

# 2026 Strategic Plan



## table of contents

---

Introduction	3
Our Values	4
Our Vision	5
Our Mission	6
Our Goals	7
Potable Water	8
Recycled Water	9
Recreation	10
Sustainability	11
Employee Relations	12
Regulatory Requirements	13
Financial Management	14
Community Outreach	15
Financial Planning	16
Water Master Plan	18
Water Reliability	19
Government Relations	20

## 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

*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

---

### *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

### *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.

Potable  
Water

Recycled  
Water

Recreation

Sustainability

Employee  
Relations

Regulatory  
Requirements

Financial  
Management

Community  
Outreach

Financial  
Planning

Water  
Master Plan

Water  
Reliability

Government  
Relations

## 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

#### 2026 Calendar Year Objectives

1. Conduct large diameter flow meter calibrations at David C. McCollom Water Treatment Plant
2. Enhance experience of in-house staff by completing the replacement of 15 valves in support of the Valve Replacement Project
3. Commence refurbishment of the raw water equalization tanks at DCMWTP
4. Complete construction of FY 26 Cathodic Protection Improvements Project
5. Outside of bird breeding season, complete maintenance of five impacted easements
6. Progress DCMWTP basin rehabilitation program; commence procurement to pre-qualify contractors
7. Develop policy for third-party fire protection services and present to Safety Committee

#### Stretch Objectives

- Complete maintenance of three additional impacted easements beyond Objective 5
- Complete replacement of five additional valves beyond Objective 2

Potable  
Water

Recycled  
Water

Recreation

Sustainability

Employee  
Relations

Regulatory  
Requirements

Financial  
Management

Community  
Outreach

Financial  
Planning

Water  
Master Plan

Water  
Reliability

Government  
Relations

## 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

### 2026 Calendar Year Objectives

8. Commence next phase of Programmable Logic Controller Upgrades at 4S Ranch Water Reclamation Facility
9. Replace scum boxes at the 4S WRF clarifiers
10. Complete three new connections to recycled water distribution system
11. Complete Del Dios Sewer Pump Station Surge Analysis Study
12. Progress construction of headworks rehabilitation at 4S WRF to install new equipment

### Stretch Objective

- Complete two additional connections to the recycled water distribution beyond Objective 10

Potable  
Water

Recycled  
Water

Recreation

Sustainability

Employee  
Relations

Regulatory  
Requirements

Financial  
Management

Community  
Outreach

Financial  
Planning

Water  
Master Plan

Water  
Reliability

Government  
Relations

## 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

#### 2026 Calendar Year Objectives

13. 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
14. Utilize volunteer groups such as San Diego Mountain Biking Association and EFRR trail patrol for two trail maintenance/repair projects
15. Utilize volunteer groups to conduct two non-native plant removal projects
16. Participate in I Love a Clean San Diego Creek to Bay Cleanup event
17. Complete 19th annual photo contest and launch 20th annual photo contest
18. 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
19. Replace all end-of-life carsonite trail markers throughout EFRR's trail system
20. Complete design of grant-funded parking lot expansion project

#### Stretch Objective

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

Potable  
Water

Recycled  
Water

Recreation

Sustainability

Employee  
Relations

Regulatory  
Requirements

Financial  
Management

Community  
Outreach

Financial  
Planning

Water  
Master Plan

Water  
Reliability

Government  
Relations

## 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

#### 2026 Calendar Year Objectives

21. Evaluate new energy management programs to identify new savings opportunities (Solar Shadow or similar); provide update to Facilities Committee
22. Continue working with CARB to secure exemptions for emergency response vehicles; provide update to Facilities Committee

Potable  
Water

Recycled  
Water

Recreation

Sustainability

Employee  
Relations

Regulatory  
Requirements

Financial  
Management

Community  
Outreach

Financial  
Planning

Water  
Master Plan

Water  
Reliability

Government  
Relations

## 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

#### 2026 Calendar Year Objectives

23. Provide sexual harassment prevention training for employees and supervisors as required by state law
24. Negotiate a new Memorandum of Understanding with the employee bargaining unit representatives; present to board for approval
25. Conduct salary survey as negotiated in the MOU; present to Personnel Committee, then to full board
26. Prepare the five-year staffing analysis succession planning document; present to Personnel Committee, then to full board
27. Conduct defensive driving safety training for district drivers
28. Create an artificial intelligence policy for employees, consultants, and contractors; present to board for consideration and approval

Potable  
Water

Recycled  
Water

Recreation

Sustainability

Employee  
Relations

Regulatory  
Requirements

Financial  
Management

Community  
Outreach

Financial  
Planning

Water  
Master Plan

Water  
Reliability

Government  
Relations

## 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

#### 2026 Calendar Year Objectives

29. Submit 2025 Urban Water Management Plan to DWR by the July 1, 2026 deadline
30. Monitor customer demands and implement conservation measures, if needed, to ensure compliance with water use objective established in AB 1668/SB 606 (2018) by the January 1, 2027 deadline; report to board on progress
31. Begin the Commercial, Industrial, and Institutional classification process per water use efficiency requirements in advance of the June 2027 deadline
32. Begin CII large landscape identification process (.5-acre or more without a dedicated irrigation meter) per SWRCB WUE requirements in advance of the June 2027 deadline
33. Begin collecting data on Geoviewer's new leak module to comply with the SWRCB new leak registry regulations
34. Complete installation of a backup disinfection compliance analyzer at DCMWTP
35. Continue lead service line inventory per regulatory requirement and record results in Geoviewer
36. Complete 4S WRF Title 22 Engineering Report update
37. Submit Notice of Non-Applicability to declassify OMWD headquarters from the State Industrial General Permit for stormwater
38. Continue interdepartmental Stormwater Pollution Prevention Plan committee to provide greater oversight for stormwater issues at headquarters; conduct four quarterly meetings

#### Stretch Objective

- Receive approval of Notice of Non-Applicability to declassify headquarters from State Industrial General Permit for stormwater

Potable  
Water

Recycled  
Water

Recreation

Sustainability

Employee  
Relations

Regulatory  
Requirements

Financial  
Management

Community  
Outreach

Financial  
Planning

Water  
Master Plan

Water  
Reliability

Government  
Relations

## 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

#### 2026 Calendar Year Objectives

39. Continue to pursue local, state, federal, and private grant funding to offset costs
40. Conduct review of customer leak adjustment policy; share results with board
41. Identify and replace at least 1,000 underperforming meters to improve revenue capture and reduce apparent water loss
42. Increase customer use of online billing services, targeting 500 accounts newly enrolled in online payments
43. Explore alternatives for recycled water in the Southeast Quadrant; report findings to Facilities Committee

#### Stretch Objectives

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

Potable  
Water

Recycled  
Water

Recreation

Sustainability

Employee  
Relations

Regulatory  
Requirements

Financial  
Management

Community  
Outreach

Financial  
Planning

Water  
Master Plan

Water  
Reliability

Government  
Relations

## 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

### 2026 Calendar Year Objectives

44. Partner with local businesses, vendors, and community organizations on water conservation-related workshop
45. Launch outreach campaign to raise awareness of private-side water related household maintenance, including pressure regulators, water heaters, and irrigation efficiency
46. Achieve Special District Leadership Foundation's District of Distinction re-accreditation at Platinum level
47. Partner with local conservancy group to host a native plant workshop to advance water conservation

### Stretch Objective

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

Potable  
Water

Recycled  
Water

Recreation

Sustainability

Employee  
Relations

Regulatory  
Requirements

Financial  
Management

Community  
Outreach

Financial  
Planning

Water  
Master Plan

Water  
Reliability

Government  
Relations

## 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

### 2026 Calendar Year Objectives

48. Complete biennial Operating and Capital Budget for Fiscal Years 2027 and 2028
49. Complete Annual Comprehensive Financial Report, audit, and single audit for Fiscal Year 2026
50. Issue a request for proposals for year-end financial audit services starting with Fiscal Year 2027
51. Complete debt issuance to finance Wastewater capital projects as recommended in Cost of Service Study
52. Develop a plan to address any findings identified in third-party cybersecurity audit and bring to board for consideration, approval, and funding in Fiscal Year 2028 budget
53. Review the recent rate case results of City of San Diego and LADWP with the General Counsel and rate consultants; brief the board based on this comprehensive review, incorporating all issues at hand in California, including current ACWA efforts and other regional member agency efforts
54. Complete annual review of water rates and charges for 2027
55. Implement wastewater, capacity fee, and water-related fee increases for 2026
56. Continue insurance captive investigation for the next cost-of-service study, including consultations with specialized brokers and attorneys, and report findings to the Insurance Committee; if action is recommended by the committee, bring to full board for consideration

Potable  
Water

Recycled  
Water

Recreation

Sustainability

Employee  
Relations

Regulatory  
Requirements

Financial  
Management

Community  
Outreach

Financial  
Planning

Water  
Master Plan

Water  
Reliability

Government  
Relations

## goal 9

57. Review the safety, liquidity, and returns of the OMWD portfolio compared to current legal requirements for public agency investments with the Finance Committee, evaluating any adjustments to strategy that could increase market return without jeopardizing the safety or liquidity of OMWD investments; bring any adjustments to strategy or financial policies recommended by the committee to the full board for consideration

### Stretch Objective

- Maintain year-to-year operations & maintenance controllable cost increases not to exceed CPI

Potable  
Water

Recycled  
Water

Recreation

Sustainability

Employee  
Relations

Regulatory  
Requirements

Financial  
Management

Community  
Outreach

Financial  
Planning

Water  
Master Plan

Water  
Reliability

Government  
Relations

## 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

#### 2026 Calendar Year Objectives

58. Review and update the 10-year Capital Improvement Plan to support Fiscal Years 2027 and 2028 budget; present to Facilities Committee
59. Complete Train 9 membrane replacements at DCMWTP
60. Finish construction on the Tank Safety Project
61. Commence construction of Palms Reservoirs Replacement Project
62. Complete design of Dusty Trail Pipeline Replacement Project

Potable  
Water

Recycled  
Water

Recreation

Sustainability

Employee  
Relations

Regulatory  
Requirements

Financial  
Management

Community  
Outreach

Financial  
Planning

Water  
Master Plan

Water  
Reliability

Government  
Relations

## 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

#### 2026 Calendar Year Objectives

63. 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

Potable  
Water

Recycled  
Water

Recreation

Sustainability

Employee  
Relations

Regulatory  
Requirements

Financial  
Management

Community  
Outreach

Financial  
Planning

Water  
Master Plan

Water  
Reliability

Government  
Relations

## 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

#### 2026 Calendar Year Objectives

64. Develop plan with SDCWA Voting and Governance Structure Committee to address SDCWA governance issues at the legislative level; if the committee recommends action in the 2026 legislative session, bring plan for approval to the full board
65. Review findings of LAFCO's SDCWA Municipal Service Review with board
66. Review findings of LAFCO's OMWD Municipal Service Review with board
67. Complete negotiations on three-party recycled water agreement with Vallecitos WD and the City of Carlsbad
68. Coordinate with County of San Diego Registrar of Voters on board filings for the 2026 election
69. Continue to engage and influence legislators and policy groups to oppose the development of a low-income water rate assistance program that lacks a state or federal funding source and that is administratively burdensome to OMWD
70. Continue to engage and influence legislators and policy groups to advocate for exemptions to zero-emission vehicle requirements for emergency response vehicles