BOARD OF SUPERVISORS
AGENDA LETTER

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Agenda Number:

Department Name:	County Executive Office
Department No.:	012
For Agenda Of:	February 7, 2023
Placement:	Departmental
Estimated Time:	45 minutes
Continued Item:	No
If Yes, date from:	
Vote Required:	**Majority**

TO:	Board of Supervisors	
FROM:	Department Director(s)	Renew Executive Committee
	Contact Info:	Nancy Anderson, Assistant County Executive Officer

DocuSigned by:
41846F5C725B460...

SUBJECT: **Renew '22 Summary Report for Fiscal Years 2017-2022**

County Counsel Concurrence	Auditor-Controller Concurrence
As to form: N/A	As to form: N/A

Other Concurrence:
As to form: N/A

Recommended Actions:

That the Board of Supervisors:

a) Receive and file the Renew '22 Summary Report for Fiscal Years (FY) 2017-22;

b) Provide direction, as appropriate; and

c) Determine pursuant to the California Environmental Quality Act (CEQA) Guidelines Section 15378 that the above actions are not a project subject to CEQA review.

Summary:

In 2017, the County of Santa Barbara embarked on the Renew '22 initiative to enhance organizational resiliency so that our County government can sustain high quality services to all in our community now and in the future. Its intent has been to transform our organization by rethinking how we leverage technology, people, and processes to meet new expectations, community needs, and changing economic, social, and environmental conditions.

This report, which includes a prepared video, provides a summary of accomplishments of the County's five-year Renew '22 initiative, which came to an end in 2022, and a look forward in continuing the progress, prospectively, as "Renew." The County Executive Office is planning a process to develop

countywide strategic initiatives that align with department goals, objectives and performance measures. This will be a larger project entailing coordination with department leadership and the Board of Supervisors that will be initiated and discussed over the coming months.

Discussion:

The Renew '22 initiative cultivated an environment for change and innovation. Over the past five years, departments have implemented programs that showcase how they were able to achieve financial resiliency, better serve and respond to customer needs, streamline processes, and improve operations. Attachment A provides top accomplishments from each department that have been successful under the Renew '22 framework and ideology.

Countywide Big Picture Goals

All departments were required to track and monitor Countywide Big Picture Goals beginning in FY 2020-21. Departments incorporated the results into their performance measure section of each preceding year's Recommended Budget. The table below summarizes the results of the big picture goals as a cumulative total over the past five years.

Table A. Five- Year Summary of Countywide Big Picture Goals – All Departments

Core Component	Goal	Goal Target	Target Date	Cumulative Total	Detail
Re-balance	Enhance financial resiliency through efficiencies or cost avoidance, savings or revenue	1%	Annual	**1.0%** $66,372,532	1.14% of countywide (cumulative) operating budget
Re-design	Migrate County services online	75%	June 2022	**87%** 365	365 out of 417 services deemed feasible migrated
	Train employees through InnovateSBC	225	June 2022	**445**	9.9% total full-time workforce trained
Respond	Conduct a biennial external departmental customer service survey	--	June 2022	**61**	61 surveys administered to community members, and responded to
	Conduct consolidated biennial internal customer service survey		June 2022	**6**	6 surveys administered and responded to by internally facing departments
Retain	Retain new employees	80%	June 2022	**72%** Tracked cohort FY 19-20	280 of the 390 employees hired during FY2019-20 are still employed with the County
	Develop the next leaders	30%	June 2022	**70%**	218 out of 308 managers trained, as reported by departments

Table A consolidates the significant efforts of all the County departments over the past five years to promote efficiency, innovation, quality customer service and workforce development. Over this period, County departments achieved or exceeded the target for 5 of the 7 goals. While Attachment A (Department Accomplishment Summaries) details projects in each of the core areas, below are a few highlights exemplifying our progress made in each area respectively:

Re-Balance

Re-balancing our resources will help ensure that County operations are efficient and fiscally responsible.

- Enhance Financial Resiliency (1% of total budget): Over five years, departments achieved approximately $66 million, or 1% financial resiliency as defined in departmental budgets through the efficient use of staff, new cost avoidance, cost reduction, new revenue and efficiencies.
- As of June 30, 2022, KPMG completed operational and performance reviews of 9 departments with one focused process review. Departments' efforts to implement the recommendations from the reviews are tracked and monitored by the County Executive Office through quarterly status reports provided by the departments.

Redesign

Re-designing how we do our work is intended to promote efficiency and enhanced service to the customer.

- Migrate services online: Technology enhancements paved the way for more user-friendly systems implemented countywide. Departments achieved 87% of migration in over five years, which exceeds the initial goal of 75% of services migrated online. 365 out of the 417 services deemed feasible have been migrated online. Various technology enhancements include utilization of DocuSign and eSignatures, a website re-design, and Accela permitting. These technology implementations have paved the way for greater accessibility to the customer and streamlined processes for the employee.
- InnovateSBC: Santa Barbara County's process improvement and innovation training is designed to provide participants with the tools to become change agents in the County (highlighted on the County's website here). Green Belt, which is the introductory training series, and Black Belt, the more in-depth and advanced level training, empower employees to develop innovative strategies to improve how they do their work. Staff's goal was to train 225 County employees in process improvement/ InnovateSBC by June 2022 and achieve two times the program cost in savings. As of June 2022, 445 employees have completed the InnovateSBC training (415 completed the Green Belt, 76 completed the Black Belt, and 46 completed both). This exceeded our initial commitment with a total cost savings of more than three times the program costs. The total cost savings from the process improvements developed and put into practice by the participants from January 2019 to June 30, 2022 is approximately $1.27 million. The total cost of InnovateSBC as of June 30, 2022 was $332,924 with savings exceeding cost by approximately $940 thousand.

Respond

Responding to residents and customers with the highest quality of services within our means is a high priority to all departments.

- Increased online services include a public health community data dashboard, virtual online process improvements, Docusign and digital document signing, Accela permitting processes, and online forms and applications.
- Increased Spanish outreach, engagement and materials were produced, such as the COVID 19 bilingual Public Information portal and all Board meetings, press conferences, and most community meetings are available in Spanish and may be interpreted in American Sign Language. The Office of Health Equity was also created to reach and inform all County residents in both rural

and suburban areas throughout the pandemic. The Office of Health Equity established a bilingual County call center to augment the ongoing 211 help line to assist all individuals with secure testing and vaccination appointments or to provide a resource for those in need of support and to ensure all eligible populations of the County received access to vaccines. It also provided targeted outreach to all communities, including Mixteco-Speaking populations, medically- underserved areas, and rural and hyper-rural populations.

- External and internal department customer service surveys: Over the past five year, 67 surveys were administered and responded to, both internally and externally. The focus of administering surveys was to solicit feedback as a way to improve customer service and better respond to changing needs. Below are a few examples of how our departments have utilized survey results:
  - o In response to feedback collected with the "Less Is More ReView" newsletter, Public Work's Resource Recovery Division added multiple services including a popular annual paper shredding event, and to keep public outreach a top priority a public outreach specialist has been hired.
  - o Child Support Services responded to their survey results by implementing LobbyCentral, a virtual receptionist that allows customers to schedule appointments and meet with their case managers virtually.
  - o Surveys out of the Agricultural Commissioner's office prompted additional topics to be covered during trainings and presentations for agricultural stakeholders and pesticide handlers, in both Spanish and English.

Moving forward in 2023 and beyond, the Renew initiative will prioritize incorporation of survey results to improve operations.

Retain
Retaining high performing employees and preparing the next generation of leaders is imperative to the organization to ensure continuity of services and ensuring a highly skilled and resilient workforce.

- Retain new employees**:** In 2017, we set out with the goal of retaining 80% of new employees during their first five years of county employment. We have retained an average of 70% of our employees who joined the County over the past five years. While we did not quite reach our goal over the span of five years, we will continue to track retention rates and engage employees as a means to enhance employee retention. Greater employee engagement has occurred over the past year, with the administration of the Countywide Employee Engagement Survey. The results of this survey will be used to develop strategies to enhance retention efforts. Additionally, expansion of e-learning opportunities; supervisorial, management and leadership training; and dissemination of our Countywide values has contributed to greater employee engagement over the past five years. These practices help fortify connections among employees, remind them of our purpose in serving the public, and highlight the positive parts of our County culture. Strengthening the ties that bind us together is important in times of stress and uncertainty for employees, as we continue a hybrid workforce of virtual and on-site employees. In addition, a hybrid workforce model was adopted and implemented as means to provide flexibility to our employees.
- Develop Leaders: The Leadership Certificate Program (LCP) was implemented as a six-month focused investment in developing high-performing employees and preparing the next generation of leaders as part of the Renew '22 initiative. In addition, HR launched four leadership programs, including Becoming a Supervisor, Supervisor Bootcamp, Management Development, and the Emerging Executive Program. These programs are designed to provide the resources and

expand the leadership toolkit, to prepare our developing leaders to effectively steer our organization into the future.

Re-Vision

Re-visioning is how we re-imagine our organization with our Countywide values and transformational behaviors or actions. With increased transparency and better communication, we have been able to more effectively respond to customer needs. Our new County seal visually unifies our guiding principles with our motto of "One County-One Future" which was added to our logo in April 2021. The logo, which is visible throughout the county from our website and facilities, communicates our promise and captures our intent to serve all in the community through our values, behaviors, and commitment to fulfill our mission. In 2022, the County successfully launched a new public facing website that aimed to increase accessibility for our residents. Our updated, public facing website provides quick accessibility to County departments and resources for the user, all in one place. It also has quick links to the Board of Supervisors' meetings, news and announcements as well as emergency preparedness resources.

Additional highlighted projects that promote Re-Vision include:
- In 2021, we integrated values and behaviors as demonstrated in the "WE ARE Campaign" into Employee Performance Evaluations.
- The JOIN Campaign, which is part of the Race, Equity and Inclusion Framework, kicked off in early January 2021, as part of our organizational transformation, to create the pathway to a more inclusive organization.
- County Brand Guidelines were published in May 2021 on County Connect. Installation of the new logo, Vision, and WE ARE branding in the Santa Barbara Administration building lobby and elevator occurred in 2022 as well.

Employee Engagement and Communication

In order to promote Renew '22 throughout the organization and keep employees engaged in the process, various communication strategies were deployed both internally and externally. Below are a few highlights of efforts made over the past five years to communicate information related to the initiative:
- 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.
- The County website also has information on Renew '22 efforts as well as progress over the past five years. Additionally, since Fiscal Year 2020-21, Big Picture Goal performance measures have been included in the County's budget document for transparency and accountability.
- New Employee Welcome (NEW) for all regular new hires is offered 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.
- Three strategic workshops were held in the past year alone to solicit feedback from emerging leaders on Renew efforts over the past five years. These workshops helped craft the updated Big Picture Goals that will be used to guide Renew efforts beyond 2022.

<u>Beyond Renew 22</u>

In 2022, multiple strategic workshops occurred to solicit feedback on the efforts of Renew '22. During three strategic workshops with emerging County leaders, various themes were discussed and the groups developed ideas for action. The first "Reconnect, Reset, Renew" workshop was held in March 2022 with assistant department heads and emerging leaders identified throughout the organization. The second was held in May 2022 with the Renew Executive Committee, and the third was in June 2022, with the Department Heads.

Topics that were discussed during these workshops included:
- Communication, Celebration, and Engagement
- Collaboration
- Investment in Risk-Taking and Implementing Innovations
- Embed & Integrate Renew into Daily Operations
- Renew moving forward and Strategic Initiatives

The feedback received during these workshops was utilized to help modify the big picture goals that will guide the County with Renew strategic efforts moving into 2023 and beyond. County leadership engaged in revising the big picture goals to demonstrate, as an organization, our commitment to progress by incorporating feedback from the efforts of Renew '22 over the past five years and modifying the goals to meet future needs of the organization and adapt to changing times. The five core areas continue to serve as the framework for Renew and these transformative behaviors are being incorporated into the culture of the County.

Revised Big Picture Goals

As a result of multiple group discussions and collaborative efforts, County leadership was engaged in 2022 in reviewing and modifying the Big Picture Goals for the next fiscal year. The updated goals will be tracked on a yearly basis as part of our annual budget process to continue to demonstrate, as an organization, our commitment to progression and change. The revised countywide goals reflect the original focus of the core areas of transformation and establish benchmarks for all departments to achieve. The modified Big Picture Goals are:

Re-Balance Our Resources
- All departments will enhance financial resiliency (efficient use of staff, new revenue, cost avoidance, cost reduction, efficiencies) with the goal of enhanced resiliency equal to at least 5% of the department's total FY 2023-24 budget (base) by June 30, 2028.

Re-Designing how we do our work

- To improve customer service delivery, evaluate and migrate 100% of County services determined feasible to be placed on-line or made available in a digital/electronic format, by June 2028.
- Each department will promote and demonstrate process improvement and innovation with the following goals:
  - Reach and maintain at least 30% of all department staff trained through the InnovateSBC Program (# trained/total staff) by June 2028.
  - Initiate, implement and celebrate at least one process improvement project annually.

Responding to residents and customers with the highest quality of services within our means

- Annually solicit customer feedback on prioritized service areas through surveys, questionnaires, or other methods, and develop individual department action plans, including a communications strategy, to address areas of needed improvement.

Retaining high-performing employees and preparing the next generation of leaders

- Measure department's engagement in the County's leadership development program by ensuring 30% of managers participate in leadership development programs (countywide or department sponsored) annually.
- By June of 2025, retain 80% of new employees during their first 5 years of County employment.

Looking forward, Renew Big Picture Goals will continue to be implemented, tracked, monitored, and reported. Currently, the County Executive Office is in the planning process of a reset of countywide strategic initiatives and the alignment of department goals, objectives and performance measures that support the initiatives. This will be a larger project entailing coordination with department leadership and the Board that will be initiated and discussed over the coming months.

Background

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 cost increases.

The Renew '22 initiative sought to empower change, continuously 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.

Core Areas
Renew '22 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

Countywide Big Picture Goals
In 2019, countywide measurements were developed to assess progress in these core areas. Seven Countywide Big Picture Goals were required to be tracked and included in each department's budget beginning in FY 2021-22. Table A, summarizes the countywide progress made on each of the big picture goals.

- Re-balance: Enhance Financial Resiliency
- Re-design: Migrate County Services Online; Train Employees through InnovateSBC
- Retain: New Employee Retention; Management Leadership Training
- Respond: Conduct Biennial External Customer or Client Satisfaction Survey;
- Conduct Consolidated Biennial Internal Customer Service Survey

Countywide Values

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 reflects the Board's commitment to the County's race, equity and inclusion framework, as presented at the May 18, 2021 board meeting. Our core values were developed over the five years as we re-visioned our organization to support our mission of delivering exceptional services. Our values are:

- **A**ccountability
- **C**ustomer Focus
- **E**quity and Inclusion
- **I**nnovation
- **T**rust and Ethics
  or (**ACE IT!**)

Transformative Behaviors

In 2020, five transformative behaviors were also identified that correlated to Countywide values to accelerate organizational change and have been integrated into employee performance evaluations. These transformative behaviors are considered imperative to promoting the innovative culture and efficacy of the County's workforce.

- Collaborative problem solving
- Risk taking
- Strategic thinking
- Alignment with vision, and
- Data driven decision making.

Fiscal Impact:

There are no fiscal impacts associated with this item. From 2017 to 2022, the Board of Supervisors allocated $4 million to support the implementation of countywide initiatives, of which a majority is related to the KPMG operational and performance reviews. Additionally, funds were allocated and spent on consulting services to establish InnovateSBC and conduct Black Belt and Green Belt trainings, in addition to countywide employee Renew '22 events and branding and communication efforts. The FY 2022-23 Adopted Budget includes $1.3 million to continue Renew initiatives.

Attachments:

Attachment A – Department Accomplishment Summaries

Authored by:

Jasmine McGinty, Principal Analyst, County Executive Office
Lynne Dible, Assistant Director, General Services Department
Sarah Gill, Management Fellow, County Executive Office