



**MARIN  
WATER**



**CATALYST**

# MARIN WATER STRATEGIC PLAN

MISSION, VISION, VALUES

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# PURPOSE AND DISCUSSION

## PURPOSE:

Update the Marin Water mission, vision, and values to represent the organization accurately and to resonate with staff, leadership, customers, and the community.

## DISCUSSION:

- What We Heard from Directors and Staff
- Mission and Vision
- Organizational Values

# STRATEGIC PLANNING FRAMEWORK



# EXISTING MISSION, VISION, VALUES

## MISSION

- MMWD will manage our natural resources in a sustainable manner and provide our customers with reliable, high-quality water at a reasonable price.

## VISION

- MMWD will be a valued water service provider supporting the high quality of life in Marin County.

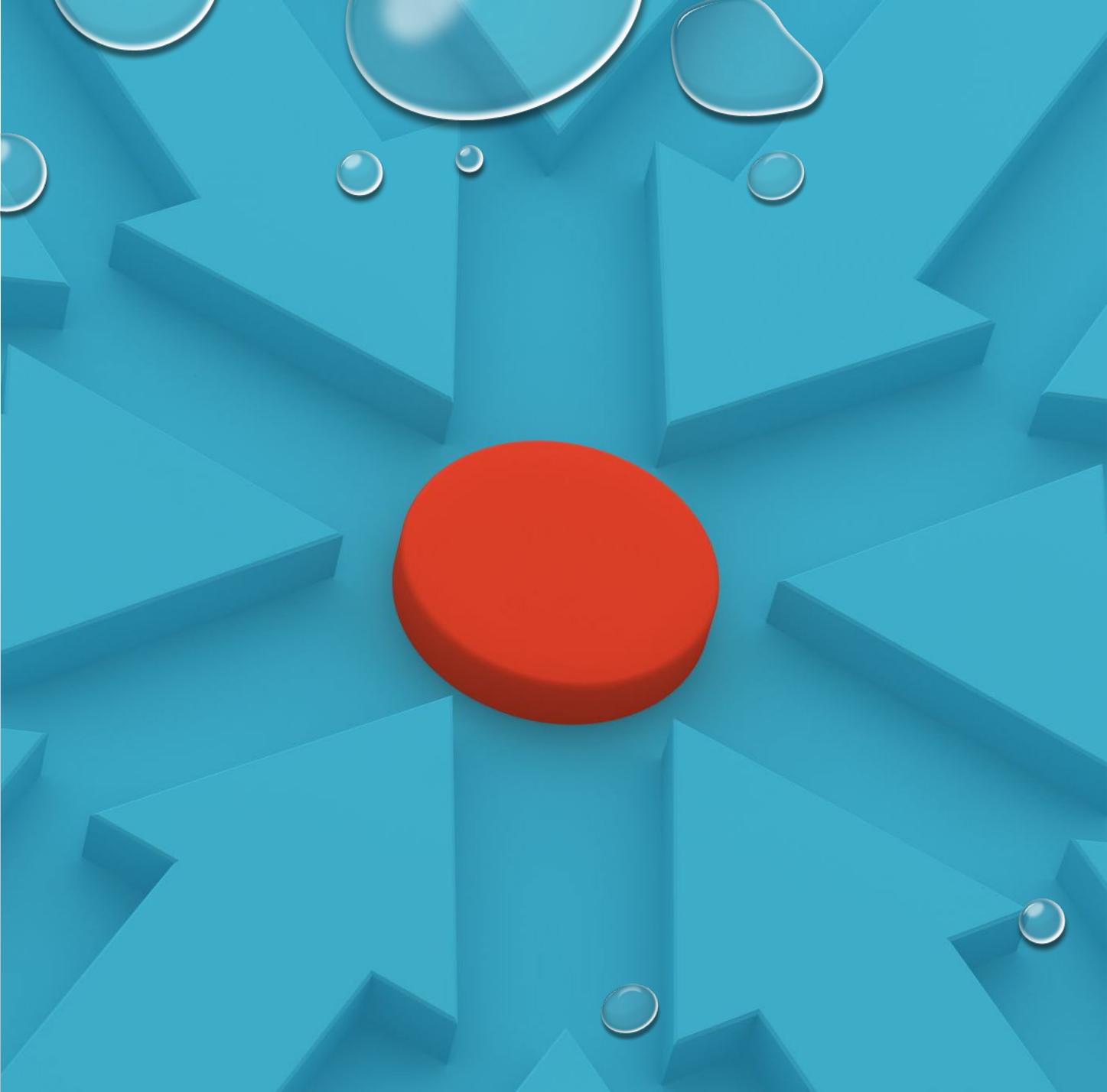
## VALUES

- Environmental Stewardship & Sustainability
- Integrity and Ethics
- Open and Responsive Communications
- Diversity
- Healthy Work Environment
- Cooperation
- Continuous Improvement through Initiative, Leadership, Personal Development, Training
- Culture of Excellence and Innovation
- Responsible Financial Management

# PLANNING PROCESS TO DATE

- INDIVIDUAL INTERVIEWS WITH EACH DIRECTOR
  - MISSION, VISION, VALUES, AND GOALS
- TEAM INTERVIEWS WITH SENIOR LEADERSHIP
  - MISSION, VISION, VALUES, AND GOALS
- GROUP DISCUSSIONS ON STRATEGIC ISSUES AND PRIORITIES
- STAFF WORKSHOP
  - MISSION, VISION, VALUES

**Staff Groups**  
Finance  
Operations  
Watershed  
Meter Shop  
Water Efficiency  
Customer Service  
IT & Engineering Records  
Engineering – Support Services  
Communications/Human Resources  
Engineering – Design and Construction  
Water Resources/Water Quality/Backflow



# MISSION & VISION



# WHAT WE HEARD FROM DIRECTORS AND STAFF

## Mission

- Water service is part of what the district does, but it also handles land and habitat management, operations, resources, and risks.
- The mission statement is backwards, water supply needs to be first and then sustainability and natural resources. We are not managing all the natural resources for Marin County.
- The mission is customer focused only; also needs to be internal facing to the organization.
- Include infrastructure in the mission.
- Incorporate water quality and carbon neutrality in the goals.
- “Reasonable price” is not the correct framing; it is difficult to define and apply.
- Partnerships, relationships, innovation, and resilience are important elements of the mission.

# WHAT WE HEARD FROM DIRECTORS AND STAFF

## Vision

- Vision and mission statements need to be more inspirational. Vision statement is missing the idea of forward.
- The organization should be vision-led.
- The vision statement needs to create greater unity among the represented union employees, the unrepresented managers, the senior leadership, and the board.
- Incorporate the management of the natural lands in the vision statement.
- The vision statement should capture the spirit of what Marin Water is, an agency managing land and water resources in one of the most beautiful areas in California.
- Industry leadership should be part of the vision.
- Integrate language around sustainability and the impact of climate change to address our waterways, water resiliency, community safety, habitat, and wildfire risk.

### **CURRENT MISSION**

MMWD will manage our natural resources in a sustainable manner and provide our customers with reliable, high-quality water at a reasonable price.

### **CURRENT VISION**

MMWD will be a valued water service provider supporting the high quality of life in Marin County.

## **MISSION & VISION DISCUSSION**

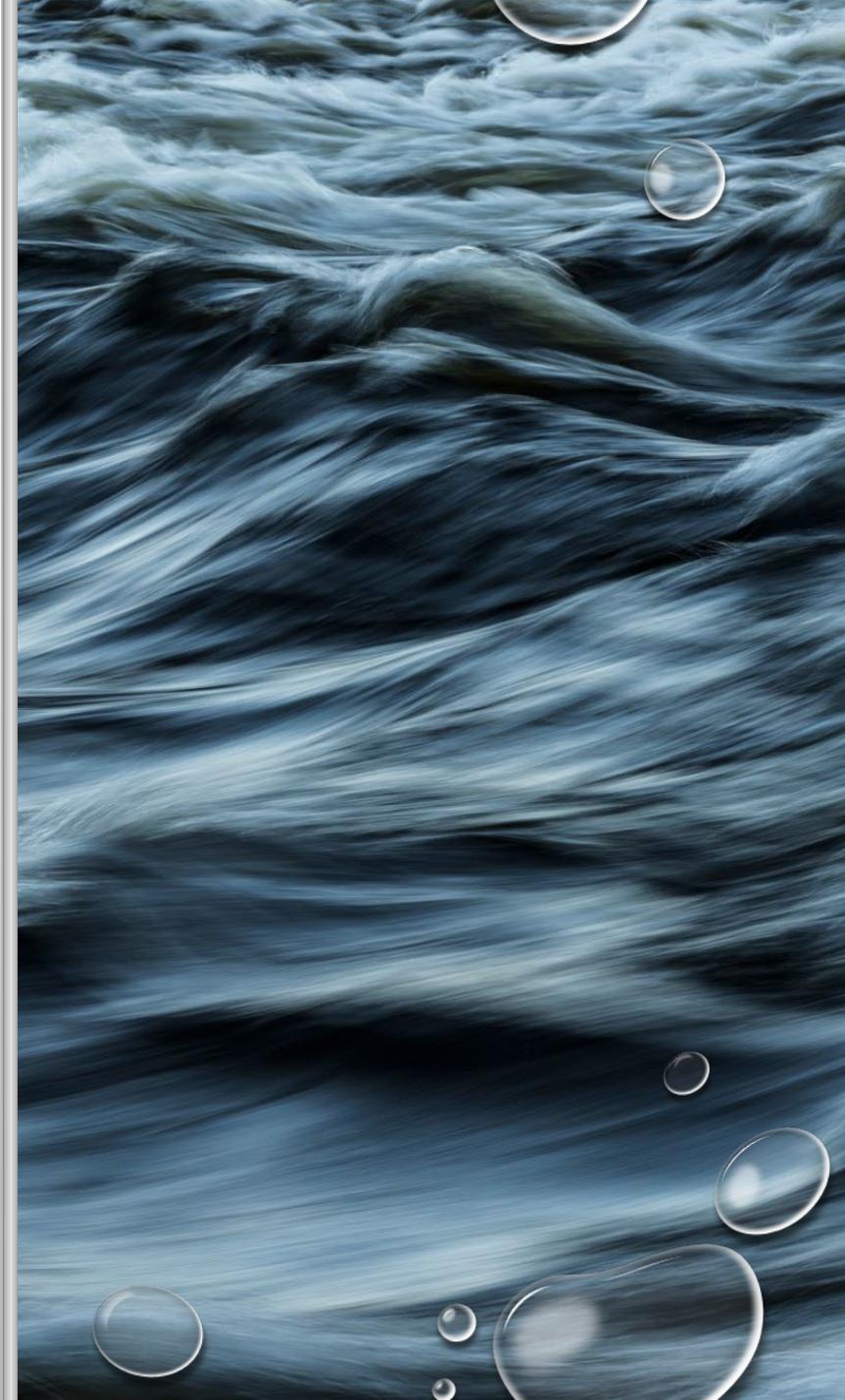
**Initial Draft Mission Statement**

**Initial Draft Vision Statement**



# INITIAL DRAFT MISSION

Marin Water manages the lands, water, and facilities in our trust to provide reliable, high-quality water and adapt and sustain these treasured resources for the future.

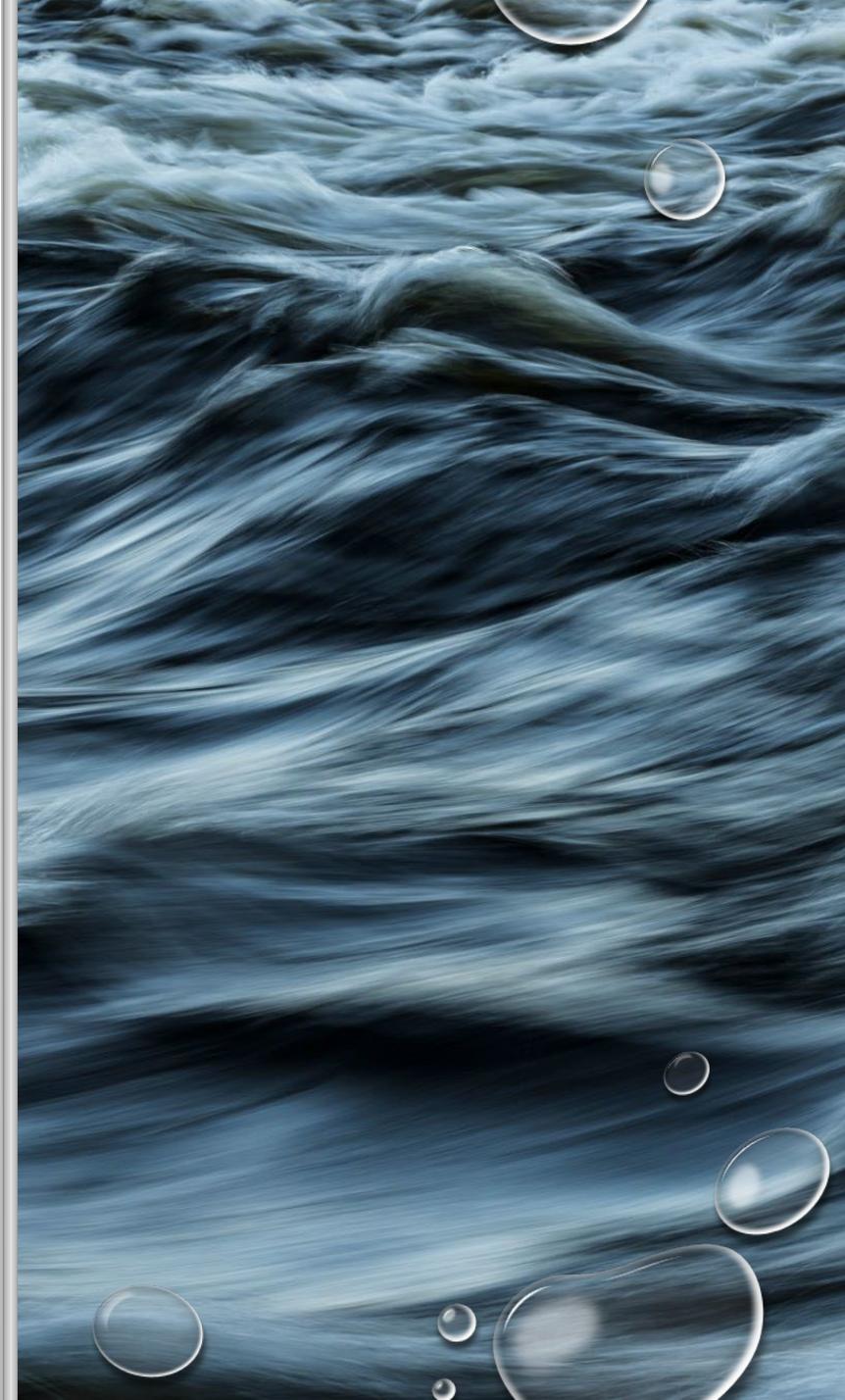




# INITIAL DRAFT MISSION

Marin Water manages the lands, water, and facilities in our trust to provide reliable, high-quality water and adapt and sustain these **treasured** resources for the future.

- Indispensable
- Invaluable
- Essential
- Extraordinary
- Remarkable
- Precious
- Cherished





# DRAFT VISION OPTIONS

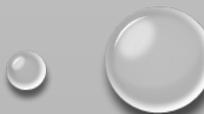
Marin Water is a leader in water and natural resource management and strives to address the challenges and opportunities in a changing environment.

Marin Water is forward-looking and innovative in supporting the health, resilience, and well-being of Marin communities and natural resources.

We protect the water our community needs and the resources it comes from for the foreseeable future.

A resilient water system that enhances the health and well-being of people and the environment of Marin County.

A healthy, vibrant community with access to clean water and world class natural resources.





# MISSION & VISION

## **Our Mission:**

Marin Water manages the lands, water, and facilities in our trust to provide reliable, high-quality water and adapt and sustain these treasured resources for the future.

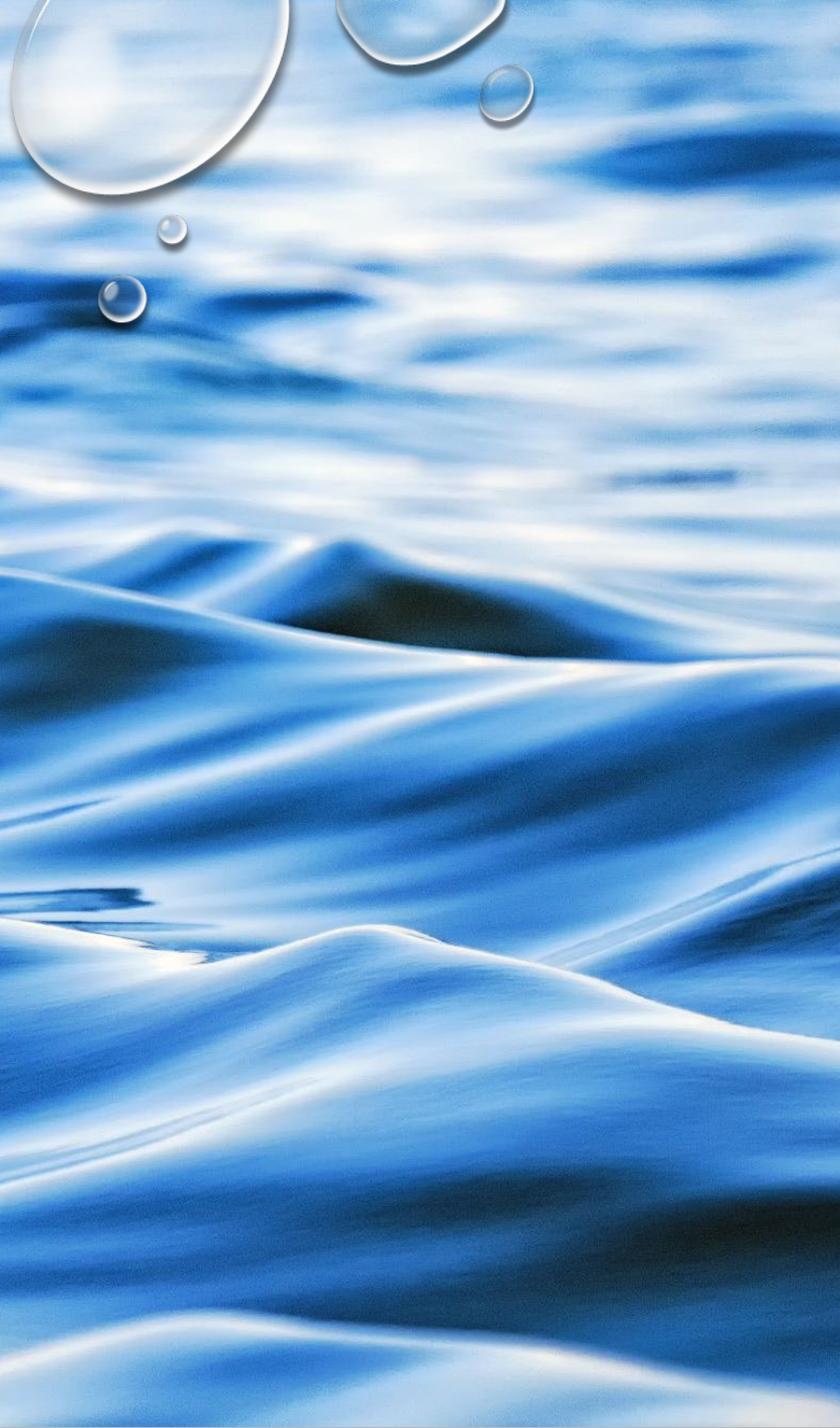
## **Our Vision:**

A healthy, vibrant community with access to clean water and world class natural resources.

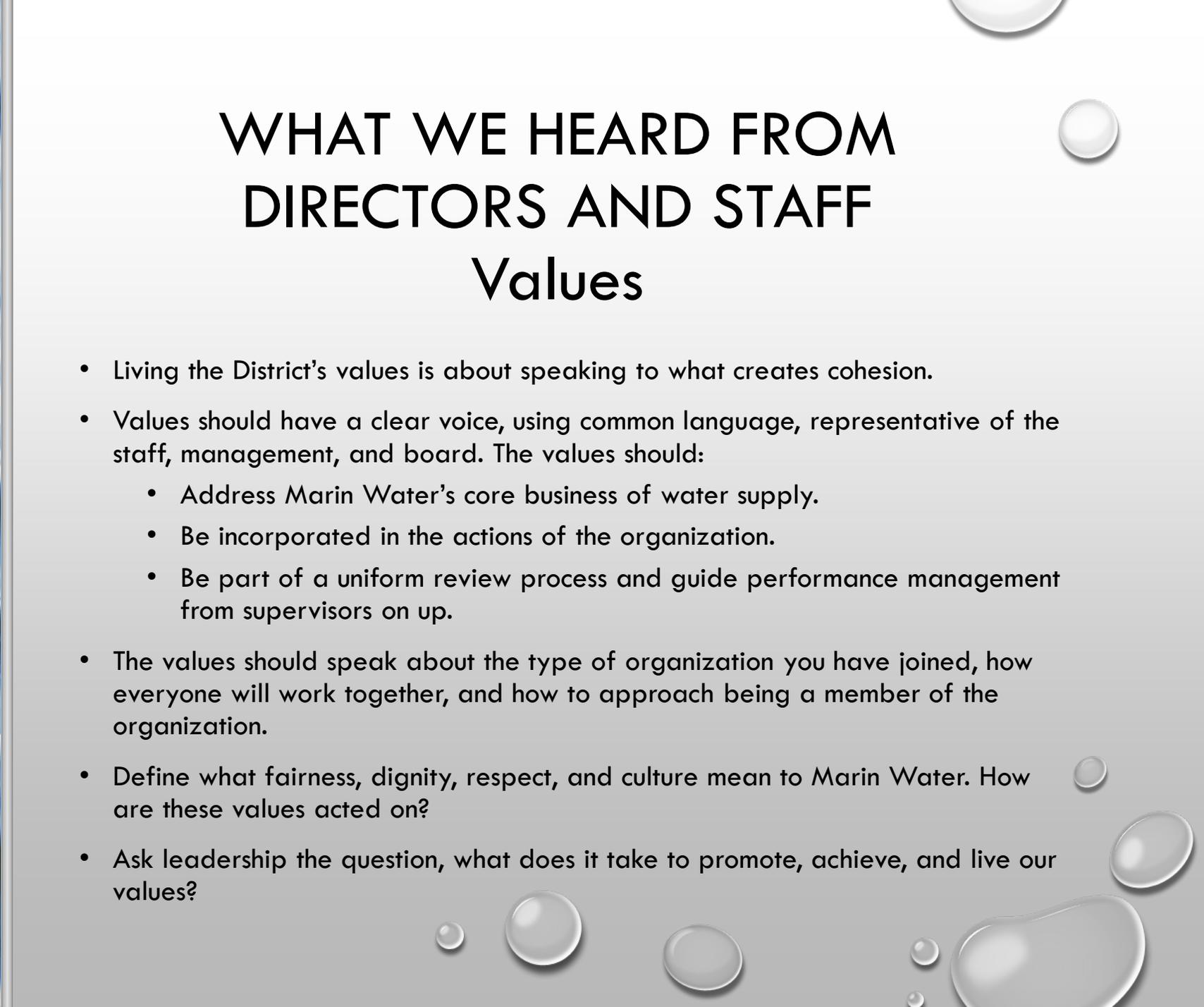




**VALUES**



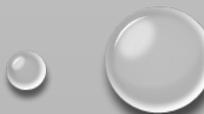
# WHAT WE HEARD FROM DIRECTORS AND STAFF Values

- Living the District's values is about speaking to what creates cohesion.
  - Values should have a clear voice, using common language, representative of the staff, management, and board. The values should:
    - Address Marin Water's core business of water supply.
    - Be incorporated in the actions of the organization.
    - Be part of a uniform review process and guide performance management from supervisors on up.
  - The values should speak about the type of organization you have joined, how everyone will work together, and how to approach being a member of the organization.
  - Define what fairness, dignity, respect, and culture mean to Marin Water. How are these values acted on?
  - Ask leadership the question, what does it take to promote, achieve, and live our values?
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# WHAT WE HEARD

## Suggestions Regarding Values

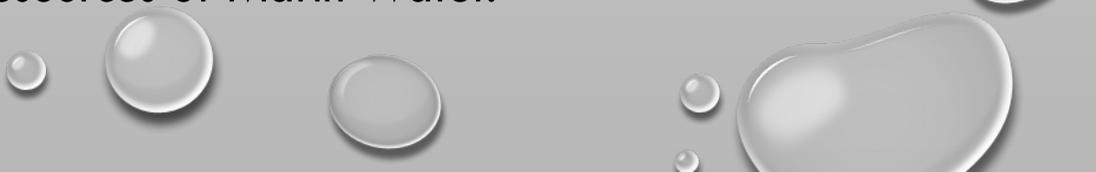
- Keep the values broad and short. Flesh them out in goals and objectives.
  - Add striving to be best in class for water supply. Professionalism. Innovation.
  - Add a value that reflects doing something that is vitally important to the community and employee pride of that ownership. Service and dedication.
  - Add a value for economic sustainability and vitality – supporting Marin’s businesses and housing.
  - Safety is a core value. Public health and safety.
  - We value the connection of life to natural resources.
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# WHAT WE HEARD

## Suggestions Regarding Values

- Include a value statement about customer relationships, service and responsiveness. Public service.
  - We value learning from others, self assessment, mentorship, and knowledge sharing. Communications across the organization and from the top down are important.
  - Diversity is important. What does it mean to Marin Water? We need something more descriptive of what diversity means.
  - We promote responsible public business practices, fiscal responsibility, and competitive purchasing.
  - Collaboration and cooperation with other agencies is important.
  - Add a value about anticipation, looking ahead, and preparedness.
  - We value the human resources of Marin Water.
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# VALUES DISCUSSION

## Existing Values

- ENVIRONMENTAL STEWARDSHIP & SUSTAINABILITY
- INTEGRITY AND ETHICS
- OPEN AND RESPONSIVE COMMUNICATIONS
- DIVERSITY
- HEALTHY WORK ENVIRONMENT
- COOPERATION
- CONTINUOUS IMPROVEMENT THROUGH INITIATIVE, LEADERSHIP, PERSONAL DEVELOPMENT, TRAINING
- CULTURE OF EXCELLENCE AND INNOVATION
- RESPONSIBLE FINANCIAL MANAGEMENT





# INITIAL DRAFT VALUES

**MARIN WATER IS DEDICATED TO SERVING CUSTOMERS AND THE COMMUNITY BY UPHOLDING THESE CORE VALUES:**

- **HEALTH AND SAFETY.** We are committed to the health and safety of our colleagues and community.
- **STEWARDSHIP.** We recognize the essential connection between people and natural resources and manage our lands and facilities for sustained benefits now and in the future.
- **EXCELLENCE AND INNOVATION.** We strive for excellence and innovation with the highest levels of personal and organizational accountability.
- **EFFICIENCY AND RESPONSIVENESS.** We value efficiency, cost-effectiveness, and timely service in our work with customers and communities.
- **INCLUSION AND RESPECT.** We seek to establish a welcoming environment that embraces differences and offers respect, dignity, and fairness for all people and partners.
- **LISTENING AND LEARNING.** We enhance ourselves and the organization by listening to others, reflecting on our performance, and sharing knowledge with others.
- **TEAMWORK AND PARTNERSHIPS.** We collaborate with internal and external partners to anticipate the challenges ahead and achieve our mission.



# NEXT STEPS

- OCTOBER
  - BOARD DISCUSSION AND GUIDANCE ON STRATEGIC PLAN GOALS
- NOVEMBER, DECEMBER, JANUARY
  - STAFF DEVELOPMENT OF SPECIFIC GOALS AND OBJECTIVES
  - BOARD REVIEW AND DISCUSSION