

Renew '22

Overview

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. Each year, the County presents an annual report to the Board of Supervisors. As we reach the close of 2022, County staff are preparing a final summary report of the Renew '22 initiatives over the past five years. For the FY 21-22 year, the Renew '22 created a video report that highlighted progress and collective achievements toward building a more innovative and resilient County organization.

Challenge

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 built 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. 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, which brought the organizational transformation to light.

Solution

During the last five years, 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. This transformation was not limited to a re-evaluation and re-tooling of how and what we do; it empowered change, improved our operations, developed sustainable revenue strategies, prepared the next generation of leaders, and refocused on customer service – all in alignment with the priorities set by the community and the Board of Supervisors. The Renew '22 initiative addressed 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. In addition to the five core areas, Renew '22 highlighted the foundational, Countywide values developed in the internal organizational strategic plan in 2015: innovation, accountability, customer focus, and trust and ethics. In 2020, the County values were updated to include equity and inclusion, which reflected the Board's commitment to the County's race, equity and inclusion framework. In 2019, the Renew Executive Team and department leadership came together to conduct a strategic pause designed to evaluate progress on initiatives and make course corrections if needed. The effort focused on: 1) systemic change, 2) culture change and 3) organizational framework to support transformation. initiative also involved the development of 7 Countywide Big Picture Goals with measurable results that were required to be tracked and included in each department's budget. The Countywide Big Picture Goals are as follows: Enhance Financial Resiliency,

Migrate County Services Online, Train Employees through InnovateSBC, Conduct Biennial External Customer or Client Satisfaction Survey, Conduct Consolidated Biennial Internal Customer Service Survey, New Employee Retention, and Manager Leadership Development. During 2022, the County held 3 additional strategic pauses with the Renew Executive Team, the Department Heads, and the Assistant Department Heads to gauge their feedback on Renew efforts. These pauses led to the updating to the big picture goals to launch us into 2023.

Additionally, 5 transformative behaviors were also identified that correlated to Countywide values to accelerate organizational change and are being integrated into employee performance evaluations. These transformative behaviors are considered imperative to promoting the innovative culture and efficacy of the County's workforce. They are as follows: Collaborative problem solving, Risk taking, Strategic thinking, Alignment with vision, and Data driven decision making. The five core areas continue to serve as the framework for the Countywide Big Picture Goals; and these transformative behaviors have been incorporated into the culture of the County.

Innovation

Throughout Renew '22, departments were encouraged to use innovation to develop more efficient processes and shift the culture of how the organization operates. The video and sample annual report from FY 21-22 highlight some of the innovation and efficiency improvement projects that were completed throughout the initiative. For the annual summary report, departments are being asked to contribute their three top innovations and accomplishments over the course of the five years. The Pandemic accelerated many innovations throughout the County, which are now being implemented in daily operations. Some innovations include telehealth expansion, online requisitions and bidding, in-custody document signing, implementation of Docusign, and OCTOPUS. Page 16 of Attachment B highlights these innovative programs.

Results

Over the course of five years, Renew '22 has positively impacted the County organization both internally and externally. Processes and operational organization has resulted in improved delivery of services to the public and improved administration internally. Through Renew '22, the County has launched a new logo and brand guidelines, and included the JOIN Campaign which led to a pathway to a more inclusive organization that focuses on race, equity and inclusion. Many of the goals laid out were achieved and surpassed by County staff. Technology enhancements include a Microsoft 365 Implementation, Docusign signature, complete website-redesign and implementation, a Business Needs Assessment Enterprise Resource Planning, Accela Modernization and Migration, Smartsheets and Power BI, Criminal Justice Discovery and more. Spanish outreach and communications was also a priority throughout Renew '22 and overall communications and engagement was enhanced.

Replicability

Renew '22 can be easily replicated by other counties as it shows that organizational change of a government organization is possible through the willingness of the departments and staff. By imbedding values and behaviors into everyday operations, the culture of an organization can shift, to one that is more resilient and customer oriented. By accepting technological advances

as improvements to operations, the organization can shift to one that is focused on innovation and change.

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Additional Materials

Attachment A- <https://www.youtube.com/watch?v=ikJ1-xDOL5c>

Attachment B – FY 20-21 Annual Report

Link to website: <https://www.countyofsb.org/1463/Renew-2022-Organizational-Transformation>