

RENEW '22

PROGRESS REPORT

February 2020



ONE COUNTY. ONE FUTURE.



Executive Summary

The County recognizes that to successfully serve communities and manage the fiscal and operational challenges of today and the future, we must transform how we do business - and do so as a coordinated and interconnected organization, building upon the strengths of individual departments and staff that encompass our County organization.

Change fixes the past. Transformation creates the future.

To prepare for the challenges of the future and ensure long-term fiscal and operational efficacy, in 2017 the County Executive Office initiated Renew '22, a multi-year initiative for organizational transformation.

Transformation entails designing a future and creating ways to realize it. It can be the result of many small changes, made strategically along the way and it makes better systems and systems better.

The challenges facing California counties and Santa Barbara County specifically will not abate without transformative action.

- Recruiting and retaining a highly skilled and nimble workforce
- Proactively securing technology to meet the expectations of our internal and external clients
- Creating sustainable revenue to deliver services needed and desired by our communities

This transformation is not simply limited to a re-evaluation and re-tooling of how and what we do; it seeks to empower change, improve 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 Board of Supervisors.

Renew '22 charts the course for a stronger and more resilient County government. Recognizing that the pressures and challenges the County face are unlikely to abate in the near term, Renew '22 also seeks to build the County's capacity for innovation and continuous improvement. Building on prior initiatives like the Budget Rebalancing Initiative and Organizational Strategic Plan, Renew '22 addresses five core areas:

- **Re-visioning** the organization
- **Re-balancing** our resources
- **Re-designing** how we do our work
- **Responding** to residents and customers with the highest quality of services within our means
- **Retaining** high-performing employees and preparing the next generation of leaders

These core areas serve as the framework for the supporting initiatives and strategies that departments and working groups developed in 2017 and continue to develop as Renew '22 approaches completion of its third year - with initiatives that span all County departments and seeks to impact what we do and how we do it. As we move forward, and embark on the fourth full year, we will continue to set goals and develop strategies that position the County to take on the challenges of the future.

One County. One Future.

Where We Have Been

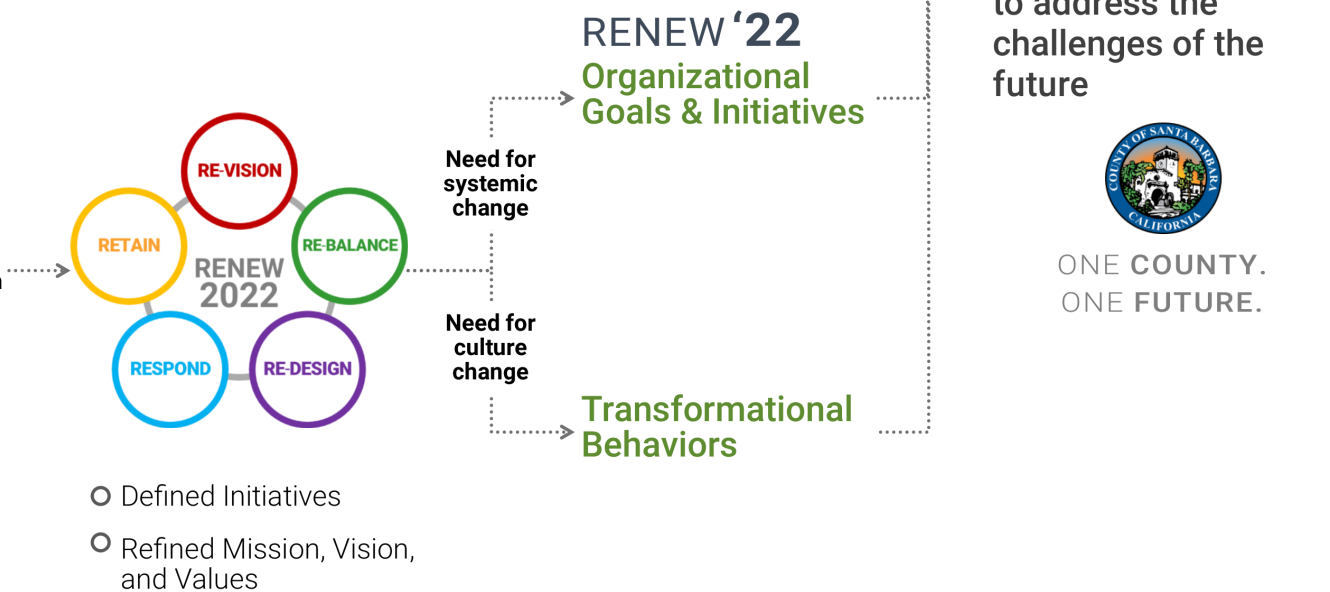
STRATEGIC PAUSE

In the summer of 2019, the Renew '22 Executive Team and department leadership came together to conduct a strategic pause designed to evaluate progress to date on Renew '22 initiatives and make course corrections, if needed. The strategic pause process provided the opportunity to not only look at the progress on initiatives but also determine if the organizational impact and culture change envisioned with Renew '22 was occurring.

The strategic pause revealed that three priority focus areas were needed for Renew '22 to thrive. They included:

- **Systemic change**
Define success and provide a clear direction to the organization on expectations
- **Culture change**
Focus on the need for transformation of the organizational culture and behaviors broadly
- **Framework to support transformation**





Systemic Change

Define success and provide a clear direction to the organization on expectations

Renew '22 initiatives identified in 2017 are well underway, and address process and system transformation needs both intra and interdepartmentally. However, in order to fundamentally change systems and set definable, measurable results throughout the organization, a comprehensive set of shared countywide Big Picture Goals were needed. Big Picture Goals were developed by the Renew '22 Executive Team and later refined by the department directors. Deputy Directors from across the County then identified implementation plans and corresponding milestone maps to drive these goals to completion.

Big Picture Goals are uniquely designed to:

- Focus on specific results;
- Align with Renew '22 plan components;
- Document progress and success, and;
- Be measured and tracked using key metrics and target dates.

RE-BALANCE

Enhance Financial Resiliency

Beginning June 2021 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 their total budget (base year of FY 2019-20).

RE-DESIGN

Migrate County Services Online

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

PEAK Performance Training

By June 2022, ensure 225 County employees are trained in PEAK and two times the program cost are achieved in savings.

BIG PICTURE GOALS



RESPOND

Conduct Internal Customer Service Survey

By June 30, 2020, conduct a consolidated biennial, internal customer service survey or other feedback of 100% of internal service departments and develop individual department action plans, including a communication strategy, to address areas of needed improvement.

Conduct External Customer or Client Satisfaction Survey

By December 2020, conduct biennial external customer or client satisfaction surveys or other feedback where feasible, and develop individual department action plans, including a communications strategy, to address areas of needed improvement.

RETAIN

New Employee Retention

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

Manager Leadership Development

By December 2020, 30% of managers participate in a leadership development program (countywide or department sponsored).

Culture Change

Focus on the need for transformation of the organizational culture and behaviors broadly

Organizational culture is the sum total of both formal and informal values and beliefs that influence how people behave and work each day. Given transformational nature of Renew '22, the Renew '22 Executive Team determined that in addition to the core values established in 2017, a critical set of skills, abilities or behaviors were needed to help the organization navigate the culture change needed and produce the results

envisioned. These behaviors are designed to ensure that individuals build the skills necessary to enhance the organization's capacity to proactively address issues and that the transformation envisioned with Renew '22 is sustainable.

Collaborative Problem Solving

Develop innovative and better solutions to difficult problems and focus on outcomes with shared accountability and ownership. Reach solutions by pooling knowledge, skills and efforts and collaboratively act to achieve desired outcomes.

Alignment with Vision

Each individual's work effort aligns with the department mission and countywide organizational vision and there is a deep understanding of how their work contributes to the whole.

Risk Taking

Try new things, take reasonable risks, with the best available information, question the status quo, have a bias for action, weigh relative risks, have a propensity for action—be able (willing) to fail and learn from it. (Learn, Listen, Act)

Data-Driven Decision Making

Develop, collect, share and act upon data to make decisions in the best interest of the county and improve outcomes.

Strategic Thinking

Demonstrate an orientation to the future, understand the "what-if's" and uncertainties, develop, maintain and aggressively pursue the implementation of long-term plans and constantly measure progress towards results.

TRANSFORMATIVE BEHAVIORS



VISION	Employees empowered to deliver exceptional public service to communities.				
MISSION	Deliver exceptional services so Santa Barbara County's communities can enjoy a safe, healthy and prosperous life.				
VALUES	Innovation	Accountability & Professionalism	Customer Focus & Quality Public Service	Trust & Ethics	
BEHAVIORS	Collaborative Problem Solving	Alignment with Vision	Risk Taking	Data-Driven Decision Making	Strategic Thinking

The transformative behaviors, integrated with the organizational mission, vision and values provide the four highly interconnected factors that are the primary drivers of culture change and uniquely describe the County of Santa Barbara.

	One County. One Future.
WE VALUE	Innovation Accountability Customer Focus Trust and Ethics
WE WORK	Collaboratively to solve problems In alignment with our vision Strategically By taking reasonable risks Using data to drive decision making
WE DELIVER	Exceptional services so Santa Barbara County's communities can enjoy a safe, healthy and prosperous life.
WE ARE	One County with One Future.

Framework to Support Transformation

As transformation progresses from defining strategies and initiatives to setting goals and milestones for implementation, all levels of the organization are affected. Strong change efforts include plans to identify leaders from throughout the organization and distribute responsibility so that change “cascades” through all areas. Throughout the organization, key leaders must be in alignment with the mission, vision, values and behaviors, and motivated to make the transformation happen. Creating those opportunities through an organization requires a framework.

Since the introduction of Renew ‘22, the Renew ‘22 Executive Team has been in place to set the strategic direction, provide overall leadership and breakdown barriers to implementation. In 2019, the team also initiated the strategic pause and developed the Big Picture Goals and transformative behaviors. As a component of the strategic pause, development of a comprehensive framework to support the transformation was identified to drive Renew ‘22 forward. The new organizational framework established in 2019 now includes the following additions:

Renew ‘22 Executive Sponsor

An Assistant CEO has been designated to lead the countywide effort and is responsible for ensuring the change processes are coordinated and supported, as well as designed and implemented successfully. The leadership philosophy for Renew ‘22 focuses on:

- Fostering collaboration among individuals and departments
- Empowerment of individuals
- Decentralizing decision making
- Removing barriers
- Setting SMART goals
- Practicing transformative behaviors daily

Establishment of a Transformation Taskforce

A dynamic team of twenty individuals from multiple departments of varying levels in the organization is tasked with devising key strategies to fully implement transformative behaviors across the organization in order to transform culture.

Engagement of the Department Heads

Renew ‘22 is now reviewed at monthly department head meetings and quarterly departmental operational review meetings to track progress on initiatives and goals. Department directors are also engaged annually as a leadership team to assess progress on initiatives and Big Picture Goals. Specifically within the departments, directors are responsible for communicating goals and behaviors and leading department initiatives.

Engagement of the Assistant and Deputy Directors

Quarterly meetings with assistant and deputy directors will now occur to monitor progress and recommend and review action plans and measurements. In 2019, the assistant and deputy directors played a critical role in the development of the milestones maps for the countywide-shared Big Picture Goals in order to ensure these goals are achieved within the deadlines specified.

MEASURING PROGRESS AND CREATING ACCOUNTABILITY

Quarterly reporting on the initiatives and big picture goals is underway. To improve tracking of these on Cascade, a software system, was deployed to all departments in September 2019. Cascade allows the County to (1) create alignment between enterprise-wide goals, such as the Big Picture Goals, and departmental initiatives; (2) manage plans, goals and tasks, including interdepartmental collaboration on shared initiatives and roll up departmental progress to the broader Renew '22 effort; and (3) track and report on progress. With the intent of sharing this information across the organization and the public, Cascade will be used to create dashboards and reports to optimize data visualization and clearly communicate the initiative's progress and successes both internally and externally in 2020.

The County Executive Office will continue to provide training and support to departments in their use of Cascade. Through the software program, departments will enter and update their actions to achieve the Big Picture Goals, which in turn will allow the County Executive Office to track and report progress at the enterprise level. Big Pictures Goals are tracked within Cascade through the development of milestone maps, which reflect significant events, dates and deliverables.

Re-Design		43% Avg Completion	
Total Goals 119			
Title	Owner	Percentage completion	Status
Agricultural Commissioner			
Streamline pest detection program	Stephanie Stark	90%	On Track
Combine Agricultural Biologist and Weights and Measure Inspector positions	Rudy Martel	75%	On Track
Implement a Phytosanitary Certification Pilot Program	Lottie Martin	90%	On Track
Auditor-Controller			
Expand staff development through the existing New Auditor Training Development Program and outreach training/networking for County Chief Financial Officers	Eloisa Madrigal	85%	On Track
Suspend paper applications and documentation through the use of electronic signatures, verbal attestation, telephonic signatures, and	Eloisa Madrigal	85%	On Track

Strategy Dashboards

Cascade gives quick snapshots of progress by initiative, component, and department and allows it to see how the organization is performing as a whole.

ON TRACK 35.9

3% ahead

0 Tracking: Tasks 100

Conduct department management reviews

Activity Tracking Tasks (5) Alignment

Initial	Target	How will this Goal be updated	Completion Criteria
0	to 100%	Tasks	Target reached

Add historical data to your goal by clicking on the button below or edit historical data points by dragging the data points directly on the graph.

[Add Data Point](#)

Initiative Tracking

Departments can create detailed targets and milestones for each initiative to measure their success, which can roll up to the department level, by component, and County as a whole.

INTEGRATION INTO COUNTY OPERATIONS

As Renew '22 moves forward, it is continuously incorporated into county planning and operations in order to continue to build a culture that embraces innovation, effectiveness, and continuous improvement. These opportunities span formal structures and processes such as communications, human resources, information technology, and budget development in a coordinated effort to engage, educate and inform employees at all levels.

As one example, with the development of the FY 2020-21 budget, departments will highlight progress toward Renew '22 initiatives developed in 2017 as well their initiatives to achieve each of the countywide Big Picture Goals developed in 2019. During Budget Workshops, departments will specifically provide an overview of their strategies, and progress to date, to reach the Big Picture Rebalance Financial Resiliency Goal of:

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

This reporting will provide the Board of Supervisors, employees, and stakeholders with tangible information on the path forward in order for departments to accomplish the targets they set as well as outline progress toward the larger vision of Renew '22 and organizational transformation. To further advance the objectives of Renew '22, department requests for budgetary expansions in FY 20-21 that align with their Renew '22 plans and point to evidence-based findings demonstrating their effectiveness will again receive priority consideration.

EMPLOYEE ENGAGEMENT

When all employees know where the organization is headed, they find alignment with the organizational mission, vision, values and behaviors and utilize their skills and ability to steer the organization in the right direction. During 2019, Renew '22 employee engagement efforts have focused on several areas in order to continue to generate awareness about Renew '22 initiatives and to educate, engage and empower employees throughout the organization to support, promote and integrate Renew '22 transformative thinking into their daily work. In 2018, more than 60 department staff were selected by their supervisors and

department heads to serve as ambassadors and liaisons responsible for distributing information about their department's Renew '22 initiatives, progress and successes. Throughout 2019, these individuals continued their engagement initiatives through the following events and projects:

Employee Networking

Winter Dine Around Year 2

The Dine Around is designed to facilitate employee networking and interaction across all departments in winter. New host sites were added in 2019 with an estimated 500 employees

participating at 10 facilities or departments in downtown, Calle Real, Lompoc and Santa Maria.

Summer Networking Social and Renew Commitment Boards

Roughly 500 employees attended at the summer social and networking event at four county sites. Each employee was asked to make a personal commitment to organizational transformation and commitment boards were populated so each attendee had an opportunity to personally, yet anonymously, commit to a transformation goal.

Communication

Employee electronic directory

An electronic directory already existed, but a greatly enhanced resource went live in April 2019 based on real-time payroll data. The directory, linked on the County Connect intranet, contains more information about each department, division, program staff, reporting structure, organizational charts and v-cards, making it easier to connect with appropriate staff. With more than 4,000 employees, not everyone knows who does what and who to contact, so the new directory bridges this gap. A monthly New Employee Welcome (NEW) orientation includes an overview of Renew '22, the Ambassador Team, communication channels available to all employees, such as the website and County Connect, county e-news, social media, an employee-only Facebook group page, and the new electronic employee directory.

Outreach

Presentations

More than 1,000 employees were reached through Renew '22 face-to-face presentations by the County Executive Office and their Renew '22 ambassador team in 2018 and 2019. These presentations provided an overview of all facets of Renew and offered an opportunity to ask questions of the Executive Team directly about Renew, as well as other issues within the organization. In 2019, departments were also surveyed following each presentation in order to continuously improve

presentations, messaging and outreach strategies.

Next steps for continued employee engagement and communication in 2020 include:

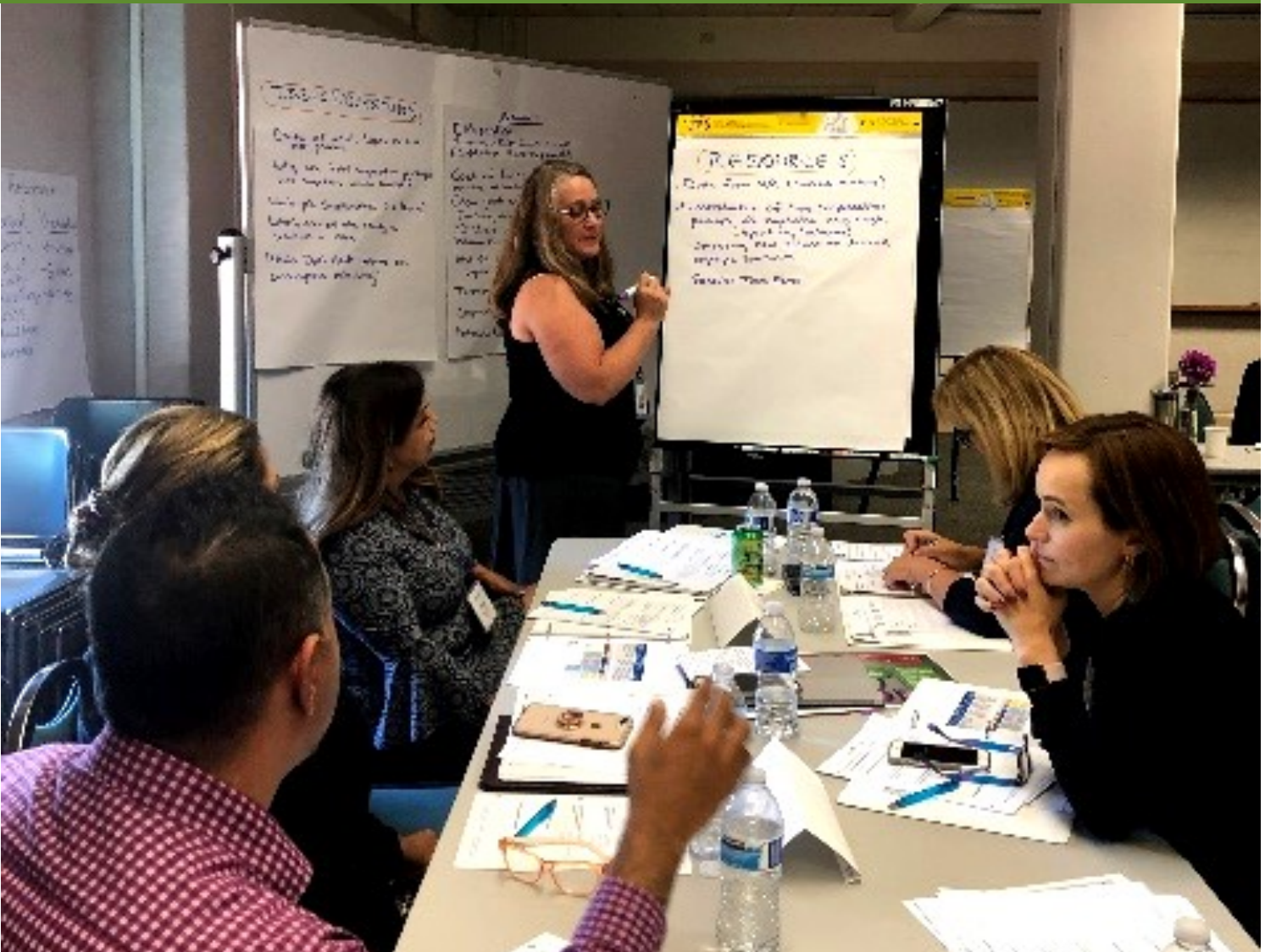
Roll out of an enterprise-wide Renew '22 communications strategy including:

- Implementation of an internal and external dashboard that will track the progress of all Renew '22 Big Picture Goals and department initiatives and measure performance.
- Internal and external customer satisfaction surveys
- Materials in each facility and every department that outline Mission, Vision, Values and Behaviors, in other words, who we are, what we value, how we work, what we deliver
- New training materials on Renew '22 and providing excellent customer service
- Producing and sharing best practices and case studies

Incorporation of Renew '22 into all organizational processes and systems

- Communications
- Human Resources
- Information Technology
- Departmental Strategic Planning
- Planning
- Budget Development

Year three summer and winter networking



Renew '22 Initiatives

The Renew '22 initiatives first developed in 2017 are not intended to be fixed but adaptable as resources and conditions change. Departments are encouraged to collaborate, use and share data, think strategically and put forth new innovative ideas that will catalyze the county toward our vision of success. At the close of calendar year 2019, 27 of the 107 initiatives were completed. 62% of the 107 initiatives are well underway, nearing completion or complete. The majority of these initiatives and strategies involve the redesign of intradepartmental and cross-departmental processes in an effort to improve efficiency, reduce cost, or optimize service delivery. The following section spotlights 9 of the 27 completed initiatives to date and multiple initiatives in progress.





FEATURED

Completed Initiatives *(Not a comprehensive list)*

Re-Design

Establish Drug Medi-Cal Organized Delivery System (BW)

Description	Establish a new Drug Medi-Cal Organized Delivery System for expanded substance use disorder services
Goals	Expand and enhance covered benefits available to residents as a result of the Affordable Care Act and
Update	The new Drug Organized Medi-Cal Delivery system launched in late 2018 and all enhanced services are currently operating.
Next Steps	Behavioral Wellness continues to monitor services and has set key outcomes and deliverables within each contract for service and will update vendor contracts accordingly to ensure outcomes achieved.

Replace the Department of Social Services Human Resources Tracking System with Cloud Based System (DSS)

Description	Provide the Department with a human capital system that not only utilizes current technology but also provides critical human resource tracking needed for operational management
Goals	The new system improves efficiency, data reporting, and tracking. It includes the capturing of data unavailable in other systems and focuses on employee self-service, and incorporates multi-system interfaces that eliminate duplication of data input.
Update	The technology was rolled out in Mach 2019.
Next Steps	Continue working with County Human Resources on the interfaces between HCM and the County Human Resource Information System and measure efficiencies associated with the implementation of the technology.

Establish Online Resource Family Application and Approval System (DSS)

Description	The use of this module allows for Child Welfare Services staff to easily search for families that are currently accepting placements, and match youth and families based on distance to school, ability to keep siblings together, and other important characteristics. Binti functionality includes the ability to automate and record contact with potential placements, saving staff time and streamlining the placement matching process.
Goals	To improve placement stability and overall placement outcomes for children in foster care
Update	This initiative was completed successfully as of 5/31/2019
Next Steps	The Binti placement module continues to be utilized by Child Welfare Services staff for placement search and matching activities and will be evaluated to ensure appropriate placements occur in a timely manner

Establish General Services Call Center (GS)

Description	Establish a single call in number (call center) for all General Services requests for service and assistance
Goals	Provide outstanding customer service, consistency and responsiveness by establishing a single point of contact during business hours including lunchtime; ensure the routing of after hour calls through a service provider for appropriate and timely response next business day. Systems to track and analyze call types, times, and sources are in place to ensure continuous improvement.
Update	This initiative was completed successfully as of 4/30/2018 and is now implemented internally countywide.
Next Steps	General Services continues to monitor call types and update scripts and training accordingly and is measuring efficiencies associated implementation.

Create Information Technology Workforce Training Program (GS)

Description	The Information Technology Workforce Development Program establishes a competency-based framework for assuring the County has aligned its employee training resources with its core programmatic and organizational priorities.
Goals	Increase effectiveness of individuals and teams, throughout their employment, so they can contribute to accomplishing County goals. This training framework provides opportunities for employees to gain or enhance knowledge and skill sets to do their jobs; employees and managers mutually identify and plan for individual training needs.
Update	All participating IT staff countywide has reviewed and accepted the IT Workforce Training Program. The County's internal website contains all program documents for reference.
Next Steps	Updates to the IT Workforce Training Program Annex section are posted online with new training requirements and resources, as technology needs change within the County.

Modify local vendor preference policy (GS)

Description	Modify the 6% local vendor preference on bids by giving local vendors the opportunity to match the overall bid of the lowest non-local vendor, if their bid is the lowest local bid within 6% of the non-local bid, instead of giving a 6% margin to local vendors. This policy applies to bids on tangible goods only.
Goals	Provide for increased competition opportunities, expand access to higher quality goods, and provide opportunities for potential savings to the County.
Update	The Board of Supervisors approved this update to the Local Vendor Preference Policy on 2/12/2019.
Next Steps	Staff continues to monitor the application of the updated Local Vendor Preference Policy; additional vendor outreach events are scheduled in the coming months. Staff will return to the Board annually to report on the status of the policy and efficiencies and cost saving realized.

Establish Law Enforcement / Mental Health Co Response Team (BW, Sheriff)

Description	A collaboration between the Sheriff's Department and Behavioral wellness consisting of specially trained officers and a mental health crisis worker responding together to address mental health calls. Key outcomes included increased connections to resources, reduced repeat encounters with law enforcement, reduced arrests. As a result of the outcomes achieved with the pilot, additional
Goals	Reduce the impact of mental health crisis calls upon the availability of overall law enforcement services, divert persons with mental health disorders from the criminal justice system, provide quicker more comprehensive service to community members suffering from mental health crises, reduce the number of persons with mental illness in jail, connect persons with mental illnesses interfacing with law enforcement to treatment, reduce violence committed by persons with mental illness by following up with them pre and post crises.
Update	The co- response pilot ended 12/31/2019. Grant funding was obtained for three county co response teams. The first team began 1/1/2020. Two additional teams will begin 2/24/2020. Two teams will be assigned to South County and one will be assigned to North County.
Next Steps	Sheriff's Office and Behavioral Wellness will work to evaluate efficacy and outcomes of co-response progress through grant evaluations and provide a report to the Board.

Retain

Establish Leaders in Action Program (DSS)

Description	Attract and retain high performing upper level managers aspiring to executive positions through
Goals	Provide for training to improve competencies in upper level management skills such and enhancing strategic thinking with an outcome-based perspective to meet the current and future needs of the department, county and clients.
Update	Typically, two DSS managers are chosen each year to attend the training, which is conducted for 15 days over a 5-month period.

Establish Leadership Certificate Program “Pilot” Project (HR)

Description	The Leadership Certificate “pilot” Program (LCP) is a six-month focused investment in developing high-performing employees and preparing the next generation of leaders and create a sustainable and learning organization. Twelve emerging leaders were nominated by their department heads based on their demonstrated dedication to the organization, desire to become leaders at the County and commitment to public service and the community for the pilot.
Goals	Expose each participant to leadership and business concepts, tools, education, and information to maximize their understanding of 21st century leadership in local government, Re-design the way all 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.
Update	11 participants competed the first cohort and based on the program evaluation 2 additional cohorts of 25 individuals each will occur for the LCP will occur in 2020.
Next Steps	The program has been restructured to increase engagement and feedback between the participant and their supervisor/department as they progress in the program. New additions to the program will include Individual Development Plans (IDP) and more measurable objectives, along with in-depth PEAK process improvement training component.



FEATURED

Initiatives in Progress *(Not a comprehensive list)*

Re-Balance

KPMG Departmental Management Reviews (CEO)

Description	Conduct operational performance reviews of all 21 departments over a four-year period to improve system efficiencies, effectiveness and optimize service delivery.
Goals	Determine if the departments are structuring systems, program and services in the in the most efficient manner. The high-level assessment provides recommendations on performance measures, evidence based practices, staffing and work load.
Update	The review of the County Executive Office is complete and presented to the Board of Supervisors on January 14, 2020. An implementation plan to address findings has been undeveloped by the Office.
Next Steps	General Services and Human Resource's reports will be presented to the Board for review in February. Currently the Public Health, Planning and Development Departments are under review.

Complete an Intergovernmental Transfer (IGT) (PHD)

Description	Pursue an IGT through CenCal Health and the State Department of Health Services to demonstrate that the department has unreimbursed costs paid for with local unmatched dollars for services provided to CenCal Health members that will qualify for federal matching dollars.
Goals	Work with a consultant to identify allowable costs and work with CenCal Health to initiate required paperwork for participation: A letter of Interest and a supplemental form that outlines the costs and funds provided for federal match.
Update	After conferring with CEO's office, work with consultant has begun and the letter of interest was submitted to CenCal Health for participation for the period of July 1 2019 to December 31, 2020.
Next Steps	The submission of the supplemental form to the State which, if approved, will generate a State agreement for use and the transfer of local funds for the federal match (the State will require a 20% fee; CenCal's fee is under negotiation).

Re-Design

Enhance Mental Health System of Care - Optimize Psychiatric Health Facility (BW)

Description	Evaluate establishing a locked forensic mental health recovery center (FMHRC) for legal detention and mental health services to treat forensic clients in appropriate setting and to appropriately place and serve individuals and optimize use of current psychiatric health facility.
Goals	Provide in county FMHRC level services to assist with jail diversion and enhanced revenue leveraging in PHF as individuals can remain in county at a locked facility and inpatient beds will be available to those in crisis.
Update	FMHRC project is in design and will be located on the Calle Real Campus. Funding for construction and operations for the eight-bed facility is secured.
Next Steps	Behavioral Wellness, Probation, and General Services will continue to collaborate on project implementation. General Services are in the initial design phase. Once design and building rehabilitation commence, a request for proposal will be issued .

Share Local Area Network (LAN) Administration (GS)

Description	Provide consolidated LAN administrative services within the ICT Division, under the guidance of a technical supervisor and shared Customer Service Team, to multiple departments.
Goals	Provide enhanced responsiveness, cost savings, improved efficiency, and consistent services to all program participants, through a centrally managed program with one technical supervisor and one customer service team.
Update	In December 2019, the IT Customer Service Technical Supervisor was hired, and program development is currently underway. The program has been budgeted to begin next fiscal year, including providing services to HR, CEO, County Counsel and General Services, with three LAN Administrators under the direction of the Supervisor to support this effort.
Next Steps	After six months of operations, the success of the model will be evaluated for potential expansion, to include additional departments beginning July 2021 .

Centralize Information Technology Services in General Services (GS)

Description	Streamline IT procurement and system development, resulting in the shared use of common systems and resources
Goals	Achieve high operational effectiveness, adherence to best practice, the reduction of redundant systems and system consolidation guided by IT standards countywide.
Update	Several key areas were identified for IT system consolidation, following the completion of the IT Inventory Assessment in November 2019, including support desk systems, websites, and other business applications.
Next Steps	Evaluation and consideration of future system consolidation is ongoing, based on the IT Inventory Assessment and the recent KPMG Operational Review.

Provide Reduced Cost Non-Emergency Transport (PHD)

Description	Work with partners and CenCal Health to ensure that the Medi-Cal benefit of non-emergency medical transport is accessible for PHD patients
Goals	Develop strategies and tools to meet federal grant requirements and patient needs for transportation in an accessible and cost-effective way.
Update	Continuous education of PHD patients that are CenCal members regarding how to access non-emergency transportation are underway
Next Steps	Health Center Leadership to evaluate current efforts for success and meet with CenCal with possible requested changes to the program

Re-Engineer Public Health Patient Billing Processes (PHD)

Description	Redesign and right-size the patient billing processes and procedures with the implementation of the OCHIN Epic combined practice management and electronic health record system
Goals	Automate and digitize processes through optimization of software features to optimize reimbursement, minimize manual and/or redundant procedures, allow for “right-sizing” of staff through reassignments and attrition, and use performance measurement tools to ensure continuous improvement
Update	After some delays in the implementation of the Epic system, optimization is underway and on track
Next Steps	Performance measurement tools have been developed and are in use, as well as, daily use of other Epic dashboards and tools to ensure that billing is optimized and that SBCPHD performance is within the top performers of the OCHIN members for common benchmarks, such as # of denied claims, days to close encounters, etc.

Automate Clerk-Recorder Functions (CRA)

Description	Automate recording of government liens and releases, Vital Records Index and fictitious business applications
Goals	Increase efficiency through technology
Update	The Clerk-Recorder has procured a new vendor to replace the current system with more automated functions, including data capture for forms using the web and kiosks. Several workflows have been documented and we have performed the business review process with the Vendor. The hardware has been installed and the Clerk-Recorder is in the process of installing and configuring the software. Customization is underway.
Next Steps	Training and testing is occurring and the new system is expected to be deployed in May of 2020.

PEAK

Description	PEAK training (developed for the City and County of Denver) uses process improvement methodology to implement a systematic approach to achieving continuous improvement. PEAK is focused on the identification and elimination of waste within a process.
Goals	To train, develop, and empower employees at all levels of the organization to identify and execute needed improvements, and to become process improvement leaders working to elevate the employee and citizen experience. PEAK's motto is "Innovate. Elevate. Repeat."
Update	The initial cohort of 25 County employees participated in the City of Denver's PEAK Academy 5 day intensive training this past December. Each participant is currently working on an Innovation project in order to be awarded the PEAK Black Belt.
Next Steps	Create a sustainable Santa Barbara County centered/branded curriculum going forward for a continuous process improvement program. This training plan will not only ensure that the goal of 225 employees are trained in PEAK (black belt), but will also provide training to at least 100 more employees at the green belt level, by June 2022. The training method will also be incorporated in the Leadership Congress program and the Leadership Certificate Program curriculum. Tools for tracking, follow-up & support systems are also being developed.

Combine Agricultural Biologist and Weights & Measures Inspector Positions (AG/W&M)

Description	Create a combination Agricultural Biologist / Weights & Measures position in which all incoming staff and our current staff will work to attain all series of agricultural and weights & measures licenses to help improve our department productivity and efficiency in completing our program workloads. Currently staff are licensed separately in agriculture and in weights & measures.
Goals	Created cost savings, Improve ability to meet regulatory work demands through creating efficiencies by broadening expertise, enhance skills across functions and promote succession planning.
Update	As of January 2020 we are 75% complete with this initiative.
Next Steps	Continue transition process with county Human Resources and training in department.

FUNDS ALLOCATED

The Board of Supervisors allocated \$815,000 in both FY 2018-19 and 2019-20. The majority of this funding was utilized for the departmental operational reviews by KPMG with a total contract of \$1.2 million to review nine departments. Projected expenditures through year-end FY 19/20, in addition to the KPMG reviews are, PEAK (process improvement) training (\$71,000) Leadership Certificate Program (\$60,000), consulting services (\$50,000) Cascade software training and implementation (\$27,000).

Measuring Progress

As we continue to implement initiatives and strategies, we will enhance our performance framework to foster a shared understanding of what it means to transform and identify performance gaps and challenges that impede transformation. Critical to this framework are the development of key performance indicators and outcome measures specific to each of the core areas—re-visioning, re-balancing, re-designing, responding, and retaining—that will measure how each of the supporting initiatives and Big Picture Goals are achieving the vision of Renew '22.

In addition, with the deployment of Cascade, and the availability of additional and richer data, dashboards and reports created with Cascade will be provided on the County website to demonstrate our commitment to accountability, spotlight progress and impact, foster transparency, and ensure residents and stakeholders are apprised of this important countywide initiative.

Aside from **total projects**, broad outcome measures planned for display both internally and externally include:

Re-Balance

- Cost avoided or reduced
- Revenue generated
- Staff hours saved

Re-Design

- Number of employees trained
- Number of services online

Respond

- Percent of internal customers satisfied with services
- Percent of external customers satisfied with services

Retain

- Percent of employees retained
- Percent of employees participating in leadership training







County of Santa Barbara

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