

RENEW '22

PROGRESS REPORT

Board of Supervisors
February 25, 2020



County of Santa Barbara



ABOUT **RENEW** '22



Transformation

- County embarked on a multi-year initiative to transform how County government does its work in 2017
- Seeks to build County's capacity for innovation and continuous improvement
- 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

Where Have We Been



ONE COUNTY.
ONE FUTURE.

PROGRESS **2019**



A Strategic Pause

- Purpose
 - Look at progress on initiatives
 - Make course corrections where needed
- Key Focus Areas
 - **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**

Big Picture Goals

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.

Retain

Manager leadership development

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

New employee retention

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

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/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.

Transformative Behaviors

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)

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.

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.

We Are...



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**.

Organizational Framework



- **Renew Executive Committee**
 - Leadership
 - Renew Executive Sponsor
- **Department Directors**
 - Lead progress on initiatives and BPG
 - Communicate & model behaviors
- **Department Deputy and Assistant Directors**
 - Develop and review action plans
 - Develop metrics
- **Transformation Task Force**
 - Develop strategies to communicate behaviors
- **Ambassadors**
 - Develop strategies to enhance employee engagement

Integration into County Operations

- FY 2020-21 Budget Development
 - Departments will report on the goals and strategies completed or already underway
 - Departments will report on progress toward **Big Picture Goals**
 - Requests for budgetary expansions that align with departmental Renew '22 plans and point to evidence-based findings will receive priority consideration
- New Ideas and Strategies
- Engage and Empower Employees at all Levels

Employee Engagement

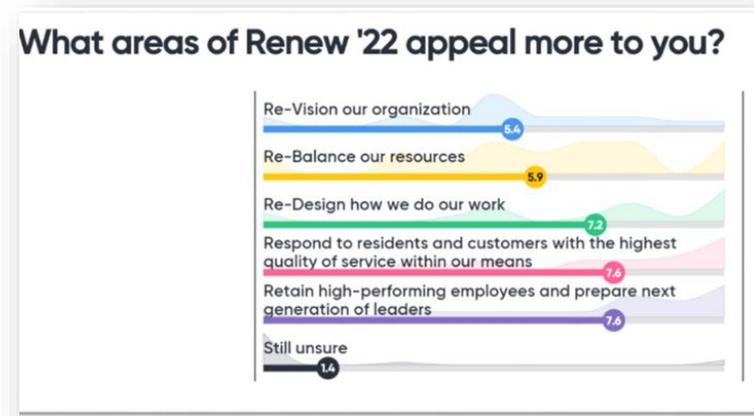


- **Renew '22 Ambassadors and Liaisons**
 - Selected by employee supervisors and department heads
 - Distribute information about their department's initiatives
- **Communication and Outreach**
 - Networking – Winter and Spring Events – reached 1,000 employees
 - Commitment Boards

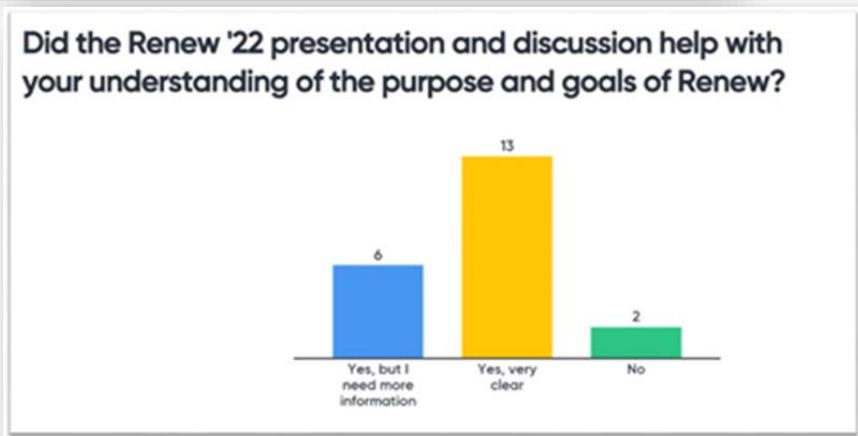
Employee Engagement

- **Communication and Outreach**

Outreach – Over 1,000 employees reached through face-to-face presentations and surveyed

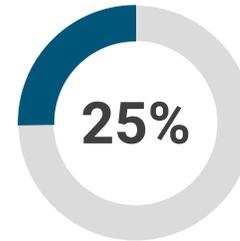


- Positive feedback
- 70% responded that they have a better understanding of Renew '22
- More than half expressed that they were inspired to share their message with their colleagues

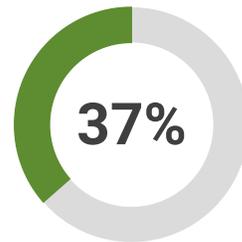


Measuring Progress and Creating Accountability

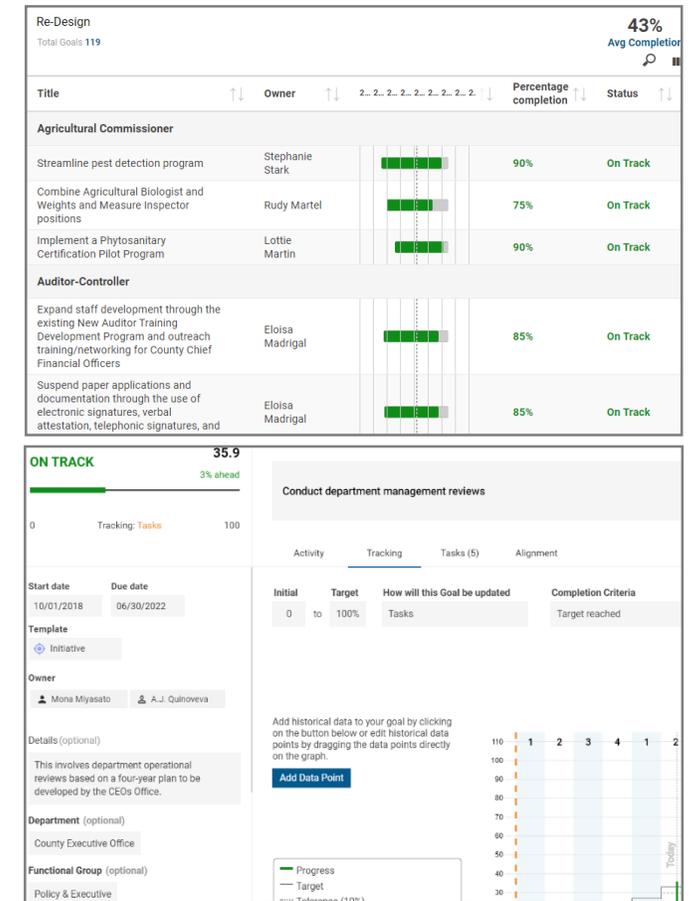
- Implemented Quarterly Reporting on Supporting Initiatives and Strategies
- Departments Trained and Reporting Information, including Status, Percentage Completion, Delays
- Progress on Implementation of Cascade, Strategic Planning and Tracking Software, to Create Dashboards and Reports



Initiatives Completed



Initiatives Underway





HIGHLIGHTS 2019

RENEW '22 INITIATIVES

Renew '22 Initiatives

107 SUPPORTING
INITIATIVES

- 27 completed to date
- **62 percent** are progressing as planned, have been completed, or ongoing
- Many involve the redesign of intradepartmental and cross-departmental processes to improve efficiency, reduce cost, or optimize service delivery

Featured Initiatives

- **Re-Vision: Emphasis on Core Organizational Values**
 - Ag Commissioner Strategic Plan
 - Public Works Strategic Plan
- **Retain: Programs to Retain and Develop Next Generation of Leaders**
 - Leadership Certificate Program Pilot
 - PEAK
 - Leaders in Action program

Featured Initiatives

- **Re-Design: Improvements for greater productivity and efficiency**
 - Established drug Medi-Cal organized delivery system
 - Implemented new HR tracking system
 - Delegated joint limited settlement authority
 - Established online application approval system
 - Established call center
 - Initiated IT workforce training program
 - Modified vendor preference policy
 - Piloted co-response team

Funding Allocated

- \$815K in FY 2018-19 and FY 2019-20 to support implementation of countywide and departmental initiatives
- Majority of funding targeted for the departmental operational reviews - KPMG
- Several key initiatives funded:
 - First round of departmental operational reviews
 - Leadership Certificate Program
 - PEAK
 - Consulting Services
 - Cascade

RECOMMENDED ACTIONS

- Receive an update on the Renew '22 initiative;
- Provide direction, as appropriate; and
- Determine pursuant to the California Environmental Quality Act (CEQA) Guidelines Section 15378 that the above actions are not a project subject to CEQA review.

