



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: September 14, 2021
Placement: Departmental
Estimated Time: 1 hour
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
SUBJECT: Renew '22 Annual Report for Fiscal Year 2020-21

County Counsel Concurrence

As to form: N/A

Other Concurrence:

As to form: N/A

Auditor-Controller Concurrence

As to form: N/A

Recommended Actions:

That the Board of Supervisors:

- a) Receive and file the Renew '22 Annual Report for Fiscal Year (FY) 2020-21;
- 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:

This report provides a summary and status of the County's Renew '22 initiative which launched in 2017 and marked its fourth year in FY 2020-21. The bold intent of Renew '22 is to transform our organization by rethinking how we use technology, people, and processes to meet new expectations, community needs and changing economic, social and environmental conditions. The effort creates organizational resiliency so that our County government can sustain high quality services to all in our community now and in the future. The year 2022 was chosen as a 5-year marker in time, but progress will continue beyond that date.

Renew '22 cultivated a framework for change and invention that has aided us in responding to the pandemic. In many ways, the pandemic accelerated Renew initiatives and spotlighted the importance of key Renew values and behaviors such as using data for decision making; taking reasonable risks to innovate; employing new outreach methods to ensure equity, and delivering high levels of communication to ensure the public's trust. This presentation is intended to provide an update on the progress of Renew '22 initiatives since the last annual report issued in

February 2020 and includes updates to the Renew '22 accomplishments presented during the FY 2021-22 Budget Workshops and included in the D-pages of the Recommended Budget Book. This update also highlights several recent departmental innovations that have been successfully implemented and contribute to the Renew '22 Countywide Big Picture Goals.

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, 1/9 Debris flow disasters and most recently the COVID-19 pandemic.

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

In addition to the five core areas, Renew '22 highlights 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.

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. As presented in the FY 2019-20 Annual Report, this resulted in seven Countywide Big Picture Goals with measurable results that were required to be tracked and included in each department's budget beginning in FY 2021-22.

Countywide Big Picture Goals

- 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
- Manager Leadership Development

Last year, five 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.

Transformative Behaviors

- 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 are being incorporated into the culture of the County.

Discussion:

During the last year, 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. 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. The Renew '22 Annual Report for FY 2020-21 (Attachment A) provides an overview of the County’s continuing progress toward achieving the Countywide Big Picture Goals as well as progress on other Renew '22 initiatives.

Countywide Big Picture Goals

While the pandemic impacted some efforts on Renew initiatives, all departments were required to track and monitor Countywide Big Picture Goals during FY 2020-21 and incorporate the results into their department’s performance measure section of the FY 2021-22 Recommended Budget. The table below summarizes the results presented in the FY 2021-22 Recommended Budget for all departments.

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

Core Component	Goal	Goal Target	Target Date	FY 2020-21 Target	FY 2020-21 Actual	Percent of Target
Re-balance	Enhance financial resiliency	1%	Annual	1.0% \$10.6M	1.8% \$19.5M	141%
Re-design	Migrate County services online	75%	June 2022	74% 275	83% 308	112%
	Train employees through InnovateSBC	225	June 2022	163	255	156%
Respond	Conduct a biennial external departmental customer service survey	--	June 2022	23	20	87%
	Conduct a consolidated biennial internal customer service survey	--	June 2022	4	ON HOLD	N/A
Retain	Retain new employees	80%	June 2022	80% 315	83% 327	104%
	Develop the next leaders	30%	June 2022	43% 130	45% 137	105%

Table A consolidates the significant efforts of all the County departments over the past year to promote efficiency, innovation, quality customer service and workforce development. County departments achieved or exceeded the target for 5 of the 7 goals. While the Annual Report 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): For FY 2020-21, departments achieved \$19.5 million, or 1.8% financial resiliency as defined in departmental budgets through the efficient use of staff, new cost avoidance, cost reduction and efficiencies.
- As of June 30, 2021, KPMG completed operational and performance reviews of eight 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.

Re-Design

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 83% of migration in FY 2020-21, which exceeds the goal of 75%. 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.
- **COVID Start/Stop Process Assessment:** County departments adapted to the pandemic's challenges by implementing new ways of operation that continued quality service to the public, in more efficient ways. Common new practices that will resume include: hybrid remote work schedules and use of teleworking; digital document signing and use of DocuSign for contracts; use of Zoom or other platforms for meetings, conferences and recruitment interviews; use of digital forms; offering training online rather than in-person; and implementing remote or virtual public counters.
- **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, empowers employees to develop innovative strategies to improve how they do their work. Staff committed to ensuring 225 County employees are trained in process improvement/InnovateSBC by June 2022 and achieve two times the program cost in savings. As of July 2021, 259 employees have completed the green belt training, and 22 have completed the black belt training, exceeding our initial commitment by 25%. The total cost savings from the process improvements developed by the participants January 2020 to July 12, 2021 is approximately \$443,525. From January 2020 to July 2021, the cost of Innovate SBC was \$182,000, with savings exceeding cost by 143%.

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, 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. Further information can be found in Attachment A.
- **External departmental customer service survey:** 20 external departmental customer service surveys were completed during FY 2020-21.
- **Internal customer service survey:** Due to the COVID-19 pandemic, the internal customer survey was placed on hold to be completed at a later date.

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:** 83% of new employees hired in 2019 were retained. Greater employee engagement has occurred, in the form of regular feedback surveys to employees from County HR; expansion of e-learning opportunities; supervisorial, management and leadership training; and dissemination of our Countywide values. 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.
- **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. The FY 2019-20 LCP pilot concluded with 11 participants from 11 departments. In FY 2020-21, Organizational & Talent Development (OTD) launched three of the leadership programs within the leadership framework: *Becoming a Supervisor (BAS)*, *Supervisor Boot camp (SBC)* and *Management Development (MD)*. A total of 67 employees completed these programs.

Re-Vision and Transformative Behaviors

Re-visioning is how we re-imagine our organization with our Countywide values and transformational behaviors or actions. These values and behaviors are demonstrated in the “We Campaign” and will be incorporated in all FY 2021-22 Employee Performance Evaluations to further emphasize their importance. Other projects that promote re-vision include:

- 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.
- The New County Logo was finalized in April 2021 and 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 is complete, with a similar installation planned in Santa Maria.

Employee Engagement and Communication

The success of Renew’22 depends on regularly communicating with our County workforce. Below are a few highlights developed this past year to ensure effective communication both internally and externally:

- 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.
- In addition to improved internal communication, external communication was prioritized this past year as FY 2020-21 was the first year that the countywide goals and progress were tracked and included in the budget development process, and made available to the public.
- In response to the engagement of the Assistant Directors identified as a need for Renew ’22, Assistant Directors were given the leadership role in various new projects related to the five core areas.
- New Employee Welcome (NEW) for all regular new hires is now delivered 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.

Looking Forward: FY 2021-22 and Beyond

Renew initiatives will continue to be implemented, tracked, monitored and reported. The Renew Executive Committee will also be meeting with County leadership this fiscal year to further refine priorities, challenges and opportunities looking forward and beyond the year 2022.

Fiscal Impact:

There are no fiscal impacts associated with the receipt of this update on the Renew '22 initiative. In FY 2020-2021, the Board of Supervisors allocated \$1.13 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 for 255 employees. The FY 2021-22 Adopted Budget includes \$1.22 million to continue Renew '22 initiatives.

Attachments:

Attachment A – [Renew '22 FY 2020-21 Annual Report](#)

Authored by:

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