

Attachment A – Department Accomplishment Summaries
Renew 22 Summary Report
February 7, 2023

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Policy and Executive

Department: County Counsel

Program/Initiative Name: Employee Retention

Program Contact: Amber Holderness

Context:

Employees are the largest expenditure in the Office of County Counsel's budget. Salaries and Benefits comprise 86% of the total yearly expenditures of the department indicating that employees are a valuable asset. It has always been a priority of this department to train and engage employees with the intent of establishing and maintaining a high retention rate. This is especially important in the current recruitment climate. The Office of County Counsel is constrained in its ability to offer increased salaries or different benefits to entice applicants so the department seeks to encourage a supportive, collaborative, and challenging work environment to attract and retain a highly skilled and engaged workforce.

Solution/Connection to Renew:

The Office of County Counsel has taken numerous steps over the past four years to achieve a high retention rate within the Renew'22 Organizational Values of Accountability & Professionalism, Customer Focus & Exceptional Public Service, Equity & Inclusion, Innovation, and Trust & Ethics. We continue to develop a culture of inclusion and collaboration with the goals of instilling a sense of belonging and developing a positive office culture by hosting: (1) annual "Stay Interviews" with all staff and implementing feedback; (2) weekly staff meetings where we celebrate successes, share case and project updates, and open the floor for raising any issues for the group; (3) monthly "theme" coffees for people to connect; (4) End of Year Celebration to recognize years of service and accomplishments; and (5) outdoor meet-ups for the office, including an annual BBQ, ice cream social, and other celebratory events.

Results and Outcomes:

These efforts to retain our employees shows commitment, dedication and dependability, and allows us to keep costs of onboarding or regularly training new employees low. It allows us to maximize and leverage knowledge within the office and provide exceptional customer service to our clients and the Board. The results are a 3-year average retention rate of 98%, not including retirements. County Human Resources indicates that the industry standard of onboarding a new hire is \$4,700. The Office of County Counsel’s high retention rate significantly reduces these onboarding costs for the department.



Department: County Executive Office - Office of Emergency Management (OEM)

Program/Initiative Name: Accessible and Bilingual Emergency Preparedness and Response Outreach

Program Contact: Kelly Hubbard and Yaneris Muniz

Context:

The accessible and bilingual emergency preparedness and response outreach initiative has led to the development and enhancement of OEM's outreach efforts, as well as multiple tools to support bilingual and Whole Community alert and warning. Previously, emergency preparedness and incident response information was not provided through a centralized website that was known by the community, and critical alert and warning notifications were inconsistently provided in both English and Spanish. Additionally, with an estimated 50% plus of the County's population speaking Spanish or an indigenous Mexican language at home, it was critical that OEM be able to provide manually, culturally-informed translated information on both a centralized website, as well as when sending emergency alerts and warnings.

The lack of an established centralized and inclusive framework for emergency information, community engagement and alert and warning created several problems:

- An unknown number of residents may not have been able to understand the emergency notifications received or information on the OEM social media due to language, technology or accessibility barriers.
- With no centralized location for emergency preparedness, response and recovery information, residents were unclear on where to find current and validated information to support their resiliency;
- Very few bilingual staff in Sheriff's Dispatch and OEM led to delays in sending emergency notifications in Spanish; and
- The use of auto-translate tools, sometimes resulted in unintelligible, confusing, or offensive alert and warning Spanish translations.

Solution/Connection to Renew:

This ongoing program and its successes to date really required the use of many of the values and transformative behaviors of Renew 22. The program itself focuses on how to best serve our community with a focus on their needs and the diversity of the community, which in turn builds trust. With only one bilingual staff member and no staff with expertise in accessibility concepts within the Office of Emergency Management, and the knowledge that disasters often impact the most vulnerable, the team had to use creativity, risk-taking, data-driven decision making, strategic thinking, and collaboration to identify and develop solutions.

Results and Outcomes:

Santa Barbara County residents now know that WWW.ReadySBC.Org and WWW.ReadySBC.Org/ES is a go to source for emergency preparedness, response and recovery information in both English and Spanish. Additionally, the Office of Emergency Management has worked to enhance its website and social media content to be accessible to the whole community, including those speaking Spanish, individuals who are blind or have low vision, and for the whole community regardless of educational background.

The commitment to an accessible and bilingual outreach program has resulted in the following solutions and improvements to community information sharing:

- ReadySBC.org has become a centralized trusted website for emergency preparedness, response and recovery information.
- All content developed and provided by the county on ReadySBC.org has been manually translated to Spanish and is available through the direct link WWW.ReadySBC.Org/ES.
- Staff have developed locally informed manual Spanish translations of the most common emergency notifications needed into two tools that increase the accuracy of messaging, as well as timing of messaging being sent to community members. These include:
 - Predeveloped scripts for the most common alert and warning messages needed, and preloaded them into the County's alert and warning system; and
 - The Message Alert Generator (MAG) tool to assist non-bilingual staff with manual translation of emergency notifications that may not fit within the pre-developed scripts.
- Revised protocols and training to simplify how bilingual alert and warning messages are sent out, resulting in an estimated 98% of all Alert and Warning messages being sent in English and Spanish at the same time.
- ReadySBC.Org has been reviewed and updated to be more accessible to individuals with blindness or low vision, as well as simplified language to support the full community's understanding of information.
- Social Media guidance was developed to support whole community accessibility of information, including individuals with sensory and processing disabilities.

Public Safety

Department: District Attorney's Office

Program/Initiative Name: eSCARS (Electronic Suspected Child Abuse Report System)

Program Contact: Yleana Anda

Context:

SCARs (Suspected Child Abuse Reports) are mandated in the State of California. Penal Code §11166 requires the Department of Social Services and law enforcement to cross-report allegations of suspected child abuse to each other and to the District Attorney in order to prevent suspected child abuse cases from falling through the cracks. Santa Barbara County DSS receives nearly 5,400 SCARs per year. Approximately 50% of these SCARs are required to be cross-reported to law enforcement and the District Attorney's Office. Prior to the development and implementation of the Electronic Suspected Child Abuse Reporting System (eSCARS), SCARs were faxed manually to the law enforcement agency with jurisdiction and the District Attorney's Office. This manual method of sharing critical information proved insufficient for timely and reliable communication. eSCARS will be a secure, web-based application allowing the Department of Social Services, the Sheriff's Office, the District Attorney, and all other Santa Barbara County law enforcement agencies to better communicate information related to suspected child abuse reports.

Solution/Connection to Renew:

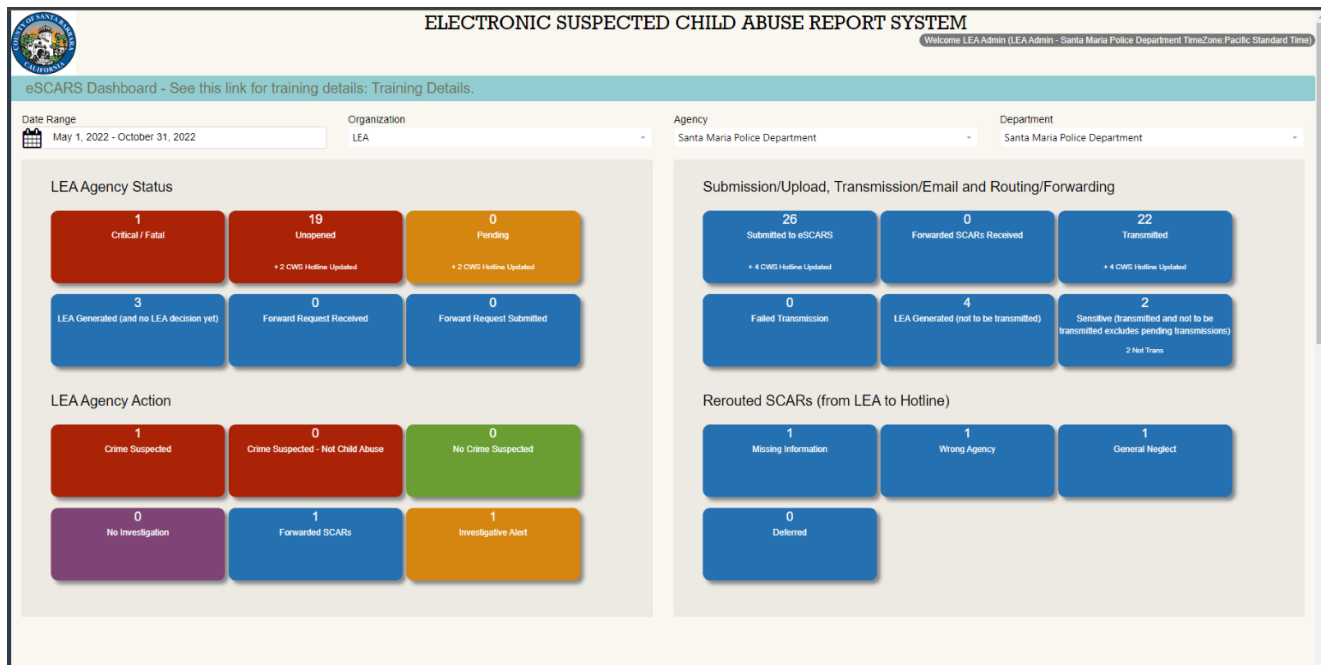
The Renew'22 strategic framework fostered an environment where innovation and collaboration are valued and reinforced our priorities of accountability and data-driven decision-making. This environment and priority structure made the development of the eSCARS program possible.

The eSCARS program aligns with and promotes the County's vision of delivering exceptional services so that all children in Santa Barbara County can enjoy a safe, healthy, and prosperous life. By investing in an electronic database for child abuse reports, the District Attorney will have the framework to establish countywide protocols for child abuse referrals, cross-reporting, and investigations. This collaborative and innovative effort between multiple departments is designed to close any system gaps and improve the critical systems that the County of Santa Barbara utilizes to protect children from abuse and neglect.

Results and Outcomes:

On August 16, 2022, Santa Barbara County launched the eSCARS program. At the time, Santa Barbara was only the second county in the state of California to implement an eSCARS program. eSCARS was initially launched at the Santa Maria Police Department (SMPD), which is the law enforcement agency within Santa Barbara County that investigates the highest number of suspected child abuse cases. The District Attorney plans to onboard all of the law enforcement agencies in the County within the next two years. Since the launch at SMPD, over 200 SCARs have been entered into the eSCARS system. Of those 200 SCARs, 31 crimes against children were suspected and are being investigated.

This innovative new system allows for cross-communication to be tracked through the web-based system, which allows all involved agencies to see which stage of the investigation is underway. This collaborative transparency will result in significant efficiencies that will better protect our community's children.



Department: Fire Department

Program/Initiative Name: Firehawk Fixed Belly Tank Modification

Program Contact: Deputy Chief Stornetta

Context:

- Prior to 2020, the Fire district did not have an aircraft that could combat wildfires at the night. In addition, the District did not have a means to immediately support fire suppression or rescue within the Channel Islands
- This initiative impacts all residents and visitors within the County
- With the assistance of Direct Relief, the Homeland Security Grant Program (HSGP), and One 805 the District was able to secure the funding for the fixed belly tank which allowed the district to make the final modification to the Blackhawk aircraft to a Firehawk.

Solution/Connection to Renew:

In response to the 1% Financial Resiliency initiative, was able to secure generous donation, totaling \$2.6M which allowed us to preserve our capital reserves which have been earmarked to address our deferred maintenance backlog and several large-scale initiatives such as the Regional Fire Communications Facility.

Results and Outcomes:

Equipping a Blackhawk helicopter with a belly-tank instead of a bucket is a relatively new way of fighting wildfires and is time-efficient. A helicopter with a belly tank can drop off crews of ground fire-fighters at a fire and immediately action the flames, whereas a helicopter with a bucket attached cannot move crews around; thus it would have to return to a staging area after dropping off the fire-fighters to attach the bucket and return to the fire front.

The process of converting a Sikorsky Blackhawk helicopter into a Firehawk requires the installation of a fixed belly tank to carry and disperse water for firefighting purposes. The fixed tank requires the landing gear to raise the aircraft in order to accommodate the tank. The tank carries 1000 gallons of water and is manufactured by Kawak Aviation and installed by United Rotorcraft. United Rotorcraft is the only licensed finishing agent and the only company authorized by the manufacturer Sikorsky, to install the gear modification kit.

This tank is unique from any other option in that it allows our aircraft to maintain their multi-mission capability in firefighting, hoist rescue, and medical evacuations without the need for any reconfigurations. It also allows for the helicopter to be ground filled, the standard practice for nighttime firefighting operations.

The acquisition of the Firehawk allowed us to significantly increase our lift capacity allowing more water to be delivered faster on fires, thereby helping to limit fire spread and associated impacts and costs. The aircraft will reduce response time to incidents and reduce return interval time for water dropping. When properly equipped with a fixed belly tank, Firehawk can carry approximately three to four times as much water as one of the other ASU helicopters. It can also carry approximately twice the personnel.



Department: Probation Department

Program/Initiative Name: Juvenile Data Mining and Reimagining Juvenile Justice

Program Contact: Karyn Milligan x23653

Context:

In 2017, the Department conducted a deep dive into its juvenile data and examined juvenile trends in our county in comparison to comparably sized counties with similar populations. Among other things, the data revealed:

Under-utilization of diversion options

Significant numbers of youth aged 14 and younger detained

A third of youth in the Juvenile Justice Center were in custody for a technical probation violation

Overuse of the Los Prietos Boys Camp for lower level offenses, which resulted in over 50% of youth at camp serving commitments on misdemeanor charges.

Our juvenile trends were trending in the wrong direction in several key areas.

Solution/Connection to Renew:

In response to the areas of concern revealed by the data mining, and in alignment with current research and best practices in the field of juvenile probation, the Department embarked on a multi-year effort to transform and innovate its juvenile services. Strategies included:

Implemented a validated risk and needs assessment tool.

Implemented a revised juvenile intake assessment process and booking criteria.

Developed and implemented an incentives and interventions matrix.

Increased the use of diversion services, including applying for and creating a Youth Investment Grant (YRG) partnership with the Council on Alcohol and Drug Abuse (CADA) and University of California, Santa Barbara (UCSB).

Conducted fidelity checks of evidence-based services to ensure the models were being taught correctly.

Developed an inventory of local programs and services to which justice-involved youth were referred, and ensured the programs were evidence-based or promising practices.

Increased scrutiny of technical violations, length of time under supervision, and use of congregate care

Partnered with local community stakeholders to develop suggestions for local reform through the Reimagining Juvenile Justice (RJJ) Initiative, a partnership between Probation, local agency partners and stakeholders, and the Annie E. Casey Foundation, as administered by School and Main, and implemented recommendations when possible.

Presented racial and ethnic equity and inclusion (REEI) data to community partners for transparency and to guide further discussion on systemic disparities.

Results and Outcomes:

The Department reviewed data two years after the strategies were implemented and noted a reduction of 27% in supervised juveniles since 2019, and a 56% overall reduction since 2017. This reduction was in part due to an increased amount of youth provided diversion services as well as a decrease in the amount of youth supervised for misdemeanor offenses. Specifically, there was a 19% decrease in misdemeanor referrals and a 32% decrease in supervised misdemeanants. In addition, 10% of youth were now on some type of diversionary supervision, and 322 youth have been enrolled in the YES diversion program as of 9/30/2022. The number of youth in out of home placement was reduced nearly 100%, as the department dramatically overhauled its practices in this area. Lastly, there was a 56% reduction in technical violations.

At the time of the re-evaluation recidivism rates were promising, as 97% of juveniles were without a new sustained petition for a felony offense within one year of successfully completing probation, and 81% of juveniles were without a new sustained petition for a felony offense while on probation.

Of significance is that the systemic changes achieved went far beyond statistics. The adoption of deeper evidence-based practices in working with youth changed the case planning processes, included a greater focus on youth voice and family engagement, and transformed work in our juvenile facilities as well.

Department: Public Defender's Office

Program/Initiative Name: Utilized Current Technology to Improve Client Services and Increase Overall Efficiency by launching upgraded content management system (eDefender) and ThriveSBC community resource application.

Program Contact: Deepak Budwani

Context:

Currently, the Public Defender's office has a content management system called eDefender. Department is looking to Increase value to employees and clients by providing high quality digital systems to better meet their needs using standard components and continuous process improvement. Central to that is the implementation of a state-of-the-art case management system that will look to reduce the average time to process a case, by case type. Additionally, tools are needed to assist clients. A mobile app was needed, to give clients who are actively involved in the criminal justice system a roadmap to easily navigate and access an array of quality, long-term mental health and substance use services. The services exist, but knowing where to start, which apply, etc., can be overwhelming, creating gaps in services and leaving people vulnerable.

Solution/Connection to Renew:

Renew '22 has a clear goal to not simply transition, but to transform our County government. The Santa Barbara Public Defender's office has embraced an evidence-based, decision-making practice, looking to RE-DESIGN and create a new vision. The entire case management system was rebuilt to allow for a fully paperless process and an upgraded environment was launched July 2022. Over the next two years the improved eDefender will allow the true vision of the system to be realized.

The Santa Barbara Public Defender's office launched client a resource app developed at no cost to the County, for criminal justice-involved clients, connecting them to County and community-based service providers. [Thrive SBC](#) is a community resource app designed to promote seamless access to necessary resources in Santa Barbara County

Results and Outcomes:

The upgraded system will employ data-driven decision making that relies on quantitative and qualitative statistics to advocate for effectiveness of the services provided. Increased benefits included:

- Increase productivity through streamlined operations.
- Adopt efficient process and customize them to Department needs.
- Business rules based on user-defined case properties.
- Integrate business processes with automation workflow case solutions.

The [Thrive SBC](#) app offers benefits for the whole community but is particularly valuable for justice-involved individuals, whether they are pre-entry, actively involved, or re-entering the community. From automating the dismissal of criminal records in Santa Barbara County via the Fresh Start program to providing a resource directory for everything from food to transportation, the app will serve as a one-stop shop for those accessing services by connecting them with an array of providers.



Department: Sheriff-Coroner Office

Program/Initiative Name: Civilianization

Program Contact: Undersheriff Craig Bonner

Context:

It is incredibly costly to provide public safety services and the vast majority of that is driven by personnel costs. Within a law enforcement organization, the cost of sworn personnel significantly exceeds that of non-sworn personnel due to various factors including training, certification mandates and a very competitive market for qualified candidates. Tightening public safety budgets would normally require cutting a combination of both external and internal services, many of which would be unacceptable to the community, other County departments and the Sheriff's Office. The challenge was to figure out how to continue providing those services at a reduced cost.

Solution/Connection to Renew:

Consistent with the Renew 22 transformative values of Rebalancing resources and Redesigning how we work, the Sheriff's Office conducted a deep-dive into its operations and services to identify services, functions and work that was being done by sworn staff, but which could be accomplished with non-sworn personnel, with or without modification to the work. The review process required extensive evaluation of both the benefits and liabilities to all stakeholders and a cost-benefit analysis with respect to organizational capabilities. In some cases, the work/ functions were able to be completed by a non-sworn employee without modification and in some circumstances, the work had to be modified to remove portions that could/ should only be completed by sworn personnel. The project also required extensive Collaboration with County Human Resources in the creation of the new non-sworn positions and recruitment to fill the positions once approved.

Results and Outcomes:

To date, the Office of the Sheriff civilianized 19 positions from its sworn ranks. This included the Chief Administrative Officer, Sheriff Service Technicians (15), Forensic Supervisor, Human Resources Manager and Criminal Records Manager. All of these positions were previously held by a sworn custody/sheriff deputies at various ranks. This change is projected to save Santa Barbara County approximately \$1,312,309 in budgeted salaries and benefits each fiscal year. The Sheriff's Office continues to evaluate our ability to safely and appropriately expand its use of non-sworn personnel and focus the work of its sworn personnel into those functions that require their use. As recently as late 2022, the Sheriff's Office added 6 additional Sheriff Service Technician positions to assist in meeting the operational needs associated with simultaneous operation of two custody facilities.

Health and Human Services

Department: Behavioral Wellness Department

Program/Initiative Name: (Establishment of) In-House Genoa Pharmacy at the Calle Real Clinic

Program Contact: John Doyel, MA, LAADC, Assistant Director

Context:

- *The problem or inefficiency*

The Calle Real Specialty Mental Health Clinic had delays in securing timely medications for its clients. In addition, due to workforce shortages and staffing challenges, nursing resources were inconsistent, thus disrupting client care. Finally, the current service delivery system was costlier than it had to be.

- *Who the problem impacts*

Clients and staff who needed timely medication administration and medication support, and the overall fiscal integrity of the department.

- *The program/ initiative created to address this problem*

The Genoa pharmacy addressed the problems above by providing immediate medications on-site without the need for consistent staffing resources.

Solution/Connection to Renew:

The establishment of the Genoa Pharmacy was driven by three (3) components of the Renew 22 framework:

Re-Vision our organization – by creating a private public partnership and integrating service delivery;

Re-Design how we work – by becoming more effective and cost effect.

Respond to residents and customers – by establishing immediate, integrated and seamless medication and medication management services to clients within a specialty mental health clinic.

Results and Outcomes:

Results have been overwhelmingly positive. Clients have immediate access to medications within the clinic. Medication management services are much more efficient. Nursing staff needs have been mitigated and reduced, and overall morale in the agency has increased. Genoa not only provides client medications, but also medication services to BEWELL staff including COVID and flu shots (that could have a positive impact on another Renew 22 objective Retain high performing employees). Finally, it has been estimated that the Genoa pharmacy will create a cost savings of approximately \$400K/year as the pharmacy services will compensate for the equivalent of three FTE nurses and or other med support staff. Additionally:

- Medication delivery is now instantaneous, so clients are waiting less time for services
- The pharmacy is within the clinic, so it is easy for clients to access services
- Staff and clients have reported overwhelming approval and satisfaction with Genoa

BEWELL is currently exploring ways to expand Genoa services for clients being released from the South County jail and others who need medication assisted treatment (MAT) for substance use and co-occurring disorders (SUD/COD).

Department: Department of Child Support Services

Program/Initiative Name: Parenting Court

Program Contact: Justin Arnold

Context:

As part of its child support enforcement process, DCSS routinely files contempt of court charges for those who are not paying their child support. This is a serious tool that can lead to jail time. However, contempt proceedings rarely result in long-term increased compliance with the child support order. We believe this is because in many cases, the individuals have significant issues such as a lack of job skills, substance abuse problems or their inability to obtain visitation with their children frustrates them to such a degree that they do not value financially supporting their children.

Solution/Connection to Renew:

We are in the process of creating a rehabilitative court called Parenting Court which would attempt to break down the barriers to paying support. It would serve as an alternative to contempt proceedings for willing participants. In Parenting Court, the Court Commissioner will direct participants to utilize community resources such as the Family Service Agency, the Workforce Development Board and drug and alcohol treatment providers. Court sessions would be for the purpose of making orders regarding treatment plans, receiving reports from treatment providers and utilizing the gravitas of the Court Commissioner to try to encourage people to make positive changes in their lives that will allow them to better support their children.

We have prepared detailed guidelines for the program and the Family Service Agency and the Workforce Development Board are willing to have a representative attend court. We have established a process for making referrals to the Behavioral Wellness Justice Alliance. Several community partners have signed a Terms of Cooperation agreement. We have developed a process to track metrics. We are ready to proceed upon receiving court approval.

A Parenting Court aligns with and promotes the County Vision of delivering exceptional services so all can enjoy a safe, healthy, and prosperous life. Parenting Court is the brainchild of our Child Support Attorney III and was fostered by the Renew'22 strategic framework in which new ideas, calculated risks, thinking outside the box, innovation, agility and adaptation to modern expectations and future needs are encouraged and supported throughout the organization.

Results and Outcomes:

The following outcomes are anticipated once the program begins:

- Participants will complete a treatment plan in order to graduate.
- Participants will more consistently meet their monthly child support obligation.
- Participants may leave the program with a better relationship with their child and a greater understanding of the role of child support in improving the lives of their children.
- Participants will identify a barrier to paying child support and take a concrete action to address it (e.g., attended mediation, obtained a new custody/visitation order, obtained a new child support order, completed a parenting education, job retraining, substance abuse treatment and/or mental health treatment program).
- Participants will have a higher level of engagement with DCSS.

Department: First 5 Santa Barbara County Children and Families Commission

Program/Initiative Name: 4-year strategic plan

Program Contact: Suzanne Hayes/Michelle Robertson

Context:

Periodically, First 5 Santa Barbara County (First 5 SBC) prepares a four- year strategic and fiscal plan per the requirements of its Proposition 10 founding legislation. The 18-month process involves first preparing a Strategic Planning and Data Briefing book that is updated every three years, which synthesizes relevant research and demographic data from nine regions of the County. In order to work towards collaborative problem-solving, interviews, surveys and conversations with County shareholders are conducted to provide crucial input about the current situation and what is needed to solve problems. The research documents disparities and equity is used to guide research questions and practices. From this information gathering, First 5 SBC develops the “Strategic & Fiscal Plan”, which affects whom First 5 SBC invests in, how it allocates resources, and tracks how the dollars make a difference for the children and families of Santa Barbara County. Along with its partners, First 5 invests in and advocates for programs and policies that address the structural causes of inequity.

Solution/Connection to Renew:

- Using the Renew '22 goals of “re-visioning the organization” and “re-design of how we do our work”, First 5 SBC applied an essentialism framework to identify targeted programmatic and investment areas. This moved First 5 SBC closer toward its vision and strategic intent and kept us on a defined path of work. This re-visioning examined how to optimize use of staff time for productive work, how to reduce costs for the department in response to declining revenue, while at the same time measuring how we are moving the needle towards our desired result areas.
- Over 85% of our staff (n = 6/7) have completed the Green Belt certification under InnovateSBC. One staff person has completed the Black Belt certification.
- First 5 SBC aligned the principles of Accountability and Professionalism, Customer Focus and Exceptional Public Service, and Innovation by including many County shareholders in the data gathering, conducting a thorough and inclusive process of collaborative problem-solving, and involving staff, Commissioners, and community members in the process to share responsibility for outcomes.

Results and Outcomes:

- The Strategic Planning and Data Briefing book is a comprehensive resource of data snapshots and research articles about young children and families in Santa Barbara County. It is used throughout the term of the Strategic and Fiscal Plan to provide context to our focus areas.
- The Strategic and Fiscal Plan 2021-2025 provides the public transparent access to how First 5 SBC funds are spent, what the desired outcomes and results areas are that we aim to achieve, and what strategies are being highlighted and used for investment discussion.
- Embedded in the Plan is an evaluation framework that tracks First 5 SBC efforts through the four Focus areas, which is a requirement of Prop. 10
- The Plan also provides staff clear direction towards accountability and allows for an essential filter that defines our scope and outreach, thus clearly expressing the intent and range of First 5 SBC's work.
- The strategic planning process resulted in a significant reduction in the number of contracts and a streamlining of funding.
- With fewer contracts and streamlined requirements, staff and funded partners spend less time on contract monitoring, reporting and invoicing.



Department: Public Health Department

Program/Initiative Name: Office of Health Equity

Program Contact: Timothy Watts

Context:

The worst outcomes of the COVID-19 Pandemic disproportionately impacted under-served communities, creating a need for focused response efforts to mitigate exacerbating and confounding existing health inequities for these communities across Santa Barbara County. The Office of Health Equity has supported and cultivated projects and relationships with the goal of health equity in Santa Barbara County; that everyone who lives, works, learns, plays, worships, and ages here is afforded the opportunity to achieve their optimal overall health. In addition to its role in supporting health equity within the context of the COVID-19 pandemic emergency response, the Office of Health Equity will continue to enhance the Santa Barbara County Public Health Department's ability to serve all communities across Santa Barbara County before and during future public health emergencies.

The following areas are opportunities for public health improvements and cross-sectoral partnership addressed by the installation of the Office of Health Equity:

- The need to continue to serve all communities equitably, in promoting greater overall population health
- The need to allocate resources efficiently, including serving Medi-Cal eligible populations, areas of medical scarcity, etc.
- The need to address primary and preventative care as cost savings measures, as opposed to curative and tertiary care
- The need to create and maintain collaborative infrastructure between the County and community

Solution/Connection to Renew:

The "Renew '22" strategic framework helped to create an environment where introspection, creative thinking, and risk-taking are appreciated, and reinforced our Department's values of community and health equity. The Office of Health Equity aligns with and promotes the County Vision of innovating and adapting to modern expectations and future needs, in that populations that have been disproportionately impacted historically, have both been served and involved in how those services are offered. The Latinx Indigenous COVID-19 Response Task Force (LIMCRTF) was created by directly working with populations to create meaningful relationships where previously they may not have been as profound. The LIMCRTF helped to directly connect Public Health Leadership with communities greatest at risk for negative health outcomes with the goal of avoiding the worst possible outcomes to overall population health. These efforts won a CSAC award and have transformed into a monthly "Community Conversations" meeting to keep lines of communication open to create a more verdant and healthy environment for all.

Results and Outcomes:

The Office of Health Equity has collaborated with and supported a wide variety of partners in response to the COVID-19 pandemic and beyond, including CBOs, business and faith leaders, educators, health care providers, and Public Health Department staff (PIO, Disease Control and Prevention, Director). This support has included, but has not been limited to: partnering with under-served communities to establish and operate COVID-19 testing and vaccine clinics, providing public forums with department leadership to identify and reduce gaps in resources, and supporting cross-sectoral communications so that collaborative efforts are more holistic and inclusive of all populations. Upcoming and ongoing projects led by the Office of Health Equity include review and refinement of SBCPHD’s internal and external satisfaction surveys, co-leadership in a regional Language Access and Language Justice Workgroup, leadership in the convening of a central coast health equity workgroup, and support for improved public information and communication by developing a Language Access and Language Justice Work Plan. These projects aim to bolster service and satisfaction both within the department and with the public we serve.

Department: Social Services Department

Program/Initiative Name: OCTOPUS

Program Contact: Dennis Tivey

Context:

We administer public assistance programs (including MediCal, CalFresh, and CalWORKs) that require clients and applicants to submit many verification documents, and can prompt questions. It can be challenging for people to find time to drop off documents in person, or to wait on hold for a call-center representative to answer questions, so they asked for a way to send documents and questions online. Conventional email was not allowed for security and policy reasons, so we developed OCTOPUS instead.

Solution/Connection to Renew:

OCTOPUS is a webpage where people can securely send us messages and documents 24/7 from a computer or smartphone. It is available from our website, or at its own URL. A Spanish version (PULPO) is also available.

OCTOPUS is easy to use. The user completes a few fields, types a message, attaches or snaps a photo of their document(s), and sends.

Our clerical staff receive and process the documents, and assign tasks to eligibility workers.

OCTOPUS was developed in-house by County IT and DSS, saving money and allowing customization.

It exemplifies Renew '22 transformational behaviors including collaborative problem-solving, risk-taking, and strategic thinking. It meets the moment with online services and data-driven enhancements.

We continue developing new and improved OCTOPUS features based on data and feedback. For example, documents are automatically date-stamped, optimized for readability, and converted to an import-friendly format. And new menu options let clients use OCTOPUS to request various case changes without waiting on hold to speak to a worker.

Results and Outcomes:

By making it faster and easier to submit documents and messages, OCTOPUS improves access, improves service, reduces delays, and increases efficiency. For example, it can help fight churn: the accidental loss and time-consuming re-establishment of benefits due to issues such as late-arriving documents. And it can boost productivity: a worker with a client on the phone can have them submit their documents instantly with OCTOPUS, and finish working on the case right away.

OCTOPUS is popular with clients, staff, and our community partners. Over 40,000 documents a year are now submitted through the system.

OCTOPUS has been recognized by the state as a model best practice, nominated for a statewide award, and shared with other counties to use free of charge.

Save time, send it online!

You can instantly send documents to the Santa Barbara County Department of Social Services (DSS) with OCTOPUS!

It's easy: Visit DSSoctopus.com from a computer or smartphone. Answer a few questions. Attach or snap a photo of your document, and send!

For more tips, visit us at sbcDSS.org.

¡Ahorre tiempo, envíelo en línea!

¡Puede enviar documentos al instante al Departamento de Servicios Sociales (DSS) del Condado de Santa Bárbara con PULPO!

Es fácil: Visite DSSpulpo.com desde una computadora o smartphone. Responda a algunas preguntas. ¡Adjunte o tome una foto de su documento y envíelo!

Para obtener más datos, visite sbcDSS.org.

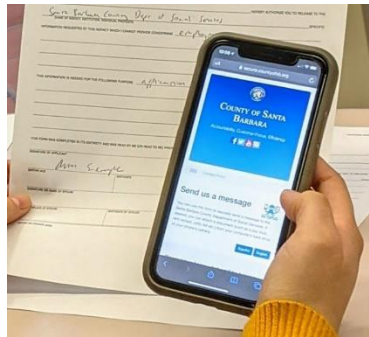
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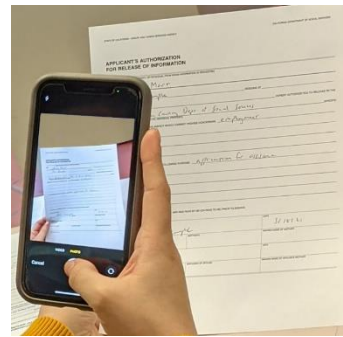
Step 1



Step 2



Step 3



Community Resources

Department: Agriculture Commissioner and Weights & Measures Department

Program/Initiative Name: Reclassify Inspection Staff into Combined Agriculture/Weights & Measures classification

Program Contact: Matt Maiten

Context:

The department has 2 separate classes of inspection staff, Agriculture Biologists and Weights & Measures Inspectors. Staff could only work in those programs which they are trained and obtain required licensure. This limits our potential for staff to provide a greater amount of customer service to the public and to industry.

With the creation of a combination Agricultural Biologist/Weights & Measures Inspector (AGWM) position, all current and incoming staff will attain all series of agricultural and weights & measures licenses to help improve our department productivity and efficiency in completing our program workloads.

To improve our ability to meet current and future regulatory/industry workload demands as well as staff absences and vacancies, the department leadership combined the Agricultural Biologist and Weights & Measures Inspector positions creating the Agricultural/Weights & Measures Inspectors position.

Solution /Connection to Renew:

By brainstorming and redesigning on how the departments works to optimize use of staff the department, Leadership worked collaboratively with the Human Resources Department and CEO's Office on the feasibility of combining the Agricultural Biologist and the Weights & Measures Inspector positions.

This innovation of combining these two classes allows the department to assign work duties in all programs to any licensed staff. This improves our ability to meet current and new regulatory and industry workload demands. We become more customer focused and provide exceptional public service.

Results and Outcomes:

Through the department's leadership, vision, and investment in creating greater efficiencies and service improvements to the public and industry, the new AGWM position was created. The new classification encourages staff employment longevity and department succession planning. The department has and continues to provide training to staff to be well-rounded in all department programs providing more efficient response and services to the public and industry. At this time 75% of Inspectors have successfully transitioned into the new AGWM Inspector classification. As inspectors become more efficient in the services we conduct, we are able to conduct more inspections in our department programs, which generate increases to state revenue from the Mill Tax and UGT.

Department: Community Services Department

Program/Initiative Name: Countywide Recreation Master Plan

Program Contact: Jeff Lindgren, Parks and Open Space Superintendent

Context:

There are currently few tools available to recreation planners to address the countywide need for recreation facilities and services. Those that exist rely on private develop to provide facilities or pay fees which typically do not cover the costs of needed facilities and services. Grants have become increasingly competitive with reporting and administrative requirements requiring additional resources in order to implement.

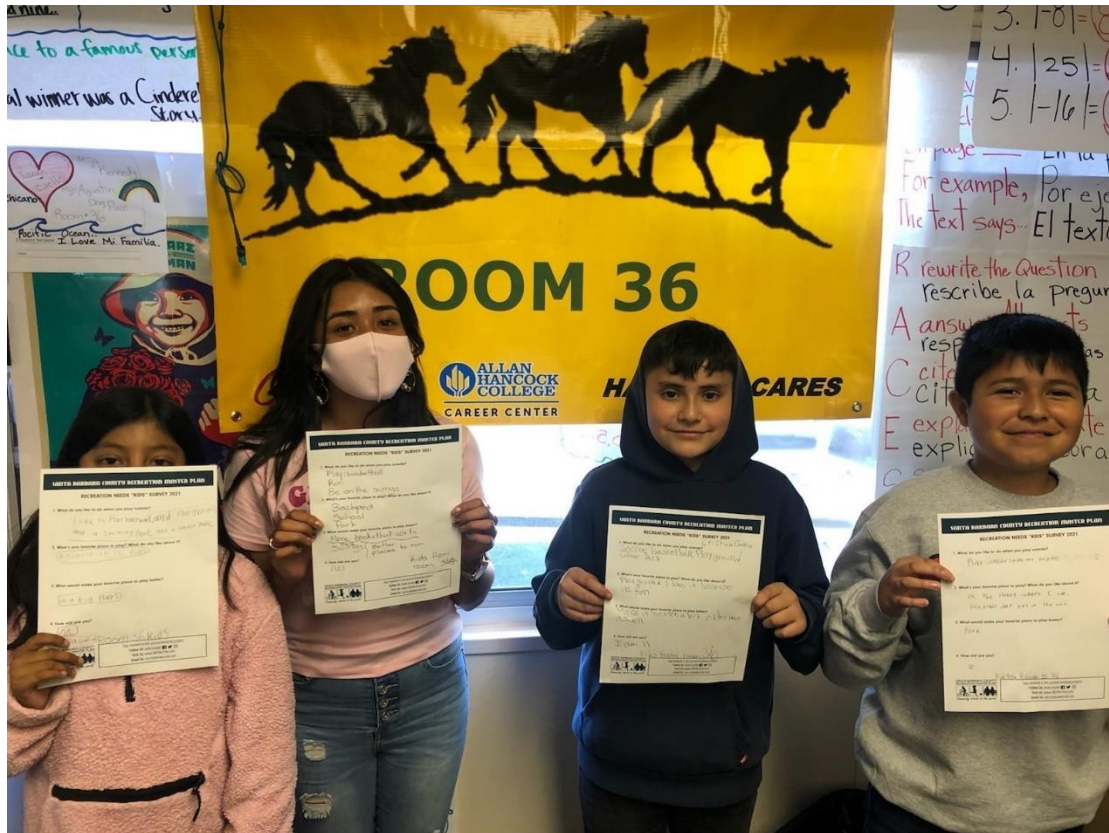
The Countywide Recreation Master Plan is a comprehensive recreational capital planning effort which will streamline the delivery of high value public recreation facilities both within the cities and in the county. The recreation needs assessment and environmental documentation of the plan will allow recreation projects to move forward more quickly and at lower cost to sponsoring agencies and greatly enhance the ability of identified recreation projects to successfully secure grant funding.

Solution/Connection to Renew:

The Plan employed several unique techniques to gather feedback on recreation needs and concerns from a broad cross section of County residents. In addition to almost 30 workshops and pop-ups at existing community events and an English and Spanish countywide survey on recreation use and need that returned over 8,000 responses, staff developed a children's survey and utilized local non-profits to conduct outreach specifically for the populations and communities those organizations serve. The outreach program also included hiring Spanish speaking university students as interns to work directly with Spanish speaking community members to gather feedback. The result is comprehensive feedback on community needs and desires which includes input from across the county, across age groups and hard to reach communities which was used to create a comprehensive Needs Assessment to inform plan recommendations. The plan then identifies recommended projects will address environmental clearance through a Programmatic Environmental Impact Report which will allow public agencies to take projects from concept to construction more quickly and at less cost. Projects with this level of environmental review and included in an adopted plan are more competitive for grants. Additionally, the Recreation Master Plan effort includes proposals to add policy and zoning changes to the County Comprehensive Plan and Land Use Development Code to support recreation and create incentives for private land owners to partner with the County to provide needed recreation.

Results and Outcomes:

The draft Countywide Recreation Master Plan is expected in early 2023 with environmental documentation completed Fall 2023 and Plan adoption in early 2024. The Plan will significantly reduce the time and cost for agencies to deliver high value recreation projects in the county and cities while making identified projects more competitive in attaining grant funding. Changes in County land use policy and zoning and the creation of public-private partnership incentive program is anticipated to deliver projects that the public agencies may not be able to do on their own. Finally, the plan also demonstrates recreation's value in economic development, health and wellbeing, environmental conservation, and creating a sense of community.



Buren Middle School, Room 36, Guadalupe, students complete the Children's Version of the Recreation Master Plan Survey.

Section 3: Parks, Recreation, and Trails Facilities

Recreation has essential benefits for people and communities. Please rank the following benefits of parks, recreation, and trails in order of their importance/value to you and your family: / La recreación tiene beneficios esenciales para las personas y las comunidades. Clasifique los siguientes beneficios de parques, recreación y senderos en orden de importancia/valor para usted y su familia:

Ranking, 55 Responses

- Opportunities to play outside/access to nature and wilderness...
- Support children and youth fitness, safety, and well-being / Ap...
- Promote physical and mental health / Promover la salud física...
- Promote social bonds and community identity / Promover los l...
- Create safe, more desirable neighborhoods / Crear vecindarios...

Please rank the following types of recreation facilities that the County should focus on providing over the next 20 – 30 years in order of their importance/value to you and your family: / Por favor clasifique los siguientes tipos de instalaciones recreativas en las que el Condado debería enfocarse en proporcionar durante los próximos 20 a 30 años en orden de importancia/valor para usted y su familia:

Ranking, 55 Responses

- Regional trails connecting communities with the coast, rural ag...
- Urban trails connecting neighborhoods with parks and recreati...
- New parks and playgrounds that are accessible to neighborho...
- New sports fields and courts for youth / Nuevos campos depor...
- Public pools, gyms, and community centers / Piscinas públicas...

If you could change one thing to improve recreation in Santa Barbara County, what would it be? / Si pudiera cambiar una cosa para mejorar la recreación en el condado de Santa Bárbara, ¿qué sería?

Open Response, 127 Responses

parking Accessibility Fund trails accessibility pickball
bike trail access access
More trails
deferred maintenance horse trails
Access Parking
More trails Long...

Sample results from December 8, 2022, Recreation Master Plan Workshop.

Department: Planning and Development Department

Program/Initiative Name: Departmental Three Year Strategic Plan

Program Contact: Jeffrey Wilson, Assistant Director

Context:

Planning and Development had a number of improvements identified through the KPMG review as well as improvement ideas that staff had collected over time. The problem was how to ensure that all staff contributed what they intuitively knew would improve processes and services for ourselves, the public we serve and our partner agencies in a systematic manner, and then taking all of those ideas and forming a plan of action to accomplish these improvements.

The solution was to develop a departmental strategic plan. Our plan includes eight goals and a number of strategies to accomplish those goals over a period of three to five years. It includes all of our KPMG recommended improvements and references the County's Renew 22 framework throughout.

We are currently in the first year of implementation.

Solution/Connection to Renew:

The County's Renew-22 initiative, designed to improve our ability to serve the needs of the public and our employees, provided the framework for our examination of our work. It gave us permission to re-design how we do our work to respond to customer needs, but required that as we examined potential improvements, we ensure that retention of our excellent employees and rebalancing our resources were built in to our plan as well.

Results and Outcomes:

Planning and Development celebrated the completion of our Strategic Plan in October 2022. The ambition of this effort is to accomplish all eight goals over the next three-five years. The Strategic Plan includes proposed relative timing for each strategy to enable the department to complete this work. Some strategies are discrete tasks we have already accomplished including improving internal customer service and workload management through an automated IT work request system and expanding departmental outreach to diverse stakeholders (surveys, workshops, translation services), others are significant undertakings that the Strategic Plan acknowledges will take multiple years to complete. In total, Planning and Development has begun implementation of 10 strategies related to six of the eight departmental goals. Including developing an online application submittal process which is a new service for the public, and beginning an update of Zoning Ordinances to allow more projects to be approved with a ministerial permit which will simplify and shorten the permit process for small projects. Additionally, increased ministerial permits will also allow planners to focus on the more complex discretionary projects. Both of these efforts are critical customer service goals. By the end of the first year, all eight goals will be initiated.

Department: Public Works Department - Water Resources Division/Flood Control District

Program/ Initiative Name: Randall Road Debris Basin

Program Contact: Walter Rubalcava/Matt Griffin

Context:

The Randall Road Debris Basin is a result of the 2018 Montecito Debris flows, when debris overtopped creeks by as much as 30 feet. Unfortunately, that incident led to the loss of life of 23 residents and the destruction or severe damage of approximately 470 structures, houses and outbuildings. The debris flow also resulted in damage and closure of many local roadways and US101.

To help mitigate the issue the along San Ysidro Creek the Flood Control District partnered with the community, state and local partners to complete the Randall Road Debris Basin.

Solution/Connection to Renew:

To complete the Randall Road Debris basin in a short time period required a different strategy. Generally, projects of this size with the environmental, design phases and right of way acquisition challenges takes up to 10 years, and often more. To meet this challenge the team implemented the Renew 22 frame work with a focus on:

- **Re-Design how we work** – Funding and timing constraints required a different approach. The District recognized that from the onset they would have to develop a team composed of community members, state and federal partners all working together to see the project through. The community developed the idea of the basin and our state and federal partners funded the project. All partners worked together from beginning to end to see the project though. The project was funded with a federal \$13.5 Hazard Mitigation Project grant and a state \$4.5M Community Development Block Grant.
- **Respond to residents and customers** – The community and residents brought the idea of the basin and location to the District. There were many obstacles to overcome, especially with the need to acquire 8 multi-million-dollar properties. Using the framework of Renew 22 the District took the approach of “We can do this if...” vs. “We can’t do this because” and as a result completed the Randall Road Debris Basin project in October 2022, less than 5 years after the debris flow.

Results and Outcomes:

After nearly 90,000 CY of excavated material or approximately 8000 truckloads the Randall Road Debris basin is complete. Now, when the next wildfire or flooding event occurs, that pushes debris down the mountains, more of that debris will be stopped in the Randall Road Debris Basin. Helping to protect the neighborhoods, community and network of roadways below.



General Government

Department: Auditor-Controller's Office

Program/Initiative Name: Reduce Departmental Meetings

Program Contact: Ed Price

Context:

As part of our operational duties, the Auditor-Controller's Office holds a wide range of departmental meetings to help oversee, manage and plan the operations of the department. These meetings include one on one meetings with each Division Chief and the Executive Team, Divisional Executive Committee Meetings, and our regular meetings with all Division Chiefs. We felt there was redundancy in the meeting purpose across our meetings, and we wanted to increase the desk time of our managers by reducing the number of meeting hours. The COVID-19 pandemic response helped to highlight the urgency of this change as the conversion to remote work required an immediate reassessment of work practices.

Solution/Connection to Renew:

Applying the Renew '22 goal of "Re-balancing Our Resources" to ensure an effective and efficient use of staff, we set out to reduce the number of meetings and to clearly define the purpose of each meeting type. We examined the purpose of each departmental meeting and, where needed, we adjusted the purpose to reduce any redundancy. We also put together a spreadsheet of meetings with attendees to evaluate the cost of each meeting. This allowed us to use data-driven decision-making (a Renew '22 Transformative Behavior) to adjust the frequency and duration of meetings.

Results and Outcomes:

By implementing this initiative, the Auditor-Controller's Office has been able to save over \$120,000 in meeting costs since implementation. In addition, the reduced meeting hours have increased the amount of desk time for our managers to perform other duties and tasks.

Department: Clerk-Recorder-Assessor-Elections Department

Program/Initiative Name: Electronic Campaign Finance Reporting

Program Contact: Joe Holland

Context:

Prior to the implementation of electronic campaign finance reporting, Elections staff would spend a significant portion of time reviewing and redacting documents. These staff members already work a substantial amount of overtime, so creating efficiencies and freeing up hours for other election-related tasks is crucial. Electronic campaign finance reporting also benefits filers. It provides email reminders regarding upcoming deadlines thereby eliminating many late filings. It also increases transparency as electronic filings are instantly shown in redacted form upon filing. Additionally, the public can immediately make advanced searches to look at data across all filings.

Solution/Connection to Renew:

Electronic campaign finance reporting aligns with the strategic thinking value by allowing the Elections Division to utilize technology to simultaneously provide a better service to the public while reducing staff time spent reviewing and correcting errors commonly found in paper filings. Leveraging electronic filing increases transparency in the election process and allows staff to spend time on more critical election tasks.

Results and Outcomes:

The electronic filing system has improved experience for the filer by providing them with a secure method to file statements remotely 24/7. The reduction in processing time allowed staff to focus more on assisting other filers comply with filing requirements to ensure prompt publication of the campaign disclosure statement for public viewing online. In 2023, the Division anticipates reaching 100% electronic filing of campaign disclosure statements.

Department: General Services Department

Program/ Initiative Name: Electric Vehicle (EV) Program

Program Contact: Skip Grey

Context:

The EV Program converts the County's non-public safety sedan fleet, light duty pickup trucks, vans and SUVs from internal combustion engines to battery electric vehicles. The EV Program also includes charger infrastructure to support this fleet. Many of these charging stations are available to County employees and the public, offering charging for their EVs, at cost.

As the EV market expands and the demand for electric vehicles grows, the County needed to be strategic, responsive and provide options and prioritize funding based on data.

The following areas are problems addressed by the creation of the EV Program:

- The need to continue to be stewards of our environment and promote the health of the community now and in the future
- The need to be more energy efficient, seeing the data and knowing we have room for improvement
- The need to realize cost savings
- The need to provide the infrastructure to the County and community, in response to the growing demand

Solution/Connection to Renew:

The Renew'22 strategic framework fostered an environment where creativity, new ideas, and risk-taking are valued and reinforced our priorities of accountability and data-driven decision-making. This environment and priority structure made possible the creation and maintenance of the EV Program.

The EV Program aligns with and promotes the County Vision of delivering exceptional services so all can enjoy a safe, healthy, and prosperous life. By investing in the reduction of greenhouse gas emissions we are contributing to a healthier and safer environment for all, now and into the future.

Results and Outcomes:

The County now has 127 EV chargers installed at 13 county locations; many are available for employees and the public to use at a minimal rate, and the County fleet has over 60 EVs with an additional 30 on order, including several pick-up trucks. Since January 2022, almost 11,000 individual charging sessions have occurred by the public and the fleet, saving 144,000 lbs. of greenhouse gases, and avoiding the use of over 7,300 gallons of gasoline. Charger utilization has increased from 9% to 33% over the last fiscal year.

Department: Human Resources Department

Program/Initiative Name: Workplace Flexibility

Program Contact: Natalie Alvarado

Context:

The pandemic changed the way the County conducts its work and supports the community. The County was challenged to adapt and create flexible and innovative ways to offer services to the community while maintaining the health and safety of community members and the county workforce. Additionally, the COVID-19 workforce assessment survey identified that two of the top three things County employees needed to overcome the challenges of the pandemic spoke of flexibility, either through remote work options or flexible work schedules. To capture and address these various needs, County Human Resources established a Statement of Commitment to Workplace Flexibility that recognized two important concepts:

A flexible work environment keeps the organization resilient and operational in a changing world, and

A healthy organization, able to effectively respond to a rapidly changing environment, requires a workforce that has opportunities to meet their individual and personal demands with dignity.

This Statement of Commitment to Workplace Flexibility was adopted by the board and has helped facilitate creative ways of incorporating flexibility into policy development, process design, service delivery and how we manage our work. Examples of these include the Employee Wellness Program, which emphasizes employee mental health, Employee Pulse Surveys, the revised Hybrid Remote Work Policy, and redesigning and creating Flexible Workspaces.

Solution/Connection to Renew:

The Renew 22 Framework allowed HR to use the challenges and changing environment of the pandemic to think through ways we could re-design how we work and still meet the needs of both the community and our employees while socially distancing, maintaining health and safety, etc. The County demonstrated great courage, risk-taking, organizational resiliency, and strategic thinking when making the commitment to workplace flexibility. The practices and policies (Hybrid Remote Work Policy, hoteling spaces, etc.) that have stemmed from the County's commitment to workplace flexibility have been developed in collaboration with various departments and labor organizations.

Results and Outcomes:

Through the adoption of the Statement of Commitment to Workplace Flexibility, HR has been able to revise and launch the new Hybrid Remote Work Policy. Some clear impacts from the policy have been:

- Over 1,000 employees have already completed remote work ergonomics training
- A steady one-third of the workforce continues to work remote in some capacity during a pay period post the pandemic

Additionally, departments have begun to design and pilot “hoteling spaces” for remote work employees to reserve and check-out flexible workspaces when working onsite. Other results and outcomes have been launches of the Employee Engagement Survey, and the Employee Equity Survey to begin better understanding how our workplaces can further flexibility and meet the needs of our workforce.

Department: Treasurer-Tax Collector-Public Administrator

Program/Initiative Name: Digitized Veteran Signatures

Program Contact: Arlene Diaz

Context:

The Santa Barbara County Veterans' Services offices aid Veterans and their families in applying for, obtaining, and maintaining all available benefits and entitlements, free of charge. To accomplish this, the veteran, their legal representative or the family/beneficiary is required to sign every form requesting benefits. The veteran, legal agent or family/beneficiary must physically visit the office to provide their signature, often requiring multiple visits. The challenge of coordinating office visits for able bodied as well as disabled and/ or frail elderly veterans in the office, creates submission lag times. This delays the time in which benefits are granted.

The Digitized Veteran Signatures allows the County's Veterans' Services offices to assist Veterans and their beneficiaries remotely. They are able to sign benefit forms digitally from their own personal devices. This eliminates the need for them to have to come into one of our Veterans' Services offices to provide a wet signature and the digitally signed forms can quickly be transmitted electronically instead of by postal service mail.

Solution/Connection to Renew:

The Renew'22 strategic framework fostered an environment where creativity, new ideas, and risk-taking are valued and reinforced our priorities of accountability and data-driven decision-making. This environment and priority structure made possible the creation and implementation digitizing veteran signatures.

Digitized veteran signatures aligns with, and promotes the County Vision of delivering exceptional services so all can enjoy a safe, healthy, and prosperous life.

Results and Outcomes:

By changing to digitized veteran signatures, the Santa Barbara County Veterans Services program has increased client responsiveness, reduced errors, shortened wait times, and improved accessibility. The expeditious form submission has resulted in Santa Barbara County Veterans and their families receiving their benefits faster, increasing their quality of life as well as creating additional spending power within Santa Barbara County.