



MARIN WATER STRATEGIC PLAN

MISSION, VISION, VALUES

CHARLES GARDINER & LINADRIA PORTER

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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





CATALYST

PLANNING PROCESS TO DATE

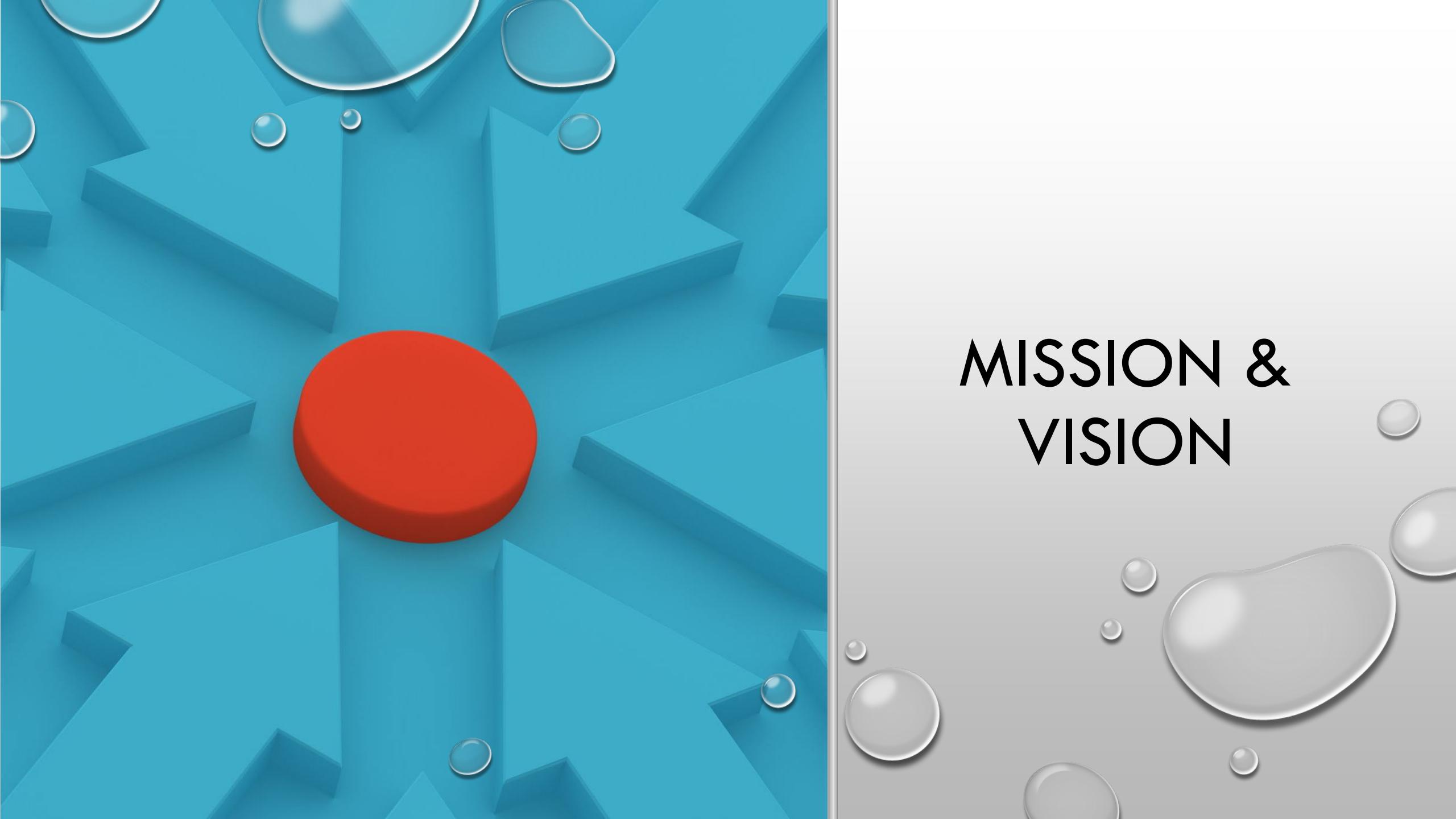
- INDIVIDUAL INTERVIEWS WITH EACH DIRECTOR
 - MISSION, VISION, VALUES, AND GOALS
- TEAM INTERVIEWS WITH SENIOR LEADERSHIP
 - MISSION, VISION, VALUES, AND GOALS
- GROUP DISCUSSIONS ON STRATEGIC ISSUES AND PRIORITIES
- STAFF WORKSHOP
 - MISSION, VISION, VALUES

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



MARIN
WATER



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.

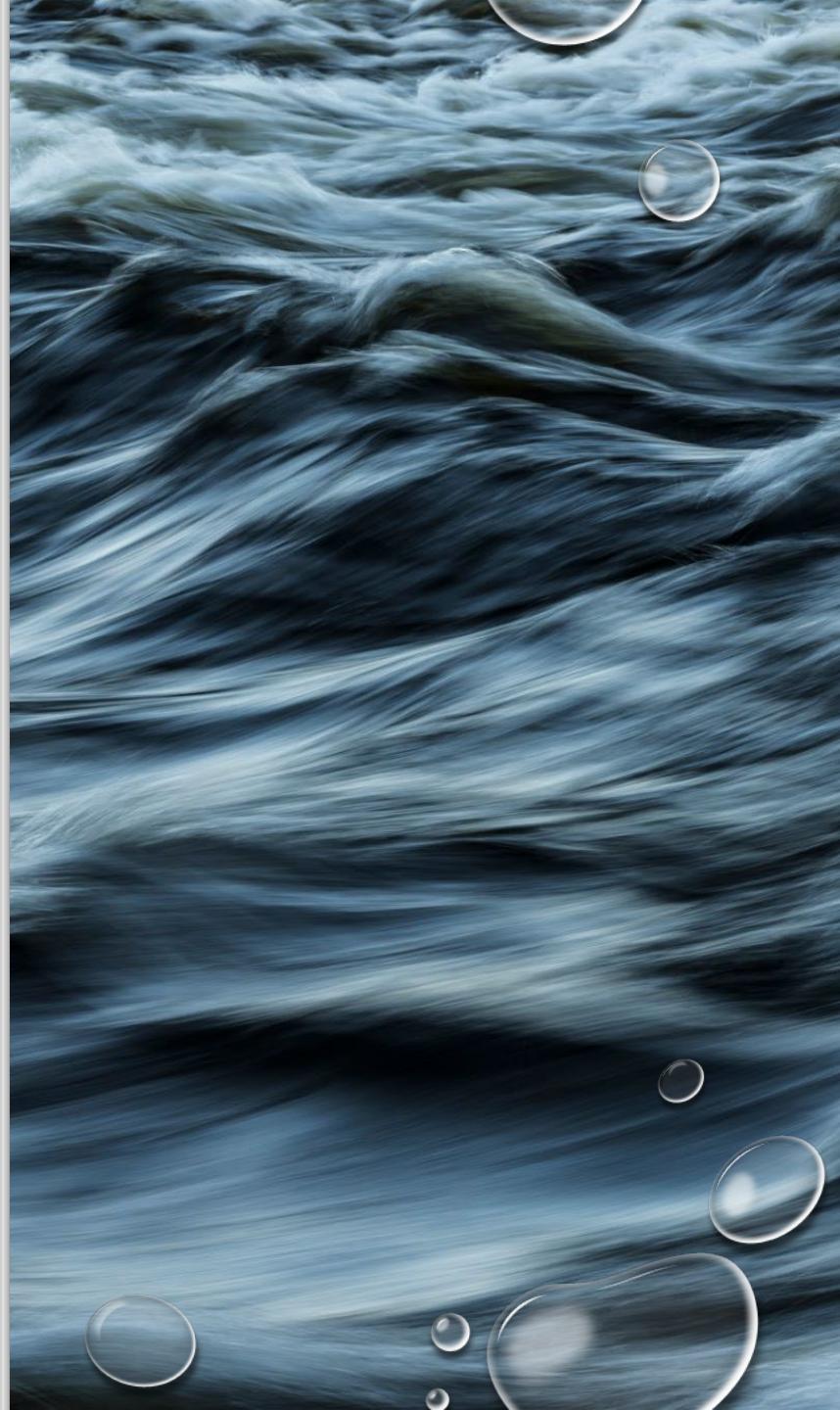
MISSION & VISION DISCUSSION

Initial Draft Mission Statement

Initial Draft Vision Statement

INITIAL DRAFT MISSION

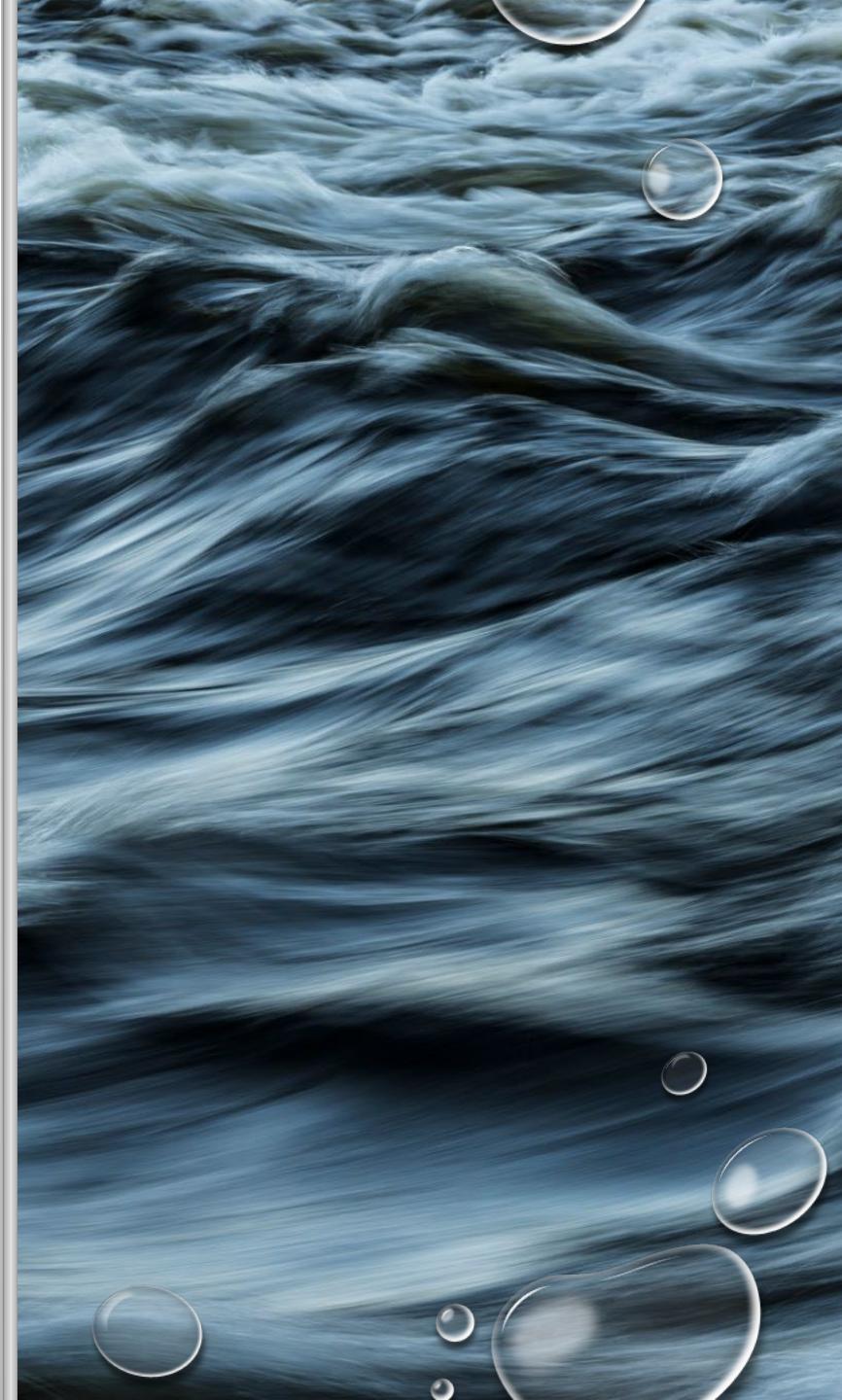
Marin Water manages the lands, water, and facilities in our trust to provide reliable, high-quality water and adapt and sustain these treasured resources for the future.



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?

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.





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.

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