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
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

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
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

Future Work Delivery Models

- Regular
- Term
- Temporary/Extra-Help/Fellows/Paid Interns
- Contractors
- Volunteers/Unpaid Interns
- Self-Help/Connected Community
- Shared Services
Future Work Delivery Models

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

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

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

Contractors
Use of community-based organizations, independent contractors, or freelancers
Volunteers/Unpaid Interns
Citizens providing services for which there is no appropriation of funds

Self-Help/Connected Community
- Web-based services (i.e. e-government)
- Community-based services
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

Pilot Programs

County Manager’s Office
Policy, Innovation and Engagement Fellowship Program
Nextdoor Mindmixer

Information Services Department (ISD)
New/Replacement Business Systems

Parks Department
Organizational and Service Delivery

Human Resources Department
HR Technician Rotation Program
Term Employees
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
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
Board Discussion