

CITY OF
OCEANSIDE
WATER UTILITIES DEPARTMENT

STRATEGIC PLAN 2020





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**MESSAGE
FROM THE
Water
Utilities
Director**

Oceanside residents, businesses and the agricultural community have come to rely on the utility services provided by the City of Oceanside for over 130 years.

In the beginning, the farming community relied on the Oceanside Water Company's supply of local San Luis Rey River water in addition to wells in the valley and, as the community grew, more expansions of the water system followed. When salt water intrusion later threatened local groundwater supplies, the City was one of the first agencies to join the San Diego County Water Authority to make Colorado River water supplies available. Since that time, the Department has managed through other challenges such as drought and water restrictions, which necessitated thinking differently about water supplies. Today, as we embark on some of the most challenging projects for the utility such as Pure Water Oceanside and a major expansion of the recycled water system, it is more important than ever that each of us understands how we can be leaders within the utility by innovating, working together and finding solutions as conditions change.

With that in mind, it is my pleasure to present the 2020 Water Utilities Strategic Plan. The Plan provides us with a roadmap to steer our work so that we are always heading in the same direction, prioritizing our decision making and leading the way with our daily actions. This ultimately translates into spending ratepayer dollars wisely and providing value to the community. I am pleased that so many of our employees and stakeholders participated in the development of the Plan, which ultimately provides us with a guide to delivering reliable utility services into 2020 and beyond.

We are an organization that is valued for its mission-driven culture and outstanding customer service and the goals contained within the Strategic Plan speak to these ideals. Our Strategic Goals include:

- › To develop and retain engaged employees and to attract top-level talent to join our high-performing team
- › To ensure financial stability and economical utility services for Oceanside ratepayers
- › To enhance engagement, convey the value of our services, and foster trust internally and externally
- › To prioritize and proactively address the needs of new and aging infrastructure and technologies
- › To protect and preserve natural resources and pursue beneficial reuse
- › To optimize the use of technology to improve efficiency, data-driven decision-making and customer interface options

The services delivered to the community by the Oceanside Water Utility Department are vitally important – they support a thriving downtown, a vibrant agricultural area as well as meet the needs of the many residents and businesses that call Oceanside home. The Department has a long established history of providing quality utility services to the Oceanside community and it is an honor and a privilege to guide the Water Utilities Department into the next decade, building upon the work completed in the past as well as preparing for the challenges ahead. I look forward to working with each of you to implement the 2020 Strategic Plan.

CARI DALE
Water Utilities Director





INTRODUCTION

The City of Oceanside Water Utilities Department (Department) initiated a strategic planning process in September 2019 to update its organizational vision and develop a framework for guiding the organization into the future. The strategic framework presented in this document will help guide investment, allocate resources, and provide a structure for annual strategy reviews to ensure that long-term goals and objectives are achieved.

PROCESS

The Department's strategic planning process was designed to ensure:

- › A shared vision of the Department's ultimate goals. Organizations driven by clear purposes and shared values have a greater capacity to succeed than those that are not.
- › A collective understanding of the available resources, the environment, and the principles upon which strategies will be based.
- › Acceptance of the direction and urgency of the strategic and operating plans, which will be integrated into the way the Department is operated on a day-to-day basis.
- › **Stakeholder Input:** Input was obtained from the Department's leadership team, employees, and external stakeholders through a combination of interviews, an online employee survey with more than 75 responses, and focus groups.
- › **Foundation Workshop:** A Core Strategic Planning Team (Core Team), consisting of members of the Department's senior management, met to consider the stakeholder input and to draft the organization's vision, values, mission, and goals.
- › **Strategy Workshop:** The Core Team reviewed the strategy and measure input from the stakeholder engagement exercises and then made preliminary decisions concerning the content to be included in the final plan.
- › **Core Team Review:** After documentation of the Strategy Workshop results, the Goal Teams and the Core Team reviewed and revised, as necessary, the elements of the Department's strategic plan.

To achieve these conditions for success, the Department's strategic planning process involved input from a broad group of internal and external stakeholders and consistent communications of the Department's vision, mission and overall strategic plan, both internally and externally. Major elements of the process included:

ENVIRONMENTAL SCAN

The Department’s operating environment was documented through:

- › Analysis of community demographics and other external influences (Community Profile)
- › Considerations of stakeholder input, key industry trends, and their potential impact on the organization
- › The organization’s strengths, opportunities, aspirations, and results (SOAR)

COMMUNITY PROFILE

Situated along the iconic Southern California coast, the City of Oceanside (City) is a thriving and diverse community. The ocean and coastal ecosystem play an important role in residents’ daily lives, underpinning the City’s eclectic culture.

OCEANSIDE CULTURE

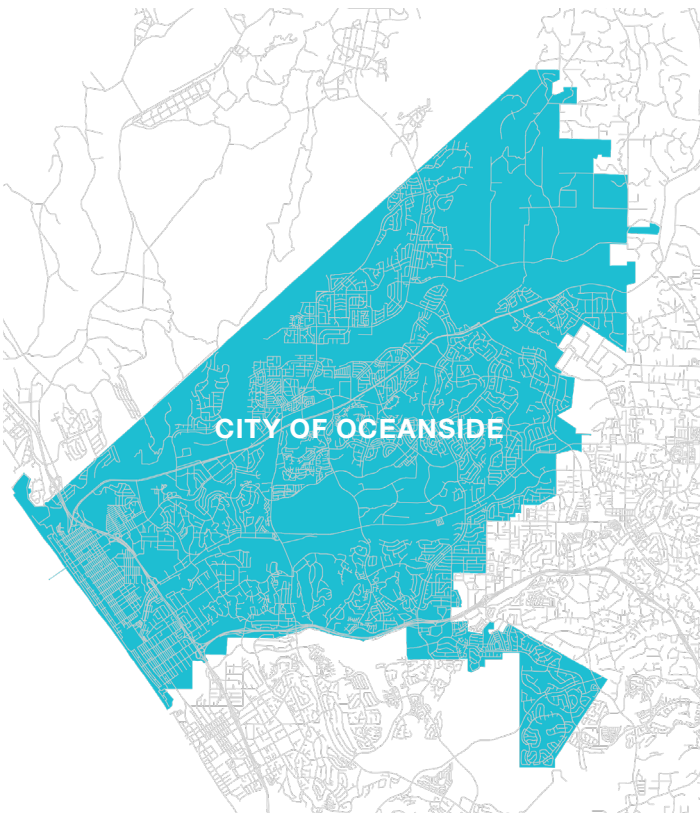
Oceanside brings together seaside recreation, historic churches, and artistic neighborhoods in a City with a small-town feel. The City has historically been known for its bohemian surf culture, contributing to its authentic, down-to-earth reputation. Known for its particularly scenic ocean sunsets, tourists are drawn to surfing and beach activities. The City’s San Luis Rey Valley has produced most of the surfboards used in the United States. Mission San Luis Rey de Francia, “The King of the Missions,” is a major historical landmark and the largest of the California missions. Like other historic churches in the City, including the Prince of Peace Abbey and the Rosicrucian Fellowship Church, the Mission continues to serve an active parish while attracting visitors to learn about its unique architecture and history. Camp Pendleton, an active Marine Corps base founded in 1942 and one of the largest Marine bases in the country, is also an important contributor to Oceanside’s history and community. Oceanside’s diverse citizens and distinctive culture is mirrored in a vibrant local art

scene. Visual art lovers seek out the Oceanside Museum of Art and downtown’s many murals, which helped the City earn one of only 14 California Cultural Distinction designations in 2017.

GROWTH & REVITALIZATION

The City has revitalized its downtown in recent years as non-profit organizations like Mainstreet Oceanside have helped organize local businesses. Known for its colorful urban landscape, which includes everything from military surplus stores to skateparks, Oceanside has plans for further downtown development, including new apartment buildings to house its growing population.

Oceanside’s coastal climate, proximity to San Diego, and local job opportunities have attracted steady growth over the past decade with the population reaching an estimated 176,080 people in 2018, according to the US Census Bureau. The City’s median household income was \$61,778, according to the 2017 census, as compared to the state of California’s median household income of \$67,169. Currently, the City’s top employers include several tech companies—Genentech Pharmaceuticals, Hydranautics, and Gilead Sciences are among the largest—and industrial growth has played a major role in the City’s economy.



SUSTAINABILITY IN OCEANSIDE

Sustainable living is highly valued in Oceanside and is enhanced by close partnership with local farmers. Farmers grow fruits and vegetables which, in addition to being sold at local markets, contribute to the growing trend of agritourism and an interest in farm-to-table cuisine. Green Oceanside, a Department-run program to encourage sustainable living, embraces other areas of environmental sustainability by promoting everything from recycling initiatives to stormwater pollution prevention.

While much of the City's economy is based on the ocean itself, fresh water is in high demand. Agriculture and biotechnology companies are water-intensive, and, like other communities in Southern California, Oceanside faces high cost to provide clean drinking water. The City has a strong history of finding cutting edge solutions to this challenge. The Department will continue to play a role in facilitating innovation through collaboration and by leveraging available technology.

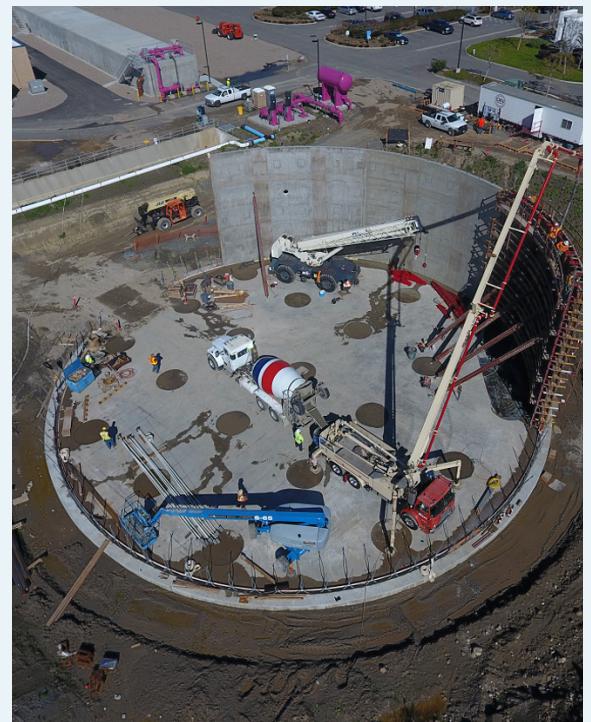
To ensure a reliable water supply for its growing service area, the Department operates two treatment plants. The Robert A. Weese Water Filtration Plant, which provides the bulk of the City's water supply, uses direct filtration to treat up to 25 million gallons per day of surface water, while the Mission Basin Groundwater Plant provides 15% of the City's water supply using reverse osmosis technology to remove salt and minerals from brackish groundwater. As growth continues, Oceanside is planning ahead.

DEVELOPMENT OF AGRITOURISM

Agriculture has long been an important part of the regional economy of Southern California. However, this sector is increasingly pressured by economic and environmental changes. Economic growth has led to more development, which, in turn, has led to rising property values and heightened demand for land that might otherwise be used for farming. Meanwhile, water rates continue to increase, driven by stringent regulatory demands and scarce supply. Water-intensive industries, such as biotechnology, have increasingly put heavy demands on a scarce supply. Water scarcity has always been an economic driver in Southern California, but as climate change has led to more extreme droughts, water conservation is more of a priority than ever.

Farmers have turned to innovative water-saving technologies to stay in business. Agritourism—tourism based around farming—has received much local interest as a way to increase tourism while providing additional revenues to local farms. As more visitors seek out authentic and less commercialized travel experiences, agritourism seems poised to become a growing trend in the City.

The City will likely continue to find new and inventive ways of supporting and sustaining its historic industries and its diverse community. The Department is committed to supporting this resiliency and adaptiveness—part of what makes Oceanside a special place to live and to visit.



ROLE OF DESALINATION

Because of the region's arid climate, most communities in Southern California draw significant portions of their water supply from federal- and state-run water projects. In response to prolonged droughts in recent years, several cities have made efforts to diversify their water portfolios.

In addition to recycled water, utilities across California use desalination technology to transform brackish water into fresh water. As of the summer of 2019, 10 new plants were proposed in California, which would add to the 11 already operating across the state. One of the most famous desalination plants, located just south of Oceanside, is the Claude "Bud" Lewis Carlsbad Desalination Plant. As the largest desalination facility in North America, the Carlsbad Plant is responsible for about 10% of the region's fresh water supply; however, desalination technology is energy-intensive, and some see the technology as a threat to coastal ecosystem health. The San Diego County Water Authority had planned to construct a seawater desalination plant at Camp Pendleton, but high permitting costs, including the cost of environmental assessment, have put a halt to the project.

The City is approaching desalination at a smaller scale. The City has received a \$2.6 million federal grant to add two new wells to its Mission Basin Groundwater Purification Facility, which pumps water from the Mission Basin Aquifer in the San Luis Rey Valley. The \$10.4 million project will increase supply while also adding a "brine optimization" facility to extract even more fresh water from the plant's eight existing wells, which helps move the City towards greater water independence and a lessened reliance on imported water.



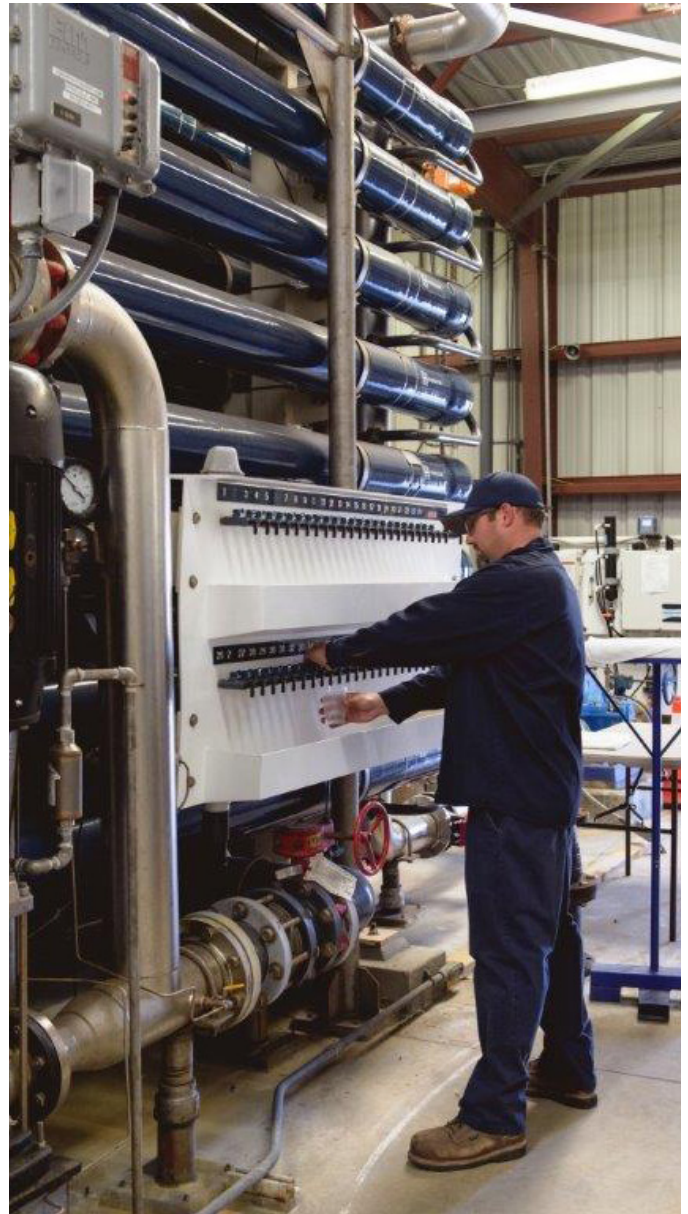
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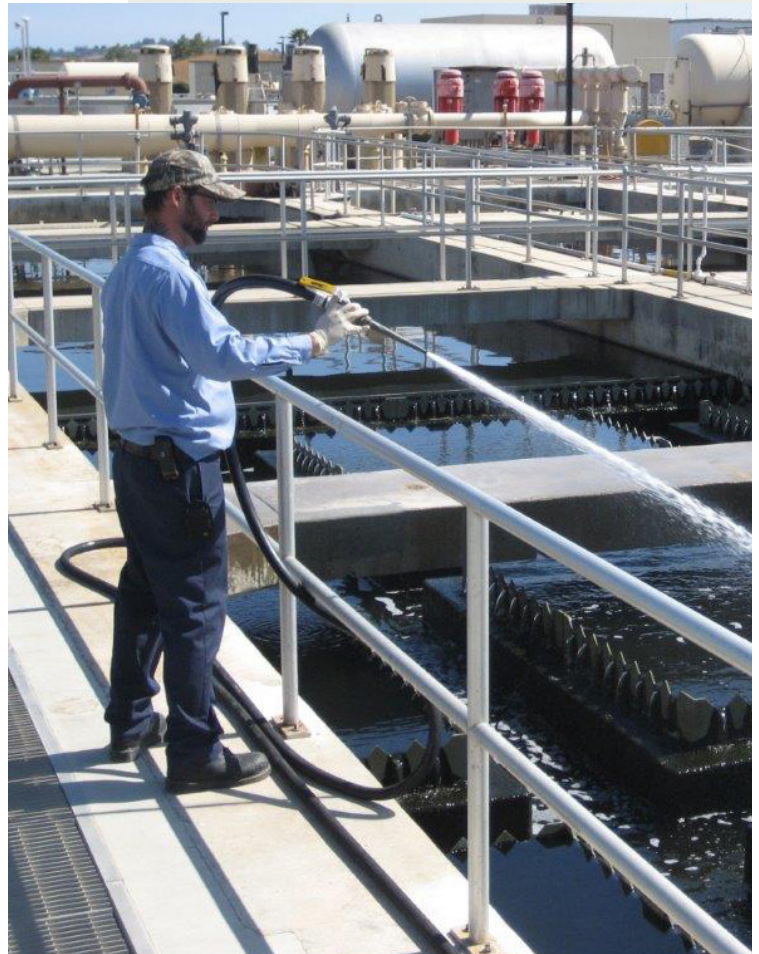
federal grant to add two new wells to its Mission Basin Groundwater Purification Facility



INDUSTRY TRENDS AND LOCAL CONTEXT

The services provided by the Department are central to ensuring the City's sustained vitality. To achieve continued success, the City must address several national and state-wide trends of particular significance for the organization as it works to update and implement its strategic plan. These include meeting future regulatory requirements, changes in resident behaviors, and growing concerns about the impact of global climate change. These, and other challenges, must be considered to adequately plan for the organization's future.

Key trends, expectations for the future, and potential Department responses, many of which are embodied in the strategic plan and/or will be addressed in implementation plans, are presented on the following pages.



TREND #01

POPULATION

CURRENT SITUATION

2018 census data puts the City of Oceanside's population at 176,080, an increase of approximately 10,000 people since 2010. The Oceanside City Council has recently approved zoning changes that allow for increased density in the downtown area, and several hotels are under construction, which increases the non-residential population. Growth and development are expected to continue, which may impact capacity requirements and require additional water supply. Homelessness is a regional issue, and utility service affordability is and will continue to be a concern for some parts of the population.

POTENTIAL DEPARTMENT RESPONSES

- › Conduct contingency planning for different growth scenarios
- › Support smart development and align growth with existing infrastructure
- › Ensure continued financial strength in case bill delinquency increases



2018 Census data puts the City of Oceanside's population at 176,080, an increase of approximately 10,000 people since 2010.



TREND #02

THE OPERATING ENVIRONMENT

CURRENT SITUATION

Oceanside customers, businesses, and industries expect safe, reliable drinking water that is cost-effective when compared to local and regional peer agencies. When customers or stakeholders contact the Department, responses are expected to be timely, accurate, and courteous. Local elected officials are supportive of the Department and its environmental initiatives, but the political climate at the state level is shifting, and the Department has had to respond to conflicting policies in recent years.

The Department has a significant capital improvement program, including advanced water treatment and recycled water, as well as future operational costs due to expanded infrastructure. To minimize the impact of this program, the Department is aggressively pursuing grants and low interest loans as well as proposing a two-year rate increase. The Department is also working to shift its source water portfolio, which will ensure that customer rates are spent locally, rather than paying for supply from an outside agency.

POTENTIAL DEPARTMENT RESPONSES

- › Ensure preparation and flexibility to meet new operational requirements
- › Be proactive in engaging stakeholders and sharing the utility's message
- › Elevate communication of the services provided both behind the scenes and where customers interact with the Department
- › Educate new employees on customer service expectations and improve internal communications so that everyone can speak to the Department's focus areas
- › Continue to aggressively pursue low-cost financing



TREND #03

ENVIRONMENTAL IMPACTS

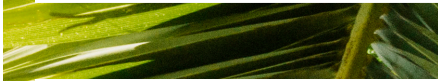
CURRENT SITUATION

Like public agencies across the nation, the Department faces increased regulation and enforcement on all sides, though the Department currently complies with all applicable regulatory requirements. New permit regulations are anticipated, particularly relating to ocean outfalls, reuse nitrogen levels, and stormwater. Additionally, the Department is conducting coastal hazards planning to recognize the potential impacts to infrastructure and increase mitigation efforts.

The Department has many sustainability initiatives underway, such as solar panel installation, and has worked to implement policies and programs that reduce waste streams. The Department is implementing organics recycling for commercial customers and plans to capture energy from food slurry in response to future (2022) regulations for the residential food waste recycling system, in support of the City's strategic goal of meeting a 75% waste diversion rate by 2020. The state of California supports (through grants, loans, etc.) multi-benefit projects.

POTENTIAL DEPARTMENT RESPONSES

- › Be mindful of regulations being applied in other parts of the state as these could become future requirements for the Department
- › Continue upgrading infrastructure to comply with regulatory requirements
- › Continue partnering with regional organizations, regulators, and NGOs to influence policy and set priorities
- › Look for visible opportunities to demonstrate the Department's sustainability focus (e.g., electrify the fleet)



TREND #04

WORKFORCE

CURRENT SITUATION

Internal and external stakeholders praised the Department's experienced workforce and forward-looking leadership, and many employees cited the Department's culture as a significant strength. As technology advances, the skillsets required by the Department are changing, which impacts both recruitment and employee training activities. Due to retirements and competition from local agencies for qualified staff, approximately 45% of the organization has less than five years of tenure. Because recruiting specialized staff can be time-consuming, knowledge transfer windows are often abbreviated or missed. As a result, the Department has utilized contractors and temporary staff while waiting to fill vacant positions—a trend that is expected to continue.

POTENTIAL DEPARTMENT RESPONSES

- › Ensure that organizational knowledge is captured and transferred effectively
- › Communicate the benefits and job flexibility available through the City
- › Continue to focus on formal and informal training to develop employee skills and competencies and provide internal advancement opportunities
- › Support mentoring and coaching opportunities

TREND #05

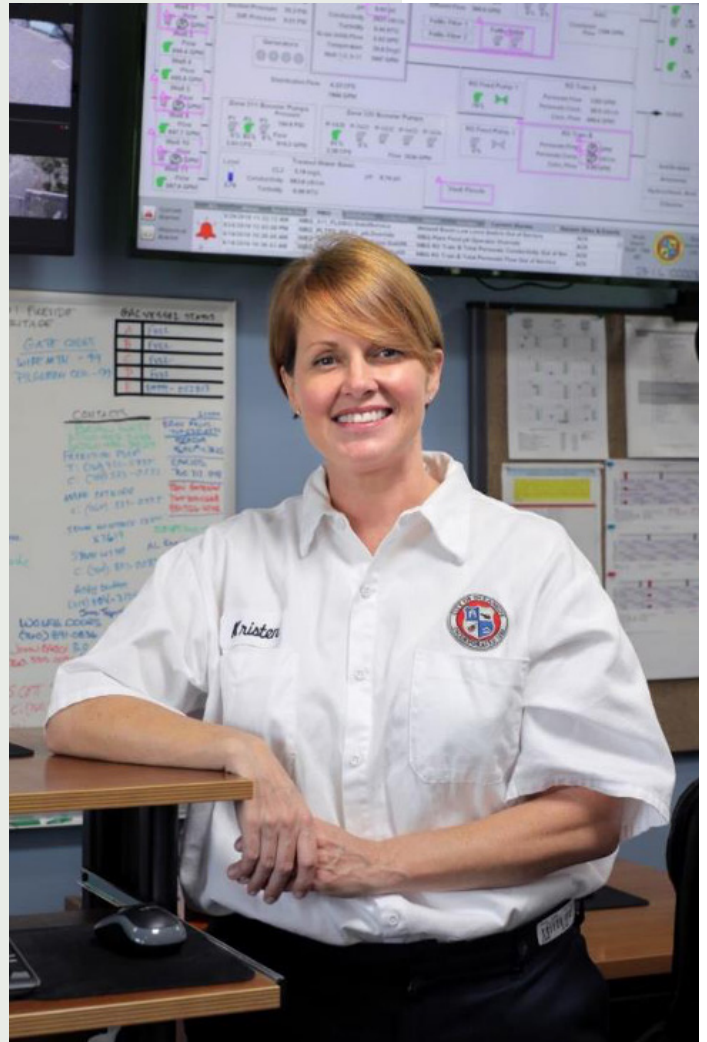
TECHNOLOGY

CURRENT SITUATION

As referenced previously, the City's population is increasing, and residents are technologically savvy. The Department relies on the City's Information Technology group for support and has several significant technology projects underway, including upgrades for the supervisory control and data acquisition (SCADA) system and installation of automated metering infrastructure (AMI). Employees are committed to developing solutions, and contractors are available when needed to optimize data and process outputs. Data from the mobile field technology, Lucity, will increasingly be used to develop predictive maintenance plans and make better overall real-time decisions, and technology will continue to provide options for increased customer engagement and higher service levels.

POTENTIAL DEPARTMENT RESPONSES

- › Incorporate technology needs into new hire position descriptions
- › Ensure appropriate training for operators who will use new technology
- › Ensure technology redundancies for continuity of operations and emergency management



TREND #06

INCREASED RISK PROFILE

CURRENT SITUATION

The Department's service area is susceptible to natural disasters, including wildfires, earthquakes, drought, and flooding. The Department is part of the first round of utilities nationally to address America's Water Infrastructure Act, which will require a vulnerability assessment to be completed by March 30, 2020. Trespassing has led to increased facility security, and growth is expected to continue, which increases the impact of natural disasters. From a climate risk perspective, alternating wet and dry cycles are expected to occur to a greater extent in the future, which will strain the local and regional water supply.

POTENTIAL DEPARTMENT RESPONSES

- › Continue to integrate SCADA with security systems
- › Review continuity of operations plans and address gaps
- › Leverage data to maximize asset security
- › Continue to focus on increasing local water supply with a target of 50% local supply by 2030
- › Continue disaster training and communicate response plans

STRENGTHS OPPORTUNITIES ASPIRATIONS RESULTS



Strengths provided input into the development of a vision and mission that build upon what the organization does extremely well. When prioritized, these included the Department's:

- › Organizational culture and teamwork
- › Forward-thinking leadership
- › Strong track record of solving complex problems
- › Focus on sustainability, product quality, and regulatory compliance
- › Stakeholder support and community partnerships



Opportunities helped the Core Team develop strategies to identify and explore innovative approaches to meeting future needs. Major opportunities fell into the categories of:

- › Workforce
- › Finance
- › Outreach and communication
- › Infrastructure
- › Sustainable resource management
- › Technology



Aspirations focused on the expectations or hopes of internal and external stakeholders. The Department's most compelling aspirations are to be known for:

- › Being an employer of choice
- › Outstanding, transparent, and proactive public outreach
- › Reliable service and infrastructure
- › Excellent internal communication and information sharing
- › Its mission-driven culture



Results help to determine the Measures of strategic progress. Some of the most significant indicators for strategic progress include:

- › Regulatory compliance
- › Employee development
- › Environmental footprint reduction
- › Infrastructure reliability and resiliency
- › Technology optimization and integration

The Department utilized a strengths, opportunities, aspirations, and results (SOAR) analysis to form the basis of its strategic plan. This technique, known as appreciative inquiry, is part of the environmental scan and provided valuable input to the strategic plan development process in the following manner.



STRATEGIC DIRECTION



This strategic plan serves as a blueprint for future decision-making. Furthermore, this plan provides a structure by which annual strategic reviews can be accomplished to ensure that goals and objectives retain their relevance over time. By laying out a course of action, this plan represents a disciplined process for making the fundamental decisions that will shape the Department's future.

The strategic plan contains the organization's vision, mission, values, goals, measures, and strategies. It addresses the Department's current challenges and helps to ensure continued success in operations and the management of resources and assets.



This strategic plan serves as a blueprint for future decision-making.

VISION

Ultimately, implementation of this plan will enable the Department to achieve its desired future state as articulated in its vision, which is:

To be a leader in sustainable utilities, valued for our innovation, employee engagement, and proactive public education

MISSION

The mission describes the organization's purpose and role within the service area. After carefully considering these factors, the Core Team stated:

We protect public health and the environment by providing reliable, cost-effective, and sustainable utility services with dedicated, forward-thinking employees

VALUES

The Core Team considered the Department's most deeply held beliefs that it would like every member of the organization to embrace. Those organizational values were then organized in the following value statement:

We are committed to serving our community with:

- › **Integrity:** Doing the right thing
- › **Teamwork:** Working together to accomplish common goals
- › **Accountability:** To each other and our customers
- › **Stewardship:** Using our resources wisely
- › **Adaptability:** Finding solutions as conditions change

GOALS



Goals represent the most important issues that must be addressed to achieve the Department's desired future. Comments relating to each are presented below.



Workforce

To develop and retain engaged employees and attract top-level talent to join our high-performing team.

A high-performing workforce requires individuals who are skilled and dedicated. Accordingly, we will focus on developing, motivating, and retaining our exceptional team while also building on our success and culture by attracting talented employees.



Finance

To ensure financial stability and economical utility services for Oceanside ratepayers.

We are committed to effectively managing our expenses and seeking additional revenue streams to meet the utility's long-term financial needs, thereby ensuring that our financial resources are utilized efficiently and responsibly.



Communication and Outreach

To enhance engagement, convey the value of our services, and foster trust internally and externally.

We recognize the importance of both internal and external engagement and showing genuine interest in listening to the needs of our communities and solving problems. We are proud to play a vital role in the health and sustainability of Oceanside.



Infrastructure

To prioritize and proactively address the needs of new and aging infrastructure and technologies.

As regulatory requirements evolve, the population continues to grow, and critical infrastructure ages, we will be prepared with proactive, efficient infrastructure and technology management.



Sustainable Resource Management

To protect and preserve natural resources and pursue beneficial reuse.

We will continue to make substantial investments to preserve the water environment and encourage wise consumption of scarce resources while also implementing beneficial reuse projects, such as recycled water and composting.



Technology

To optimize the use of technology to improve efficiency, data-driven decision-making, and customer interface options.

Effective use of technology is an integral part of ensuring our success as a resilient service provider—from managing our infrastructure to interacting with our customers. As such, we are focused on continuous improvement and understanding how we can better meet the needs of various stakeholders.

MEASURES AND STRATEGIES

Measures define accomplishments for each goal, and strategies are key resource allocations that should be made over the next several years. These critical elements of the strategic plan as well as the vision, values, mission, and goals are presented on the strategic framework on the following page.

STRATEGIC FRAMEWORK

VISION

To be a leader in sustainable utilities, valued for our innovation, employee engagement, and proactive public education

MISSION

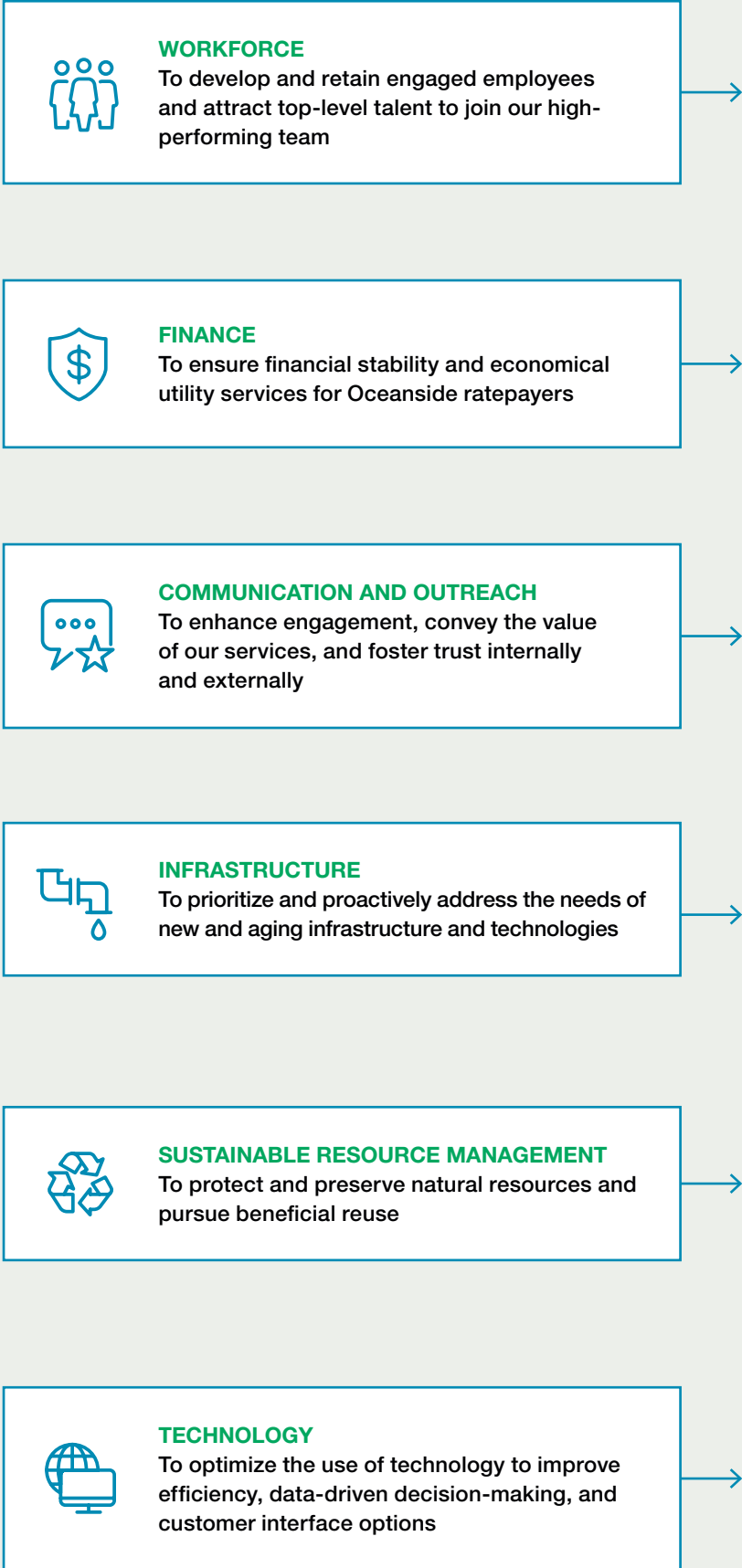
We protect public health and the environment by providing reliable, cost-effective, and sustainable utility services with dedicated, forward-thinking employees

VALUES

We are committed to serving our community with:

- Integrity**
Doing the right thing
- Teamwork**
Working together to accomplish common goals
- Accountability**
To each other and our customers
- Stewardship**
Using our resources wisely
- Adaptability**
Finding solutions as conditions change

GOALS



MEASURES

STRATEGIES

1. Increase the ratio of internal promotions versus external hires for non-entry-level employees
2. Increase qualified applicants for publicly posted, journey-level positions
3. Increase the number of employees with more than five years of tenure at Oceanside

1. Prepare employees to compete for promotional opportunities
2. Develop a utility-specific recruitment program
3. Enhance the employee recognition program

1. Maintain water and sewer rates at or below the county median
2. Be within operating budget for all divisions at year end
3. Maintain or improve bond rating

1. Pursue operational efficiencies to improve effectiveness
2. Systematically seek grants, alternative revenues, and low-cost financing opportunities
3. Audit the utility's meter-to-cash process

1. Develop baseline data for customer satisfaction and understanding by 2021 with a 20% increase by 2024
2. Increase the number of customer interactions across all platforms by 2024

1. Develop and implement an internal communications and engagement plan
2. Develop and implement an external communications and engagement plan
3. Engage with public utility industry organizations and non-profit groups

1. Decrease the number of infrastructure failures annually per 100 miles of pipe
2. Annually increase the percentage of revenue water over prior year
3. Increase the ratio of preventative maintenance to reactive maintenance

1. Expand the asset management program
2. Develop an adequate and balanced approach to resiliency and redundancy
3. Execute a multi-platform approach to communicate ongoing and upcoming projects

1. Annually increase regulatory compliance rate
2. Increase local water supply to 50% by 2030
3. Reduce energy consumption of existing facilities by 10% by 2024

1. Protect and improve natural resources through innovative solutions that comply with regulatory standards
2. Continue integrated planning efforts to implement beneficial reuse projects
3. Actively pursue projects that promote efficient resource consumption

1. Achieve 100% completion of digitally recording asset inventory
2. Increase the number of users by 10% across all customer platforms by 2022
3. Increase the number of customer communications platforms to five by 2022

1. Create a technology master plan
2. Determine customer technology preferences and improve interface options
3. Validate and share data to support decision-making and continuous improvement efforts



COMMUNICATIONS

Through this strategic plan, the Department has committed to improving internal and external communications. Effective communication is critical not only for the successful implementation of the strategic plan, but also for the Department's overall success. The issue of communication, which surfaced in the stakeholder input process, is called out specifically, but also cuts across the various strategic goals.

Communications could be enhanced through several efforts, including:

- › Enhancing the use of multi-disciplinary teams to manage issues and projects
- › Developing and implementing a proactive outreach and engagement plan
- › Ensuring a consistent, streamlined flow of communication internally and externally
- › Expanding team building and networking, tying individual contributions to overall organizational success

IMPLEMENTATION

The goals, measures, and strategies contain a series of initiatives and projects that, when implemented, will move the Department toward achievement of its desired outcomes. However, it is important to note that for the desired results to be achieved, the strategies must be effectively implemented. Therefore, careful attention and focus on strategy implementation is essential to achieving strategic success. Elements of the implementation process for the Department include:



INSTITUTING GOAL TEAMS

Instituting goal teams that are knowledgeable, energized, and committed to the implementation of the strategies for their respective goals will be instrumental in further planning and the ultimate implementation process. The goal teams are knowledgeable, energized and committed to the implementation of the Strategies for their respective Goals; therefore, they will be instrumental in implementation planning and ultimate implementation process. Specifically, goal teams will:

- › Draft implementation plans for each strategy that will include:
 - Tasks necessary for implementation
 - Assigned individuals or groups
 - Due dates for key tasks
 - Resources required
- › Monitor implementation progress
- › Report on implementation progress to senior management



INVOLVING SENIOR MANAGEMENT

During the implementation process, the teams will communicate with senior management concerning issues such as:

- › Implementation progress
- › Resources required (people, money, equipment, etc.)
- › Strategies, which require updates after initial implementation efforts
- › Achievement of objectives



REPORTING TO THE CITY COUNCIL AND CITY MANAGER

Senior management is accountable to the Oceanside City Manager and City Council for implementation of the approved strategic plan and achievement of the stated goals and objectives. Accordingly, senior management will make periodic update on progress, achievements, and issues related to the strategic plan.



REALIZING THE VISION

Our vision is “*to be a leader in sustainable utilities, valued for our innovation, employee engagement, and proactive public education.*” This is attainable. To make that future a reality, we must have a plan in place to guide us in making the right decisions and the right investments of our limited time and resources.

We have created this plan with the input of our staff and our external stakeholders to ensure that we meet and exceed their expectations. Oceanside is grateful to all the individuals who took the time to provide input during this strategic planning process, and we look forward to sharing our progress and success as we work to achieve our shared goals.



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