provide opportunities for public input and participation, utilizing strategies outlined in the Urban Water Management Plan and annual objectives

### 2025 Calendar Year Objectives

47. Partner with local businesses, vendors, and community organizations on an open house event
48. Achieve Special District Leadership Foundation's Transparency Certificate of Excellence and District of Distinction re-accreditation
49. Conduct review of Social Media Outreach Policy and recent changes in law; share results with Customer Outreach and Conservation Committee
50. Develop informational resources, including a webpage, related to AB 1572's ban on potable irrigation of non-functional turf
51. Conduct outreach campaign on the value of water
52. Enhance outreach promoting public facilities tours

### Stretch Objective

- Win award from California Special Districts Association, Association of California Water Agencies, California Water Environment Association, or other industry group



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## goal 9

**Ensure that financial plans, policies, and practices maintain the ability to construct, operate, and maintain all approved facilities including replacement funds for future needs**

Strategy: Review plans and implement necessary updates and enhancements through the use of the Long-Range Financial Plan and annual budget

### 2025 Calendar Year Objectives

53. Develop a policy on the frequency and methodology on adjustments to OMWD's water-related service fees
54. Review Pension Funding Plan to achieve the minimum targeted funded ratio set by the board and included in Pension Funding Policy
55. Implement third phase of water capacity fee increases
56. Complete fiscal years 2025 and 2026 mid-term budget review and propose adjustments to FY 2026 Operating and Capital Budget
57. Complete Annual Comprehensive Financial Report, audit, and single audit for Fiscal Year 2025
58. Review the operational experience of the 401(a) plan and 457(b) plans; report to Finance Committee
59. Review vacation and sick buy-back policies to comply with IRS rules; present findings to Finance Committee
60. Complete annual review of water rates and charges for 2026

### Stretch Objective

- Maintain expenses so as not to exceed the maximum pass-through increase

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## goal 10

### Plan and construct facilities to meet long-term water storage, treatment, transmission, and distribution needs

Strategy: Maintain coordinated master plans for all facilities based on condition and performance assessments and anticipated future needs

#### 2025 Calendar Year Objectives

61. Review and update the 10-year Capital Improvement Plan and incorporate near-term changes into mid-term budget adjustments

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## goal 11

### Establish programs and policies to develop alternative water supplies to serve existing and future customers

Strategy: Pursue recycled water, desalination, and conservation opportunities

#### 2025 Calendar Year Objectives

62. If grant funding is available from the federal government, secure Community Partner Funding agreement for \$959,752 and complete pilot test well installation and pump test; report progress and findings to board

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## goal 12

### Cultivate supportive and positive relationships with the federal, state, and local agencies that may impact OMWD operations

Strategy: Continue involvement and participation with partner agencies and organizations

#### 2025 Calendar Year Objectives

63. Work with SDCWA to advance OMWD's legislative proposal to amend Public Contract Code to raise the limit for public works bidding requirements to match other public agencies throughout California
64. Engage and influence legislators and policy groups to advance a state-administered low-income water rate assistance program
65. Present to board on OMWD's historic position on delta conveyance project
66. Continue efforts with statewide coalition to reintroduce and advance SB 366; report progress to Public Policy Committee
67. Complete Municipal Service Review with LAFCO
68. Continue participation on Municipal Service Review for water wholesalers in the region; report to Public Policy Committee on progress
69. Facilitate board tours of local supply development projects at other local water agencies