

Forging the Future: Aligning Mission, Vision, and Values to Set Organizational Direction

Paul Matthews, CEO
Tualatin Valley Water District
Libby Barg Bakke, Principal
Conсор

Thursday, May 2 | 9:45-10:45

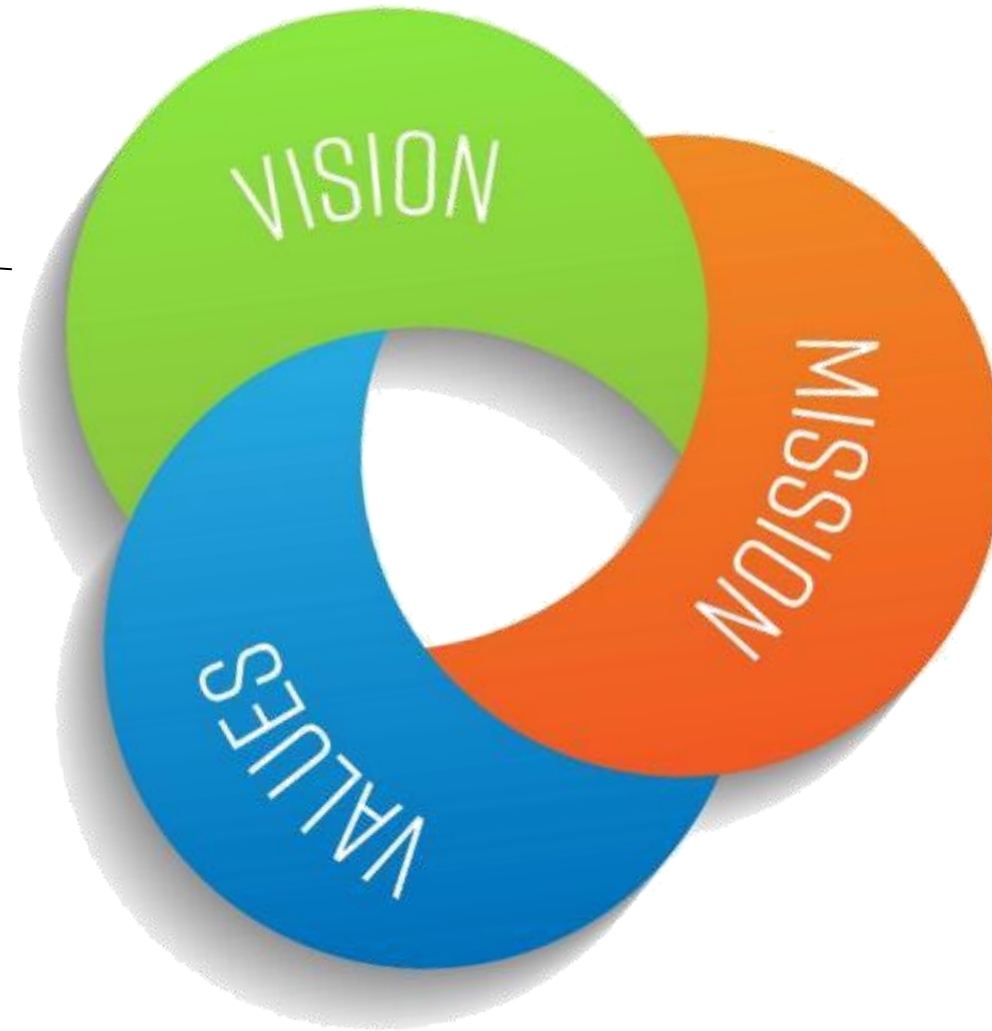


American Water Works Association
Pacific Northwest Section
2024 Section Conference
Spokane, WA | May 1-3, 2024

Definitions

Inspirational,
outcome & future
focused, memorable

Words that set a
standard against
which actions
can be assessed



In the present,
what you do,
for whom, how

Let's play "*Guess Whose Vision*"!

Vision

To provide access to the world's information in one click.

Mission

To organize the world's information and make it universally accessible and useful.



Vision

To accelerate the world's transition to sustainable energy.

Mission

To create the most compelling car company of the 21st century by driving the world's transition to electric vehicles.



Vision

To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online.

Mission

We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience.



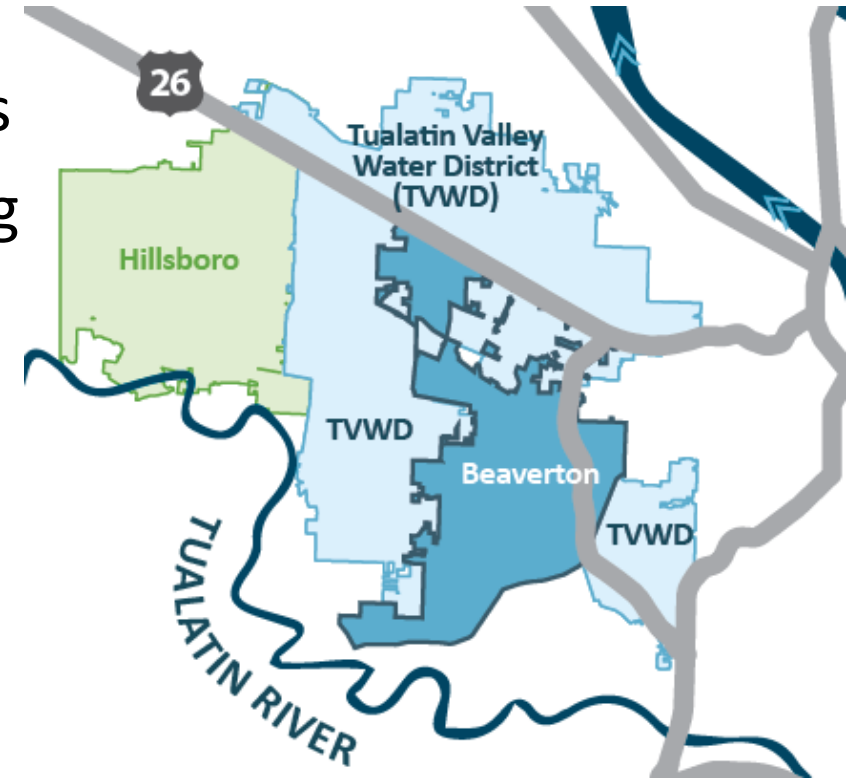


TVWD was created in 1991 from a visionary plan to secure a long-term reliable water future for the region.

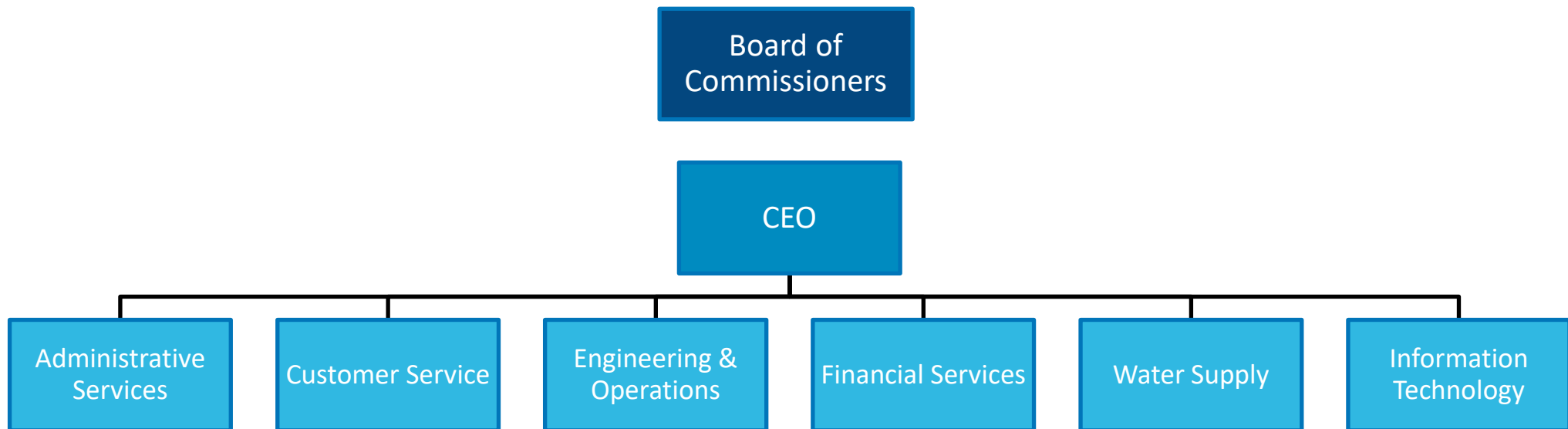
Tualatin Valley Water District

- Second largest water provider in Oregon
- Serves water to 225,000 people and businesses
- Provides over 7.7 billion gallons of safe drinking
- Maintains 759 miles of water pipes
- Performs 618,410 meter reads per year
- Provides customer service for 71,785 accounts
- Provides fire suppression water through 5,379 hydrants

Note: Estimates as of July 2022.



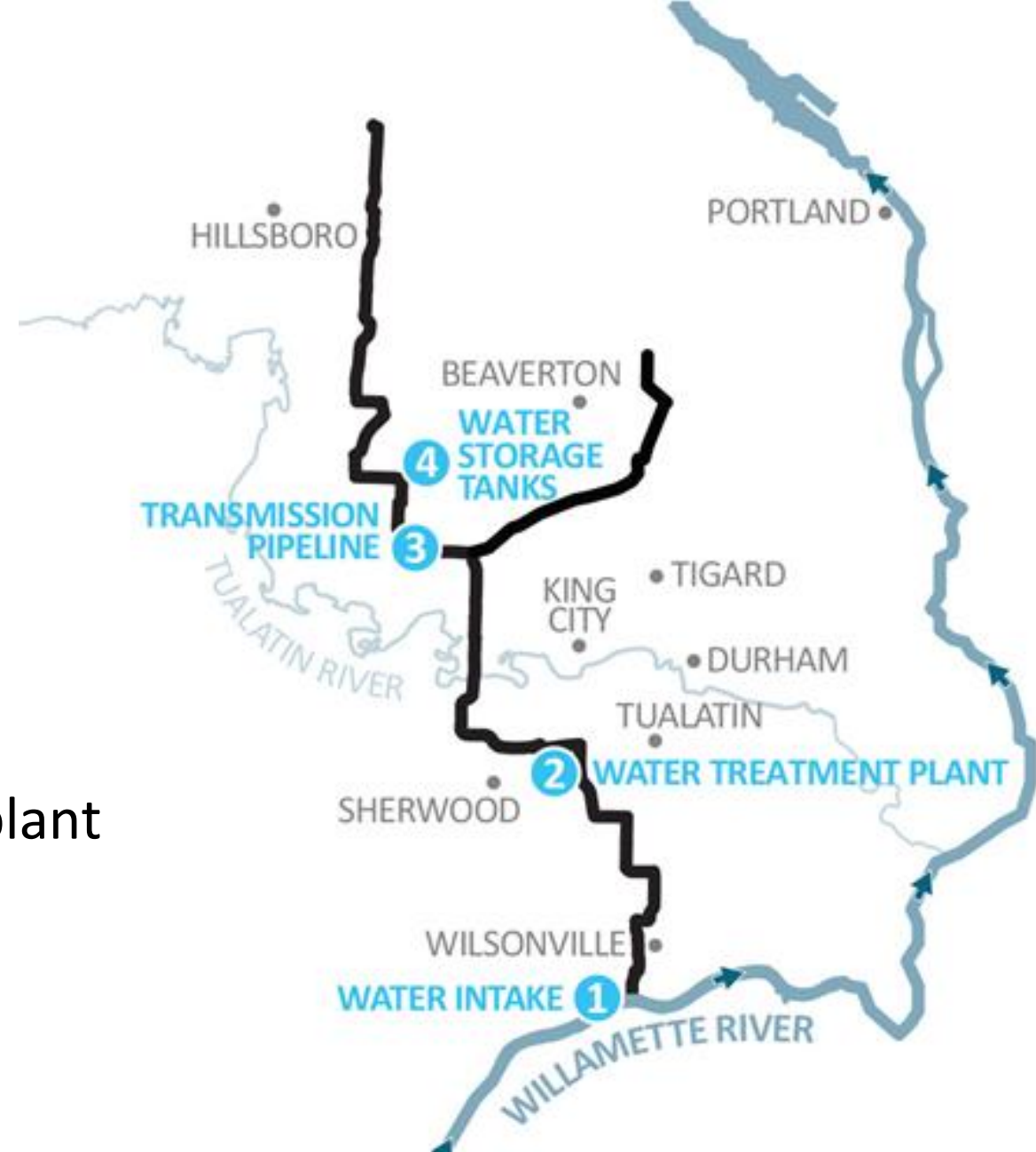
Our Staff and Leadership



Willamette Water Supply Program

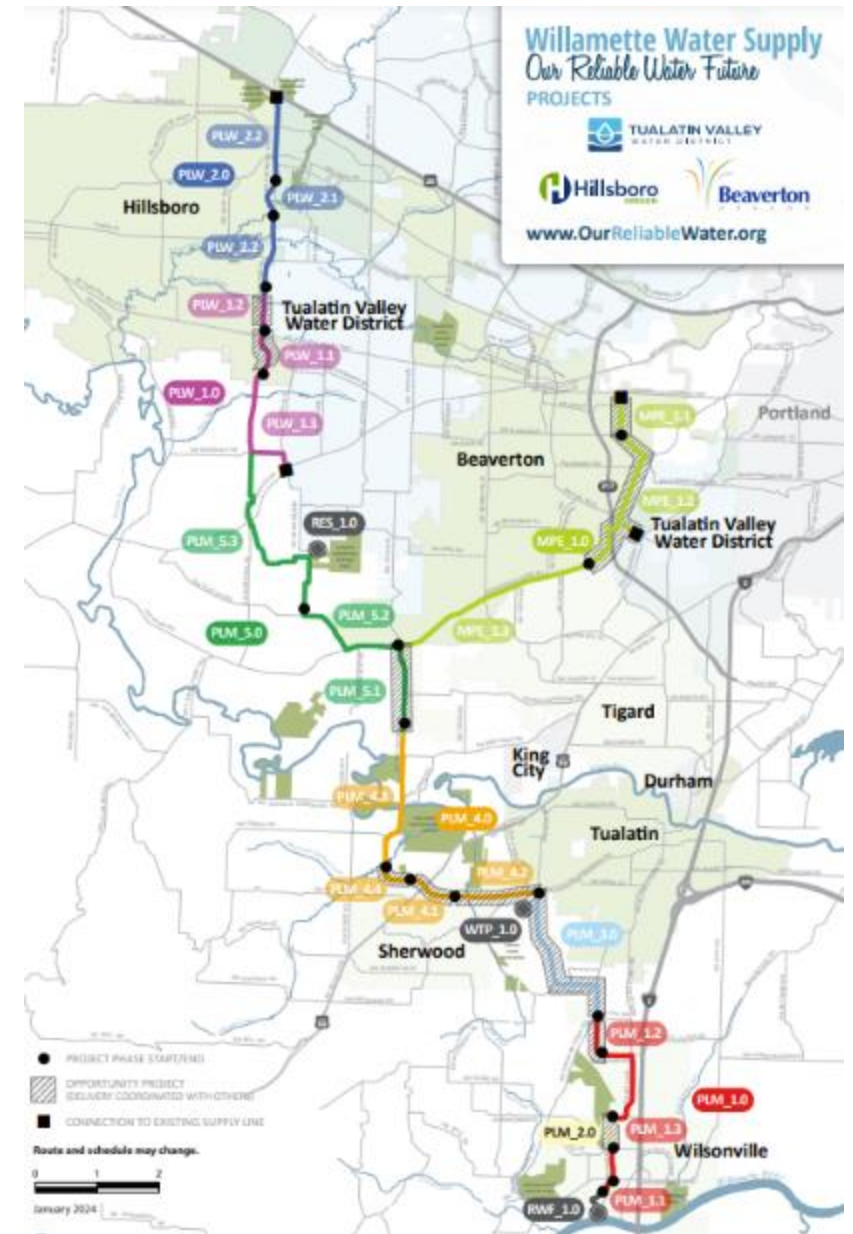
TVWD is the managing agency for the Willamette Water Supply System and the Willamette Intake Facilities

- Willamette River intake, located in Wilsonville
- New state-of-the-art water treatment plant
- 30 miles of large-diameter transmission pipeline delivered by the WWSP
- Water storage tank



Where are we now?

- Continuing successful partnerships
- Completed all planning and design— all projects are either under construction or completed
- Installed 24.3 miles of pipeline (82% of the total system)
- Secured the financial capacity to fund the program



Refreshing TVWD's Mission, Vision and Values



**An opportunity to renew
TVWD's vision**

Reasons to Reassess Mission, Vision, and Values Now

- Align the District around a new North Star in a time of change
- Create shared values to guide decision-making
- Connect day-to-day responsibilities to the overall mission of the District

Mission, Vision, Values Prior to 2023 Update

Our Mission: To provide our community quality water and customer service

Our Vision: Delivering the best water, service, value

Our Values: Reliability, Integrity, Stewardship, Excellence, Safety

Key Assumptions

Team Expectations

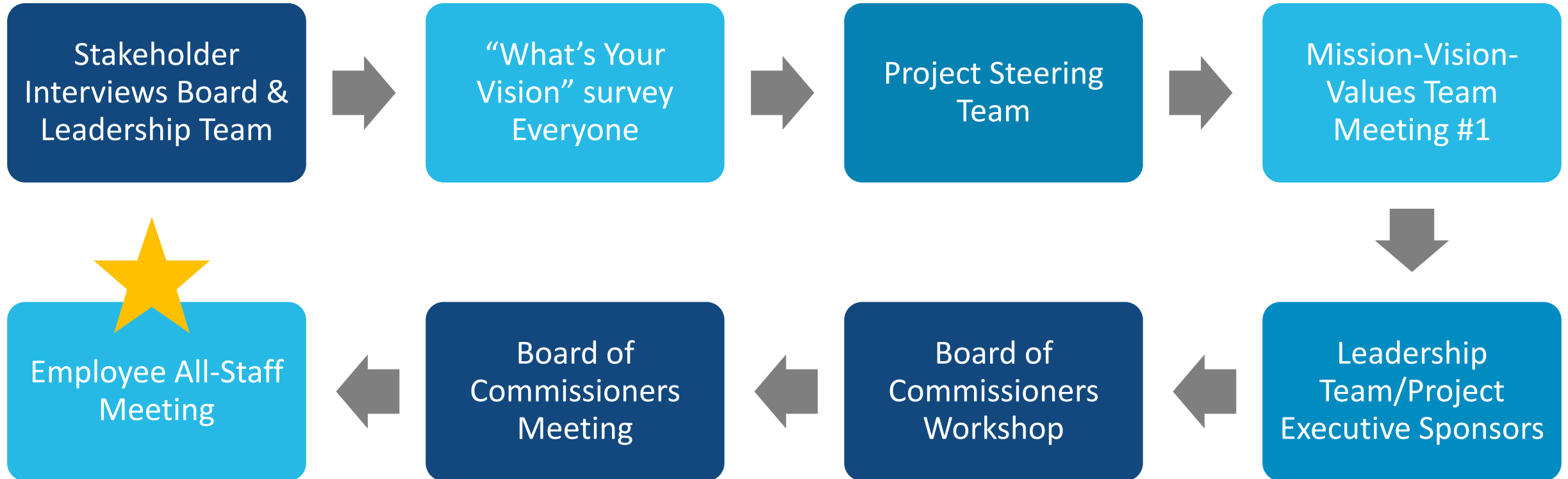
- Change management would be required.
- Final decision authority rested with the Board to ensure proposed changes reflected our communities' values.
- Staff have unique perspective and are key stakeholders.
- Outside facilitation with technical skills were needed.
- We needed a formal governance model.

Governance

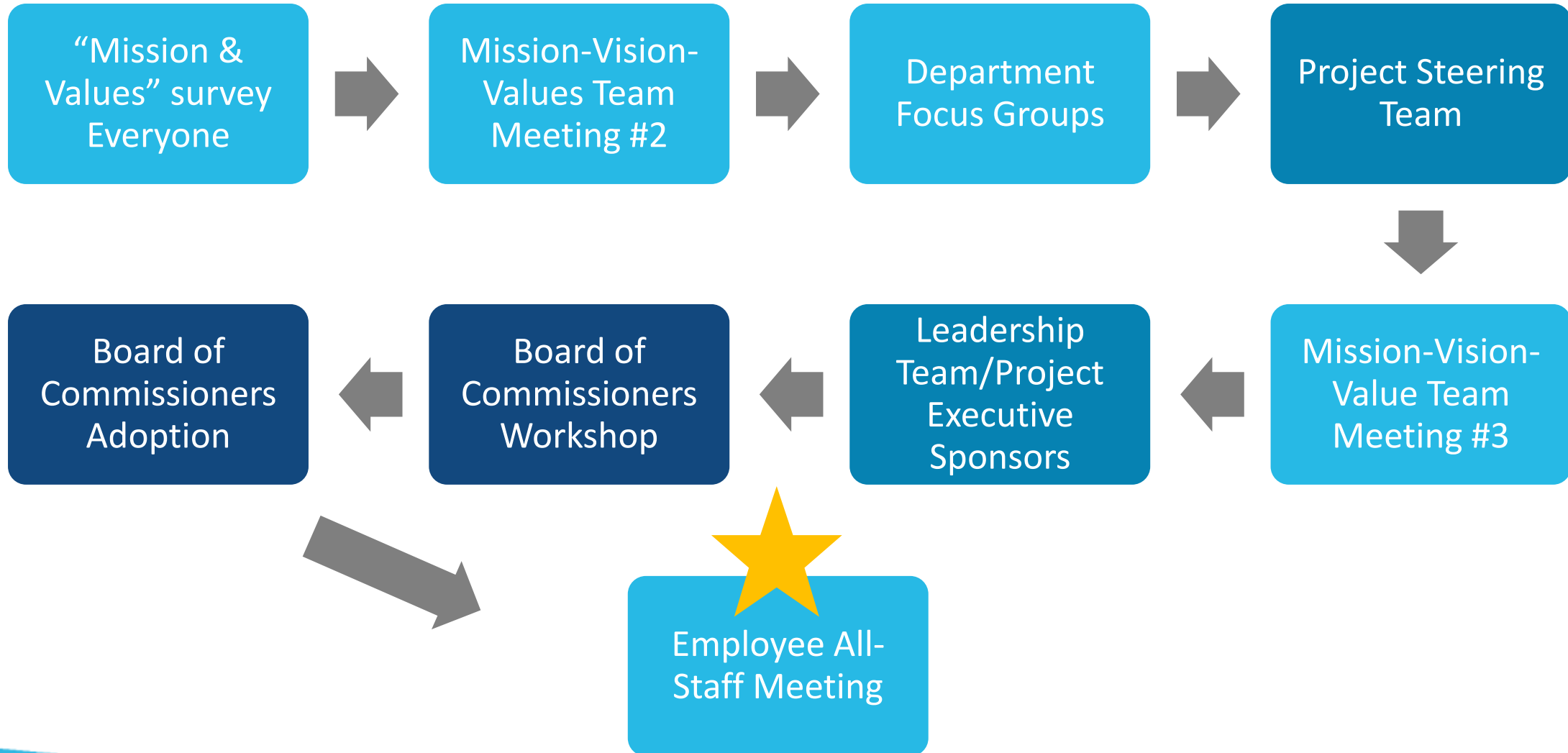
- Board of Commissioners
- Project Management Team
- Project Executive Sponsors
- Project Steering Committee
- Mission, Vision and Values Team

	Group	Role	Names
	Board of Commissioners (Activate)	<u>Board Decision</u> Adopt Mission-Vision-Values and Strategic Plan. <u>Input</u> Provide input through individual interviews, EUM survey, work sessions, and a retreat.	Position 1: Elliot Lisac Position 2: Carl Fisher Position 3: Jim Duggan Position 4: Todd Sanders Position 5: Jim Doane
	Board Strategic Planning Committee (Evaluate & Recommend)	<u>Evaluate and Recommend</u> A sounding board to evaluate and elevate recommendations.	Jim Doane, Todd Sanders
 <i>Active for the duration of Project</i>	Project Management Team (Manage)	<u>Execute the Project</u> Make decisions about the current project: scope, schedule and budget.	Paul Matthews , Katherine Lipari DeSau, Libby Bakke, Jenna Franklin, Jason Mumm
 <i>Active for the duration of Project</i>	Project Executive Sponsors (Approve)	<u>CEO Decisions</u> Make decisions about any changes to the current project: scope, schedule and budget. <u>CEO Decisions</u> Finalize Mission-Vision-Values and Strategic Plan content prior to Board of Commissioners consideration for adoption.	Tom Hickmann , Paul Matthews, Katherine Lipari DeSau, Kylie Bayer (Employee newsletter reviewers: Katherine Lipari DeSau , Kylie Bayer, Andrea Watson)
 <i>Closes out after Board adopts the Mission-Vision-Values</i>	Project Steering Team (Evaluate & Recommend)	<u>Review and Comment</u> Review and provide comments on project management materials from the Executive Sponsors as needed. <u>Review and Recommend</u> Review and provide recommendations on content (engagement and deliverables) as needed from the Consultant Team and the Vision-Values Team to the Project Executive Sponsors. Service as staff ambassadors.	Tom Hickmann , Paul Matthews, Katherine Lipari DeSau, Mike Jacobs, Joel Ayres, Kylie Bayer
 <i>Closes out after Board adopts the Mission-Vision-Values</i>	Mission-Vision-Values Team (Evaluate & Recommend)	<u>Review and Recommend</u> Sounding board for content (deliverables). Make recommendations to the Project Steering Committee. <u>Informed</u> at key project milestones.	Libby Bakke , facilitator. Mike Jacobs , Joel Ayres , Katherine Lipari DeSau , Kylie Bayer, and one staff person selected by each Department Head

Governance in Action—Vision



Governance in Action—Mission & Values



Staff Participation and Engagement

6 monthly project newsletters sent
+200 pulse survey responses

What's Your Vision Survey

99 participants
+200 comments
Giveaways!

2 Mission Vision Values Team workshop
2 Project Steering Committee meetings

Mission & Values Survey

75 participants
+100 comments
Giveaways!

30 stakeholder interviews with staff, leadership and Board of Commissioners

Leadership Team Visioning Retreat

16 focus groups
130+ staff participated
+1,250 points of feedback

All Staff Vision Celebration!



Meaningful Words

community
water
excellent
responsive
deliver
trusted
customer
service
quality



Vision Ingredients



Reliable
Secure



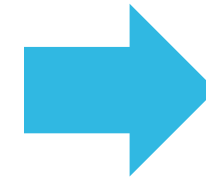
Community focused
Trust-worthy



High-quality
Safe
Clean



Collaborative
Professional
Knowledgeable



Affordable
Best value



Empathetic
Helpful
Responsive
Dependable

Tualatin Valley Water District Vision

Our water
sustains thriving
communities
every day for
everyone.

*We deliver high-quality water
to our customers.*

*We protect public health,
support the economy and jobs,
and manage water resources.*

*We provide dependable and
responsive service, invest in
reliability and resilience and
provide the best value.*



TUALATIN VALLEY
WATER DISTRICT

Our Mission

Reliable,
resilient, and
safe water

Our Vision

Our water
sustains
thriving
communities—
every day for
everyone.

Our Values

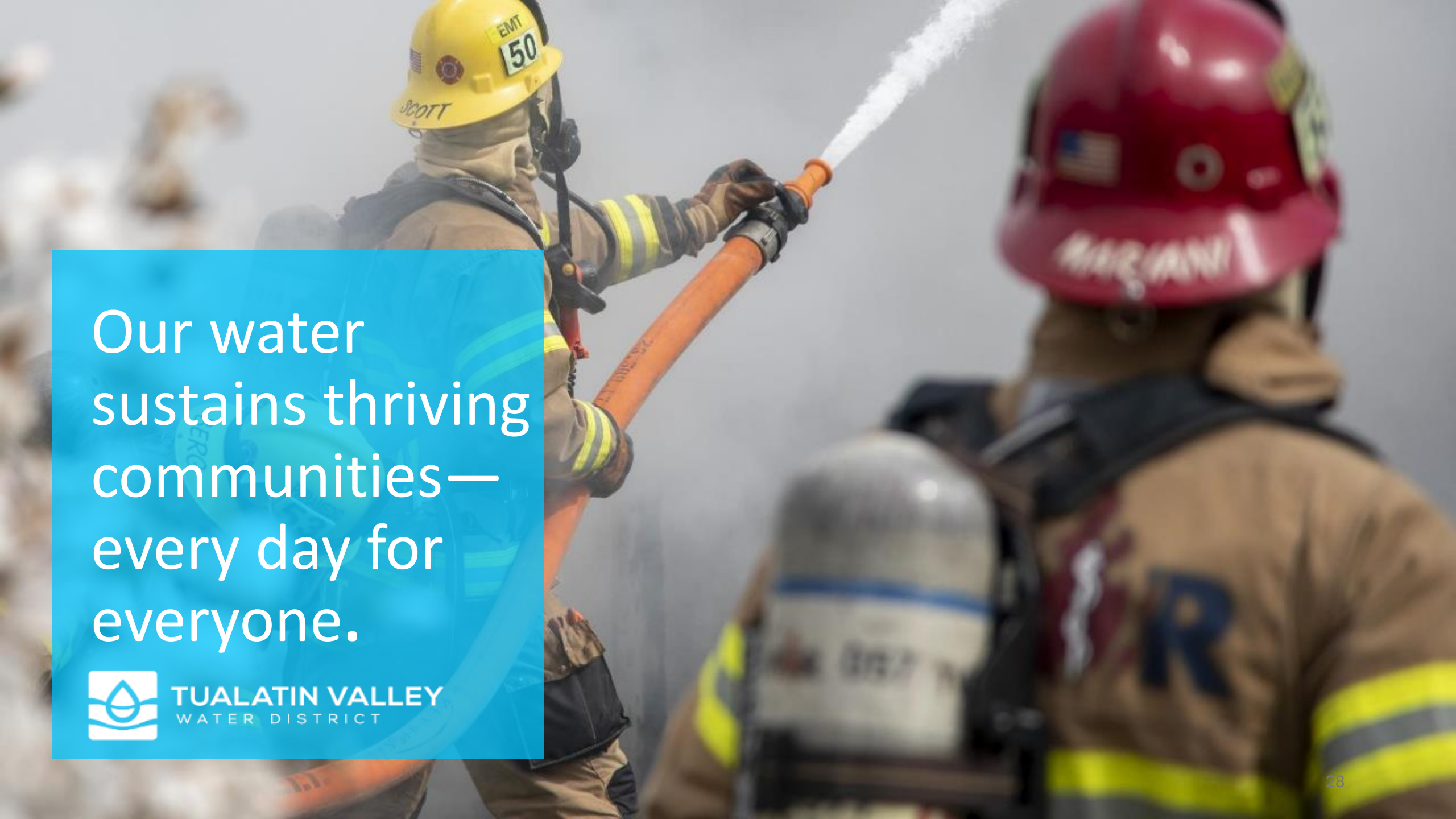
- Respect
- Integrity
- Service
- Equity



Our water
sustains thriving
communities—
every day for
everyone.



TUALATIN VALLEY
WATER DISTRICT

A photograph of firefighters in action. In the foreground, a firefighter in a red helmet with 'MARIANI' written on it is seen from the back. To the left, another firefighter in a yellow helmet with 'EMT 50' and 'SCOTT' is holding a hose that sprays water. The background is filled with smoke and other firefighters, creating a sense of an active fire scene.

Our water
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every day for
everyone.




TUALATIN VALLEY
WATER DISTRICT



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TUALATIN VALLEY
WATER DISTRICT



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WATER DISTRICT

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TUALATIN VALLEY
WATER DISTRICT



Mission, Vision, Values Celebration



What's happening now?

Deliberate About Our Culture

- Completed
 - Board-adopted Mission, Vision and Values
 - Board-adopted Regional Principles
- Upcoming
 - One-year Check-in
 - Guiding Principles
 - Strategic Planning Framework



BOARD-ADOPTED REGIONAL PRINCIPLES

TVWD's Commitments

- Enterprise-level commitments

Regional Commitments

- What partners can expect

Threshold Criteria for Partnerships

- How we evaluate potential partnerships

ENTERPRISE-LEVEL COMMITMENTS

TVWD is Committed to:

- The preservation of public health and safety
- The stewardship of a resilient and reliable water system
- The highest standards of quality and professionalism

WHAT OUR PARTNERS CAN EXPECT

Our Regional Commitments

- TVWD is committed to equitable, fair, mutually beneficial, and meaningful partnerships that respect current jurisdictional boundaries.
- TVWD is committed to transparency among all interested entities. As a public agency, TVWD's actions are a matter of public record.
- TVWD is committed to providing mutual aid to neighboring public agencies. Mutual aid might include:
 - Reciprocal arrangement for water and/or other services.
 - Fee-based services.
 - Other arrangements where appropriate.
- TVWD will endeavor to respond to a request for assistance in a timely manner in accordance with the highest professional standards.

EVALUATION OF POTENTIAL PARTNERSHIPS

Threshold Criteria for Partnerships

- Is the request consistent with TVWD's mission, vision, and values?
- Does the request serve the best interest of TVWD's customers to build and maintain reciprocal relationships with neighboring utilities?
- Does TVWD have the resources, expertise, equipment, system capacity, etc., to meet the request in a cost-effective manner?
- Is TVWD in the best position to provide the services requested?

Keeping Mission, Vision, and Values Relevant

Focused Efforts

- Lead by example
- First-year check-in
- Continue to promote their importance

Principles Are Next

Examples

- Act as if our customers have a choice of water providers
- Safety isn't an accident – it's deliberate
- Move fast and break things
- We won't release a project until we would use it ourselves

It's Time to Define Your Company's Principles

Mission, vision, and values are not enough. **by Jack Fuchs, Scott Sandell, and Vikram Shanker**

From the Magazine ([November-December 2023](#)) / Reprint [R2306J](#)



Strategic Planning Framework

Objectives

- Provide a repeatable process for developing strategic plans.
- Incorporate the concepts of the Effective Utility Management (EUM) model (to the extent desirable).
- Align District priorities with our mission, vision, and values.
- Encourage planning for the short-term, medium-term, and long-term.
- Improve accountability and relevance of performance measures.

Q&A



Thank you!



Our water sustains thriving communities—
every day for everyone.



TUALATIN VALLEY
WATER DISTRICT