RENEW '22

IDEAS FOR CONSIDERATION

COUNTY EXECUTIVE OFFICE

January 9, 2018

RENEW '22 | TRANSFORM, NOT SIMPLY TRANSITION

What It Is

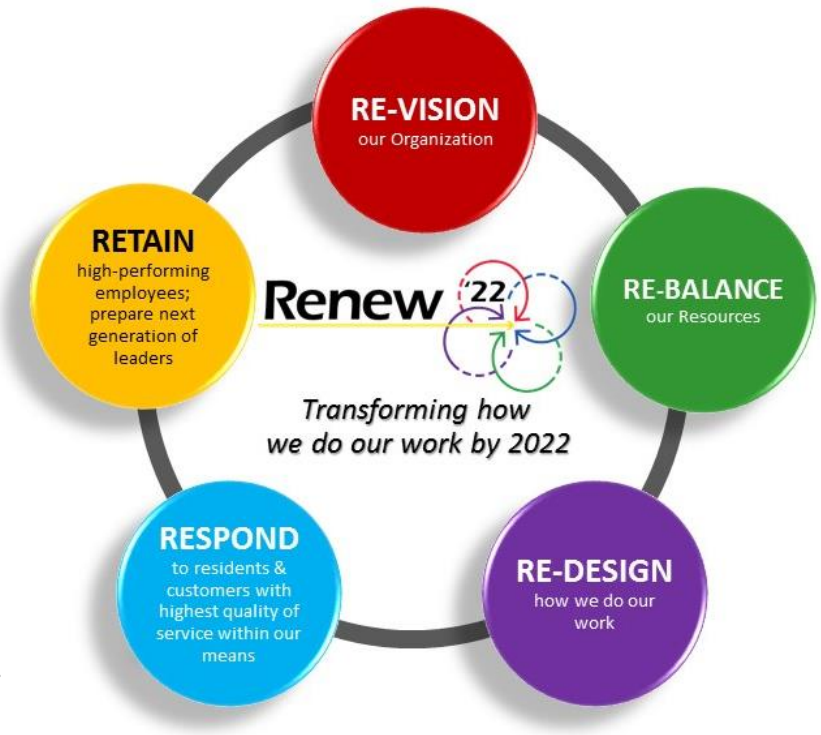
- Countywide effort to transform how we do our work
- Interdepartmental and individual department proposals

What It Seeks

- To clearly define how we do our work
  - Evaluate and make strategic changes to our operations
  - Develop sustainable revenue strategies and promote economic vitality
  - Prepare our next generation of leaders
  - Make our delivery of services more efficient
  - Refocus on customer service

What We Request Today

- Board guidance on ideas to pursue (now or in the near future), or reject
- Board clarity on what is prioritized so employees can ensure they are working on the right things in the right way



RENEW '22 | INITIAL IDEAS

- Developed by departments and Renew Steering Committee teams
- Classified into 4 categories

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

- Most will require some level of Board authorization at some point but not all represent changes in current Board policy

RENEW '22 | INITIAL IDEAS

- May require close coordination with employee bargaining groups or investment to implement
- Some but not all will result in savings or greater revenue
- Direction to further evaluate proposals does not presuppose the Board's future decisions on the proposed changes nor assure funding for them
- Many ideas are proposed to be implemented within the 5-year time period
  - For those that can be implemented for FY 2018-19, more information and analysis to be provided during Budget Workshops

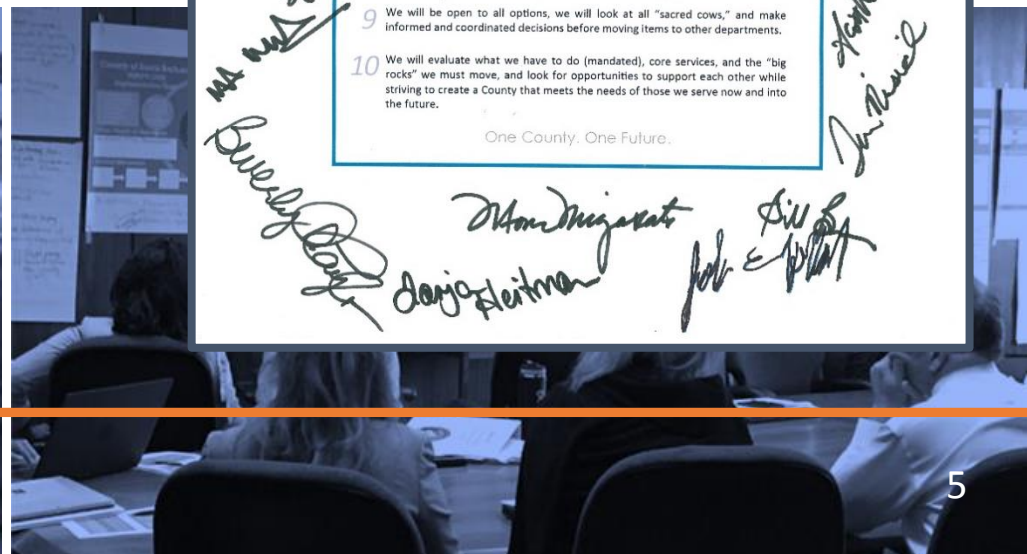
RENEW '22 | COMMITMENT

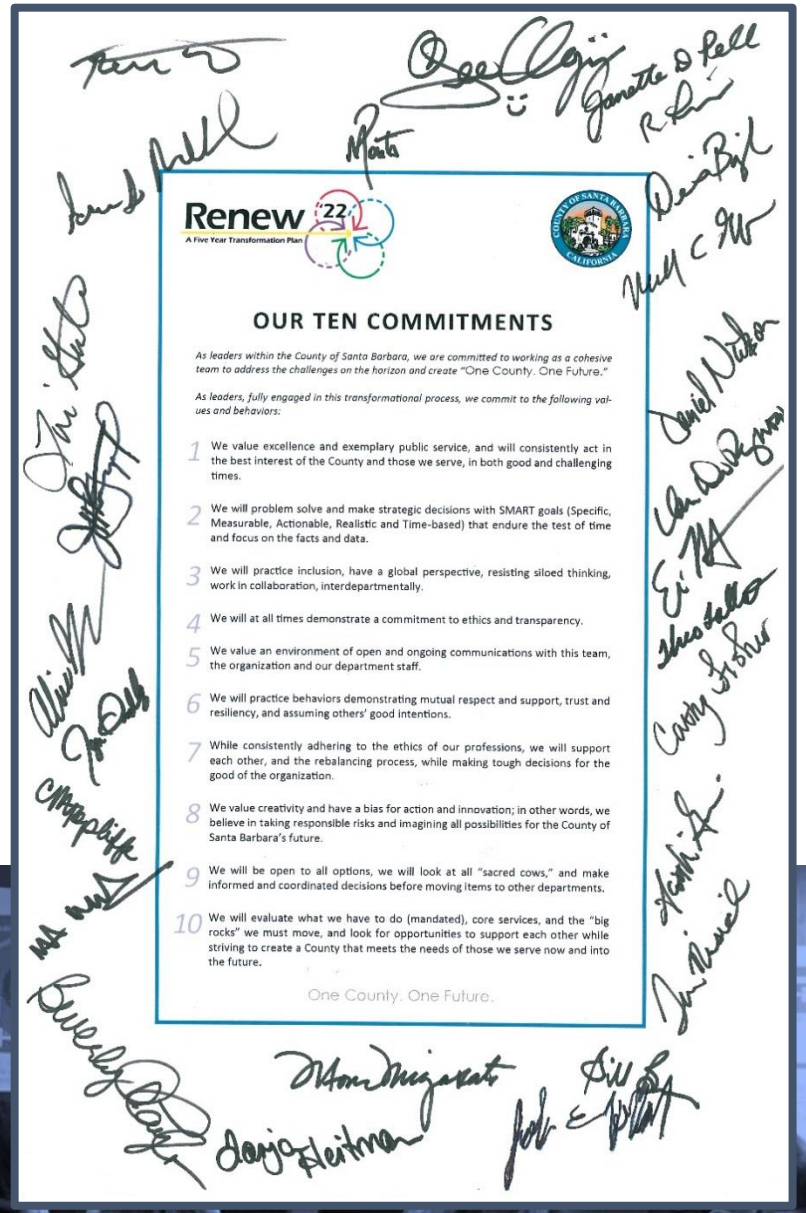
Departments

- Department directors framed commitments to ensure effective collaboration – "Our Ten Commitments"

Steering Committee

- Instrumental in guiding Renew '22 to date
- Developed the 5 component teams and their sub-committees





Renew '22
A Five Year Transformation Plan

OUR TEN COMMITMENTS

As leaders within the County of Santa Barbara, we are committed to working as a cohesive team to address the challenges on the horizon and create "One County. One Future."

As leaders, fully engaged in this transformational process, we commit to the following values and behaviors:

1. We value excellence and exemplary public service, and will consistently act in the best interest of the County and those we serve, in both good and challenging times.
2. We will problem solve and make strategic decisions with SMART goals (Specific, Measurable, Actionable, Realistic and Time-based) that endure the test of time and focus on the facts and data.
3. We will practice inclusion, have a global perspective, resisting siloed thinking, work in collaboration, interdepartmentally.
4. We will at all times demonstrate a commitment to ethics and transparency.
5. We value an environment of open and ongoing communications with this team, the organization and our department staff.
6. We will practice behaviors demonstrating mutual respect and support, trust and resiliency, and assuming others' good intentions.
7. While consistently adhering to the ethics of our professions, we will support each other, and the rebalancing process, while making tough decisions for the good of the organization.
8. We value creativity and have a bias for action and innovation; in other words, we believe in taking responsible risks and imagining all possibilities for the County of Santa Barbara's future.
9. We will be open to all options, we will look at all "sacred cows," and make informed and coordinated decisions before moving items to other departments.
10. We will evaluate what we have to do (mandated), core services, and the "big rocks" we must move, and look for opportunities to support each other while striving to create a County that meets the needs of those we serve now and into the future.

One County. One Future.

PROPOSALS & IDEAS

- Re-visioning our organization
- Re-balancing our resources
- Re-designing how we do our work
- Responding to residents and customers with the highest quality of service within our means
- Retaining high-performing employees and preparing the next generation of leaders
- Other ideas

RE-VISIONING OUR ORGANIZATION

- Currently no countywide vision and mission statement to guide how the organization will act to implement services
- New statements:

Mission

Deliver exceptional services so Santa Barbara County's communities can enjoy a safe, healthy and prosperous life.

Vision

Employees empowered to deliver exceptional public service to communities.

Organizational Values

- Trust and Ethics
- Customer Focus and Quality Public Service
- Accountability and Professionalism
- Innovation

- No change in Board policy required (**Category 2**)

RE-BALANCING OUR RESOURCES

Process Summary

- Interdepartmental "Rebalancing" team created to develop revenue and fiscal ideas
- Departments reported/proposed ideas for greater fiscal sustainability

Ideas

- Full list of ideas in Renew 2022 Update Report (pp. 7-8) – many already underway
- **Category 3** ideas that involve a change in Board policy or direction and require Board direction include:
  - A program for Williamson Act enforcement
  - General purpose sales tax ballot measure
  - Human Service Grants suspension/reduction/ redirection of funds
  - Property tax shift slow-down or restriction
  - Hybrid retirement models
  - Department management audits on a rotating cycle
  - Full cost recovery of permit appeals
  - Increase of General Plan surcharge on permits
  - Public-private partnership at Cachuma Lake Recreation

RE-DESIGNING HOW WE DO OUR WORK

Process Summary

- Interdepartmental "Redesign" team created to develop ideas to evaluate what could improve in how we operate
- Ideas generated by employees from the Rebalancing effort were considered
- Departments asked to review discretionary services and evaluate if they could be suspended, simplified or standardized, maximized, centralized, automated, or renegotiated

Ideas

- Full list of ideas in Renew 2022 Update Report (pp. 9-15)
- **Category 3** ideas that involve a change in Board policy or direction and **Category 4** ideas that affect multiple departments require Board direction

RE-DESIGN IDEAS | CATEGORY 3

Change in Board Policy or Direction

- Boards and Commission evaluation
- Consolidation or suspension of multiple office locations
- Consolidate or integration departments with similar target service populations
- Suspending local vendor preference program
- Consolidate Office of Emergency Management into the Fire Department
- Delegation of a limited settlement authority to County Counsel and HR
- Assessment of degree of County Counsel review and participation in various activities
- Develop public-private partnership for EMS contract
- Phase out Sheriff's component of Air Support Unit
- Suspend clinical labs in public health
- Change animal shelter service hours and expand use of community partners for spay –neuter services
- Modify DSS eligibility service hours in Santa Maria to make consistent across all offices
- Review Long Range Planning projects and work effort
- Transfer sidewalk maintenance
- Remove forest service roads from system
- Suspend Goleta Pier hoist services

RE-DESIGN IDEAS | CATEGORY 4

Impacts Multiple Departments

- Develop Countywide information technologies standards policy
- Consolidate business functions/centralize accounting functions
- Develop Countywide best use of resources for facility maintenance and capital projects
- Improve Board docketing process and evaluate paperless technology for contracts and Board letters
- Maximize functions and improve coordination for healthcare eligibility services across Social Services, Behavioral Wellness and Public Health departments.
- Create coordinated geographic information systems (GIS)
- Implement software for Public Record Act (PRA) requests
- Centralize purchasing
- Centralize Information Technology Service functions in the General Services Department
- Centralize human resource functions in the Human Resource Department

RESPONDING TO RESIDENTS AND CUSTOMERS
with the highest quality of service within our means

Process Summary

- Transformation planning process focused on quality and community engagement
- Interdepartmental "Respond" team created

Ideas

- 2 specific ideas
  - Creating a culture of engagement
  - Customer service standardization – includes resident satisfaction surveys
- Consistent with the Board's focus on customer service; no change in Board policy required (**Category 2**)

RETAINING HIGH-PERFORMING EMPLOYEES
and preparing the next generation of leaders

Process Summary

- Interdepartmental "Retain" team led by Human Resources and developed ideas that emphasize organizational transformation, retention, accountability, fiscal and structural sustainability

Ideas

- Leadership certificate program
- Other ideas already underway by Human Resources (e.g., revising the Civil Service Rules, developing a Civil Treatment policy, and conducting stay interviews)
- Consistent with the Board's previous direction on employee retention; no change in Board policy required (**Category 2**)

OTHER IDEAS

Ideas Not Pursued

- Not forwarded for evaluation at this time due to feasibility, uncertainty, overall benefit or staff resources to accomplish
- Ideas include:
  - Establish parking fees at all County beach parks
  - Establish a utility user tax
  - Establish a business license tax
  - Consolidate county offices into one single campus
  - Develop community service or facility districts to establish new parcel taxes
  - Issue pension obligation bonds

Ideas for Further Examination

- Board may wish to suggest other ideas to evaluate that has not been provided

NEXT STEPS

- Ideas and proposals generated will be evaluated and/or implemented over the next 4 years with more discussion and Board direction required
- For immediate items requiring Board guidance, staff will return:
  - **At April Budget Workshops** (for proposals to be implemented in FY 2018-19)
  - **Later** (for proposals requiring more time to develop and implement)
- Continued employee involvement and engagement
- Engage the public and our communities as we further develop our Renew ideas

RECOMMENDED ACTIONS

a) Receive an update on the Renew ‘22 initiative and as part of that update:

   i. Receive a report on proposals that are already underway by departments (“Category 1”) or consistent with Board policy or previous direction (“Category 2”)

   ii. Provide guidance on ideas presented that involve a change in Board policy or prior direction (“Category 3”) or significantly impact multiple department operations (“Category 4”)

b) Suggest other proposals not included in staff’s proposal for further staff exploration and analysis

c) Provide other direction, as appropriate