



RENEW '22

FY 2018-19 BUDGET WORKSHOP SPECIAL ISSUE

ONE COUNTY. ONE FUTURE.

RE-VISION
our Organization

RENEW '22

TRANSFORMING HOW WE DO OUR WORK BY 2022

RETAIN

high-performing employees;
prepare next generation of leaders

RE-BALANCE
our Resources

Develop sustainable revenue strategies and promote economic vitality

Evaluate and make strategic changes to our operations

Make our delivery of services more efficient

Refocus on customer service

Prepare our next generation of leaders

RESPOND

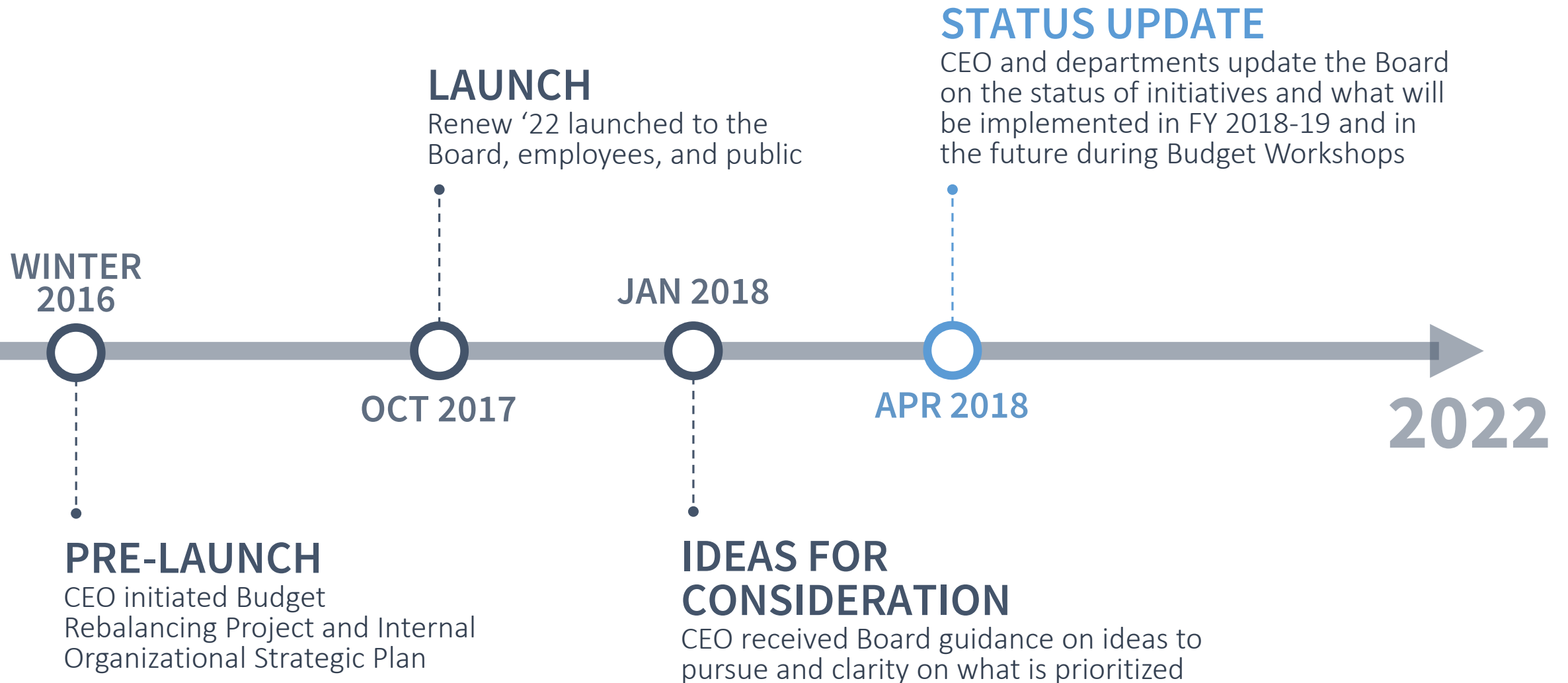
to residents & customers with highest quality of service within our means

RE-DESIGN
how we do our work

Renew '22

Transforming how we do our work by 2022

RENEW '22 TIMELINE



IDEAS FOR CONSIDERATION

- Developed by departments and Renew Steering Committee teams
- Presented to the Board on January 23, 2018
- Classified into four categories

- 1 Actions or evaluations that are already underway by departments
- 2 Proposals that are consistent with existing Board policy or direction
- 3 Ideas that involve a change in Board policy or direction
- 4 Ideas that significantly impact multiple department operations

} Board
guidance
received

- Proceeded to further refine all initiatives



IDEAS REFINED

- FY 2018-19 Implementation vs. Future Year Implementation
 - Identified Category 3 and 4 initiatives to implement in FY 2018-19
- Effort-Return Assessment
 - Assessed effort-return relationship of Category 3 and 4 initiatives
 - **Effort:** Projected amount of staff time required to plan, adopt, and implement initiative
 - **Potential Fiscal Return:** Projected cost savings, cost avoidance, or revenue generation
 - Low: Less than \$500,000
 - Medium: \$500,000 - \$999,999
 - High: \$1,000,000 or more



FY 2018-19 INITIATIVES

- Departmental Initiatives

- Department presentations will include specific slides on their Renew '22 initiatives
- Actions or evaluations that are already underway (Category 1) and proposals that are consistent with existing Board policy or direction (Category 2) are identified
- Ideas that involve a change in Board policy or direction (Category 3) are detailed

- Countywide Initiatives

- Ideas that significantly impact multiple department operations (not department-specific) or require the development of new/revised County policy (Category 4) are highlighted in this presentation
- Budget Expansion Request of \$875,000 in General County Programs to fund FY 2018-19 countywide initiatives



EFFORT-RETURN ASSESSMENT

LOW PROJECTED FISCAL RETURN

LEGEND

FY 2018-19 Departmental Initiative

FY 2018-19 Countywide Initiative

EFFORT

POTENTIAL FISCAL RETURN

Low

Less than \$500,000

Low

- **Slowing of the Property Tax Shift**
- Animal Services (PHD)
- Suspend Goleta Beach Pier Hoist Services (CSD) [Withdrawn]

High

- **Boards, Commissions, Committees**
- Evaluate Current Long-Range Planning (P&D)



EFFORT-RETURN ASSESSMENT

MEDIUM PROJECTED FISCAL RETURN

LEGEND

FY 2018-19 Departmental Initiative

FY 2018-19 Countywide Initiative

EFFORT

POTENTIAL FISCAL RETURN

Medium

\$500,000 - \$999,999

Low

- Williamson Act Compliance (P&D)
- Increase General Plan Surcharge on Permits (P&D)
- Local Vendor Preference (GS)
- Delegation of Litigation Settlement Authority (CC)
- Delegation of HR/Employment Settlement Authority (HR)
- Automate Public Records Act Requests (CC)
- **Paperless Technology for Contracts and Board Letters**
- **Resident Satisfaction Survey**
- **Customer Service Standardization**

- **Countywide Information Technologies Standards Policy**
- **Create Coordinated Geographic Information Systems**
- Leadership Certificate Program (HR)

High

- **Centralize and Consolidate Core Human Resources Functions**



EFFORT-RETURN ASSESSMENT

HIGH PROJECTED FISCAL RETURN

LEGEND

FY 2018-19 Departmental Initiative

FY 2018-19 Countywide Initiative

EFFORT

POTENTIAL FISCAL RETURN

High

\$1,000,000 or more

Low

- Full-Cost Recovery for Permit Appeals (P&D)
- Public-Private Partnership at Cachuma Lake Recreation (CSD)

- Conduct Management Audits (CEO)

High

- **General Purpose Sales Tax**
- **Consolidate or Reduce Multiple Locations**
- Public-Private Partnership with EMS Contract (Fire)
- Air Support Unit Re-Evaluation (Sheriff & Fire)
- Transfer Sidewalk Maintenance to Adjacent Property Owners (PW)
- Remove Forest Service Roads from the County-Maintained Road System (PW)
- Centralize Purchasing (GS)



RENEW '22

FY 2018-19 Budget Workshop Special Issue



RENEW '22

FY 2018-19 COUNTYWIDE INITIATIVES

Centralize and Consolidate Core Human Resources Functions

Paperless Technology for Contracts and Board Letters

Resident Satisfaction Survey

Customer Service Standardization

Boards, Commissions, and Committees

Countywide Information Technologies Standards Policy

Coordinated Geographic Information System

Consolidate or Reduce Multiple Locations

Slowing Property Tax Shift

General Purpose Sales Tax

Centralize and Consolidate Core Human Resources Functions

AREA
Re-design

LEAD
Human Resources

EFFORT
High

POTENTIAL FISCAL RETURN
Medium

Improve countywide consistency of policy application and services and maximize utilization of resources by reducing redundancies

Create a centralized HR that will provide economies of scale, improved service, increased flexibility, and consistency of practice

Pros

Coordination, efficiency, synergy, standardization, reduced liability, accountability

Cons & Challenges

- Perceived loss of control from departments
- Identifying the appropriate funding mechanism

Next Steps

- Commission firm to conduct thorough HR centralization and consolidation study
- Present findings to Board



Paperless Technology for Contracts and Board Letters

AREA
Re-design

LEAD
County Executive Office

EFFORT
Low

POTENTIAL FISCAL RETURN
Medium

Create a paperless routing and review system for Board agenda materials and Board contracts

Pros

- Likely generate a more streamlined review and concurrence process
- Likely reduce some paper and printing costs

Cons & Challenges

- Changing a long-standing practice is not easy so adoption may take time
- Acceptance of electronic signatures is not universal

Next Steps

- Identify promising practices from comparable counties
- Convene major departments to identify process steps and work with concurring departments
- Discuss routing capabilities with agenda management system vendor



Resident Satisfaction Survey

AREA
Respond

LEAD
County Executive Office

EFFORT
Low

POTENTIAL FISCAL RETURN
Medium

Conduct a formal, statistically valid countywide survey to assess resident priorities, customer satisfaction, and interests related to the allocation of County resources and services

Use survey results to benchmark community opinions for a multi-year County government transformation plan

Pros

- Inform and measure resident attitudes before, during, and after a communications program about Renew '22 and ongoing County services
- Obtain realistic opinions, attitudes, needs, and wants

Cons & Challenges

- Encouraging survey participation
- Reaching a representative sample of diverse base of residents

Next Steps

- Issue a Request for Proposals for a professional consultant to conduct the survey
- Develop survey and materials



Customer Service Standardization

AREA
Respond

LEAD
County Executive Office

EFFORT
Low

POTENTIAL FISCAL RETURN
Medium

Institute best practices and standardize customer service to gain consistency and adherence to excellent customer service

Develop a countywide template for providing exceptional customer service and implement Customer Service Practice Guidelines

Pros

- Work towards direct and improved communication flow between the County and residents
- Ensure employees understand County goals and priorities and promote exceptional service to the public and delivery of high quality services

Cons & Challenges

- Inconsistent relay of information from managers/supervisors to staff
- Inconsistent customer service practices and communication among departments

Next Steps

Coordinate with departments to integrate Customer Service Practice Guidelines in daily operations and employee trainings



Boards, Commissions, and Committees

AREA
Re-design

LEAD
County Executive Office

EFFORT
High

POTENTIAL FISCAL RETURN
Low

Suspend, eliminate, or restructure any of the County's 41 boards, commissions, and committees

Pros

- May save General Fund by reducing staff support and redirecting staff to other essential functions
- Provide an opportunity to align bodies that have common purposes

Cons & Challenges

- Reduce public participation in program and policy development
- No short-term savings
- May increase staff work to perform responsibilities formerly conducted by suspended or eliminated boards, commissions, and committees
- State or federal mandates may require a participative body to inform, monitor, or provide guidance or decision-making

Next Steps

Further evaluate



Countywide Information Technologies Standards Policy

AREA
Re-design

LEAD
General Services

EFFORT
Medium

POTENTIAL FISCAL RETURN
Medium

Implement a policy for standardizing technologies with the intent of reducing training, procurement, and support costs; improving security; and sharing applications

Pros

- Better integrate new systems and improve data flow across departments
- Provide common platforms and interfaces to facilitate the implementation of new technologies
- Reduce cost through the adoption of common platforms and mitigate risk from expiring services and technology

Cons & Challenges

- Staff time required to implement proposed IT governance framework
- Increased procurement time for departments to acquire new technology

Next Steps

Establish a formal IT governance framework with charters and identify participants from departments



Coordinated Geographic Information System

AREA
Re-design

LEAD
General Services

EFFORT
Medium

POTENTIAL FISCAL RETURN
Medium

Establish a coordinated geographic information system (GIS) that operates on a single platform with a single contract for licensing countywide

Pros

- Establish a single GIS platform that may be reused across multiple departments
- Reduce unnecessary funding of unused services

Cons & Challenges

Departments unable to select different GIS platforms or manage a pool of licenses dedicated only to their respective departments

Next Steps

- Identify all current County GIS service consumers and associated contracts
- Select a common platform and establish a consolidated contract for licensing



Consolidate or Reduce Multiple Locations

AREA
Re-design

LEAD
General Services

EFFORT
High

POTENTIAL FISCAL RETURN
High

Explore the reduction of the number of offices and/or use of single offices to serve multiple departments to reduce overhead costs and improve coordination and efficiencies

Innovate work spaces and work modalities

Pros

No additional cost to implement

Cons & Challenges

Implementation not immediate; will develop slowly over the coming years as projects are developed

Next Steps

- Ongoing effort between General Services' Capital Projects, Information and Communications Technology (ICT), and Real Property Divisions and departments as opportunities present themselves for consolidation
- Capital Projects and Real Property, with the assistance of ICT, will build overall consolidation initiative into their evaluation of projects and space upgrades for departments



Slowing the Property Tax Shift

AREA
Re-balance

LEAD
County Executive Office

EFFORT
Low

POTENTIAL FISCAL RETURN
Low

Slow the property tax transfer from the General Fund to the Fire District to reach 17 percent of the property tax share in 2021-22 as originally forecasted

Pros

Additional General Fund revenue up to \$489,000 to address key challenges and issues anticipated in the upcoming fiscal year

Cons & Challenges

Less property tax revenue allocated to the Fire District, which may result in operational impacts and deferred capital investments

	Current Increment Share (25%)	Reduced Increment Share (15%)	Difference
FY 2018-19	\$13,746,000	\$13,257,000	\$(489,000)

Next Steps if Board Directs Slowing the Property Tax Shift

- Work with the Auditor-Controller's Office to recalculate the property tax increment allocable to the Fire District
- Coordinate with the Fire District



General Purpose Sales Tax

AREA
Re-balance

LEAD
County Executive Office

EFFORT
High

POTENTIAL FISCAL RETURN
High

Seek to levy a general purpose sales tax in the unincorporated area to generate additional discretionary revenue

Current Rates *(as of April 1, 2018)*

Santa Barbara County		Neighboring Counties	
	7.75%		
Buellton	7.75%	Kern	7.25%
Carpinteria	7.75%	Ventura	7.25%
Goleta	7.75%	San Luis Obispo	7.25%
Guadalupe	8.00%		
Lompoc	7.75%		
Santa Barbara	8.75%		
Santa Maria	8.00%		
Solvang	7.75%		

Revenue Estimates

Increase	Proposed Rate	Estimated Annual Revenue Impact
0.25%	8.00%	\$1.89 million
0.50%	8.25%	\$3.78 million
0.75%	8.50%	\$5.67 million
1.00%	8.75%	\$7.56 million



General Purpose Sales Tax

Continued

November 2018 Election

- Deadline for Board action: July 17, 2018
- Other potential measures:
 - Sales tax measures in the cities of Carpinteria and Santa Maria
 - School bond measures

Pros

Additional revenue to be expended at the Board's discretion

Cons & Challenges

- Subject to voter approval
- Limited sales tax base in the unincorporated area

Next Steps if the Board Directs Proceeding with a General Purpose Sales Tax

- Conduct a poll (estimated cost of \$60,000)
- Develop sales tax proposal and seek Board direction



FUTURE YEAR INITIATIVES

- Departmental Initiatives

Departments will identify initiatives they will undertake in future years in their presentations

- Countywide Initiatives

- Dedicate Future Property Tax Shift
- Consolidate Business Functions/Centralize Accounting Functions
- Countywide Best Use of Resources for Facility Maintenance and Capital Projects
- Retirement Models
- Streamline Organization
- Centralize and Consolidate Responsibility for Core Information Technology Services in General Services

