



ANNUAL REPORT  
FY 2020-21

# RENEW 2022





one  
COUNTY  
one  
FUTURE

# RENEW 2022

Creating a stronger and  
more resilient County  
government

In 2017, the County of Santa Barbara initiated Renew 2022—a multi-year initiative for organizational transformation—to prepare for the challenges of the future and ensure long-term financial and operational resiliency. This annual report highlights our progress and collective achievements toward building a more innovative and resilient organization.





## Responding and Adapting to a Rapidly Changing Environment

Renew '22 prepared the County to navigate the uncertainties and challenges posed by the COVID-19 pandemic and while continuing to serve the County's residents and visitors.



## Accelerating Transformation

The County continues to make progress towards achieving its goals and objectives for systems and culture change and building organizational resilience. Read more about our progress in Fiscal Year 2020-21.



## Looking Ahead

Renew '22 continues to lay the groundwork for building a more resilient, adaptive, and innovative organization. We are beginning to look beyond 2022 to chart the course for continued resilience and agility.





# Responding and Adapting to a Rapidly Changing Environment

During the last year, we prepared and positioned ourselves to adopt new practices, be responsive and resilient, and rethink what the public needs and expects of us through our Renew '22 initiative. The pandemic caused an acceleration of Renew '22 with an enhanced focus on technology innovation, remote/hybrid workforce capability and meeting the needs of customers and the community. The Renew '22 Annual Report for FY 2020-21 provides an overview of the County's continuing progress toward achieving the Countywide Big Picture Goals as well as progress on other Renew '22 initiatives.



## About Renew '22

In 2017, the County of Santa Barbara embarked on a multi-year initiative to transform how County government does its work. This initiative originated with an internal strategic organizational plan in 2015, followed by the Budget Rebalance effort in 2016, which was intended to address significant pension costs increases. These efforts evolved into Renew '22 as a means to ensure County operations are financially and organizationally resilient. Recognizing that the pressures and challenges the County face are unlikely to abate in the near term, Renew '22 seeks to build the County's capacity for innovation and continuous improvement through organizational transformation. The importance of this need was fortified after the Thomas Fire, 1/9 Debris flow disasters and most recently the COVID-19 pandemic.

This transformation is not limited to a re-evaluation and re-tooling of how and what we do; it seeks to empower change, improve our operations, develop sustainable revenue strategies, prepare the next generation of leaders, and refocus on customer service – all in alignment with the priorities set by the community and the Board of Supervisors.

Renew '22 addresses five core areas:

- **RE-VISION** the organization.
- **RE-BALANCE** our resources.
- **RE-DESIGN** how we do our work.
- **RESPOND** to residents and customers with the highest quality of service within our means.
- **RETAIN** high-performing employees and prepare the next generation of leaders.

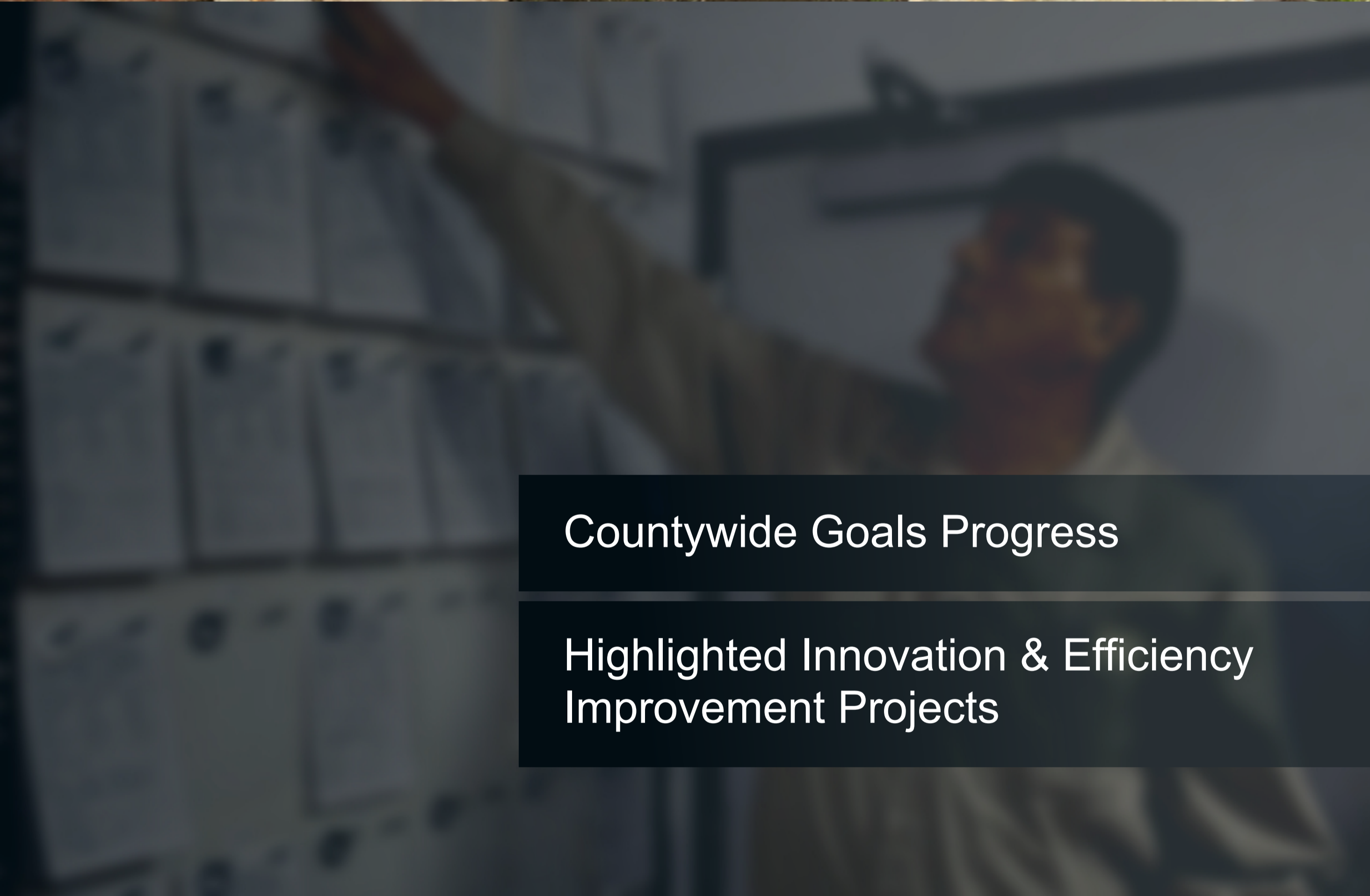
**Renew '22** created a framework for change and innovation that has aided us in our response to the pandemic. In many ways, the pandemic accelerated Renew initiatives and spotlighted the importance of key Renew values and behaviors such as using data for decision making; taking reasonable risks to innovate; employing new outreach methods to ensure equity, and delivering high levels of communication to ensure the public's trust.





## Responding and Adapting to a Rapidly Changing Environment

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Countywide Goals Progress

Highlighted Innovation & Efficiency Improvement Projects

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# RE-VISION

We seek to implement a common vision, mission, and values.

## County Values

We are celebrating our Countywide values by broadly displaying and clarifying them throughout the organization. These values were updated in 2020 to include Equity and Inclusion.

### Trust and Ethics

Conduct services and decision making using the highest ethical standards and fiscal responsibility. Strive for transparency, and follow through with commitments.

### Customer Focus and Exceptional Public Service

Actively respond to customer concerns and improve the customer experience by designing processes with the customers in mind.

### Accountability and Professionalism

Clearly state expectations for County programs, hold self and others accountable, and demonstrates commitment, dedication and dependability. Admit mistakes and correct them, and regularly tracks, reports, and improves performance.

### Innovation

Seek to align program and departmental goals with that of the County's vision and mission. Foster an environment where creativity, new ideas, and risk-taking are valued, challenges the status quo, and explore new opportunities to improve.

### Equity and Inclusion

Promotes personal and professional growth at a multi-dimensional level that inspires, cultivates, and sustains an environment that celebrates diversity and exhibits equity, inclusion, and belonging in the workplace Countywide.

- County Values
- Transformative Behaviors
- JOIN Campaign
- New County Logo and Brand Guidelines

## Transformative Behaviors

To put action to these values and accelerate organizational change, five transformative behaviors were identified that embody how we aspire to work and deliver on our mission.

### Collaborative Problem Solving

### Aligning Work with Our Mission

### Reasonable Risk Taking

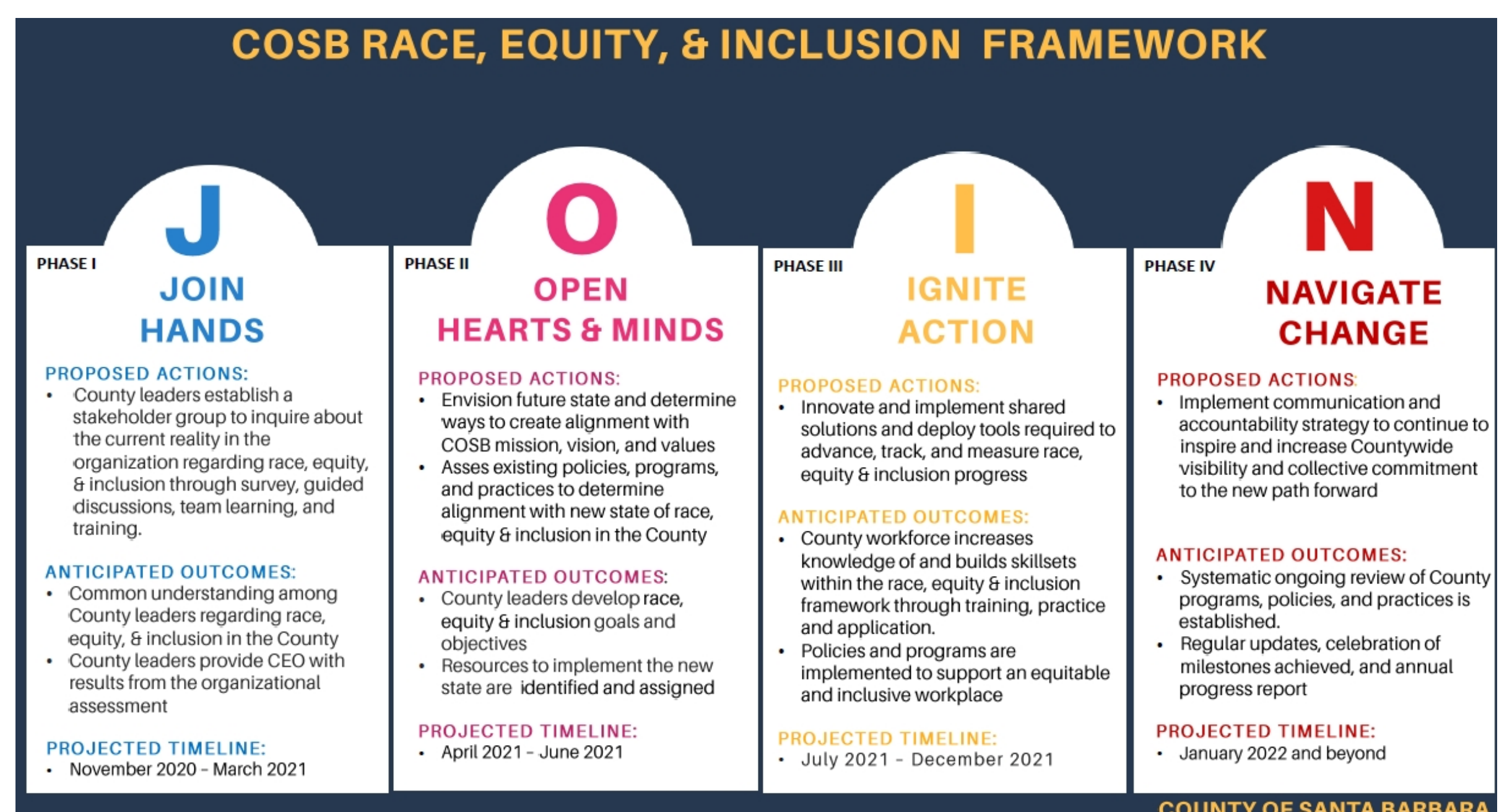
### Using Data for Decision Making

### Strategic Thinking

The County values and transformative behaviors and will be incorporated in FY 2021-22 Employee Performance Evaluations.

## JOIN Campaign

The JOIN Campaign kicked off in early January, as part of our organizational transformation, to create the pathway to a more inclusive organization. County HR worked with World Trust Educational Services to provide a series of Learning Labs for County leadership to explore, learn and grow and champion the County's Race, Equity, and Inclusion framework.



## New County Logo and Brand Guidelines

The New County Logo was created and County Brand Guidelines were published on County Connect.

Our new County seal visually unifies our guiding principles with our motto of "One County-One Future" which was officially added to our logo this year. The logo communicates our promise and captures our intent to serve all in the community through our values, behaviors, and commitment to fulfill our mission.



The commitment is who **WE ARE**.

**WE ARE**

**We Value**

- Accountability
- Customer Focus
- Equity & Inclusion
- Innovation
- Trust & Ethics

**We Work**

- Collaboratively to solve problems
- In alignment with our values
- Strategically
- By taking reasonable risks
- Using data to drive decision making

**We Deliver**

*Exceptional services so all can enjoy a safe, healthy, and prosperous life.*

one COUNTY one FUTURE

Installation of the new County logo, Vision, and WE ARE branding in the Santa Barbara Administration building lobby and elevator doors is complete, with a similar installation planned in Santa Maria. WE ARE posters and fliers are on order, and the WE ARE Campaign communication launch is coming soon.

# RE-BALANCE

We seek financial resiliency by reviewing revenue and developing sustainable new revenue sources.

## KPMG Operational Reviews

As of June 30, 2021, KPMG completed operational and performance reviews of eight departments and a focused review of one process. Departments developed plans to implement KPMG's recommendations and report on their progress to the County Executive Office on a quarterly basis. The reports outlining KPMG's findings from each review as well as the departments' responses to KPMG's recommendations and implementation plan are publicly available on the County's website.

The table below summarizes the reviews performed as of June 30, 2021. Under the terms of the current contract as amended on October 2020, KPMG is expected to complete the review of three additional departments—Fire, Social Services, and Behavioral Wellness—by the end of calendar year 2021.

DEPARTMENT	REVIEW STATUS
County Executive Office	Completed
General Services	Completed
Human Resources	Completed
Public Health	In Process
Planning & Development	Completed
Cannabis Permitting Process	Completed
Public Defender	Completed
Probation	Completed
District Attorney	Completed
Sheriff	Completed





# RE-DESIGN

We seek organizational resiliency by consolidating and centralizing functions, conducting departmental audits, improving and expanding technology, and partnering with others in our community.

Technology Enhancements

InnovateSBC

## Technology Enhancements

Technology enhancements, all of which involve digitalizing services, are underway countywide and include the following:

PROJECT	BENEFITS	STATUS
<b>Microsoft 365 Implementation</b> Cloud based subscription service that includes online Office productivity, collaboration and communications tools, including Word, Excel, PowerPoint Outlook, Teams and SharePoint	Use of familiar efficiency tools, web-enabled 24/7 access to email, calendar, documents on any device, easy communication and collaboration inside and outside of the organization, safe and secure	In Process
<b>DocuSign eSignature</b> Cloud based service that provides for secure electronic signing of documents and agreements	Increased efficiency, transparency and savings with reduced staff time gathering wet signatures, easy online secure 24/7 access inside and outside of the organization, less paper and a complete audit trail and document	Completed
<b>Website Re-design and Implementation</b> Modernization of the County external website and internal intranet and moving to cloud services	Create a more user-friendly website with a uniform look and feel to enhance business productivity, the customer experience, accessibility and provide relevant information and easy access to County websites and services; easily updated by departments to ensure current information is published	In Process
<b>Business Applications Needs Assessment Enterprise Resource Planning System (ERP)</b> The BANA identified requirements for the next generation of enterprise business applications needed in an ERP system.  The ERP system, once chosen, will be the technological platform to manage and integrate all of our business systems	Implement an integrated, modern ERP that aligns across departments and allows us to improve efficiency and transparency by further automating our business processes, improving integration of business systems, providing standard functionality needed by departments, and meeting the expectations of the workforce and our customers.	Complete In Process
<b>Accelea Modernization and Migration</b> Migrate Planning & Development and Environmental Health Services versions of Accelea for permitting to the hosted cloud-based platform used by CEO for Cannabis Business Licensing; future planning for this project includes enhancing the Citizen Access portal, potential GIS integration, and migrating other	Increase operational efficiencies by moving to a single instance of Accelea; increase to resiliency and uptime with a cloud-based service, timely, efficient, consistent data and reporting available across departments, enhanced data sharing, accuracy and transparency for internal and external users	In Process
<b>Smartsheets/Power BI</b> Cloud-based data analytics platforms with project management, process tracking, dashboards and reporting services, consolidated countywide contract	Modern tools that are standardized, accessible and scalable providing increased visibility and management into large and important projects, more efficient reporting of data to support data-driven decision making countywide	In Process
<b>Criminal Justice Discovery</b> Sheriff, District Attorney, Public Defender, General Services IT, and CEO are working collaboratively with InnovateSBC tools to optimize the current discovery sharing process and identify technology solutions to further enhance the efficiency of	As the volume of discovery increases, this collaborative and proactive initiative is one of a number of strategies underway to optimize due process and ensure equal justice	In Process

## InnovateSBC

Santa Barbara County's process improvement and innovation training led by Brian Elms of The Change and Innovation Agency and in partnership with County employee coaches, is designed to provide participants with the tools to become change agents in the County. Green Belt, which is the introductory training series, and Black Belt, the more in-depth and advanced level training, empowers employees to develop innovative strategies to improve how they do their work.

**91.7%**

Percentage of employees out of 24 who completed a Black Belt training in FY 2020-21

**89.6%**

Percentage of employees out of 289 who completed a Green Belt training in FY 2020-21

**\$443,525**

Estimated cost savings generated by projects implemented by employees who completed Green Belt and Black Belt level trainings in FY 2020-21. From January 2020 to July 2021, the cost of Innovate SBC was \$182,000, with savings exceeding cost by 143%.

### Examples of Cost Savings

Leave of Absence Invoicing	<b>\$58,500</b>
Innovate SBC Framework/ Standard Work	<b>\$44,000</b>
Restraining Order Digitization	<b>\$30,000</b>

A Dashboard to present the data resulting from InnovateSBC innovations is under development and coming soon.

## Media



Overview: Innovating for Santa Barbara County's Future

Highlights the InnovateSBC program and how it has been implemented in County departments



Using innovation to redesign a business process

Robert Carpenter of the Public Works Department's Resource Recovery and Waste Management Division innovated a process to improve work



Empowering employees to make their jobs better

Diana de Muranaka of the Human Resources Department's Organizational and Talent Development Division streamlined class and



Finding efficiencies to better help your team

Monica Alonzo and Marisol Mercado of the Criminal Records Division in the Sheriff's Office implemented an electronic process that increased the speed and efficiency of locating records

# RESPOND

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We seek to solicit resident and customer feedback, improve and expand on-line services and customer service guidelines, and improve public information and communication.

Communications and Engagement

Spanish Outreach and Communications

## Communications and Engagement

The success of Renew '22 depends on regularly communicating with our workforce and the public. Below are a few highlights developed this past year to ensure effective communication both internally and externally:

- Enhanced access to Renew information was made available to county employees via County Connect. County Connect has been a way to communicate regularly with employees by posting of the latest employee news and countywide information. Utilization of an internal information hub, like County Connect, is key in ensuring employees remain up to date with resources and information.
- In response to the engagement of the Assistant Directors identified as a need for Renew '22, Assistant Directors were given the leadership role in various new projects related to the five core areas.
- New Employee Welcome (NEW) for all regular new hires is now delivered virtually via Zoom, enhancing accessibility to the program. Employees meet the County Executive Officer, various department directors, and learn about the County's Mission, Vision, Values, Behaviors and Culture, gain insight into Renew '22 and learn about their role as a public servant in County government.

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## Spanish Outreach and Communications

We continue to expand multicultural and equitable public outreach. As an example, the Board meetings, press conferences and most community meetings are available in Spanish and may be interpreted in American Sign Language. All pandemic public information is multilingual, presented through video, audio, social media, press releases, electronic and printed messaging. We also continue to expand multicultural and equitable public outreach. As an example, the Board meetings are interpreted live in Spanish and broadcast on COX and ComCast cable. Every press conference is interpreted in Spanish and American Sign Language. The pandemic public health education campaign is multilingual, using grassroots and traditional outreach, and collaborative community partnerships. Key highlights in our outreach efforts include:

- Bilingual Spanish Communications including press releases, newsletters, social media graphics, and media campaigns
- Partnerships and continued collaborations with community-based organization serving multicultural and multilingual community members
- Vaccination clinics in community-chosen locations with support from trusted community leaders
- Engagement of key leaders in communities of color



# RETAIN

We seek to engage County employees even in tough times, conduct stay interviews to retain employees, mentor the next generation, and develop new human resource strategies.

## Leadership Certificate Program (LCP)

The Leadership Certificate Program (LCP) is a six-month focused investment in developing high-performing employees and preparing the next generation of leaders. This retention initiative is part of the Renew '22 multiyear strategic initiative to create a sustainable and learning organization. The program encapsulates the best elements of leadership development by deepening the participants' knowledge and leadership through experiential learning, mentoring, and executive coaching. The instructors and mentors consist of UCSB and SBCC faculty, community based non-profit organizations specializing in public sector leadership development, and County of Santa Barbara seasoned leaders and staff.

The objectives of the LCP include:

**Expose** each participant to leadership and business concepts, tools, education, and information to maximize their understanding of 21st century leadership in local government.

**Redesign** the way we work by expanding existing skills, knowledge, and capability using best practices to strengthen individual and organizational resiliency.

**Re-balance** our resources by equipping participants with up-to-date methods for anticipating future challenges to ensure the organization remains fiscally sound.

**Empower** each participant to become capable leaders who deliver the essential and exceptional services to sustain the quality of life for the residents of Santa Barbara County.

The FY 2019-20 LCP pilot concluded with 11 participants from 11 departments.

## Leadership Series

In FY 2020-21, Organizational & Talent Development (OTD) launched three of the leadership programs within the leadership framework: Becoming a Supervisor (BAS), Supervisor Boot Camp (SBC) and Management Development (MD). A total of 67 employees completed these programs.

22

Employees who completed  
Becoming a Supervisor  
Program

28

Employees who completed  
Supervisor Boot Camp

17

Employees who completed  
Management Development  
Program

### Next Steps

OTD will continue to offer courses to support existing programs within the leadership framework and is poised to launch new programs for assistant department and legacy leaders in FY 2021-22. The LCP Cohort #3 will be launched in Spring of 2021 using a hybrid learning model with some courses delivered in-person and others online. We are also offering workplace flexibility, race and equity, and technology programs to align with the county's values and mission and vision of empowering employees to deliver exceptional public service to our communities.



# RE-BALANCE

## Enhance financial resiliency

Beginning Fiscal Year 2020-21 and each year following, each department will enhance financial resiliency (efficient use of staff, new revenue, cost avoidance, cost reduction, efficiencies) in an amount annually with a goal of at least 1% of total budget.

GOAL	2020-21 TARGET	2020-21 ACTUAL
<p style="text-align: center;"><b>1.0%</b> of total annual budget</p>	<p style="text-align: center;"><b>1.0%</b> (\$10.6M)</p>	<p style="text-align: center;"><b>1.8%</b> (\$19.5M)</p>

# RE-DESIGN

## Migrate County services online

By June 2022, evaluate and migrate 75% of County services determined feasible to be placed online.

GOAL	2020-21 TARGET	2020-21 ACTUAL
<p><b>75%</b> by June 30, 2022</p>	<p><b>74%</b> (275)</p>	<p><b>83%</b> (308)</p>

## Train employees through InnovateSBC

By June 2022, ensure 225 County employees are trained in process improvement and innovation through InnovateSBC and two times program cost are achieved in savings.

### Employees Trained

GOAL	2020-21 TARGET	2020-21 ACTUAL
<p><b>225</b> by June 30, 2022</p>	<p><b>163</b></p>	<p><b>255</b></p>

### Cost Savings

GOAL	2020-21 TARGET	2020-21 ACTUAL
<p><b>2x</b> Program Costs</p>	<p><b>\$364K</b></p>	<p><b>\$444K</b></p>

From January 2020 to July 2021, the cost of Innovate SBC was \$182,000.

# RESPOND

## Conduct biennial departmental external customer or client satisfaction surveys

By June 30, 2022, conduct biennial external customer or client satisfaction surveys or other feedback where feasible, and develop individual department action plans, including a communication strategy, to address areas of needed improvements.

GOAL	2020-21 TARGET	2020-21 ACTUAL
—	23	20

## Conduct a consolidated biennial, internal customer service survey

By June 30, 2022, conduct a consolidated biennial, internal customer service survey or other feedback of 100% of internal service departments and develop individual department or collective department action plans, including a communication strategy, to address areas of needed improvement.

GOAL	2020-21 TARGET	2020-21 ACTUAL
—	4	ON HOLD

# RETAIN

## Retain new employees

By June 2022, retain 80% of new employees during their first 5 years of County employment.

GOAL	2020-21 TARGET	2020-21 ACTUAL
<b>80%</b> by June 30, 2022	<b>80%</b> (315)	<b>83%</b> (327)

## Develop the next leaders

30% of managers participate in a leadership development program (countywide or department sponsored).

GOAL	2020-21 TARGET	2020-21 ACTUAL
<b>30%</b> by June 30, 2022	<b>43%</b> (130)	<b>45%</b> (137)



# Highlighted Innovation & Efficiency Improvement Projects

## Telehealth Expansion

Department Behavioral Wellness  
Status Complete

### Program Description

Due in large part to a grant through SAMSHA and administered through Sierra Health Foundation, Behavioral Wellness was able to rapidly increase our telehealth capacity for our outpatient and inpatient programs to continue to provide clients with services even under the most restrictive COVID requirements.

### Program Changes

The response to COVID opened the doors to providing wide-ranging telehealth services to our clients. Behavioral Wellness was able to continue to services through videoconferencing capabilities and provide clients with safe environments from which to engage with staff. Clinicians, case managers, and other direct service staff were able to support clients through the transition and connect with new clients using a variety of platforms, including computers, phones and tablets.

With the expansion of telehealth services, Behavioral Wellness has been able to continue to serve clients effectively and efficiently. Clients and staff throughout our system of care, including the Psychiatric Health Facility and Crisis Stabilizations Unit, are able to collaborate with families and other support persons while also connecting with other services such as housing, lower levels of care and referrals to our community-based partners.

Telehealth, while not ideal for all services, allowed staff to continue to connect regularly with their clients in the office. Expansion of telehealth services will allow us to distribute staff appropriately to increase care management collaborations and reduce wait times for initial contact.

## ServiceNow Implementation

Department General Services  
Status Complete

### Program Description

Migration from Footprints software to ServiceNow as the County's IT Service Management (ITSM) tool

### Program Changes

The implementation of ServiceNow as the county's ITSM platform and the migration from an on-premise software to a cloud-based service. This migration has eliminated labor hours on maintenance of the hardware and software as well as energy costs for power and cooling of the equipment.

The implementation of ServiceNow laid the foundation for the platform to be used by Risk Management for Governance, security, and compliance (GRC). ServiceNow has also been adopted by the Executive Information Technology Council (EITC) as the County's standard ITSM.

ServiceNow is also used by the IT Customer Service (ITCS) team as their back bone to support the 7 client departments they serve. ServiceNow tracks all types of customer requests, helps the team to prioritize work, and is a good tracking device to identify trend issues and provides root cause analysis.

## Online Requisitions – Palette Online

Department General Services  
Status In Progress

### Program Description

Purchasing is implementing an online purchase requisition platform, to replace the current manual, paper based processes used to submit, document, approve and create Purchase Orders. This project has a countywide impact; each department will use the online system and have their own internal workflow and approvals within Palette. The annual on-going cost for Palette is the same as the existing system that is being retired; implementation costs are estimated at \$15,000 including Purchasing staff time.

### Program Changes

Improved efficiency and reduction in both Purchasing and department staff time for manual submission and processing of requisitions in existing system; the need for calls/emails, scanning, making copies; reduced turnaround time for POs to departments and vendors

Transparent and more accessible (24/7) online requisition and purchase order status and information available for users; Palette becomes the system of record – cloud based storage and robust reporting of all records

Streamlined/consistent process results in a reduction in potential manual errors and inconsistent dissemination of information; strengthens internal controls at the department level; modern, easy to use user interface

## Online Bids and Proposals via Public Purchase

Department General Services  
Status Complete

### Program Description

Purchasing now processes all county solicitations they administer using an online system; department users have access to the system and can see bid activity and vendors who are registered have the opportunity to see and respond to all county solicitations and communicate via the system. No more paper submissions; vendors submit questions and their proposals online.

### Program Changes

Reduction in staff time for manual processing, staff time for emails, scanning, making copies, receiving bids and stamping, and follow ups; costs reduced for less paper and copying supplies

Transparent and more accessible (24/7) online bid/proposal information and communication for both departments, Purchasing, and bidders

Vendor relations and opportunities for bidding are improved; consistent process results in a reduction in potential manual errors and inconsistent dissemination of information

## In-Custody Document Signing

Department Probation  
Status In Progress

### Program Description

Probation staff who were performing assessments at the jail took on the task of providing legal pleadings and other forms to defendants and obtaining their signatures. This process streamlined the work of obtaining signatures and ensured court processing could proceed. Many defendants would not have been able to proceed to sentencing if it weren't for the resolution of cases that was achieved through the document signing effort.

### Program Changes

Duties were shifted from individual attorneys to a small group of probation officers who were already at the jail and could obtain the defendants signature on essential court documents.

## OCTOPUS

Department Social Services  
Status Complete

### Description

OCTOPUS is a secure, mobile-friendly, bilingual online portal for clients to send us documents and messages—24 hours a day, seven days a week. It is available in English (dssoctopus.com) and Spanish (dsspulpo.com). Instead of visiting the office, clients can grab their phones, complete a few fields, snap photos of their documents, and send them instantly. This improves service, saves time and money, and reduces churn (the unintentional loss of benefits, leading to re-application). OCTOPUS is utilized for the CalFresh, CalWORKs, MediCal, and General Relief Programs.

OCTOPUS has proved popular with clients and staff. It has been recognized as a best practice by the state, nominated for innovation awards, and is being adopted by other counties including Ventura (live now), Kern, and San Luis Obispo.

Because it was developed in-house, improvements can be added to OCTOPUS based on feedback from clients, staff, CBO partners, and the state. Since its initial release, we have added features including document preview, document list, document optimization, automatic document date-stamping, and a client receipt.

### Impact

By making it faster and easier to submit documents and messages, OCTOPUS improves customer service and access, reduces delays and churn, and increases efficiency and productivity.

Reduction in churn. Churn—the unintentional loss of benefits due to an issue such as a missed paperwork deadline, followed by having to complete the process of applying and being approved again—causes hardship for clients and needless work for staff. One incident of churn can easily consume 4 hours of staff time.

Increased efficiency. It is faster for staff to process online document submissions than in-person submissions. The client has already filled in a form with the questions administrative staff would ask, and no copying or scanning is required.

Reduction in lobby traffic, reducing delays for clients. Online document submission helps reduce the amount of lobby traffic and client waiting time, particularly near deadline days.





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## Looking Ahead

Renew '22 continues to lay the groundwork for building a more resilient, adaptive, and innovative organization. We are beginning to look beyond 2022 to chart the course for continued resilience and agility.

Renew initiatives will continue to be implemented, tracked, monitored and reported. The Renew Executive Committee will also be meeting with County leadership this fiscal year to further refine priorities, challenges and opportunities looking forward and beyond the year 2022.

