

DCBS Strategic Planning Environmental Scan Summary

Introduction

This summary describes the environmental scan phase of our strategic planning. The goal of this phase was to get a pulse on the organizational climate and culture inside and outside of DCBS. In order to develop a successful strategic plan, we believed it was important to get a sense of the agency's value in the state and beyond while measuring our ability to carry out our mission. We also believed it was important to be as inclusive as possible in order to have a deeper understanding of the people we serve and partner with, as well as the backbone of our organization – the people who work for DCBS.

Strategic planning retreat

In July 2022, the DCBS Executive Team and the Strategic Planning Steering Committee met off site at an all-day retreat to kick off the planning process and begin work on establishing a new vision, mission, and values for DCBS, as well as discuss a framework for the plan. During this meeting, the group identified a strategic planning process, determined stakeholder groups and criteria to solicit agency feedback, and did a SWOT analysis to help inform our direction moving forward.

Participants were asked to provide a list of DCBS' top strengths, weaknesses, opportunities, and threats from their perspective. They were also asked to consider internal and external factors, including political, economic, social, technological, environmental, and legal forces affecting DCBS.

The work from the SWOT analysis and other exercises and activities that day informed the steering committee's work on drafting a new mission, vision, and values for the agency.

Draft mission: Equitably safeguarding and educating all consumers and workers while encouraging and upholding a successful business environment.

Draft vision: All communities are healthy, safe, and prosperous, supported by our diverse team with unique perspectives committed to equitable access to our services.

Draft values:

We value equity, inclusion, and dignity, and we serve with:
Empathy, Effectiveness,
Accessibility, Accountability,
Responsiveness, Respectfulness,
Efficiency, Environmental Stewardship,
Decision-making, Dependability,

Collaboration, Creativity,
Belonging, Boldness,
Strategic-thinking, and Synergy

DCBS customer survey

Once the mission, vision, and values were drafted, the environmental scan began in earnest with a survey to internal and external stakeholders. The goal of the survey was to be inclusive of all who are or who could be potentially touched by the work we do by casting a wide net and soliciting feedback from as many internal and external stakeholders as possible.

We used multiple methods to reach our customers, including posting survey access links on our agency and division internal and external websites, and we increased our communication with internal and external stakeholders to encourage survey participation. We also emailed the survey to 141,000 recipients who had signed up to receive agency- and division-level updates through GovDelivery.

We asked eight questions about the following:

- Our new proposed mission, vision, and values statements
- Accessibility to our services
- Customer satisfaction
- Frequency of communication
- Our openness and transparency
- Satisfaction of opportunities to collaborate and provide input, with a comment box for any additional feedback.

The survey results show a majority of positive feedback for the proposed mission, vision, and values statements, and satisfaction with our services and communications.

Survey result details

The survey was designed to capture data that could be compared from year to year to chart our progress. Respondents were able to answer the questions using one of the following five- or four-point scales:

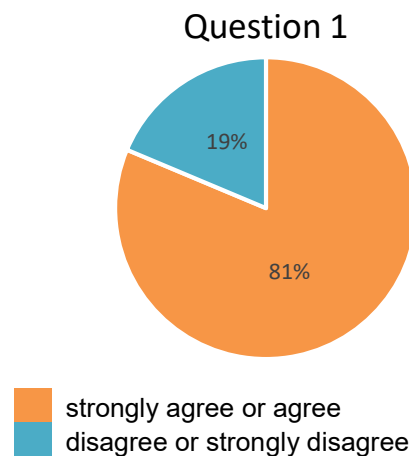
- Strongly agree, agree, somewhat disagree, disagree, and strongly disagree
- Very accessible, accessible, unaccessible, and very unaccessible
- Very satisfied, satisfied, dissatisfied, very dissatisfied

Respondents also could provide open-ended feedback on each question using a comment box.

A total of 1,012 people responded to the survey, although the number of respondents per question declined slightly as the survey progressed. This can be common if respondents did not know how best to answer the question or did not want to continue taking the survey. In addition, the first three questions were on the same page while the other questions required respondents to select an arrow at the bottom of their screen to advance to the next page for the remaining questions. It is possible some respondents answered the first three questions and thought they had completed the survey. The results are with each of the questions below.

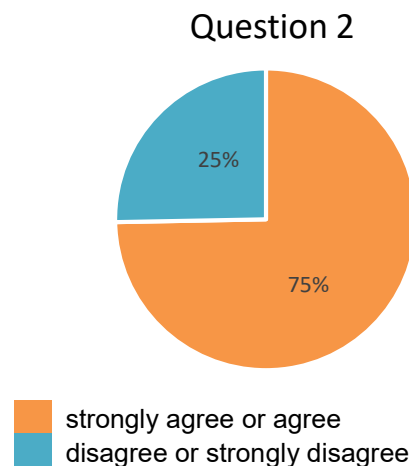
1. Do you think this mission accurately reflects the purpose of DCBS and how we serve our customers? New DCBS Mission: Equitably safeguarding and educating all consumers and workers while encouraging and upholding a successful business environment.

This question received 1,012 responses with 81 percent of respondents strongly agreeing or agreeing with the mission statement, while 19 percent of respondents disagreed or strongly disagreed.



2. Do you think this vision accurately reflects the purpose of DCBS and how we serve our customers? New DCBS Vision: All communities are healthy, safe, and prosperous, supported by our diverse team with unique perspectives committed to equitable access to our services.

This question also received 1,012 responses with 75 percent of respondents strongly agreeing or agreeing with the vision statement, and 25 percent disagreeing or strongly disagreeing.

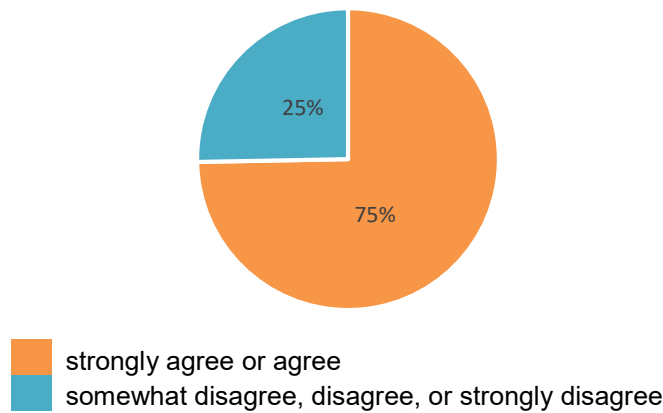


3. Do you think these values accurately reflect the purpose of DCBS and how we serve our customers? New DCBS Values:

We value equity, inclusion, and dignity, and we serve with:
Empathy, Effectiveness,
Accessibility, Accountability,
Responsiveness, Respectfulness,
Efficiency, Environmental Stewardship,
Decision-making, Dependability,
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The results were similar to the vision question with a total of 1,012 responses, and 75 percent of the respondents strongly agreeing or agreeing with the values statement; 25 percent of respondents somewhat disagreed, disagreed, or strongly disagreed.

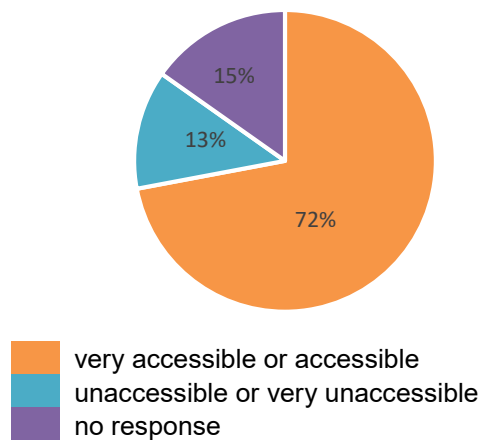
Question 3



4. How accessible are DCBS services and information?

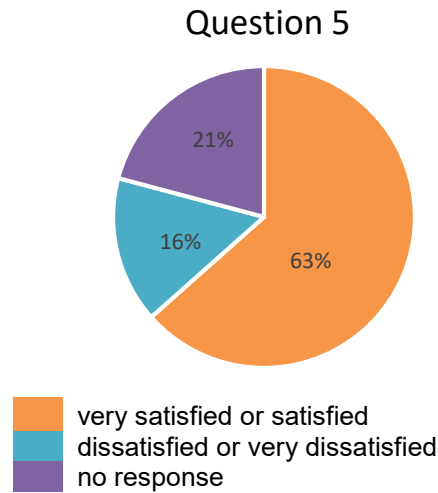
This question received 858 responses and 154 no responses (15 percent). Of those who responded, 72 percent find our services and information very accessible or accessible, and 13 percent believe they are unaccessible or very unaccessible.

Question 4



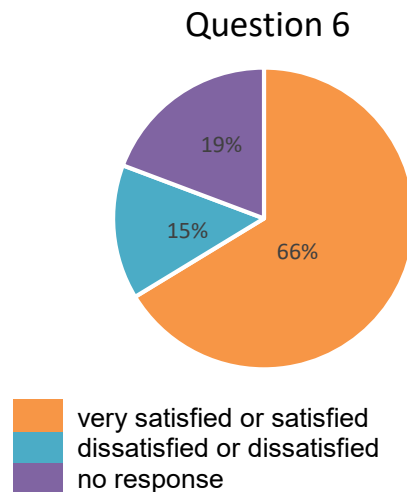
5. How satisfied are you with the service you receive from DCBS?

This question received 801 responses and 211 no responses (21 percent). Of the respondents, almost two-thirds (63 percent) were very satisfied or satisfied with our service, and 16 percent were dissatisfied or very dissatisfied.



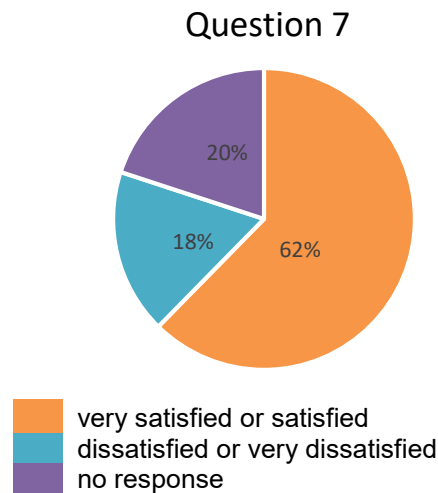
6. How satisfied are you with the frequency and quality of communication from DCBS?

This question received 817 responses and 195 no responses (19 percent). Two-thirds of respondents (66 percent) were very satisfied or satisfied with the frequency and quality of communication from DCBS, while 15 percent were dissatisfied or very dissatisfied.



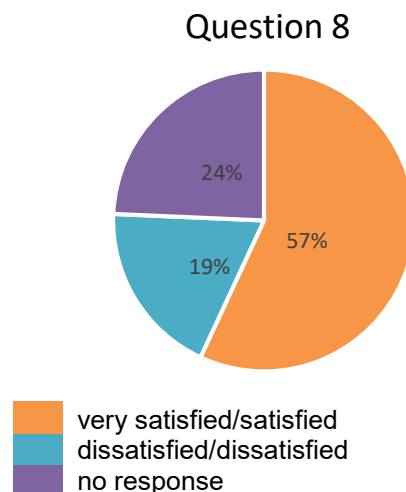
7. How satisfied are you with DCBS' openness and transparency?

This question received 810 responses and 202 no responses (20 percent). Of the respondents, 62 percent were very satisfied or satisfied with DCBS' openness and transparency, and 18 percent were dissatisfied or very dissatisfied.



8. How satisfied are you with the opportunities to collaborate with and provide input to DCBS?

The final question received 766 responses and 246 no responses (24 percent). Of the respondents, 57 percent were very satisfied or satisfied with the opportunities to collaborate and provide input to DCBS, while 19 percent were dissatisfied or very dissatisfied.



In addition to the eight questions, respondents were also invited to share open-ended feedback. We received a total of 215 comments, which were categorized into the following 11 themes:

- Respondent approved of the new mission, vision, and values
- Respondent disapproved of mission, vision, and values
- Respondent had political or ideological differences with DCBS
- Respondent offered a policy suggestion

- Respondent disagreed with DCBS policy
- Respondent offered feedback about DCBS customer service
- Respondent provided comments about DCBS education opportunities
- Respondent believed Construction Contractors Board was part of DCBS
- Respondent had specific issues with child care center policies
- Respondent provided comments about DCBS or division websites
- Respondent was unfamiliar with DCBS

The DCBS customer survey was an important first step in the strategic planning process. The results of the survey, along with the rest of the environmental scan, will help us make decisions and guide next steps for our agency’s strategic planning efforts.

Feedback sessions

Beginning November 2022, we moved to the second part of the environmental scan phase, which consisted of a series of feedback sessions with internal and external stakeholders.

Both internal and external stakeholders were asked:

1. How should DCBS measure its success? Is that reflected in our proposed vision for the future? New draft DCBS vision: All communities are healthy, safe, and prosperous, supported by our diverse team with unique perspectives committed to equitable access to our services.
2. What do you see as DCBS’ key strengths?
3. What do you see as DCBS’ key weaknesses?
4. Based on your sense of DCBS’ key strengths and weaknesses, where do you see opportunities for DCBS to build on its strengths while addressing its weaknesses?
5. Is there any issue concerning DCBS that we have not asked about that you would like to discuss?
6. Additional feedback/comments?

Internal input

For our internal sessions, we took advantage of established committees, such as the Diversity, Equity, and Inclusion Council, and meetings to gather further impressions on our vision and ask about strengths, weaknesses, opportunities, and threats. In addition to committees, we also met with leadership from the SEIU and AFSCME unions, a random sampling of employees from each division within DCBS, and a random sampling of agency managers. The goal of random sampling was to gather input from 20 percent of the agency.

Meetings were in a virtual focus-group format of 10 to 12 invited employees or managers, facilitated by the strategic planning coordinator and organizational culture and employee engagement director. In total, 21 focus groups were held from November 2022 through January 2023.

In addition to comments affirming or suggesting edits to our vision and measurement, sessions revealed top strengths as employees or leadership, partnerships with

stakeholders and community groups for outreach, passion for the work we do at DCBS, and customer service. Areas for improvement included employee development and succession planning, information technology modernization, communication, and resources. Employees and managers considered increasing employee engagement, employee and manager training, and communication in our new hybrid environment as opportunities to build on strengths while addressing weaknesses.

Other themes of note from internal sessions included cultivating leadership, continuing a respectful and caring work culture, adaptability of employees and leadership, and diversity, equity, and inclusion efforts.

External input

For our external meetings, we asked division administrators within the agency, our DEI manager, and our Multicultural Communications Program manager to provide a narrowed-down list of external stakeholder contact information. The final list included community partners, tribal representatives, underrepresented communities, and applicable boards and commissions responsible for oversight of our agency.

Our hope was to obtain feedback from those who were not as likely to have responded to the survey or who we determined would likely be willing and available to participate further with a conversation.

DCBS Director Andrew Stolfi asked external partners for their time to talk one on one with our strategic planning coordinator over the phone or in a virtual format. We contacted 80 external stakeholders through multiple communication channels. Of those, 41 participated in a session with our strategic planning coordinator.

In addition to comments affirming or suggesting edits to our vision and measurement, sessions revealed top strengths as employees or leadership, positive experiences with DCBS or divisions, and responsiveness or communication. Areas for improvement included agency branding or knowing who we are as an agency, communication, and outreach or engagement with external stakeholders. External partners considered increasing engagement, external outreach and training, and communication as opportunities to build on strengths while addressing weaknesses.

Other themes from the sessions included lack of diversity in leadership, modernization, balancing of consumer and business needs, employee hiring and retention plans, and strategic plan follow-up with external partners.

Conclusion

DCBS began work on a refreshed agency strategic plan in spring 2022. Since the beginning of this process, we have believed it is important for the plan to reflect everyone we serve and interact with, as well as with the employees who work in the agency. The ultimate goal is to have a plan that is inclusive with unified goals and objectives so that we can chart the path to the future with cohesiveness, enthusiasm, and renewed sense of purpose.

With that in mind, we began an environmental scan this past fall that concluded in February. This scan leads us to our next step – creating goals and initiatives. We have received insightful and thoughtful feedback that has led us to several themes for focus. We anticipate strategic plan development will be completed in June 2023.