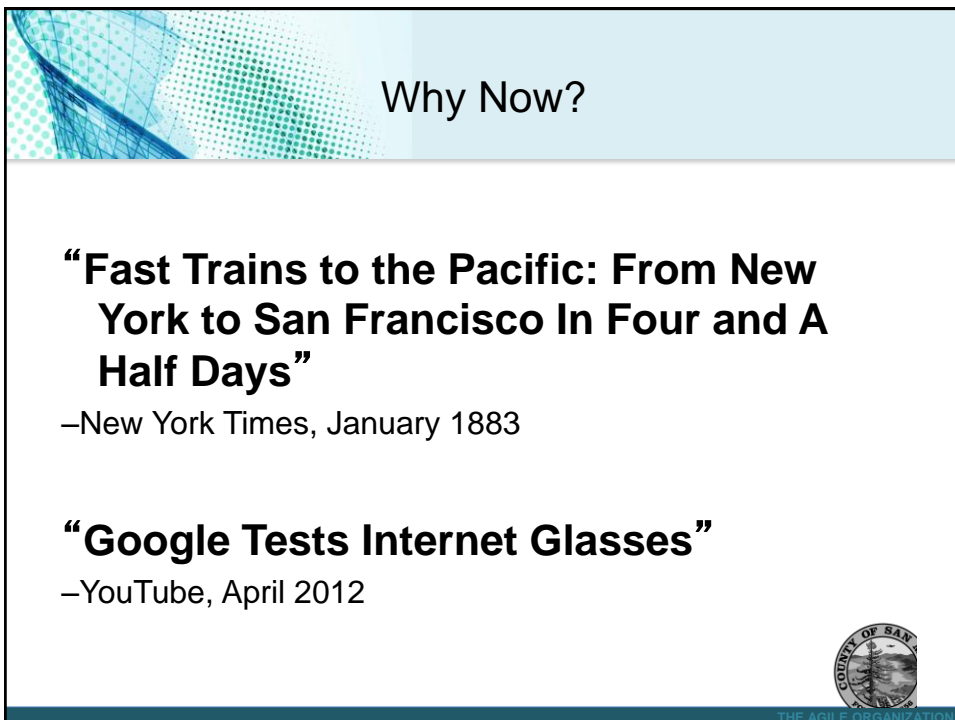



Creating an Agile Organization


March 2013



Why Now?

“Fast Trains to the Pacific: From New York to San Francisco In Four and A Half Days”
–New York Times, January 1883

“Google Tests Internet Glasses”
–YouTube, April 2012



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Why Now?

1 Workforce Requirements

- Increased difficulty recruiting and retaining talented and highly skilled employees
- Need new recruitment strategies, organizational structures and incentive programs

2 Changing Demands/Expectations of County Government

- Fueled by increased connectivity



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Why Now?

3 Unpredictable Revenue/Devolution

- Uncertainty created by short term, crisis to crisis spending plans at the Federal and State levels

4 Falling Confidence in Government

- Increased public cynicism and consumerism
- Diminished role of citizenship
- Need to actively engage the community in new and meaningful ways



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Internal Committee/Task Force

Internal

- David Holland
- Reyna Farrales
- Peggy Jensen
- Mary McMillan
- Marshall Wilson
- Shanna Collins
- John Beiers
- Paul Okada
- Donna Vaillancourt
- Rocio Kiryczun
- Srija Srinivasan
- SaraT Mayer
- Mark Wyss


External

- Jayne Battey, Managing Director of Miramar Environmental, Inc
- Michael Brownrigg, Burlingame City Council Member
- Michael Garb, Retired CEO, Star Vista
- Mike Garvey, Retired Public Administrator
- Bob Hortop, Vice President of Strategic Development, Mills Peninsula
- Audrey Ng, San Mateo/Foster City School Board Member
- Seren Pendleton-Knoll, Youth Commission Program Coordinator/StarVista
- Seth Rosenblatt, President, SMC School Boards Association



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Future Work Delivery Models



Regular

Volunteers/
Unpaid Interns


Term

Self-Help/
Connected
Community

Temporary/Extra-
Help/Fellows/Paid
Interns

Shared
Services

Contractors



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Future Work Delivery Models

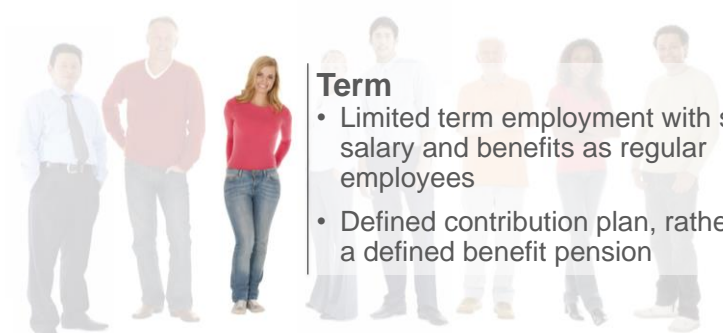


Regular
Employees engaged in high risk fields, policy development or critical decision-making




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Future Work Delivery Models




Term

- Limited term employment with similar salary and benefits as regular employees
- Defined contribution plan, rather than a defined benefit pension




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Future Work Delivery Models



**Temporary/Extra-Help/Fellows/
Paid Interns**
Short term assignments with limited benefits



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Future Work Delivery Models




Contractors
Use of community-based organizations, independent contractors, or freelancers




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Future Work Delivery Models



Volunteers/Unpaid Interns
Citizens providing services for which there is no appropriation of funds



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Future Work Delivery Models



Self-Help/Connected Community

- Web-based services (i.e. e-government)
- Community-based services



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Future Work Delivery Models




Shared Services
Sharing of resources with local cities, schools, special districts, and non-profits to enhance cost- effectiveness and/or improve service delivery



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Pilot Programs

<p>County Manager's Office</p> <p>Policy, Innovation and Engagement Fellowship Program</p> <p>Nextdoor</p> <p>Mindmixer</p>	<p>Information Services Department (ISD)</p> <p>New/Replacement Business Systems</p>	<p>Parks Department</p> <p>Organizational and Service Delivery</p>	<p>Human Resources Department</p> <p>HR Technician Rotation Program</p> <p>Term Employees</p>
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Recommended Next Steps

- 1 **Meet** with all labor organizations and other stakeholders
- 2 **Begin** the pilot processes to determine the organizational, operational and **employee-related impacts**
- 3 **Change** job descriptions and classifications where appropriate



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Recommended Next Steps

- 4 **Develop** a dual career ladder for Regular employees not interested in management or supervisory track
- 5 **Identify** new opportunities to use performance-based compensation, term employees, contractors, volunteers, enhanced self-help as well as shared services
- 6 **Seek** Charter amendments and legislation required to implement recommendations



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Implementation Schedule

- **March/April 2013**
Engage stakeholders in discussion of recommendations
- **April – August 2013**
Comprehensive analysis to determine statutory, rules and policy revisions
- **May 2013**
Submit report on planned tactics to further engage residents in local governance



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Implementation Schedule

- **September 2013**
Ramp-up pilot projects
- **February 2014**
Evaluate and report pilot results
- **September 2014**
Scale-up changes across the organization



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Board Discussion



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