



BOARD OF SUPERVISORS  
AGENDA LETTER

Agenda Number:

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

Department Name: County Executive Office  
Department No.: 012  
For Agenda Of: February 25, 2020  
Placement: Departmental  
Estimated Time: 45 minutes  
Continued Item: No  
If Yes, date from:  
Vote Required: Majority

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**TO:** Board of Supervisors  
**FROM:** Department Director(s) Contact Info: Mona Miyasato, County Executive Officer   
Terri Nisich, Assistant County Executive Officer  
**SUBJECT:** Renew '22 Update

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**County Counsel Concurrence**

As to form: N/A

**Auditor-Controller Concurrence**

As to form: N/A

**Recommended Actions:**

That the Board of Supervisors:

- a) Receive an update on the Renew '22 initiative;
- 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 Text:**

Like many local governments, our County faces increasing complex challenges and finite resources. Some of these include addressing homelessness, reducing greenhouse gas emissions, reducing the number of mentally ill individuals in our jails, responding to and recovering from disasters, and managing our infrastructure and deferred maintenance backlog. Renew '22 is a multi-year, countywide effort to transform how the County of Santa Barbara does its work so that our organization can be better prepared to face these other multifaceted issues. Launched in 2017, departments and crosscutting working groups developed initiatives and strategies that sought to re-vision the County organization, re-balance its resources, re-design how it does its work, respond to residents and customers with the highest quality of services within its means, retain high-performing employees and prepare the next generation of leaders.

This board letter provides an update on the progress of Renew '22 initiatives over the course of the 2019 calendar year. Progress has continued towards accomplishing the original initiatives established in 2017, and new countywide goals that all departments will strive to achieve ("Big Picture Goals") were added to the initiative in the summer of 2019.

## **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 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 and 1/9 Debris flow disasters.

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-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 cross-sectional working groups developed in 2017 and continue to develop as Renew '22 approaches completion of year three.

## **Discussion**

### **Renew '22 Progress Report**

The Renew '22 Progress Report (Attachment A) provides an overview of the County's continuing progress towards achieving the transformation envisioned. Today 107 initiatives comprise Renew '22. At the close of calendar year 2019, 27 of the 107 initiatives and strategies that span all county departments and seek to improve what we do and how we do it, ranging from process streamlining, to restructuring service delivery, to revenue generation were completed. Over 62% of the 107 initiatives are well underway, nearing completion or complete.

Key success previously reported to the Board in 2018, included but were not limited to:

- Pension cost sharing
- Automation of public records act requests
- Digital document management of land use permits and records
- Electronic filing of Child Support Services court documents
- General Services customer service call center

Some key initiatives completed or advanced in 2019 include the following:

- **Social Services on-line resource family application and approval system – Implemented May 2019.**
  - The online process for foster care resource families allows for expedited match of youth to families seeking placements and redirects more staff time to case management.
- **Modification of the 6% local vendor preference policy - Adopted by Board of Supervisors February 2019.**
  - This policy update generates increased opportunities for competition and corresponding potential for cost savings.
- **Initiated operational reviews of 21 county departments, over a 4-year period, to improve efficiencies and optimize service delivery**
  - The review of the County Executive Office and department implementation plan has been completed and brought to the Board. Reviews for General Services and Human Resources are completed. Public Health and Planning and Development departments reports are being finalized. Those will be brought to the Board for review with the implementation plans. Public safety department reviews will be next. Recommendations from reviews and corresponding departmental implementation plans are being incorporated into departmental work plans and Renew '22 going forward.
- **Improve mental health system of care by optimizing use of Psychiatric Health Facility (PHF) and directing individuals in most appropriate care setting – Forensic Mental Health Recovery Center (FMHRC) approved by the Board of Supervisors in November 2019.**
  - Construction and operation of the 8-bed FMHRC facility is funded and facility design is underway. Efficacy of treating individuals in appropriate level of care will be achieved as well as corresponding cost savings with appropriate direction of individuals from PHF to FMHRC anticipated. Additional lower intensity Mental Health Recovery Center (MHRC) beds to provide additional step down services is anticipated in November of 2020. FMHRC and MHRC beds are new to the Santa Barbara County in county mental health system.
- **Completed Leadership Certificate Program (LCP ) Pilot – Completed December 2019**
  - Human Resources completed and evaluated the six-month Leadership Certificate Program pilot designed to prepare and retain the next generation of leaders. Eleven emerging leaders from multiple departments completed the program. As a result of the program evaluation, the LCP will be expanded to provide a spring and winter 2020 cohort of 25 individuals each with specific development plans for participants and measurable program objectives.
- **Delegated litigation authority for defense cases up to \$50,000 – Approved by the Board in April 2019**
  - This generates costs savings by allowing County Counsel to be more agile responding to time sensitive settlement opportunities in the early stages.

### **2019 Improvements for Systemic, Cultural and Organizational Change**

While each of the initiatives play a role in achieving transformation, 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 revealed that three priority focus areas were needed for Renew '22 to thrive. They included:

1. Systemic change:  
Define success and provide a clear direction to the organization on expectations
2. Culture change  
Focus on the need for transformation of the organizational culture through behaviors
3. Organizational framework to support transformation

### **Systemic Change**

To clearly define measurable results of the major components of Renew '22, and fundamentally improve processes and systems, common countywide goals are needed. While the Renew initiatives identified in 2017 address process and system, transformation needs both intra and interdepartmentally, there were no shared, countywide Big Picture Goals created that would be achieved by all departments throughout the organization. Therefore, Big Picture Goals were developed by the Renew '22 Executive Team and refined by the Department Directors from July to November. Deputy Directors from across the county identified implementation plans with corresponding milestones to drive these goals to completion.

Big Picture Goals are 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

Each of the Big Pictures Goals is outlined in Attachment A.

### **Culture Change**

Organizational change efforts require clear articulation of the skills, abilities or behaviors needed to help the organization navigate the culture change required to produce the results envisioned. Five key behaviors needed to transform the organization were identified by the Renew '22 Executive Team and explored with the Department Directors. The behaviors are designed to ensure that the change realized with Renew '22 is sustainable, and the workforce adopts these skills as a regular part of operating so it can proactively address the challenges of the future.

The transformative behaviors are outlined in Attachment A.

### **Organizational 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 transformation efforts include plans to identify leaders from throughout the organization and distribute responsibility so that change cascades through all areas. At each layer of the organization, key leaders must be aligned with the mission, vision, values and behaviors so there is a clear understanding, desire and motivation to make the transformation happen. Creating those opportunities throughout an organization requires a framework or organizational structure. Therefore, an outcome of the *strategic pause* was the need to create an organizational structure to support the transformation, effectively coordinate all aspects of the effort, and drive Renew '22 forward.

The organizational framework to support Renew '22 is outlined in Attachment A.

### **Enhanced Measurement of Progress**

A new enterprise-wide computer software system, Cascade, was launched and deployed to all departments in September of 2019. This cloud-based software provides our organization the ability to track goals and initiatives as well as manage plans and tasks, including interdepartmental collaboration on shared initiatives, so progress can be measured and reported. The County Executive Office continues to train and support the departments in the use of Cascade to ensure that it remains an effective tool to manage all and communicate the tangible measurable impacts and outcomes of Renew '22.

### **Renew Funding and Initiatives**

The Board of Supervisors allocated \$815,000 in both FY 18/19 and 19/20. 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 though 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).

### **Fiscal and Facilities Impacts:**

See above

There are no fiscal impacts associated with the receipt of this update on the Renew '22 initiative.

### **Attachments:**

- A. Renew '22 Progress Report 2020

### **Authored by:**

Terri Nisich, Assistant CEO