ANNUAL REPORT
FY 2020-21

RENEW 2022
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. This annual report highlights our progress and collective achievements toward building a more innovative and resilient organization.
Looking Ahead

Renew '22 continues to lay the groundwork for building a more resilient, adaptive, and innovative organization. We are beginning to look beyond 2022 to chart the course for continued resilience and agility.

Responding and Adapting to a Rapidly Changing Environment

Renew '22 prepared the County to navigate the uncertainties and challenges posed by the COVID-19 pandemic and while continuing to serve the County’s residents and visitors.

Accelerating Transformation

The County continues to make progress towards achieving its goals and objectives for systems and culture change and building organizational resilience. Read more about our progress in Fiscal Year 2020-21.
Responding and Adapting to a Rapidly Changing Environment

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 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.

About Renew ‘22

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 created a framework for change and innovation that has aided us in our response 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.

Renew ‘22 addresses five core areas:

- **RE-VISION** the organization.
- **RE-BALANCE** our resources.
- **RE-DESIGN** how we do our work.
- **RESPOND** to residents and customers with the highest quality of service within our means.
- **RETAIN** high-performing employees and prepare the next generation of leaders.
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Countywide Goals Progress

Highlighted Innovation & Efficiency Improvement Projects
Renew ‘22 charts the course for a stronger and more resilient County government. Recognizing that the pressures and challenges the County face are unlikely to abate in the near term, Renew ‘22 also seeks to build the County’s capacity for innovation and continuous improvement. Building on prior initiatives like the Budget Rebalancing Initiative and Organizational Strategic Plan, Renew ‘22 addresses five core areas:

**Big Picture Goals**

**ACCELERATING TRANSFORMATION**

**Countywide Goals Progress**

Click on each circle to read about progress to fundamentally change systems, the County established a comprehensive set of countywide “Big Picture Goals” designed to focus on specific results, align with the Renew ‘22 core components, document progress and success, and be measured and tracked using key metrics and target dates. To drive these goals to completion, departments developed implementation plans in 2020 and began executing them in FY 2020-21, with estimates of progress reported during the FY 2021-22 budget development process.

- **RE-VISION** the organization. We seek to implement a common vision, mission, and values.
- **RE-BALANCE** our resources. We seek financial resiliency by reviewing revenue and developing sustainable new revenue sources.
- **RE-DESIGN** how we do our work. We seek organizational resiliency by consolidating and centralizing functions, conducting departmental audits, improving and expanding technology, and partnering with others in our community.
- **RESPOND** to residents and customers with the highest quality of service within our means.
- **RETAI N** high-performing employees and prepare the next generation of leaders.

**Big Picture Goals**

- **RE-BALANCE** Enhance financial resiliency
  - Beginning Fiscal Year 2020-21 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 total budget.

- **RETAI N** Retain new employees
  - By June 2022, retain 80% of new employees during their first 5 years of County employment.
  - Develop the next leaders
    - 30% of managers participate in a leadership development program (countywide or department-sponsored).

- **RE-DESIGN** Migrate County services online
  - By June 2022, evaluate and migrate 75% of County services determined feasible to be placed online.

- **RESPOND** Conduct biennial departmental external customer or client satisfaction surveys
  - By June 30, 2022, conduct biennial external customer or client satisfaction surveys or other feedback where feasible, and develop individual department action plans, including a communication strategy, to address areas of needed improvements; or
  - Conduct a consolidated biennial, internal customer service survey
    - By June 30, 2022, conduct a consolidated biennial, internal customer service survey or other feedback of 100% of internal service departments and develop individual department or collective department action plans, including a communication strategy, to address areas of needed improvement.
We seek to implement a common vision, mission, and values.

County Values
We are celebrating our Countywide values by broadly displaying and clarifying them throughout the organization. These values were updated in 2020 to include Equity and Inclusion.

- Trust and Ethics
  Conduct services and decision-making using the highest ethical standards and fiscal responsibility. Strive for transparency, and follow through with commitments.

- Customer Focus and Exceptional Public Service
  Adhere resolutely to customer service, and improve the customer experience by designing processes with the customers in mind.

- Accountability and Professionalism
  Clearly state expectations for County programs, hold self and others accountable, and demonstrate commitment, dedication and dependability. Admit mistakes and correct them, and regularly monitor, report, and improve performance.

- Innovation
  Anticipate emerging program and departmental goals with the guidance of the County’s vision and mission. Foster an environment where curiosity, new ideas, and risk-taking are valued, challenges the status quo, and explore new opportunities to improve.

- Equity and Inclusion
  Promote personal and professional growth at a multi-dimensional level that inspires, celebrates, and sustains an environment that celebrates diversity and exhibits equity, inclusion, and belonging in the workplace Countywide.

Transformative Behaviors
To put action in these values and accelerate organizational change, five transformative behaviors were identified that embody how we aspire to work and deliver on our mission.

- Collaborative Problem Solving
- Aligning Work with Our Mission
- Reasonable Risk Taking
- Using Data for Decision Making
- Strategic Thinking

The County values and transformative behaviors and will be incorporated in FY 2021-22 Employee Performance Evaluations.

JOIN Campaign
The JOIN Campaign kicked off in early January, as part of our organizational transformation, to create a more inclusive organization. County HR worked with World Trust Educational Services to provide a series of Learning Labs for County leadership to explore, learn, and grow and also change the County’s Race, Equity, and Inclusion framework.

To put action to these values and accelerate organizational change, five transformative behaviors were identified that embody how we aspire to work and deliver on our mission.

- Collaborative Problem Solving
- Aligning Work with Our Mission
- Reasonable Risk Taking
- Using Data for Decision Making
- Strategic Thinking

Installation of the new County logo, Vision, and WE ARE branding in the Santa Barbara Administration building lobby and elevator doors is complete, with a similar installation planned in Santa Maria. WE ARE posters and fliers are on order, and the WE ARE Campaign communication launch is coming soon.

New County Logo and Brand Guidelines
The NEW County Logo was created and County Brand Guidelines were published on County Connect.

- Our new County seal visually unifies our guiding principles with our motto of “One County-One Future” which was officially added to our logo this year. The logo communicates our promise and captures our intent to serve all in the community through our values, behaviors, and commitment to fulfill our mission.

The commitment is who WE ARE.
RE-BALANCE

We seek financial resiliency by reviewing revenue and developing sustainable new revenue sources.

KPMG Operational Reviews

As of June 30, 2021, KPMG completed operational and performance reviews of eight departments and a focused review of one process. Departments developed plans to implement KPMG’s recommendations and report on their progress to the County Executive Office on a quarterly basis. The reports outlining KPMG’s findings from each review as well as the departments’ responses to KPMG’s recommendations and implementation plan are publicly available on the County’s website.

The table below summarizes the reviews performed as of June 30, 2021. Under the terms of the current contract as amended on October 2020, KPMG is expected to complete the review of three additional departments—Fire, Social Services, and Behavioral Wellness—by the end of calendar year 2021.

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>REVIEW STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Executive Office</td>
<td>Completed</td>
</tr>
<tr>
<td>General Services</td>
<td>Completed</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Completed</td>
</tr>
<tr>
<td>Public Health</td>
<td>In Process</td>
</tr>
<tr>
<td>Planning &amp; Development</td>
<td>Completed</td>
</tr>
<tr>
<td>Cannabis Permitting Process</td>
<td>Completed</td>
</tr>
<tr>
<td>Public Defender</td>
<td>Completed</td>
</tr>
<tr>
<td>Probation</td>
<td>Completed</td>
</tr>
<tr>
<td>District Attorney</td>
<td>Completed</td>
</tr>
<tr>
<td>Sheriff</td>
<td>Completed</td>
</tr>
</tbody>
</table>
We seek organizational resiliency by technology, and partnering with functions, conducting departmental. We seek organizational resiliency by technology, and partnering with functions, conducting departmental.

Technology Enhancements

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>COST</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Off-site IT Infrastructure</td>
<td>In Process</td>
<td></td>
</tr>
<tr>
<td>In Process</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Belt Training</td>
<td>Complete</td>
<td></td>
</tr>
</tbody>
</table>
We seek to solicit resident and customer feedback, improve and expand on-line services and customer service guidelines, and improve public information and communication.

Communications and Engagement

The success of Renew '22 depends on regularly communicating with our workforce and the public. 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 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.

Spanish Outreach and Communications

We continue to expand multicultural and equitable public outreach. As an example, the Board meetings, press conferences and most community meetings are available in Spanish and may be interpreted in American Sign Language. All pandemic public information is multilingual, presented through video, audio, social media, press releases, electronic and printed messaging. We also continue to expand multicultural and equitable public outreach. As an example, the Board meetings are interpreted live in Spanish and broadcast on COX and ComCast cable. Every press conference is interpreted in Spanish and American Sign Language. The pandemic public health education campaign is multilingual, using grassroots and traditional outreach, and collaborative community partnerships. Key highlights in our outreach efforts include:

- Bilingual Spanish Communications including press releases, newsletters, social media graphics, and media campaigns

- Partnerships and continued collaborations with community-based organization serving multicultural and multilingual community members

- Vaccination clinics in community-chosen locations with support from trusted community leaders

- Engagement of key leaders in communities of color
We seek to engage County employees even in tough times, conduct stay interviews to retain employees, mentor the next generation, and develop new human resource strategies.

Leadership Certificate Program (LCP)

The Leadership Certificate Program (LCP) is a six-month focused investment in developing high-performing employees and preparing the next generation of leaders. This retention initiative is part of the Renew ‘22 multiyear strategic initiative to create a sustainable and learning organization. The program encapsulates the best elements of leadership development by deepening the participants’ knowledge and leadership through experiential learning, mentoring, and executive coaching. The instructors and mentors consist of UCSB and SBCC faculty, community based non-profit organizations specializing in public sector leadership development, and County of Santa Barbara seasoned leaders and staff.

The objectives of the LCP include:

- **Expose** each participant to leadership and business concepts, tools, education, and information to maximize their understanding of 21st century leadership in local government.
- **Redesign** the way we work by expanding existing skills, knowledge, and capability using best practices to strengthen individual and organizational resiliency.
- **Re-balance** our resources by equipping participants with up-to-date methods for anticipating future challenges to ensure the organization remains fiscally sound.
- **Empower** each participant to become capable leaders who deliver the essential and exceptional services to sustain the quality of life for the residents of Santa Barbara County.

The FY 2019-20 LCP pilot concluded with 11 participants from 11 departments.

Leadership Series

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.

- **22** Employees who completed Becoming a Supervisor Program
- **28** Employees who completed Supervisor Boot Camp
- **17** Employees who completed Management Development Program

**Next Steps**

OTD will continue to offer courses to support existing programs within the leadership framework and is poised to launch new programs for assistant department and legacy leaders in FY 2021-22. The LCP Cohort #3 will be launched in Spring of 2021 using a hybrid learning model with some courses delivered in-person and others online. We are also offering workplace flexibility, race and equity, and technology programs to align with the county’s values and mission and vision of empowering employees to deliver exceptional public service to our communities.
RE-BALANCE

Enhance financial resiliency

Beginning Fiscal Year 2020-21 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 total budget.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>2020-21 TARGET</th>
<th>2020-21 ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0% of total annual budget</td>
<td>1.0% ($10.6M)</td>
<td>1.8% ($19.5M)</td>
</tr>
</tbody>
</table>
RE-DESIGN

Migrate County services online
By June 2022, evaluate and migrate 75% of County services determined feasible to be placed online.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>2020-21 TARGET</th>
<th>2020-21 ACTUAL</th>
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</thead>
<tbody>
<tr>
<td>75%</td>
<td>74% (275)</td>
<td>83% (308)</td>
</tr>
<tr>
<td>by June 30, 2022</td>
<td></td>
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</table>

Train employees through InnovateSBC
By June 2022, ensure 225 County employees are trained in process improvement and innovation through InnovateSBC and two times program cost are achieved in savings.

Employees Trained

<table>
<thead>
<tr>
<th>GOAL</th>
<th>2020-21 TARGET</th>
<th>2020-21 ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>225</td>
<td>163</td>
<td>255</td>
</tr>
<tr>
<td>by June 30, 2022</td>
<td></td>
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</tbody>
</table>

Cost Savings

<table>
<thead>
<tr>
<th>GOAL</th>
<th>2020-21 TARGET</th>
<th>2020-21 ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2x Program Costs</td>
<td>$364K</td>
<td>$444K</td>
</tr>
</tbody>
</table>

From January 2020 to July 2021, the cost of Innovate SBC was $182,000.
**RESPOND**

**Conduct biennial departmental external customer or client satisfaction surveys**

By June 30, 2022, conduct biennial external customer or client satisfaction surveys or other feedback where feasible, and develop individual department action plans, including a communication strategy, to address areas of needed improvements.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>2020-21 TARGET</th>
<th>2020-21 ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>23</td>
<td>20</td>
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</table>

**Conduct a consolidated biennial, internal customer service survey**

By June 30, 2022, conduct a consolidated biennial, internal customer service survey or other feedback of 100% of internal service departments and develop individual department or collective department action plans, including a communication strategy, to address areas of needed improvement.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>2020-21 TARGET</th>
<th>2020-21 ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4</td>
<td>ON HOLD</td>
</tr>
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</table>
RETAIN

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

<table>
<thead>
<tr>
<th>GOAL</th>
<th>2020-21 TARGET</th>
<th>2020-21 ACTUAL</th>
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</thead>
<tbody>
<tr>
<td>80%</td>
<td>80% (315)</td>
<td>83% (327)</td>
</tr>
<tr>
<td>by June 30, 2022</td>
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<td></td>
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</table>

Develop the next leaders
30% of managers participate in a leadership development program (countywide or department sponsored).

<table>
<thead>
<tr>
<th>GOAL</th>
<th>2020-21 TARGET</th>
<th>2020-21 ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>30%</td>
<td>43% (130)</td>
<td>45% (137)</td>
</tr>
<tr>
<td>by June 30, 2022</td>
<td></td>
<td></td>
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</table>
Teletelephone Expansion

**Description**
- Due to large scale to a project through GO99900 and administered through Santa Barbara Health Foundation. Behavioral Wellness is able to rapidly increase our Teletelephone capacity for our supported and required programs in order to provide clients with services even under the most severe COVID-19 conditions.

**Program Changes**
- This transition in COVD allowed us to be providing sponsored services even to our clients. Behavioral Wellness has been able to increase its in ability to provide services for our clients, especially in the areas of mental health and substance abuse disorders. Office visits have been reduced, and short distance visits have been added to support clients through the transition and current visits are still made using a variety of platforms, including computer, phone, and tablet.

With the expansion of telehealth services, Behavioral Wellness has been able to continue to serve its clients effectively and efficiently. Clients and staff throughout the system, including the Regional Planning Faculty and学校 Staff, daily and in collaboration with various other departments and service providers through staffing, and other support programs while also continuing with other services such as housing, mental health, and support for our community-based testing.

Telehealth visits are still made for all services, allowing staff to continue to connect effectively with their clients in the office. Expansion of telehealth services allows us to be able to take clients immediately in a new management collaboration and reduce wait times for initial contact.

ServiceNow Implementation

**Description**
- General Services

**Program Description**
- Migration from Florida's software to ServiceNow as the County's IT Service Management (ITSM) tool

**Program Changes**
- The implementation of ServiceNow as the county's ITSM platform and the migration from an on-premise software to a cloud-based solution. This migration eliminated the need for manual maintenance of the hardware and software as its only expense was for power spent on cooling the data center.

The implementation of ServiceNow laid the foundation for the platform to be used by Risk Management for Governance, security, and compliance (GRC). ServiceNow has also been adopted by the Executive Information Technology Council (EITC) as the County's standard ITSM tool.

In-Custody Document Signing

**Program Description**
- Probation staff who were performing assessments at the jail took on the task of providing legal pleadings and other forms to defendants and increased the need for automated processes. The annual on-going cost for Poets is the same as the existing system that is being retired; each department will use the online system and have their own internal workflow and approvals within Palette.

Purchasing is implementing an online purchase requisition platform, to replace the current manual, paper-based processes used to acquire documents, appear on the Purchasing website. The project is a cost-effective approach that will use the software and respect one's time spent on paper for processing orders.

Program Changes
- Reduced for less paper and copying supplies
- Increased efficiency and productivity
- Reduced for less paper and copying supplies
- Increased efficiency and productivity
- Transparent and more accessible (24/7) online bid/proposal information and communication for both departments, Purchasing, and bidders
- Reduced to list vendors who are registered have the opportunity to see and respond to all county solicitations and communicate via the online platform.

OCTOPUS

**Program Description**
- Behavioral Services

**Program Description**
- OCTOPUS is a secure, mobile-friendly, bilingual online platform for clients to send us documents and messages—24 hours a day, seven days a week. It is available in English (dssoctopus.com) and Spanish (dsspulpo.com). Instead of visiting the office, clients can grab their phones, log in, and send us documents, messages, and payments. OCTOPUS has proved popular with clients and staff. It has been recognized as a best practice by the state, nominated for innovation awards, and accepted as a standard by the Social Services Program.

**Program Changes**
- OCTOPUS is being utilized for the CalFresh, CalWORKs, MediCal, and General Relief Programs.

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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.