RENEW '22

FY 2018-19 BUDGET WORKSHOP

ONE COUNTY. ONE FUTURE.
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
LAUNCH
Renew ‘22 launched to the Board, employees, and public

IDEAS FOR CONSIDERATION
CEO received Board guidance on ideas to pursue and clarity on what is prioritized

STATUS UPDATE
CEO and departments update the Board on the status of initiatives and what will be implemented in FY 2018-19 and in the future during Budget Workshops

RENEW ‘22 TIMELINE

WINTER 2016
PRE-LAUNCH
CEO initiated Budget Rebalancing Project and Internal Organizational Strategic Plan

OCT 2017

JAN 2018
IDEAS FOR CONSIDERATION
CEO received Board guidance on ideas to pursue and clarity on what is prioritized

APR 2018
STATUS UPDATE
CEO and departments update the Board on the status of initiatives and what will be implemented in FY 2018-19 and in the future during Budget Workshops

2022
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

• 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

POTENTIAL FISCAL RETURN

EFFORT

LOW

High

Low

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• Suspend Goleta Beach Pier Hoist Services (CSD) [Withdrawn]

Low

Less than $500,000

High

• Boards, Commissions, Committees
• Evaluate Current Long-Range Planning (P&D)
## EFFORT-RETURN ASSESSMENT

### MEDIUM PROJECTED FISCAL RETURN

### EFFORT

<table>
<thead>
<tr>
<th>EFFORT</th>
<th>POTENTIAL FISCAL RETURN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>$500,000 - $999,999</td>
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</table>

- 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

<table>
<thead>
<tr>
<th>EFFORT</th>
<th>POTENTIAL FISCAL RETURN</th>
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<tbody>
<tr>
<td>High</td>
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- Countywide Information Technologies Standards Policy
- Create Coordinated Geographic Information Systems
- Leadership Certificate Program (HR)
- Centralize and Consolidate Core Human Resources Functions

### LEGEND

- FY 2018-19 Departmental Initiative
- FY 2018-19 Countywide Initiative

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**RENEW ‘22**

FY 2018-19 Budget Workshop Special Issue
EFFORT-RETURN ASSESSMENT
HIGH PROJECTED FISCAL RETURN

LEGEND
FY 2018-19 Departmental Initiative
FY 2018-19 Countywide Initiative

EFFORT

POTENTIAL FISCAL RETURN

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

High
- 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)

POTENTIAL FISCAL RETURN

Low
- $1,000,000 or more

High
- $1,000,000 or more
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

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

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
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
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

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
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

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

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

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

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

<table>
<thead>
<tr>
<th>Area</th>
<th>Rate</th>
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<tbody>
<tr>
<td>Santa Barbara County</td>
<td>7.75%</td>
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<tr>
<td>Buellton</td>
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<tr>
<td>Carpinteria</td>
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<tr>
<td>Goleta</td>
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<tr>
<td>Guadalupe</td>
<td>8.00%</td>
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<tr>
<td>Lompoc</td>
<td>7.75%</td>
</tr>
<tr>
<td>Santa Barbara</td>
<td>8.75%</td>
</tr>
<tr>
<td>Santa Maria</td>
<td>8.00%</td>
</tr>
<tr>
<td>Solvang</td>
<td>7.75%</td>
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**Neighboring Counties**

<table>
<thead>
<tr>
<th>County</th>
<th>Rate</th>
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<tbody>
<tr>
<td>Kern</td>
<td>7.25%</td>
</tr>
<tr>
<td>Ventura</td>
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<tr>
<td>San Luis Obispo</td>
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**Revenue Estimates**

<table>
<thead>
<tr>
<th>Increase</th>
<th>Proposed Rate</th>
<th>Estimated Annual Revenue Impact</th>
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<tbody>
<tr>
<td>0.25%</td>
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<td>$1.89 million</td>
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<tr>
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<tr>
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<td>$5.67 million</td>
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<tr>
<td>1.00%</td>
<td>8.75%</td>
<td>$7.56 million</td>
</tr>
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</table>
General Purpose Sales Tax

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