Attachment 1

Monterey County Water Resources Agency
DRAFT Strategic Planning Mission, Vision, Values and Goals and Suggested Revisions

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Mission Statement

Proposed at Workshop:

1. Skillfully managing, protecting, and sustaining Monterey County's water resources.

Opportunities

"Skillfully" is an unusual word for a mission statement. Most organizations focus on what they do rather than how well they do it.

The mission also doesn't mention why the agency exists—serving people, agriculture, the environment, or future generations.

Possible revisions:

2. Managing, protecting, and sustaining Monterey County's water resources for the benefit of our communities, economy, and environment.
3. Providing responsible stewardship of Monterey County's water resources to support people, agriculture, the environment, and future generations.

Vision Statement

Proposed at Workshop:

1. A thriving community where families, agriculture and businesses prosper together.

Opportunities

The connection to water is weak.

Someone could read this without knowing it's a water agency.

Also, "community" should probably be "communities," since MCWRA serves many.

Possible revisions:

2. A water-secure Monterey County where communities, agriculture, businesses, and natural ecosystems thrive together.

3. Reliable water resources supporting healthy communities, a strong economy, and resilient ecosystems.
4. To secure a sustainable and resilient water future that enables Monterey County's communities, agriculture, and natural environment to thrive for generations to come.
5. A sustainable and resilient water future that enables Monterey County's communities, agriculture, and natural environment to thrive for generations to come.

Values

Proposed at Workshop:

1. **Leadership and Expertise**

   Exercise sound decision-making through knowledge and actions.

Possible revisions:

2. **Leadership and Expertise**: We apply science, experience, and sound judgment to make informed decisions.
3. **Leadership and Expertise,** through applied science, experience, and sound judgment to make informed decisions

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Proposed at Workshop:

1. **Stewardship**

   Responsible management of financial, developed and natural resources.

Possible revisions:

2. **Stewardship:** Exercise responsible stewardship of financial, infrastructure, and natural resources.
3. **Stewardship:** Responsible management of financial, constructed and natural resources.

Proposed at Workshop:

1. **Transparency**

   Operate in an open and inclusive environment for decision-making, information sharing and reporting progress.

Possible revisions:

2. **Transparency:** Foster open, inclusive decision-making through clear communication, accessible information, and accountability.
3. **Transparency:** Operate in an open and inclusive environment for decision-making, information sharing and accountability.

Proposed at Workshop:

1. **Integrity**

   Act with openness, honesty, consistency, and utilizing professional standards for decision-making.

Possible revision:

2. **Integrity:** Act with honesty, fairness, consistency, and professionalism.

Proposed at Workshop:

1. **Public Service**

   Support the communities we serve and the public good through responsible actions.

Possible revisions:

2. **Public Service:** Serve the public with accountability, responsiveness, and dedication.
3. **Public Service:** Support the communities we serve through responsible actions.

Proposed at Workshop:

1. **Collaboration**

   Work effectively with stakeholders and related organizations to advance our mission and vision.

Possible revisions:

2. **Collaboration:** Build trusted partnerships to achieve shared water resource goals.
3. **Collaboration:** Build trusted stakeholder partnerships to achieve shared water resource goals.
4. **Collaboration:** Build trusted partnerships among stakeholders to achieve shared water resource goals.

Strategic Goals

These are the areas that could benefit from the most improvement. Currently they read like department work plans rather than long-term strategic outcomes.

One thing I notice is that **none of the strategic goals explicitly mention water reliability, groundwater sustainability, flood protection, climate resilience, or environmental stewardship**—all of which are central to MCWRA's responsibilities. If those topics are addressed in detailed objectives beneath each goal, that's fine. But if these five goals are intended to stand alone as the Agency's highest-level strategic priorities, I would consider making the connection to the Agency's mission more explicit.

Proposed at Workshop:

1. **Goal A:** Expand and diversify revenue streams to meet evolving Agency needs.

Possible revisions:

2. **Goal A:** Expand and diversify revenue streams to meet Agency needs.
3. **Goal A:** Ensure the Agency's long-term financial sustainability.
4. **Goal A:** Revenue Sustainability. Diversify and strengthen Agency revenues to sustainably fund operations, maintenance, and capital needs.

Proposed at Workshop:

1. **Goal B:** Maintain and improve infrastructure, projects, and programs.

Possible revisions:

2. **Goal B:** Maintain resilient infrastructure and deliver high-performing water management programs.
3. **Goal B:** Maintain resilient water infrastructure and programs

4. **Goal B:** Maintain and improve Agency infrastructure and programs.
5. **Goal B:** Infrastructure Reliability. Ensure safe, reliable infrastructure through proactive condition assessment and prioritized asset investment.

Proposed at Workshop:

1. **Goal C:** Lead water development planning.

Possible revision:

2. **Goal C:** Lead regional planning to ensure reliable, sustainable water resources.
3. **Goal C:** Lead an integrated water development planning effort to successfully advance water management projects.
4. **Goal C:** Advance sustainable water resource planning and development
5. **Goal C:** Water Development Leadership. Lead integrated water development planning to advance sustainable, cost effective water supply solutions.

Proposed at Workshop:

1. **Goal D:** Enhance communication and public education.

Possible revision:

2. **Goal D:** Strengthen public trust through communication, education, and stakeholder engagement.
3. **Goal D:** Build public trust through communication and partnerships.
4. **Goal D:** Communications & Public Education. Improve public understanding and support through consistent communications and targeted education.

Proposed at Workshop:

1. **Goal E**: Build organizational capacity.

Possible revision:

2. **Goal E:** Develop a resilient, innovative, and high-performing organization.
3. **Goal E:** Strengthen organizational excellence and workforce capacity.
4. **Goal E**: Organizational Capacity. Build staffing, training, and leadership capacity to deliver current and future Agency priorities.