



OFFICE OF THE  
**COUNTY ADMINISTRATOR**

Matthew H. Hymel  
COUNTY ADMINISTRATOR

Mona Miyasato  
CHIEF ASSISTANT  
COUNTY ADMINISTRATOR

Marin County Civic Center  
3501 Civic Center Drive  
Suite 325  
San Rafael, CA 94903  
415 473 6358 T  
415 473 4104 F  
CRS Dial 711  
[www.marincounty.org/cao](http://www.marincounty.org/cao)

February 12, 2013

Marin County Board of Supervisors  
3501 Civic Center Drive  
San Rafael, CA 94903

**SUBJECT:** Creating a "County of Marinnovation" and Update on the Marin County Innovation Grants Program

Dear Board Members,

**RECOMMENDATION:**

- 1) Receive report on efforts to create a culture of innovation at the County of Marin – the "*County of Marinnovation*"
- 2) Receive update on projects and initiatives related to the County's Innovation Grants Program
- 3) Approve Additional Round of County Innovation Grants for Fall, 2013

**SUMMARY:**

In an effort to adapt to the economic downturn, the County has sought to improve efforts to seek new ideas from both employees and the public. Rather than be victims of change, we need to innovate, adapt and create a better organization. Embracing and encouraging innovation has become a focused strategy going forward as we adapt to reduced resources with ever-increasing service demands.

This report is an update to your Board and the public on recent one-time investments in new and innovative ideas, as well as to highlight what's ahead regarding efforts to encourage innovation at the County of Marin.

**Update on Innovation Grants Program**

In Fiscal Year 2011-12, the County Administrator's Office, in coordination with an Innovation Grant Committee consisting of department heads, assistants and County staff, launched pilot programs to promote and reward innovative ideas with the goal of enhancing the efficiency and effectiveness of Marin County government services, lowering ongoing costs, and creating staffing efficiencies.

This Innovation Grants Program has completed two rounds of funding that have awarded a total of \$196,712 in one-time funds for eight projects that were estimated to achieve annual, ongoing savings - as well as considerable amounts of staff time that could be re-invested in other service priorities. The Innovation Grant Committee reviewed proposals, heard presentations, and recommended promising projects for

grant funding. Of the eight projects that received one-time funding through this program, five have thus far been fully implemented:

- An Electronic Ticketing System (Cultural & Visitor Services)
- An IHSS Medication Management Tool (Health & Human Services)
- RISE SSI Enrollment Program (Health & Human Services)
- Electric Bicycles (Marin County Parks)
- Vehicle Laptops and Mounts (Probation)

Other projects that received grant awards are still in progress. Attachment A includes a full description of both active and recently completed projects.

#### Next Steps on Innovation Grants

We will be recommending a third round of innovation grants this fall funded with approximately \$228,000 carried forward from prior year funds. In response to some feedback from last spring's Innovation Grant Award process, we will be proposing another round of Innovation Grant submissions later this fall instead of this spring to better separate Budget Change Proposal (BCP) requests during the budget process from Innovation Grant proposals.

#### **Creating a "County of Marinnovation"**

Other initiatives are also underway in the County to encourage innovation. A group of graduates from the spring, 2012 Dominican Leadership Academy developed a class project to create a culture of innovation at the County of Marin. The group's goal is to recognize our recent fiscal challenges as an opportunity to create a "County of Marinnovation" that cultivates, drives and celebrates innovation in the name of improved services to the community.

Strategies include developing a web portal for employees to share, support and drive innovative ideas; cultivating and building community partnerships to learn from the experiences of other public and private organizations; creating an innovation team – the "I-team" – to help drive and maintain innovation within the County; and a new innovation recognition awards program – the "Inny" – to recognize and celebrate some of the innovative programs and projects already implemented within the County of Marin. The Marin Community Foundation has generously provided \$25,000 in grant funding to help seed these efforts.

#### Introducing an Innovation Recognition Award – the "Inny"

The first of these new strategies we anticipate to roll out includes a new innovation awards program – the "Inny" – to recognize and celebrate some of the innovative programs and projects already implemented by County departments, programs, teams or individual staff.

Modeled after the California State Association of Counties' (CSAC) *Challenge Awards*, the County's "Inny" awards program would enhance employee engagement and recognition, and build momentum toward additional efforts to engage employees in innovation as an adaptation to our new reality.

We hope these awards will serve to recognize and celebrate the many innovative ideas, programs and services already put into place representing new and effective ways of providing services to our residents or internally among our County departments. The goal is to build momentum toward enhanced employee engagement, and inspire new and even bolder ideas ahead.

We propose that the winner and runner-up be honored publicly by the Board of Supervisors later this spring; receive an award; and award winners will be able to apply to the California State Association of Counties (CSAC) "Challenge Awards" program (deadline June 30, 2013). Please stay tuned in coming weeks for introduction of the "Inny" Award program.

**FISCAL/STAFFING IMPACT:**

There is no fiscal impact associated with this report. A fall, 2013 Innovation Grant Award program would be within budget, funded with \$228,000 in prior year funds.

**SUBMITTED BY:**



Daniel Eilerman  
Deputy County Administrator

**REVIEWED BY:**



Matthew H. Hymel  
County Administrator

- Cc: Innovations Grant Program Committee:  
Dana Armanino, Planner, Community Development Agency  
Dan Eilerman, Deputy County Administrator, CAO  
Eric Engelbart, Management & Budget Analyst, CAO  
Rwena Holaday, Assistant Director, Information Services & Technology  
Samantha Klein, Administrative Services Manager, Probation  
Victoria Loufakis, Org Development & Training Manager, Human Resources  
Mona Miyasato, Chief Assistant County Administrator, CAO  
Pamela Moghbel, Admin Services Associate, Health and Human Services  
Joanne Peterson, Director, Human Resources  
Keith Pepper, Director, Child Support Services  
Jose Varela, Public Defender  
Jason Weber, Chief, Fire Department

**Attachment A:  
Update on Previous Innovation Grant Projects**

The following are active and recently completed projects for recipients of Innovation Grant awards in the first two rounds of the program:

**Project: Electronic Ticketing System**

*Department:* Cultural & Visitor Services

*Grant Amount:* \$39,595

*Amt Remaining:* \$0

*Goal(s):* Purchase and implement a new electronic ticketing system for Marin Center events and the Marin County Fair, resulting in increased revenues of approximately \$85,000 for the department annually while maintaining or reducing current costs to the consumer.

*Status:* **This project has been fully implemented.** The electronic ticketing system was implemented in time for the 2012 Marin County Fair and has been integrated into the department's website and Facebook page. The new ticketing system is currently on track to exceed its original revenue expectations.

**Project: Electronic Poll Book Pilot Program**

*Department:* Elections

*Grant Amount:* \$15,877

*Amt Remaining:* \$1,724

*Goal(s):* To pilot electronic rosters at various polling places in the November 2012 election.

*Status:* **Electronic rosters were distributed to seven precincts for the November 6, 2012 General Election.** Training for the poll workers was excellent, but the poll workers felt they did not get enough time to work with the system before the election.

*Next Steps:* The department plans to meet with those that were involved in the pilot project to get their feedback and determine next steps.

**Project: Records Management System (RMS) & Training System**

*Department:* Fire Department

*Grant Amount:* \$17,280

*Amt Remaining:* \$0

**Goal(s):** To populate the new RMS and training system with relevant data to begin tracking personnel and training provided in accordance with OSHA and agency requirements.

**Status:** **Not yet completely implemented.** Negotiation of pricing terms is complete, with implementation anticipated this month. Additional negotiations with the vendor resulted in added features for no increase in cost.

**Next Steps:** Once fully implemented, the new system will help the department manage training and ensure personnel have completed all of their training requirements to perform safely and effectively in their positions.

**Project: IHSS Medication Management Tool**

**Department:** Health & Human Services

**Grant Amount:** \$50,000

**Amt Remaining:** \$0

**Goal(s):** The goals for this project were to reduce the time allotted for In-Home Supportive Services (IHSS) providers to perform medication management by 33% (approximately 990 hours annually) while also reducing barriers to successful medication adherence by 50%.

**Status:** **This project has been fully implemented.** The department has achieved its goal of reducing the barriers to medication adherence and is seeing a reduction in IHSS medication management hours.

**Project: Rapid Increase in SSI Eligibility (RISE) Enrollment Program**

**Department:** Health & Human Services

**Grant Amount:** \$30,000

**Amt Remaining:** \$4,582

**Goal(s):** The goals for this project were as follows:

1. Establish Rapid Increase in Supplemental Security Income [SSI] Eligibility (RISE) days at a community location
2. Establish videoconferencing capabilities for communications with Disability Determination Services (DDS)
3. Increase collaboration with Social Security Administration (SSA) and DDS
4. Process at least four applicants per month through the RISE process
5. Improve disability approval rate
6. Improve time to decision for applicants

Achieving an increased rate of SSI enrollment will result in an increased SSI reimbursement for the County as well as allowing the

homeless access to more stable housing and Medi-Cal, which provides healthcare and mental health care.

*Status:* **This project has been fully implemented.** The project has exceeded the department's expectations in terms of the percentage of applicants receiving SSI/SSDI approval and in terms of the length of time to receive decisions. The application process has gone from taking 9-12 months with a 40% approval rate to taking 2 weeks with a 90% approval rate.

**Project: Electric Bicycles**

*Department:* Parks & Open Space

*Grant Amount:* \$16,000

*Amt Remaining:* \$148

*Goal(s):* The department's goals for this project were to research and purchase electric bicycles for patrol and maintenance purposes in appropriate circumstances. The use of electric bicycles will reduce fuel consumption and vehicle emissions by the department, reduce wear and tear on fire roads and vehicles, and facilitate better visitor interactions by being more approachable on bicycles.

*Status:* **This project has been fully implemented.** The electric bicycles are being used more and more by the department as they find new applications for their use. In addition, training protocols have been streamlined and new seasonal staff members have been able to take advantage of the technology. One benefit the department has observed is increased positive interactions with the public. Also, the department is able to cover the same patrol range without vehicles displacing visitors from trails and fire roads. The department has seen a modest reduction in fuel usage to date, but expects that to continue on a greater scale next year.

**Project: Probation Patrol Vehicle Laptops and Mounts**

*Department:* Probation

*Grant Amount:* \$8,900

*Amt Remaining:* \$0

*Goal(s):* The department's goals for this project were to deploy 5 laptops and 4 vehicle mounts in current patrol vehicles, which are expected to save approximately 25% staff time (equivalent to \$150,000 annually) by enabling Probation Officers to enter field notes into the case management system without the requirement of returning to the office to access the system.

*Status:* **This project has been fully implemented.** All four vehicles have been outfitted and staff is spending more time in the field without the need for redundant computer data entry. This has resulted in staff spending their time more efficiently with fewer calls and returns to the office to retrieve and input data as it is happening in the field.

***Project:* Self Service Kiosks**

*Department:* Probation

*Grant Amount:* \$18,655

*Amt Remaining:* \$18,655

*Goal(s):* The department's project goals are to install public access self-service kiosks in the Probation lobby and on the Court floor.

*Status:* **The department has been delayed in installing the self-service kiosks due to a reception area remodeling plan in the Probation offices.** Construction of the reception area had begun and the kiosks have been integrated into the remodeling plan.

*Next Steps:* The department is awaiting the appropriate construction phase of the lobby remodeling project to install the first of two self-service kiosks. Once implemented, the department will begin to evaluate results.