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Subject: General Public Comment Submission for MCWRA Board of Directors re Strategic Plan
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[20260708_mcwra_vision_mission_values_consolidated_strategy_Bill_Lipe.pdf](#)

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Dear Clerk of the Board,

Please distribute the attached strategy document and cover letter to the Monterey County Water Resources Agency Board of Directors and enter both items into the public record for the relevant strategic planning workshop materials.

I respectfully request that these materials be included for Board consideration as part of the ongoing review of MCWRA's vision, mission, values, and strategic direction.

Thank you for your assistance.

Respectfully,

Bill Lipe
Salinas, 93908
Resident of the 180/400 subbasin

MCWRA Vision, Mission & Values Cover Letter

ARTIFACT TYPE Cover Letter	PREPARED FOR MCWRA Board of Directors
SUBJECT Vision, Mission & Values Strategy Document	DATE July 8, 2026

Cover Letter

MCWRA Vision, Mission & Values Consolidated Strategy Protocol

To: MCWRA Board of Directors **From:** Bill Lipe **Date:** July 8, 2026 **Subject:** Cover Note for Vision, Mission, and Values Strategy Document

This strategy document is offered as a disciplined refinement of MCWRA’s Vision, Mission, and Values—not as a cosmetic rewrite, but as a stronger operating frame for the Agency’s next chapter.

The current language has real strengths: it recognizes sustainable water management, flood-risk reduction, public service, integrity, transparency, stewardship, leadership, and collaboration. But Monterey County’s water future now requires language with more force. The Agency’s strategic identity should not merely describe competence or seek recognition. It should make clear what MCWRA is here to secure, whom it serves, and how it will behave when decisions are technical, contested, expensive, or urgent.

The consolidated recommendations move the framework in that direction:

- **Vision** names the future MCWRA helps secure.
- **Mission** states the work MCWRA performs for Monterey County.
- **Values** define the conduct required to earn public trust.

The purpose is simple: give the Board, staff, partners, and public a shared language strong enough to guide priorities, performance measures, communications, and hard decisions. A strategic plan should not sound good only in a workshop. It should survive contact with drought, flood risk, groundwater decline, infrastructure needs, public scrutiny, and competing demands.

This document is therefore designed to help MCWRA move from agreeable language to usable doctrine: clear enough to remember, specific enough to govern behavior, and honest enough to support trust.

Kindest regards,

Bill Lipe
Salinas 93908
Resident of the 180/400 subbasin

MCWRA Vision, Mission & Values Consolidated Strategy Protocol

An executive-grade strategic identity brief for Vision, Mission, Values, operating standards, and adoption discipline.

ARTIFACT TYPE Strategic Identity Brief	PREPARED FOR MCWRA Board of Directors
SUBJECT Vision, Mission, and Values Modernization	DATE July 8, 2026

MCWRA Vision, Mission & Values Consolidated Strategy Protocol

Artifact Type: LipeProtocol strategic identity brief **Subject:** Monterey County Water Resources Agency — Vision, Mission, and Values modernization **Prepared For:** MCWRA strategic planning workflow **Date:** July 2026 **Source Basis:** User-provided Vision, Mission, and Values strategy files; three transcribed workshop images from today’s MCWRA strategic planning workshop; official public references for MCWRA, PUB Singapore, and Metropolitan Water District used as benchmark context.

Protocol Thesis

MCWRA should stop treating Vision, Mission, and Values as separate slide exercises. They should operate as one strategic identity system: the Vision names the future to secure, the Mission defines the work to perform, and the Values govern behavior when the work becomes contested, technical, expensive, or politically difficult.

1. Executive Frame

Bottom Line

MCWRA's current strategic identity is directionally sound but underpowered.

The existing 2020 language correctly identifies the Agency's core responsibilities: sustainable water resource management, flood-impact reduction, technical credibility, integrity, and public service. The weakness is not that the language is wrong. The weakness is that it is too generic, too reputation-centered, and not sharp enough for the operating reality MCWRA faces now.

The Agency's next strategic plan should make one disciplined shift:

From being recognized as a competent water agency to proving, through decisions and delivery, that MCWRA is securing Monterey County's water future.

Recommended Integrated Strategic Identity

Element	Recommended Language	Function
Vision	A sustainable and resilient water future where Monterey County's communities, agriculture, and natural environment thrive for generations.	Names the future MCWRA helps secure.
Mission	To manage Monterey County's water resources sustainably and reduce flood risks so our communities, agriculture, and environment can thrive today and for future generations.	Names the Agency's work and public value.
Values	Stewardship. Integrity. Public Service. Collaboration. Excellence. Innovation.	Defines the behavioral standard.

Sharp Strategic Diagnosis

The current Vision says MCWRA wants to be recognized as a leader. That is too small.

A public water agency should not make recognition the destination. Recognition is a byproduct. The destination is water security, flood resilience, public trust, and a county that can keep communities, farms, and natural systems viable under pressure.

2. Source Record and Workshop Inputs

Current 2020 Mission, Vision, and Values

The workshop materials transcribed from the 2020 brochure show the following current structure:

Element	Current Language / Content
Mission	“Manage water resources sustainably while minimizing impacts from flooding for present and future generations.”
Vision	“Be recognized throughout the region as a leader in water resource management through demonstrated knowledge, integrity and the quality of our actions.”
Values	Leadership, Stewardship, Transparency, Integrity, Public Service, Collaboration.

Current 2020 Values With Descriptions

Current Value	2020 Description
Leadership	Set a positive example for others in water resources management and flood control through knowledge, integrity, and actions.
Stewardship	Operate with financial and environmental responsibility so the Agency continuously succeeds.
Transparency	Work in ways that are easily understood by stakeholders and the public, communicating effectively about Agency decisions, actions, resources, and progress.
Integrity	Act with openness, honesty, and consistency, showing no favoritism and utilizing professional standards for decision making.
Public Service	Work in a way that brings pride upon the Agency, showing care about quality and safety, accountability, long-term thinking, and excellent service to the community.
Collaboration	Work with stakeholders and related organizations to advance the mission and vision.

Benchmark Context

Official public benchmarks reinforce several patterns:

- MCWRA’s current public page uses the same core Mission and Vision language as the 2020 workshop material.
- PUB Singapore uses unusually concise, action-driven language: “Supply Good Water. Reclaim Used Water. Tame Storm Water. Resist Rising Seas.” Its vision, “Water for Every One. Everyone for Water,” is memorable because it combines public benefit with shared responsibility.
- Metropolitan Water District’s mission emphasizes adequate and reliable high-quality water for present and future needs, delivered in an environmentally and economically responsible way. That model is more conventional than PUB’s but strong because it ties reliability to responsibility.

Use of benchmarks: These examples are not templates to copy. They are pattern evidence. The lesson is that strong public water-agency language should be active, benefit-centered, operationally honest, and rooted in public trust.

3. Strategic Identity Architecture

The Required Distinction

Layer	Question It Answers	MCWRA Application
Vision	What future are we trying to help secure?	A resilient Monterey County water future where communities, agriculture, and environment can thrive.
Mission	What do we do every day to move toward that future?	Manage water resources sustainably and reduce flood risks.
Values	How do we behave while doing the work?	Stewardship, integrity, public service, collaboration, excellence, and innovation.
Strategic Goals	What priorities turn words into work?	Water stewardship, flood resilience, infrastructure reliability, trust, partnerships, and execution.
Performance Measures	How do we know the words are real?	Metrics tied to delivery, transparency, financial responsibility, risk reduction, and stakeholder confidence.

Why This Matters

When Vision, Mission, and Values blur together, strategic planning becomes decorative. The Agency gets good words but weak operating discipline.

A strong identity system should force decisions:

- Does this goal actually support the Vision?
- Does this project advance the Mission?
- Does this action violate or honor the Values?
- Can the public see the basis for the decision?
- Can staff translate the language into behavior?

4. Diagnostic Dashboard

Metric	Status	Meaning
Strategic Signal	Improving but not yet disciplined	The current identity has the right themes but needs sharper hierarchy and clearer public value.
Vision Force	Weak in current version	“Be recognized” is reputation-centered instead of outcome-centered.
Mission Stability	Strong	Sustainable water management and flood-impact reduction are durable Agency functions.
Values Usability	Moderate	The current values are credible but need sharper behavioral definitions and possible modernization.
Public Legibility	Elevated need	The public should be able to understand who benefits and why decisions matter.
Decision Friction	Medium	The Board may prefer safe continuity; staff may need language that is more usable in daily work.
Adoption Risk	Controlled	The recommended revisions preserve the current logic while making it stronger.

5. Structural Honesty

What is known: MCWRA’s existing mission and values are substantively appropriate. They cover water resources, flooding, sustainability, future generations, leadership, stewardship, transparency, integrity, public service, and collaboration.

What is inferred: The Agency would benefit from more active, public-facing, locally grounded language that clearly names communities, agriculture, and environment as beneficiaries.

What remains uncertain: Final language should be tested with Board members, staff, agricultural stakeholders, municipal partners, community representatives, environmental interests, and partner agencies. The words must feel authentic, not merely polished.

What would change the recommendation: If the Board strongly prefers to preserve the exact 2020 values, the best approach is not replacement but refinement: keep the six values and rewrite the descriptions to make them more behavioral, modern, and accountable.

6. Vision Strategy

Current Vision

“Be recognized throughout the region as a leader in water resource management through demonstrated knowledge, integrity and the quality of our actions.”

Assessment

Dimension	Current Performance	Diagnosis
Accuracy	Good	Knowledge, integrity, and quality are important.
Ambition	Limited	It centers recognition, not impact.
Local Fit	Weak	It does not name Monterey County’s communities, agriculture, coast, environment, or future.
Memorability	Moderate	Understandable but generic.
Strategic Pressure	Weak	It does not tell staff what future to build.

Recommended Vision

A sustainable and resilient water future where Monterey County’s communities, agriculture, and natural environment thrive for generations.

Why This Version Works

- **It is outcome-centered.** It names the future condition.
- **It is locally grounded.** It names Monterey County and its core beneficiaries.
- **It is broad enough.** It can cover groundwater, flood protection, infrastructure, climate resilience, conservation, operations, and interagency work.
- **It avoids overpromising.** It does not claim MCWRA alone can guarantee prosperity or eliminate risk.
- **It is cleaner than the earlier longer version.** It preserves the concept while becoming more repeatable.

Alternative Vision Options

Option	Statement	Best Use	Risk
1 — Recommended Formal Vision	A sustainable and resilient water future where Monterey County’s communities, agriculture, and natural environment thrive for generations.	Strategic Plan, website, Board materials	Slightly broad, but appropriately so for a vision.
2 — Active Formal Version	To secure a sustainable and resilient water future that enables Monterey County’s communities, agriculture, and natural environment to thrive for generations to come.	Formal adoption if the Board wants an action verb	Longer and less clean.
3 — Public Theme	Water for Monterey’s people, farms, and coast — everyone for water.	Campaign, outreach, staff rallying line	Too slogan-like as the sole formal vision.
4 — Leadership Version	To lead Monterey County toward a water-secure future where stewardship and innovation sustain thriving communities, productive farms, and a healthy environment.	If Board wants explicit leadership	More conventional and wordier.

Recommendation

Use Option 1 as the formal Vision and preserve Option 3 as a public-facing theme or communications line.

7. Mission Strategy

Current Mission

“Manage water resources sustainably while minimizing impacts from flooding for present and future generations.”

Assessment

Dimension	Current Performance	Diagnosis
Accuracy	Strong	It correctly identifies water management and flood protection.
Brevity	Strong	It is concise and easy to read.
Beneficiary Clarity	Weak	It does not say who benefits.
Energy	Moderate	It is responsible but not especially motivating.
Strategic Fit	Strong	It can be strengthened without changing its core meaning.

Recommended Mission

To manage Monterey County’s water resources sustainably and reduce flood risks so our communities, agriculture, and environment can thrive today and for future generations.

Why This Version Works

- It keeps the original mission’s two core functions.
- It uses “reduce flood risks,” which is more active and operationally careful than promising flood protection absolutely.
- It names the beneficiary triad: **communities, agriculture, environment**.
- It is public-facing without becoming inflated.
- It works as a direct companion to the recommended Vision.

Alternative Mission Options

Option	Statement	Best Use	Risk
1 — Recommended Mission	To manage Monterey County’s water resources sustainably and reduce flood risks so our communities, agriculture, and environment can thrive today and for future generations.	Formal Strategic Plan	Slightly longer than current mission.
2 — Strong Concise Version	To manage water resources sustainably and protect against flooding so Monterey County’s communities, farms, and natural systems thrive now and for generations to come.	If Board wants simpler wording	“Protect against flooding” may sound too absolute.
3 — Operational Version	We sustainably manage Monterey County’s water resources and reduce flood risks to deliver reliable service and safety for residents, businesses, agriculture, and the environment.	Internal operating language	More managerial than elegant.
4 — Pillar-Style Version	Sustainably manage water resources. Reduce flood impacts. Serve Monterey County for present and future generations.	Slide headline	Fragmented as a formal mission.

Recommendation

Use Option 1 unless the Board insists on brevity. If brevity wins, use Option 4 as a slide headline, not as the only formal mission.

8. Values Strategy

Current Workshop Values

Today's workshop slide listed:

Leadership. Stewardship. Transparency. Integrity. Public Service. Collaboration.

This set is credible. It should not be casually discarded. It reflects the Agency's 2020 strategic planning foundation and maps well to public-agency obligations.

The question is whether the values should be kept as-is, modernized, or reorganized.

The Core Values Problem

The existing values are good words. But some overlap:

- **Transparency** and **Integrity** are closely connected.
- **Leadership** can sound reputation-based unless defined behaviorally.
- **Stewardship** can absorb sustainability, fiscal responsibility, and long-term care.
- **Public Service** is essential but broad.
- **Collaboration** is necessary because MCWRA cannot solve regional water issues alone.
- The earlier recommendation added **Excellence** and **Innovation**, which are not on the 2020 list but are useful for technical quality, resilience, and future readiness.

Recommended Values Architecture

The best consolidated solution is a **six-value system** that respects the 2020 workshop values while strengthening them for modern strategic use:

1. **Stewardship**
2. **Integrity**
3. **Public Service**
4. **Collaboration**
5. **Excellence**
6. **Innovation**

Why Not Keep “Leadership” as a Standalone Value?

Leadership is important, but it is better treated as the outcome of living the values, not as a separate value.

MCWRA should not claim leadership by saying “Leadership.” It should earn leadership through stewardship, integrity, service, collaboration, excellence, and innovation.

Why Not Keep “Transparency” as a Standalone Value?

Transparency is non-negotiable, but it should live inside Integrity and Public Service unless the Board wants to make public trust the central theme.

A sharper formulation is:

Integrity means transparency when the facts are uncomfortable, accountability when decisions are difficult, and consistency when pressure is high.

That is stronger than listing Transparency as a separate virtue.

Recommended Values Statement

Our Core Values

At the Monterey County Water Resources Agency, our work is guided by six core values:

- **Stewardship** — We manage water, infrastructure, public funds, and natural systems with long-term responsibility.
- **Integrity** — We act with honesty, transparency, consistency, and accountability.
- **Public Service** — We serve Monterey County with professionalism, safety, fairness, and respect.
- **Collaboration** — We work with communities, agriculture, public agencies, and partners to solve shared water and flood challenges.
- **Excellence** — We use sound technical judgment, continuous improvement, and disciplined execution.
- **Innovation** — We pursue practical, forward-looking solutions that strengthen resilience and sustainability.

Values Crosswalk

2020 Value	Keep / Reframe / Merge	Recommended Treatment
Leadership	Reframe	Treat leadership as the earned result of living the values; mention in narrative, not necessarily as a core value.
Stewardship	Keep	Expand to include water, infrastructure, public funds, and natural systems.
Transparency	Merge	Fold into Integrity and Public Service; define explicitly so it does not disappear.
Integrity	Keep	Strengthen with accountability, consistency, professional standards, and transparency.
Public Service	Keep	Make it concrete: safety, fairness, respect, quality, and community benefit.
Collaboration	Keep	Expand to include communities, agriculture, public agencies, partner organizations, and shared solutions.
Excellence	Add	Needed because MCWRA's work is technical, operational, and risk-sensitive.
Innovation	Add	Needed because water resilience, infrastructure, climate, groundwater, and flood challenges cannot be met by maintenance thinking alone.

If the Board Wants to Preserve the 2020 Values Exactly

Use this refined six-value set:

Value	Refined Description
Leadership	We set a positive example through sound judgment, responsible action, and credible water and flood management.
Stewardship	We manage water resources, infrastructure, public funds, and natural systems with long-term responsibility.
Transparency	We make decisions, tradeoffs, resources, and progress understandable to the public and stakeholders.
Integrity	We act with honesty, consistency, fairness, and professional standards.
Public Service	We serve Monterey County with accountability, safety, respect, and commitment to long-term community benefit.
Collaboration	We work with communities, agriculture, agencies, and partners to advance shared water and flood solutions.

This is the lowest-friction path because it preserves continuity. It is acceptable. It is not as strong as adding Excellence and Innovation.

9. Unified Package for Board Testing

Recommended Formal Package

Layer	Recommended Language
Vision	A sustainable and resilient water future where Monterey County's communities, agriculture, and natural environment thrive for generations.
Mission	To manage Monterey County's water resources sustainably and reduce flood risks so our communities, agriculture, and environment can thrive today and for future generations.
Values	Stewardship. Integrity. Public Service. Collaboration. Excellence. Innovation.

Public-Facing Short Package

Layer	Short Version
Vision Theme	Water for Monterey’s people, farms, and coast — everyone for water.
Mission Theme	Manage water. Reduce flood risk. Serve Monterey County for generations.
Values Theme	Stewardship. Integrity. Service. Collaboration. Excellence. Innovation.

Conservative Continuity Package

Layer	Continuity Version
Vision	Be recognized throughout the region as a trusted leader in water resource management through knowledge, integrity, stewardship, and the quality of our actions.
Mission	Manage water resources sustainably while minimizing flood impacts for present and future generations.
Values	Leadership. Stewardship. Transparency. Integrity. Public Service. Collaboration.

Assessment: This continuity package is safer but weaker. It preserves the old frame and does not fully solve the strategic problem.

10. Decision Matrix

Criterion	Current / Continuity Package	Recommended Package	Public-Facing Theme Package
Clarity	Medium	High	High
Local distinctiveness	Low	High	High
Public benefit orientation	Medium	High	High
Operational honesty	High	High	Medium
Memorability	Medium	Medium-High	High
Board adoption ease	High	Medium-High	Medium
Staff usability	Medium	High	High
Strategic force	Low-Medium	High	Medium-High
Risk of sounding like branding spin	Low	Low-Medium	Medium

Recommendation

Advance the **Recommended Package** for formal adoption testing and use the **Public-Facing Theme Package** as supporting communications language.

Do not adopt the Public-Facing Theme Package alone. It is strong communications language, not sufficient governance language.

11. Strategic Pillars Beneath the Identity

Once Vision, Mission, and Values are settled, MCWRA should align strategic goals beneath them. The following pillars are a strong working architecture:

Pillar	Purpose	Ties to Mission / Vision / Values
Sustainable Water Stewardship	Protect and manage water resources for long-term reliability.	Vision, Mission, Stewardship, Innovation
Flood Resilience and Public Safety	Reduce flood risks to people, property, infrastructure, and working lands.	Mission, Public Service, Excellence
Infrastructure Reliability and Financial Responsibility	Maintain and improve critical infrastructure with disciplined fiscal stewardship.	Stewardship, Integrity, Excellence
Groundwater and Basin Coordination	Support regional groundwater sustainability, seawater-intrusion response, and partner-agency alignment.	Vision, Collaboration, Public Service
Transparency and Public Trust	Make decisions, data, tradeoffs, and progress understandable.	Integrity, Public Service
Organizational Excellence and Innovation	Build staff capability, technical quality, and adaptive capacity.	Excellence, Innovation, Leadership as outcome

12. Behavioral Operating Model for Values

Values become real only when they change conduct. Use the following “in action” model.

Value	In Action	Watch-Out
Stewardship	We evaluate long-term water, flood, fiscal, and environmental consequences before short-term convenience.	Do not use stewardship as a vague substitute for hard choices.
Integrity	We disclose uncertainty, explain tradeoffs, and keep decision criteria consistent.	Do not confuse legal compliance with full transparency.
Public Service	We serve residents, agriculture, businesses, and communities with safety, fairness, and respect.	Do not let “service” become pleasing the loudest stakeholder.
Collaboration	We engage partners early enough that input can still matter.	Do not use collaboration as a delay tactic.
Excellence	We apply sound technical methods, quality control, and performance review.	Do not let expertise become insulation from public explanation.
Innovation	We test practical new approaches while protecting reliability and accountability.	Do not call unproven ideas “innovation” without risk controls.

13. Messaging Guidance

How to Speak About the Change

Do not frame this as a rebrand. Frame it as strategic clarification.

Recommended language:

“The Agency’s core responsibilities have not changed. What we are doing is making the purpose, beneficiaries, and behavioral standards clearer so the Strategic Plan can guide real decisions.”

What to Avoid

Avoid language that sounds like private-sector hype:

- “Transformational excellence”
- “World-class water leadership”
- “Unmatched innovation”
- “Premier agency”
- “Future-proofing everything”

Water agency language should be serious, durable, and accountable.

What to Use Instead

Use language that is concrete:

- sustainable water future
- reduce flood risks
- communities, agriculture, and environment
- public trust
- long-term responsibility
- practical innovation
- evidence-based decisions
- shared water and flood challenges

14. Workshop Facilitation Prompts

Use these questions to turn the document into a productive Board or staff discussion.

Vision Questions

- Does the Vision describe a future worth building, or merely a reputation we hope to earn?
- Are communities, agriculture, and natural environment the right beneficiary triad?
- Is “sustainable and resilient” strong enough, or does the Board want “water-secure”?
- Can a staff member say the Vision in one breath?

Mission Questions

- Does the Mission accurately describe MCWRA’s actual statutory and operational work?
- Is “reduce flood risks” preferable to “minimize impacts from flooding”?
- Should “Monterey County” appear in the Mission?
- Does the Mission name the right beneficiaries?

Values Questions

- Which values would change behavior when the decision is difficult?
- Should Leadership remain a standalone value, or be treated as an earned outcome?
- Should Transparency remain standalone, or be embedded in Integrity and Public Service?
- Are Excellence and Innovation necessary additions for the next strategic plan?
- Which value is most important for public trust right now?

15. Adoption Protocol

Step 1 — Decide the Package Type

Choose one of three paths:

Path	Best If	Recommendation
Continuity Path	Board wants minimal change from 2020.	Acceptable, but lowest strategic force.
Modernized Continuity Path	Board wants to preserve the 2020 structure while improving wording.	Strong compromise.
Recommended Forward Path	Board wants a sharper, more useful strategic identity.	Best option.

Step 2 — Test the Language

Test the recommended package against these audiences:

- Board members
- General Manager and senior staff
- Field and operations staff
- Agriculture stakeholders
- Municipal and agency partners
- Community representatives
- Environmental stakeholders
- Flood-risk and infrastructure stakeholders

Step 3 — Force a Behavioral Translation

For each value, require two answers:

- What does this value require us to do?
- What would violate this value?

Step 4 — Connect to Strategic Goals

Do not approve the identity language in isolation. Each strategic goal should identify which Vision, Mission, and Value element it advances.

Step 5 — Create a Review Cadence

Review annually during strategic plan performance reporting:

- Are we living the Values?
- Is the Mission reflected in budget priorities?
- Is the Vision reflected in project selection?
- Are stakeholders seeing more clarity and accountability?

16. Recommended Final Draft for Use

Vision

A sustainable and resilient water future where Monterey County’s communities, agriculture, and natural environment thrive for generations.

Mission

To manage Monterey County’s water resources sustainably and reduce flood risks so our communities, agriculture, and environment can thrive today and for future generations.

Values

Stewardship — We manage water, infrastructure, public funds, and natural systems with long-term responsibility.

Integrity — We act with honesty, transparency, consistency, and accountability.

Public Service — We serve Monterey County with professionalism, safety, fairness, and respect.

Collaboration — We work with communities, agriculture, public agencies, and partners to solve shared water and flood challenges.

Excellence — We use sound technical judgment, continuous improvement, and disciplined execution.

Innovation — We pursue practical, forward-looking solutions that strengthen resilience and sustainability.

Supporting Public Theme

Water for Monterey’s people, farms, and coast — everyone for water.

Use this as a communications theme, not as a replacement for formal Vision or Mission language.

17. Risk and Objection Handling

Objection	Response
“This is too much change from 2020.”	The recommended language preserves the same substance but makes purpose, beneficiaries, and behavior clearer.
“Leadership should stay as a value.”	It can stay if the Board wants continuity. But leadership is stronger as an earned result of stewardship, integrity, public service, collaboration, excellence, and innovation.
“Transparency should stay as a value.”	It can stay, but it must be made behavioral. Otherwise it risks becoming a word everyone supports and no one operationalizes.
“Innovation sounds too private-sector.”	Use “practical innovation.” That means testing better methods while preserving reliability, safety, and accountability.
“Environment may create political tension.”	The current mission already includes sustainability and future generations. Naming the environment makes the public value visible; it does not erase agriculture or communities.
“Agriculture should be named.”	Yes. Agriculture is central to Monterey County’s water reality and should be named directly.
“This sounds like branding.”	It should be explicitly tied to goals, budgets, measures, and public reporting. Words without operating consequences are branding; words connected to decisions are strategy.

18. Final Action Panel

Decision Needed

MCWRA should decide whether to adopt:

- a lightly edited continuation of the 2020 identity,
- a modernized continuity version, or
- a sharper forward-looking package.

Recommended Decision

Adopt the sharper forward-looking package for testing:

Vision: A sustainable and resilient water future where Monterey County’s communities, agriculture, and natural environment thrive for generations.

Mission: To manage Monterey County’s water resources sustainably and reduce flood risks so our communities, agriculture, and environment can thrive today and for future generations.

Values: Stewardship, Integrity, Public Service, Collaboration, Excellence, Innovation.

Immediate Next Move

Take the recommended package into a structured Board/staff discussion and force three decisions:

- Keep or remove **Leadership** as a standalone value?
- Keep or merge **Transparency**?
- Add **Excellence** and **Innovation** as the operating values needed for the next strategic plan?

Final Test

Ask each participant:

“Which phrase in this package would actually change an Agency decision?”

If the answer is “none,” the language is not strategic yet.

Final Protocol

The purpose of this consolidated package is not to make MCWRA sound better. The purpose is to make the Agency’s operating promise clearer: manage water, reduce flood risk, protect public trust, and make decisions that Monterey County can still defend a generation from now.

Source Notes

- User-provided MCWRA Vision Statement Strategy Protocol, Mission Statement Strategy Protocol, and Core Values Strategy Protocol.
- User-provided transcriptions from today’s workshop slides and brochure pages.
- Official MCWRA public Mission and Vision page reviewed for continuity.
- PUB Singapore official About Us page reviewed for mission/vision pattern.
- Metropolitan Water District official Vision and Values page reviewed for mission/vision pattern.