

DRAFT

**San Mateo County Harbor District  
Annual and Strategic Planning Workshop  
Agenda for June 6, 2019**

**1 Welcome and Introduction**

**2 Review and Finalize Annual Goals and Objectives**

- Discuss current budget priorities

**3 Mission, Vision and Values**

- Evaluate current mission statement and consider changes
- Edit draft vision statement developed during strategic planning process in 2018
- Begin developing district values

**4 Discuss Next Steps in the Annual and Strategic Planning Processes**

- Consultant to integrate Annual Plan with the Strategic Plan, develop draft mission, vision, values statements and review with staff
- Board workshop to review draft strategic plan, and mission, vision, and values
- Staff develops annual and long-term implementation plans from the Strategic Plan
- Public review and comment of the draft Strategic Plan
- Consultant integrates public comments and reviews with staff
- Board review, comments on, and adopts final Strategic Plan

## The Mission Statement

A good mission statement should accurately explain why your organization exists and what it hopes to achieve in the future. It articulates the organization's essential work. Below is the existing District mission statement

CURRENT MISSION: To assure the public is provided with clean, safe, well managed, financially sound, environmentally pleasant marinas.

### ONE TEST FOR A GOOD MISSION STATEMENT:

Below are some questions that can be helpful in evaluating a mission statement. Evaluate the mission statement with these questions:

- **The purpose of the organization (PURPOSE)**
- **Who it serves (WHO)**
- **What are we doing to address these needs? (WHAT -- The work)**
- **How it measures Success or Excellence (SUCCESS)**

### SOME QUESTIONS THAT ARISE FROM ANALYSIS OF THE CURRENT MISSION STATEMENT:

The current mission statement is simple and easy to read, but is it really right?

*To assure the public is provided with clean, safe, well managed, financially sound, environmentally pleasant marinas.*

PURPOSE: What about other potential purposes, such as: support the commercial fishing fleet," provide "waterfront recreational opportunities," or "protect the marine environment," etc.

WHO: is it enough to say "public." Should the Commission consider: citizens of San Mateo County, users of the marina, fishing fleet, or...?

WHAT: What is the work: manage marinas? Protect the environment around marinas? Does it, potentially, include other marinas in the County? Anything else?

SUCCESS OR EXCELLENCE: Are clean, safe, well managed, financially sound, cover it? Is "environmentally pleasant" really right? Should it be "environmentally sustainable," or with "environmental stewardship," or...? Is one measure of success protecting local ocean users with search and rescue services?

**We will ask each of the participants in the workshop to answer the four questions regarding the District (not in relation to the existing Mission statement**

1. **The purpose of the organization (PURPOSE)**
2. **Who it serves (WHO)**
3. **What are we doing to address these needs? (WHAT -- The work)**
4. **How it measures Success or Excellence (SUCCESS)**

**We will discuss the responses and determine if we should we keep the existing mission statement as-is, edit it or develop a new one?**

**DRAFT**  
**Vision Statements**

A critical responsibility of the Board of Directors is to identify a vision for the District's future and then set goals and objectives to achieve it. The following vision statement was developed during the strategic planning processes:

Note below are two iterations of the vision statements that were derived from the many vision statements made in workshop 1. The raw statements are at the end of this document in the appendices.

**Are there additional comments or edits?**

SMCHD operates renowned, world-class marinas with top-notch facilities and services, and implements strong environmental stewardship.

Its commercial fishing fleet is thriving.

It is also a popular destination for boaters, tourists and residents. It is accessible to all San Mateo County residents and supports a variety of excellent restaurants and shops; annual boating and yachting events; seaside activities such as kayaking, fishing, strolling, and environmental education.

**MORE NOTES**

COMMENT: Put three topics above in future tense

~~It is supported by a highly skilled, effective and diverse staff and board.~~ COMMENT: Too detailed so eliminated

~~The District maintains strong finances and support of an engaged community of stakeholders.~~ COMMENT: Too detailed so eliminated

- ADDITIONAL COMMENTS:  
Transit access is poor to the harbors. Coastal Access for all
- Offers access and value to all San Mateo County Residents
- Renew every so often
- Want it to be a ...?

## DRAFT

# Draft VALUES Statement Questions

*In simple terms, we could define values as what we consider important—what we believe is right. In business and government, core values are those principle that are ingrained, are a source of an organization’s distinctiveness and are not compromised for economic or other gain.*

### HOW CORE VALUES ARE USED.

- Clearly stating core values helps every employee implement their work in line with the organization’s values.
- Values statements can be written as questions which can be posed to help make difficult decisions.
- Values can be used to help make hiring decisions by evaluating prospective employees on shared values.

### QUESTIONS FOR THE BOARD

**Please respond to one or more of the following questions—whichever leads to the most productive ideas for you.**

- What core values are existing (if unstated) and underlie the culture of the District and the communities we serve, as well as the staff and decision-making of the District?
- Think of someone who best exemplifies the values of the District. What values do they live out in their work and decisions that should be highlighted and identified as core values of the District. Why?
- Recall an action the District took, or a decision it made, that you believe was right regardless of whether it worked out. What underlying values led to that decision that you would like to identify as core to the authority. Why?
- What core values would make you proud if they were held by the staff and Board of the District—values so fundamental that you would hold them regardless of whether or not they are rewarded?

**We will ask each of the participants to respond to the questions above during the workshop. We will collect and discuss your responses to these questions and the consultant will return with draft values at the next workshop.**