

## GOAL 5: Organizational Excellence

Support and sustain an innovative organization that lives by its values, leads by example, delivers valued benefits for its customers, and is regarded as an employer of choice.

*Marin Water, with 25 departments and nearly 250 employees, is primarily responsible for the clean and reliable delivery of water to more than 191,000 people. Behind that service delivery is a complex water system requiring specialized expertise, modernized technology, efficient operations, and a wide number of customer touchpoints and opportunities for engagement – all of which require the organization to perform at its best.*

*To perform at its best, staff must understand the key priorities of the organization and feel job satisfaction, so they are inspired to provide excellent service. Trust and respect for the unique skills and experience each employee brings to their role in the organization is also paramount to collaboration, creativity and efficiency in the delivery of service to customers. There must also be opportunities for knowledge sharing with industry professionals inside and outside the organization to strengthen succession planning and to continue to evolve and implement the latest industry-wide trends and standards into our operations.*

*This goal represents the District's commitment to delivering best-in-class service to our customers through ongoing organizational improvements, cutting edge programs and processes, and continual development of the most important asset of our water system – our workforce.*

### Five-Year Objectives:

#### **Objective 1 – Organizational Culture and Values**

*The District will cultivate a positive, meaningful work environment that successfully recruits, retains and develops an engaged, high-performing, mission and values-focused team.*

- Strengthen the employment webpage, job portal and recruitment advertisement materials to help attract diverse candidates and better promote the Marin Water team and our accomplishments, brand and culture.
- Continue to grow relationships with community-based organizations to connect local community members, particularly those in underserved communities, with Marin Water career opportunities.
- Redesign and implement a comprehensive and welcoming onboarding process that connects newly hired employees to procedures and District resources that support the employee's success in their role.
- Complete diversity, equity and inclusion (DEI) training throughout the organization and fold it into the District's onboarding process.
- Develop a broad-based employee training program that provides continued core leadership training for managers and supervisors, needs assessment and training for technical staff and soft skills for all District staff.

- Engage staff to evaluate our current recognition and appreciation programs, research employer best practices and refresh the District’s employee recognition and appreciation programs.
- Ensure integration of staff input into District decision-making through strengthened two-way internal communication strategies that better engage all staff in the business of the District and provide opportunities for employee feedback.
- Increase employee engagement and organizational improvement through periodic employee surveys and follow-through initiatives.
- Through our safety program, maintain a culture of workplace safety through a continuous commitment to education, training, compliance and communication.
- Assess and evaluate the District’s current work facilities to identify needed upgrades and enhancements to support a safe and productive work environment.

### **Objective 2 – Customer Experience**

*The District will seek opportunities to enhance the customer experience at every touchpoint.*

- Perform an accessibility audit of our public facilities, customer programs, and outreach resources to identify and implement modifications that improve access for all customers.
- Deploy internal protocols and tools to strengthen key messaging and visual brand identity to ensure consistency through every customer interaction throughout the organization.
- Establish tools that can be used for expedient geo-targeted communication to customers impacted by service interruptions due to main breaks or other temporary system shutdowns.
- Use customer survey data, census information, water use reports, and digital analytics to drive decision-making for customer communication strategies and targeted outreach campaign development for conservation programs.
- Broaden customer awareness of our service value and initiatives using interpretive signage, video, point-of-service displays, new technologies and community events.
- Host open houses and school field trips at the watershed and treatment plant focused on building enthusiasm and interest for careers in the water industry among youth.

### **Objective 3 - Industry Engagement, Growth & Leadership**

*The District will engage with the water industry to seek knowledge and best practices from other professionals and to contribute our own expertise and experiences to the field.*

- Ensure that management and staff participate in industry associations to learn and share best practices and innovations for managing water resources, operations, watersheds, finances, human resources, communications, and other core services.
- Participate in professional development opportunities, including pursuing association committee seats, presenting on conference panels and seminars, submitting cutting edge projects and papers for industry awards, and assembling teams to represent the District at regional and statewide industry operations challenges.
- Continue to build collaboration and communication with other water districts, key government agencies, stewardship networks, and stakeholder organizations.

### **Objective 4 - Technology, Innovation, and Process Improvements**

*The District will strengthen efficiencies, business services, and innovation by modernizing essential processes, partnering with others and investing in strategic technology.*

- Develop and roll out a modern, secure intranet that will provide effective information exchange and collaboration among departments and teams.
- Provide an employee self-service function for accessing payroll, timekeeping, and other administrative functions.
- Create a program that fosters and incentivizes staff to identify, suggest, and use modern processes and technologies to improve workplace efficiency.
- Partner with academic institutions to research and solve the most pressing challenges for Marin Water and the water industry.
- Strengthen succession planning by identifying and addressing gaps in documented standard operating procedures (SOPs) and ensuring an overlap of training for key positions.
- Begin conversion to advanced metering infrastructure (AMI) across the service area and develop and launch associated customer portal to increase customer awareness of water use.
- Complete a selection process for upgrading the current enterprise resource planning system (SAP) and implement the upgrade to ensure maximized system use and integration capabilities across various operational functions.
- Replace the online customer bill pay system with a new system that improves self-service options for customers.