



## Renew 2022 Update Report

January 9, 2018

# EXECUTIVE SUMMARY

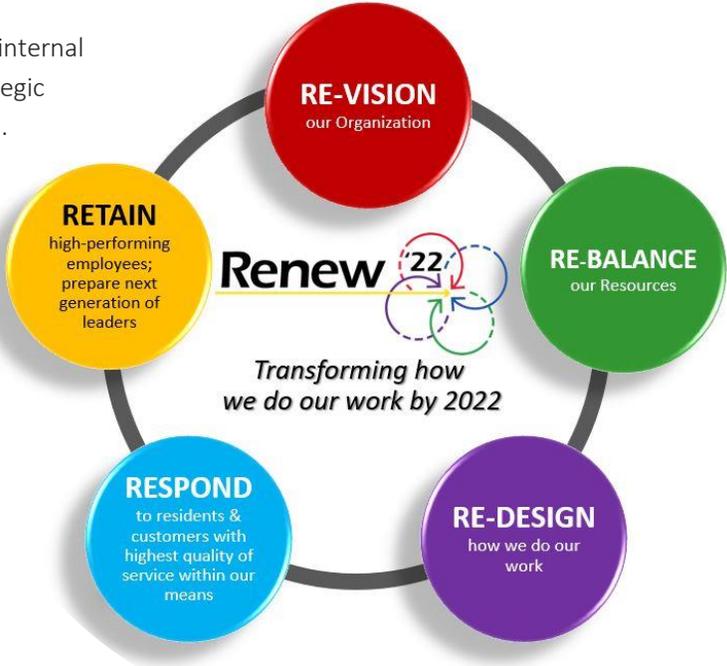
In early winter 2016, following notice that pension and other costs over the next five years would be greater than planned for, the County Executive’s Office began meetings with department directors, managers and labor groups from across the county to gather budget balancing ideas. Discussions were held to address immediate and longer term fiscal and operational challenges to better align revenues and expenditures given increasing retirement and other personnel-related costs, uncertain state and federal revenues and changing service demands. The process to generate alternative ideas for exploration and analysis was initiated prior to the traditional budget process to allow adequate time for a thoughtful process.

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## Transform, Not Simply Transition, the Organization

It became clear that changes needed to be made to transform — not simply transition — our County government to proactively address our realities and position the organization for success. We defined our future target to be 2022 to at least start developing actions and plans. These actions involve more than budget balancing. The fiscal environment provides opportunities to re-evaluate how and what we do, but the Renew initiative is more than that: it seeks to empower change, evaluate and make improvements to our operations, develop sustainable revenue strategies, prepare the next generation of leaders, make our delivery of services more efficient, and refocus on customer service, in alignment with the community and the Board’s priorities.

The initiative integrates the Budget Rebalancing initiative, internal Organizational Strategic Plan, and Communications Strategic Plan, all which had previously been approved by the Board. Some ideas are not new and have been in process for some time; others are largely administrative changes that are within departments or CEO authority to implement; still others are a change in previous Board direction or policy that require further Board guidance.



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## Components of Renew

In summer and fall 2017, departments began developing interdepartmental and individual department proposals to improve *how we do our work* and is comprised of five distinct areas:

- **Re-Visioning** the organization – We seek to implement a common vision mission and values for the organization.
- **Re-Balancing** our resources – We seek financial resiliency by setting five-year targets, reviewing revenue and developing sustainable new revenue sources.
- **Re-Designing** how we do our work – We seek organizational resiliency by consolidating and centralizing functions, conducting departmental audits, improve and expand technology, and partnering with others in our community.

- **Responding** to residents and customers with the highest quality of service within our means – We seek to solicit resident/customer feedback, improve and expand on-line services and customer service guidelines, and improve public information and communication.
- **Retaining** high-performing employees and preparing the next generation of leaders – 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.

*What work we do* is largely determined by mandates, existing laws, funding availability, Board direction and Board priorities. While Renew '22 seeks to better define *how* we do our work, it also does involve what we do, and therefore, Board clarity is sought to help prioritize our work so employees can ensure they are working on the right things in the right way.

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## Initial Proposals for Further Evaluation

This update presents *initial* ideas developed by departments and Renew Steering Committee teams, which were tasked with developing proposals to significantly affect one of the five areas listed above. The ideas are not intended to “solve” the departments’ individual, or countywide, five year budget gaps. Nor were they intended to be budget expansion requests. Instead, the process was an exercise to develop proposals and ideas for further exploration.

Proposals are categorized as follows, and summarized:

<b>Category 1</b>	Actions or evaluations that are already underway by departments.
<b>Category 2</b>	Proposals that are consistent with existing Board policy or direction. Staff will further explore these proposals for cost/benefit, timing and operational issues.  While most proposals in category 2 will require some level of Board authorization at some point – for either position or budgetary changes, related contracts, or work effort priority – not all represent changes in current Board policy. Some of these proposals may also require close coordination with our employee bargaining groups. Some proposals will also require an investment to implement. Further analysis and assessment of each of the ideas will result in clarity about next steps. Some but not all of these proposals will result in savings or greater revenue; most will result in either greater efficiency and/or better service.
<b>Category 3</b>	Ideas that involve a change in Board policy or direction. Staff is requesting Board guidance before staff invests time evaluating these further. Similar to Category 2, further evaluation does not presuppose future Board approval of the idea. Staff would return to the Board with more information and analysis for further discussion and direction.
<b>Category 4</b>	Ideas that significantly impact multiple department operations. These may be consistent with Board policy or direction, or be primarily administrative, but because they would impact multiple departments, staff is seeking Board feedback before doing any further evaluation.

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## Timing

Not all of the ideas proposed are intended to be implemented next year; many ideas are proposed to be implemented by 2022. For those proposals that can be implemented for FY 2018-19, staff will return at the Budget Workshops with more information and analysis. Also, this the first year of the Renew process, and staff will continue to work on these and other ideas over the next four to five years, bringing information back to Board for direction and decisions as appropriate.

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## Commitment by Departments and the Steering Committee

None of the work described could be accomplished without the work of the County department directors and their management teams. In addition, the Steering Committee was instrumental in guiding the Renew effort to date, as well as developing the five component teams and their sub-committees.

The Steering Committee consisted of the following individuals, who created the following teams:

<b>Re-Vision</b>	Terri Nisich Gina DePinto		
<b>Re-Balance</b>	Jeff Frapwell Lynne Dible Alma Janabajab Shawna Jorgensen	Rachel Lipman Steve Mason Richard Morgantini A.J. Quinoveva	Betsy Schaffer Kyle Slattery
<b>Re-Design</b>	Matthew Pontes Scott McGolpin Tom Fayram Mitch Guenthart Dianne Black Joe Pisano Robert Lewin	Tracy Macuga Daniel Nielson Virginia Butterfield Charity Dean Eric Peterson Rob Heckman Glenn Russell	Joseph Toney Janette Pell Skip Grey Bernard Melekian George Chapjian Theo Fallati Rachel Lipman
<b>Respond</b>	Dennis Bozanich Gina DePinto	Suzanne Grimmesey Yaneri Muniz	Joseph Toney Susan Klein-Rothschild
<b>Retain</b>	Lori Gentles June Liggins Leonie Mattison	Steve Mason Andrew Myung Alma Janabajab	Theo Fallati Van Do-Reynoso Dianne Black

# RE-VISION OUR ORGANIZATION

## Review of Vision and Mission Statements

The County has not had a countywide vision and mission statement to guide how the organization will act to implement services. The closest, “ACE – Accountability, Customer Service, Efficiency” values were developed over ten years ago by the then CEO and HR Director. Its simplicity has worked well but was in need of updating. Also, with the turnover of staff in recent years, newer employees were unclear where it came from and why there wasn’t a more cohesive, countywide statement.

As part of the Organizational Strategic Plan developed in 2016, employees were surveyed on what they thought should be included, and a department head leadership team took those results and forged a new mission, vision and values statements.

A vision statement communicates and sets the focus for the organization and what we are working to achieve. A mission statement communicates the purpose of the organization, what we stand for and what we are committed to doing. The organizational values communicate how we are going to achieve the mission and vision.

## Revised Statements

For Renew ’22, a team revisited the newly drafted mission, vision and values statements to ensure consistency with the intent of Renew ’22. The group found there is consistency and made slight changes to improve their meaning and impact. The **revised** statements are as follows:

- **Our Vision:** Employees empowered to deliver exceptional public service to communities.
- **Our Mission:** Deliver exceptional services so Santa Barbara County’s communities can enjoy a safe, healthy and prosperous life.
- **Our Organizational Values:** Trust and Ethics, Customer Focus and Quality Public Service, Accountability and Professionalism, and Innovation.

The prior statements were as follows:

- **Our Vision:** Santa Barbara County employees are empowered to deliver exceptional public service to diverse communities, while striving for continuous improvement in an environment of trust, accountability and fiscal responsibility.
- **Our Mission:** Deliver high quality and innovative services that assist Santa Barbara County residents and visitors to enjoy a safe, healthy, and prosperous life.

**Vision**  
Employees empowered to deliver exceptional public service to communities.

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

**Organizational Values**  
Trust and Ethics, Customer Focus and Quality Public Service, Accountability and Professionalism, and Innovation.

- **Our Organizational Values:** Trust and Ethics, Customer Focus and Quality Public Services, Accountability and Professionalism, and Innovation

Further description of **organizational values** are below.

### **Trust and Ethics**

- Conduct all services and decision-making using the highest ethical standards and fiscal responsibility
- Communicate consistently and strive for transparency
- Follow through with commitments
- Listen and serve with empathy
- Treat others as they would like to be treated “The Platinum Rule”
- Focus on the needs of the County as a whole – One County One Future

### **Customer Focus and Quality Public Services**

- Strive to improve the customer experience
- Design processes with the customers in mind
- Be responsive to customer concerns
- Be friendly and greet customers with warmth and respect

### **Accountability and Professionalism**

- Clearly state expectations for County programs and hold individuals accountable
- Regularly track, report, and improve performance
- Admit mistakes and correct them
- Show commitment, dedication and dependability
- Make fiscally responsible decisions that stand the test of time

### **Innovation**

- Be open, creative, and willing to hear new ideas
- Foster an environment where risk taking is valued
- Thrive as the environment changes
- Continuously explore new opportunities to improve
- Challenge the status quo
- Value the good of the whole over the good of any individual program or department

These revisions are consistent with the previous Board authorization and do not require a change in Board policy. Staff will proceed with rolling these out to the wider employee organization.

# RE-BALANCE OUR RESOURCES

Transformation planning has involved a deeper examination of ideas related to maximizing and developing sustainable County revenues, curtailing costs, or reallocation of resources. A large part of the Renew planning also involved a deeper examination of ideas related to how work is performed to improve efficiencies in areas that impact multiple departments and will have countywide effects.

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## Re-Balance Ideas

An interdepartmental “Rebalancing” team was created to develop revenue and fiscal ideas for further exploration. Departments also reported or proposed ideas for greater fiscal sustainability within their departments.

Ideas put forward include the following:



### Category 1 – Re-Balancing ideas or evaluations already in process.

- 1.1 **Analysis of public health Intergovernmental Transfer (IGT)** – Research of use of IGT through the State Department of Health Care Services may provide additional opportunities to draw down federal financial participation. *(Public Health)*
- 1.2 **Increase permit fees** – Assessed all fees and removed nearly all general fund support in the permit process. *(Planning & Development)*
- 1.3 **Fee study** – Updating the Development Impact Fees (AB 1600) for the first time in several years through a consultant. The consultant’s report, due in March 2018, will provide the Board with an opportunity to realign the fees with the latest public infrastructure plans, analyze alternative Development Impact Fee administrative system and provide the Board with options for maintaining the fees in the future. *(County Executive Office)*
- 1.4 **Deferred compensation** – Enhance revenue by utilizing the Forfeiture Fund held with Empower to pay for administration. *(Treasurer-Tax Collector)*
- 1.5 **Cannabis tax measure** – Develop a cannabis tax measure for Board authorization and voter approval.

### Category 2 – Re-Balancing ideas that are consistent with Board policy or direction.

*These will be evaluated by staff.*

- 2.1 **Economic vitality program** – The Board funded \$85,000 in the FY 2017-18 budget for the County Executive Office to do a study to evaluate economic vitality options. This has not yet started given staff availability, but will once the cannabis work effort has been completed. Given the diversity of ideas about what and how to achieve this, staff will return with options. Suggestions have included high tech incubator development, expansion of tourism opportunities, streamlining development processing, among others.
- 2.2 **Add RV pads at Nojoqui Park** – This would add recreational vehicle pads or tent camping at Nojoqui Park maximizing use of existing County resources. This would require an investment. *(Community Services)*

- 2.3 **Cost recovery policy for fees, grants, and revenue contracts** – This would replace the current fee policy with a Cost Recovery Policy in accordance with Government Finance Officers Association best practice. *(Auditor-Controller)*

### **Category 3 – Re-Balancing ideas that involve a change in Board policy or direction.**

- 3.1 **Williamson Act enforcement** – This would establish pro-active compliance and enforcement policies and procedures for the Williamson Act land protection program.
- 3.2 **General purpose sales tax** – This would increase the sales tax in the unincorporated area of the County. The current tax rate is 7.75%. The City of Santa Barbara voters just increased their rate to 8.75%. The sales tax rate in Santa Maria is 8%.
- 3.3 **Human Services Commission suspension, reduction, or re-direction** – This would suspend, reduce, or re-direct the amount of the Human Services Commission grants that are allocated to community organizations. The Human Services Commission (HSC) was established in 1977 by the Board of Supervisors and advises on development and implementation of effective human services policies and grant funding. The funding for the HSC Community grant program is \$1.2 million in discretionary General Fund that provides for \$1.0 million in grants and \$200,000 in staff costs. Staff intends to return to the Board in January for further discussion on this topic.
- 3.4 **Property tax shift restriction** – Looking ahead, this would restrict the ¼ growth of property taxes, once the Fire Tax shift is complete, to fund other designated priority initiatives.
- 3.5 **Slowing of the property tax shift** – This would continue but slow the property tax shift to Fire. Currently, Fire receives ¼ of any property tax growth, until the Fire District achieves 17% share of all property taxes. This would evaluate slowing this down for some period of time to fund other priorities.
- 3.6 **Retirement models** – This would entail exploring alternative models for providing retirement benefits to new County employees in an effort to attract and retain future generations and stabilize the cost of retirement benefits to the County’s taxpayers.
- 3.7 **Conduct department management audits** – This involves department audits based on a four-year plan to be developed by the County Executive Office.
- 3.8 **Full cost recovery for permit appeals** – Processing of appeals requires intensive staff time that is not recovered; costs to process planning permit appeals exceed the fees collected. *(Planning & Development)*
- 3.9 **Increase General Plan surcharge on permits** – The Board has the discretion to set the surcharge amount included in building fees, which funds Long Range Planning division activities related to maintaining the County’s general plan. Annual costs of \$200,000 are recovered through the current fee structure, though an increased surcharge amount could generate additional revenue for Long Range Planning General Plan work. *(Planning & Development)*
- 3.10 **Public-private partnership at Cachuma Lake Recreation** – This would involve a partnership between the County and a private investment firm to expand offerings at Cachuma Lake Recreation. *(Community Services)*

### **Category 4 – Re-balancing ideas that significantly impact multiple departments.**

Many ideas developed are included in the Re-design section below.

# RE-DESIGN OUR WORK

As with all the Renew work, an interdepartmental “Redesign” team was also created to evaluate what could improve in how we operate. The group generated a multitude of ideas and proposals which were then evaluated by the group as to feasibility and impact. In addition, ideas generated by employees from the Rebalancing effort were considered.

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## Re-Design Strategies

The Re-Design team as well as all departments were asked to review discretionary services (either the service is discretionary, or the level of service provided is at their or the Board’s discretion) and evaluate if they could utilize any of the following strategies:

- **Suspend** – Eliminate cost for a period of suspension
- **Simplify or standardize** – Remove redundancies in processes or duplication of effort across programs and services; combine tasks
- **Maximize** – Maximize resource utilization; average out workload across programs and services
- **Centralize** - Find economies of scale; leverage highly skilled resources
- **Automate** – Eliminate manual processes and cumbersome procedures or reporting
- **Renegotiate** – Competitively bid product/services or minimize cost increases

Departments highlighted that many of these methods are already being employed, and re-design activities are in progress or already being evaluated. This extensive list is shown in Category 1. Other ideas are described below.

### Category 1 – Actions or evaluations already in process.

**Technology Improvements.** *This category references those items which automate services and functions to enhance speed/efficiency of service delivery and data gathering ultimately reducing costs.*

- 1.1 **Implement new case management system** – Automate manual tasks and redundancies to better track and manage cases. *(District Attorney)*
- 1.2 **Develop a possessory interest valuation program** – Automate manual for appraising possessory interest properties. *(Clerk-Recorder-Assessor)*
- 1.3 **Suspend paper processing** – Automate paper processes and job applications to increase efficiency. *(Human Resources)*
- 1.4 **Automate functions** – Automate recording of government liens and releases, Vital Records Index and fictitious business applications to increase efficiency through technology. *(Clerk-Recorder-Assessor)*
- 1.5 **Re-engineering of Public Health Patient Billing process** – With the implementation of the new integrated practice management and electronic health record, the PHD patient billing program will identify redundant and cumbersome processes. *(Public Health)*
- 1.6 **Implementation of online resource family application and approval system** – The Binti software allows users to apply online to become resource families and allows social workers to manage their approved workflow online. *(Social Services)*
- 1.7 **Vital records** – Capture data from birth, death and marriage applications to decrease customer wait times. *(Clerk-Recorder-Assessor)*

- 1.8 **Replace ballot tabulation and layout systems** – Update technology for ballot tabulations systems and ballot layout systems, efficiencies can be realized. *(Clerk-Recorder-Assessor)*
- 1.9 **Rebuild Assessor’s Property Tax System** – Update computer software by re-building the system in-house. *(Clerk-Recorder-Assessor)*

**Organizational Restructuring and Efficiencies.** *This category references those items which link or consolidate like functions and/or promotes efficient use of resources.*

- 1.10 **Behavioral Health Center of Care** – Evaluate integration of Psychiatric Health Facility (PHF), Mental Health Rehabilitation Center, adult outpatient center and triage teams to reduce redundancies and provides services in a less restrictive environment and maximize use of staff resources across system. *(Behavioral Wellness)*
- 1.11 **Forensic mental health rehabilitation center** – Evaluate re-purposing of the juvenile hall building into a locked forensic mental health rehabilitation center for legal detention and mental health services to service forensics clients in appropriate setting and enhance use of current PHF. *(Behavioral Wellness)*
- 1.12 **Co-response by law enforcement and mobile crisis mental health** – Pilot mobile crisis teams to co-respond with Sheriff two shifts per week to reduce potential incarcerations and in patient stays. This would require an investment. *(Behavioral Wellness)*
- 1.13 **Consolidation/efficient use of space** – Continue efforts to maximize space through partnerships and reduce overall space costs. *(Social Services)*
- 1.14 **Move office to county-owned smaller building** – Decrease leased office space and take advantage of newly available County owned space. *(Child Support Services)*
- 1.15 **Restructuring of staff** – Decreased the number of management staff and hired to meet critical needs in North County. *(Public Defender)*
- 1.16 **Re-focus support to successor agency consolidation** – Assess need to support independent special districts and re-focus support to successor agency consolidation administration. *(Auditor-Controller)*
- 1.17 **Centralize human resource management services** – Consolidate human resource management under the central Human Resources organization to cross-train and increase capacity. *(Human Resources)*
- 1.18 **Combine Agricultural biologist and weights measure inspector positions** – License staff in both disciplines referenced increasing efficiency. *(Agricultural Commissioner)*

**Process Improvements and Efficiencies.** *This category references program services and functions that can be reengineered to facilitate collaboration and eliminate/reduce redundant or cumbersome processes.*

- 1.19 **New processes for efficient service in-house** – Meet mandated legal education requirements via video conferencing reducing costs associated with continuing education. Also, provide improved direct management oversight of case progression to decrease overall case length by reducing unnecessary continuances *(Public Defender)*
- 1.20 **Partnering with Other Agencies** – Provide holistic defense incorporating the Bronx Defender Model is in use and funded by the Family Service Agency and can substantially decrease cost and increase productivity. *(Public Defender)*
- 1.21 **Non-Emergency Medical Transportation Options** – New requirements for Medi-Cal Managed Care plans to cover non-emergency medical transportation will allow Public Health, CenCal Health, Behavioral Wellness and Social Services to collaborate on transportation to County services. *(Public Health)*
- 1.22 **Drug Medical-Cal Organized Delivery System waiver** –Expand and enhances covered benefits available to residents as a result of the Affordable Care Act and secure revenue for services. *(Behavioral Wellness)*

- 1.23 **Videotaped trainings** – Initiate videotaping of all Departmental training to provide staff information needed on demand. *(Social Services)*
- 1.24 **Pest Detection program** – Refer homeowners with pest identification service needs to the University Cooperative Extension Master Gardeners and refer structural pest control businesses to diagnostic laboratory services suspending this service. *(Agricultural Commissioner)*
- 1.25 **Reconfigure maintenance operations** – Adjusting schedule for maintenance activities to accelerate addressing deferred maintenance, creating a two year plan, identifying activities that can be reduced, and increasing the use of part-time or contracted work. *(Public Works)*
- 1.26 **Build up internal audit** – Increase internal audit function through an updated annual audit plan, internal control policy and other activities to support operational efficiency. *(Auditor-Controller)*
- 1.27 **Staff development** – Expand existing training for newly hired accountant – auditors offering this training to other County and department fiscal staff. *(Auditor-Controller)*
- 1.28 **Maximize utilization of staff** – Use Administrative Office Professionals in the valuation process for personal property maximizing staff capacity. *(Clerk-Recorder-Assessor)*
- 1.29 **Phytosanitary certification program** – Initiate a pilot program where the industry would be responsible for providing County staff accurate and complete information/documentation at the time of inspection for certification. *(Agricultural Commissioner)*
- 1.30 **Capital improvement five year plan** – Streamline the Capital Improvement Plan (CIP) development and review process until the Renew 22 effort and path forward are fully formulated and clarified. *(General Services and County Executive Office)*
- 1.31 **Regional countywide Fire/EMS dispatch** – Create one central location for all emergency medical services dispatching creating an environment to track and deploy and give timely guidance. *(Fire)*

## **Category 2 – Re-design ideas that are consistent with Board policy or direction.**

*These will be evaluated by staff.*

### **Countywide**

- 2.1 **Modernize and update County regulations, processes and policies** – This would entail a review of County regulations and policies, modernize processes and ensure policies that are consistent with the County’s promotion of economic vitality efforts.
- 2.2 **County-owned property** – This is an inventory and evaluation of all County-owned property to ensure it’s utilized at its highest and best uses and for potential revenue-generating potential.
- 2.3 **Sharing LAN administration to boost productivity** – This would implement techniques to enable fewer technicians to maintain higher number of desktop computers without sacrificing quality of service.
- 2.4 **Video arraignment for all in-custody clients** – This would provide electronic access to inmates rather than physically moving the clients, promoting public safety and leveraging technology which is currently available and not cost prohibitive.
- 2.5 **Criminal Justice data system** – This involves integrating case information across departments that have a role in the criminal justice system including the Courts, Sheriff, District Attorney, Probation, and Public Defender.
- 2.6 **Paperless initiatives** – This would move many processes to electronic systems and suspend paper applications/documentation through electronic signatures, verbal attestation, telephonic signatures and other electronic means. Many departments including the Auditor-Controller, Behavioral Wellness, Social Services, Human Resources, and the Public Defender are exploring these options.

- 2.7 **Unstaffed aircraft aviation unit** – This is maximizing the use of drones and technological advances that produce higher quality and quantity of data to support multiple departments including Public Works, General Services, Planning & Development, and others.
- 2.8 **Lease, contract, and grant management** – This is exploring increased coordination and possible consolidation of leasing, contracting and grant related functions that occur in multiple departments to maximize grant awards, and efficient use of staff within departments.
- 2.9 **Criminal justice efficiencies** – This supports the review of processes and best practices of the criminal justice system.
- 2.10 **Enterprise resources planning (ERP) system** – This would involve the pursuit of an ERP to handle financials, human resource functions, payroll, purchasing, and other activities. This would require an investment.
- 2.11 **Consolidating oil and gas energy related functions** – This would move functions that are performed in multiple departments by multiple employees such as inspections of gas and oil facilities, to a smaller number of staff who meet all of the regulatory requirements.

### **Departmental**

- 2.12 **Implementation of new DSS human resources system** – The new HR tracking system will simplify processes and provide more effective management information. This is in process for Social Services and will be explored for other County departments. *(Social Services)*
- 2.13 **Water agency/groundwater measurements** – This would suspend annual groundwater measurements with new State regulations related to the Groundwater Sustainability Act (GSA), GSA's will be required to measure groundwater wells and County measures would become redundant. *(Public Works)*
- 2.14 **Flood Control maintenance** – This would suspend use of the satellite Maintenance Yard on the Lompoc Airport and consolidate with existing Public Works facilities to save on rent expense and facility repair needs. *(Public Works)*
- 2.15 **Combine Flood Control and Project Clean Water Plan Check** – This would result in a single point of review and approval. *(Public Works)*
- 2.16 **Transition to all vote-by-mail elections** – This would continue research on the feasibility and effectiveness of transitioning to all vote-by-mail elections. *(Elections)*
- 2.17 **Refine countywide IT strategic plan** – This involves hiring a consultant to refine the countywide information technology strategic plan that assesses current systems and structures and explores new initiatives that could move the County forward. This would require an investment. *(General Services)*
- 2.18 **Energy efficiency master plan** – This would create a master plan for the many efficiency upgrades the County embarks on such as LED lighting, pumps and motors, and HVAC systems. This would require an investment. *(General Services)*
- 2.19 **Cloud migration** – This is an exploration of information technology services migration to a cloud service provider that will result in cost savings from migration. This would require an investment. *(General Services)*
- 2.20 **Project management office** – This new office would prioritize project requests from all departments and accept projects based on feasibility and return on investment. This would require an investment. *(General Services)*
- 2.21 **ServiceNow platform** – This is a web-based service management platform that includes many relevant functions to inform decision making ability and to re-prioritize resources based on customer demand. This would require an investment. *(General Services)*
- 2.22 **Call center** – This would provide a single phone number and call center to receive service calls for all General Services Divisions and services. *(General Services)*

- 2.23 **Courier services** – This would centralize all courier services amongst different County departments for consistency, tracking and effectiveness. *(General Services)*
- 2.24 **Workers Compensation Carve Out** – This would involve the implementation of a streamlined workers' compensation process, currently permitted under State code, for public safety employees. *(County Executive Office)*
- 2.25 **Internal risk management program** – This is an internal comprehensive Safety and Disability Management program designed to reduce risk to constituents and employees. This is in process for Public Works and will be explored for other departments. *(County Executive Office)*
- 2.26 **Decision-based analysis for juvenile detention** – This would use data analysis and create an inventory to examine the drivers of juvenile detention and referral practices locally leading to evidence based practices to positively impact local juvenile justice. *(Probation)*
- 2.27 **Jail control room/civilianization/facility modification** – This would combine four separate control areas into one master control and use a new job class to replace sworn personnel in security control rooms, thereby returning sworn positions into primary duties. This option would require an investment. *(Sheriff)*
- 2.28 **Civilianization** – This would explore positions that could move from sworn officer positions to civilian positions to reallocate resources and to use civilians where they are experts. *(Sheriff)*
- 2.29 **Contract law bureau** – This unit would assure that the Sheriff obtains full-cost recovery for all contracts by examining actual versus budgeted costs. *(Sheriff)*
- 2.30 **Overtime reduction and standardized scheduling** – New scheduling software could automate scheduling track overtime and overtime eligibility reducing lost time in Sheriff Department. *(Sheriff)*
- 2.31 **Front desk automation and civilianization** – This would add a phone tree and decrease the need for a Private Branch Exchange (PBX) operator in addition to using civilians for tasks related to reports and customer needs in Sheriff Department. *(Sheriff)*
- 2.32 **Environmental Health Services fees** – This would implement a new fee schedule for consumers based on an analysis of actual time and resources to perform the functions. *(Public Health)*
- 2.33 **Pursue regional collaboration for workforce eligible training providers** – This would change processes requiring providers to collaborate with neighboring workforce development boards to accomplish functions decreasing staff time. *(Social Services)*
- 2.34 **Host cities on permit tracking system** – Planning & Development has the ability to provide contract permit tracking services to local cities, which could help offset costs of licensing the system. *(Planning & Development)*
- 2.35 **Create a digital map submittal and review system in Surveyor's Office** – This would establish a comprehensive web submittal equipped with quality control and systems for project tracking in the database. *(Public Works)*

### **Category 3 – Redesign ideas that involve a change in Board policy or direction.**

#### **Countywide**

- 3.1 **Boards, commissions and committees** – This would be an evaluation of the County’s 41 boards, commissions and committees to determine if it would be prudent to consider suspension, elimination or restructuring. Certain criteria could be developed to evaluate this.
- 3.2 **Streamline organization** – This would explore possibilities to increase operational efficiencies by consolidating or re-organizing departments to eliminate or reduce duplication and link like functions. Options may include integration of health-related programs, municipal services, and land use functions. This would be a longer term initiative.
- 3.3 **Consolidate or reduce multiple locations** – This would include exploration to reduce the number of offices and/or using single offices to serve multiple departments reducing additional overhead costs and improving coordination and efficiencies.
- 3.4 **Local vendor preference** – This would suspend the 6% local vendor preference removing a seldom used procurement tool and a cost to commodities and staffing for the procurement of goods.

#### **Departmental**

- 3.5 **Consolidate Office of Emergency Management into Fire Department** – This would merge the Office of Emergency Management into the Fire Department for greater sharing of resources and maximum alignment of mission. *(County Executive Office)*
- 3.6 **Delegation of litigation settlement authority** – This would delegate limited authority to County Counsel, decreasing the amount of time taken bringing small cases to Closed Session, and it would increase the County’s agility by de-linking initial litigation deadlines to the Board meeting schedule. Similarly delegation to the HR Director for employee-related settlements would reduce prolonged litigation efforts. *(County Counsel and Human Resources)*
- 3.7 **Assess County Counsel participation** – This would assess the need for County Counsel’s time in activities such as commissions, hearings and Fair Political Practices Commission (FPPC) matters. This offers potential to decrease redundancy and limit time where legal counsel is generally not needed. *(County Counsel)*
- 3.8 **Public/Private partnership with EMS contract** – This would explore other EMS contracting models, such as the Contra Costa “Alliance” model for regional countywide EMS contract. *(Fire and Public Health)*
- 3.9 **Air support unit phase out** – This would phase out the air support unit in Sheriff Department for law enforcement missions and redirect officers and resources to priority and primary functions. Fire would continue with necessary air resources for fire missions. *(Sheriff)*
- 3.10 **Clinical Labs** – This would entail the review and assessment of the model of operating clinical labs in response to challenges and recruiting lab personnel. *(Public Health)*
- 3.11 **Animal Services** – This would increase staffing and service delivery during peak hours to better meet customer demands by modifying shelter hours to the public. It also re-visits agreements with community partners and may redirect public spay/neuter clinics to community partners. *(Public Health)*
- 3.12 **Modify eligibility service hours** – This would suspend extended service hours for eligibility services at the DSS office in Santa Maria returning to standard hours of operations from 8 am to 4 pm. *(Social Services)*
- 3.13 **Evaluate current long-range planning** – This would involve assessing long-range planning projects and staffing needs to most efficiently complete the projects. *(Planning & Development)*

- 3.14 **Transfer sidewalk maintenance to adjacent property owners** – This would place responsibility for sidewalk maintenance and repair on adjacent property owners reducing liability and cost to County. *(Public Works)*
- 3.15 **Remove forest service roads from the County maintenance system** – This would place responsibility for road maintenance within the Los Padres National Forest with the Forest Service. *(Public Works)*
- 3.16 **Suspend Goleta Beach pier hoist services** - This would discontinue pier hoist services at Goleta Beach for boat launching as this duplicates services with the city harbor. *(Community Services)*

#### **Category 4 – Re-Designing ideas that significantly impact multiple departments.**

- 4.1 **Countywide Information Technologies standards policy** – This would implement a policy for standardizing technologies with the intent of reducing training, procurement and support costs, improve security, and share applications. This option would require an investment.
- 4.2 **Consolidate business functions/centralize accounting functions** – This would pool resources and/or share business staff on a temporary basis for smaller departments. Similarly, by centralizing accounting and administration for CEO, County Counsel, Human Resources and First 5, this would create a centralized accounting/administrative division to improve collaboration and consistency.
- 4.3 **Countywide best use of resources for facility maintenance and capital projects** – This involves countywide coordination, prioritization and potentially centralization of facility and capital projects through one department for accountability and oversight. Currently this is decentralized.
- 4.4 **Paperless technology for Contracts and Board Letters** – This would create an electronic routing, tracking, and docketing system for Board Letters and contracts.
- 4.5 **Benefits and referral** – This would look for opportunities to maximize employees and functions related to eligibility for healthcare services across Social Services, Behavioral Wellness and Public Health departments.
- 4.6 **Create coordinated Geographic Information Systems (GIS)** – This would centralize sharing of a GIS mapping server and geo-spatial mapping resources for multiple departments including Public Works, County Assessor, Planning & Development, General Services, Sheriff Dispatch, Fire, Community Services, and the Agricultural Commissioner.
- 4.7 **Automate Public Records Act (PRA) Requests** – This automation of PRAs would simplify a process that is used broadly across multiple departments and require new software.
- 4.8 **Centralize purchasing** – In order to effectuate the centralization of purchasing, this would involve development of a Request for Information (RFI) for a consultant to do a comprehensive countywide analysis of processes and procedures and/or performance audit. This option would require an investment.
- 4.9 **Centralize Information Services in General Services** – A new service delivery method that organizes personnel, capital equipment, and funding to better plan, operate, and support systems across the County.
- 4.10 **Centralize Human Resources** – This would ensure consistency of policy and practice, accountability of operations and costs, concentration of HR skills which results in greater organizational support and quality service. *(Human Resources)*

# RESPOND TO RESIDENTS AND CUSTOMERS

Responding to residents and customers with the highest quality of service within our means is another component of Renew' 22 with significant commonality with the Redesign proposals discussed above. The transformation planning process has maintained a focus on quality and community engagement.

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## Respond Ideas

An interdepartmental "Respond" team brought forward two specific ideas for consideration:

1. **Creating a culture of engagement** – This would be a countywide approach to creating a culture of engagement including all levels of County staff beginning with hiring of employees and throughout their employment.
  - It would continue ideas of the Strategic Communications Plan.
  - It could include customer and resident surveys, website enhancement and video production.
2. **Customer service standardization** – This would bring practice guidelines for consistent, personalized and responsive approaches with any customer across all departments.

These actions are consistent with the Board's focus on customer service (Category 2). Both these will require investments. Staff will explore these ideas further and bring information back to the Board.

# RETAIN OUR EMPLOYEES; PREPARE THEM TO BE LEADERS

Transformation planning has considered how to attract and retain high performing County employees. The retention and development of the next generation of leaders in county government is essential to achieving the goals of Renew 22.

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## Retain Ideas

An interdepartmental “Retain” group was led by Human Resources and developed ideas that emphasize organizational transformation, retention, accountability, fiscal and structural sustainability:

1. **Leadership certificate program** – This training program is focused on training early tenure high performing employees who demonstrate a commitment to public service, who are excited about where the organization is headed, who have the desire to be part of a transformative initiative and who have the right mindset to drive and implement change. This option would require an investment.
2. **Flexibility to support retention** – This alternative would develop ways to offer greater flexibility to high performing employees such as how and where work is performed to retain them long-term with the County.

Other ideas are already underway by the Human Resources department, such as revising the Civil Service Rules, developing a Civil Treatment policy to enhance the work environment, and implementing Stay Interviews to encourage retention among others.

These Retain ideas are consistent with the Board’s previous direction on employee retention (Category 2). Staff will continue to explore and define these and bring information back to the Board for further discussion and direction.

## OTHER IDEAS NOT PURSUED

In the course of gathering ideas and developing proposals, there were ideas presented but not forwarded to be evaluated at this time due to feasibility, uncertainty, overall benefit or staff resources to accomplish. Some of these would require voter approval. These include:

- Establish parking fees at County beach parks
- Establish a utility user tax
- Establish a business license tax (currently we have a business license fee)
- Consolidating county offices into one single County campus
- Development of community service or facility districts to establish new parcel taxes
- Issuance of pension obligation bonds

## NEXT STEPS

The Renew 2022 initiative is a five-year plan still in its initial phase. The first year has involved idea generation and collection among all departments and staff. Ideas and proposals generated will be evaluated and/or implemented over the next four years with more discussion and Board direction required. Staff will return at either the April Budget Workshops for proposals to be implemented in FY 2018-19, or later for those proposals that will require more time to develop and implement.

Informing our employees is also critical. Information about the Renew 2022 initiative has been sent to employees via email and posted on our intranet for several months. As we proceed with greater clarity, employees will be informed, involved and engaged in the process.

It will also be important to bring the public into these discussions as we move from idea-generation to more evaluation and analysis. Over the next year, as further develop our Renew ideas, we will develop strategies as part of the “Respond” team to engage the public and our communities on our Renew 2022 initiative.