

Strategic Scan 2003

Support Services Departments Engage the Community

Presented to the
Santa Barbara County Board of Supervisors
May 2003



County of Santa Barbara Support Services

Support Services Departments

- Auditor-Controller*
- Clerk-Recorder-Assessor*
- General Services
- Human Resources
- Treasurer-Tax Collector-Public Administrator*

*Denotes elected department head



Support Services Departments Internal Mission

As a group these departments, working with internal customers (all other departments), provide and administer the:

- ✓ **Financial**
- ✓ **Physical**
- ✓ **Human resources**

necessary to enable the County organization to deliver needed services to the County's citizens.



Support Services Departments External Mission

Through Direct Contact With External Customers (the County's Citizens), the Group of Departments Works to:

- **Maintain a high level of public confidence in the fiscal and operational integrity of the County organization**



Issues/Concerns Communicated via PIMs

■ Web-sites/E-Mail Feedback

- ▼ Insights into citizens' data needs for fiscal accountability purposes
- ▼ Need for accurate, up-to-date property tax information
- ▼ Indicator of the types of financial and operating data and format of data access desired by the public and the, business community
- ▼ Feedback on all aspects of recruitments conducted, inquiries and information on a wide variety of employment matters including jobs, salary, benefits, appeal processes, etc.



Issues/Concerns Communicated via PIMs

■ Grand Jury Reports

- ▼ Need for county-wide grants management system
- ▼ Desirability of the re-establishment of elections division annual report
- ▼ Value of participating in the County's project tracking system
- ▼ Need for long-range strategic facilities planning



Issues/Concerns Communicated via PIMs

■ Advisory Committees/Commissions

- ▼ Guidelines for privatization of county services
- ▼ Equitable treatment of County employees through commission interpretation of various civil service rules
- ▼ Need to coordinate County's technology strategies
- ▼ Need to educate and develop partnerships with community groups/committees that represent our clients
- ▼ Input and collaborative decision making on health insurance and other employee benefits



Issues/Concerns Communicated via PIMs

- **Public Hearings/Meetings/One-on-One/Focus Groups**
 - ▼ Impacts of the Facilities Master Plan on community residents
 - ▼ Impacts of investment pool performance on pool participants
 - ▼ Need to educate investment pool participants on investment policies and the California government code related to investments



Issues/Concerns Communicated via PIMs

- **Public Hearings/Meetings/One-on-One/Focus Groups**
 - ▼ Impact of County collective bargaining practices, compensation, employee relations in County departments
 - ▼ Feedback and corrective action to a wide variety of employment practices including rules, benefits, recruitments, etc



Issues/Concerns Communicated via PIMs

■ Focus Groups

- ▼ Need to restructure IT rates into a more equitable model in line with user departments' expectations
- ▼ Satisfaction and feedback on a wide variety of Human Resources services, recruitments and employee benefits for departments, applicants, and employees. Feedback on department employment practices from exiting employees



Issues/Concerns Communicated via PIMs

■ Public Relations Program

- ▼ Improve image of County as an employer of choice
- ▼ Increase awareness of County as employer and improve public image



Linking PIM Input with Strategic Plan

■ Overview

- ▼ Citizen (customer) satisfaction is a critical impact measure for all departments
- ▼ Extent to which departments utilize indicators of citizen satisfaction as impact measures
- ▼ Published Strategic Plans
- ▼ How Strategic Plan relates to a department's budget



Linking PIM Input With Strategic Planning

Need	Response
Desire of community groups to have input into decisions effecting groups they represent	Develop partnerships with private and County agencies serving Veterans, the elderly and the disabled and consider input when making decisions
Employees' need for quality health care at a reasonable cost	Focus Health Oversight Committee agenda on evaluating new approaches to coverage



Linking PIM Input With Strategic Planning

Need	Response
Public and Business community need for timely & accurate property tax data	Development of Assessor Parcel System and integrated Property tax system



Linking PIM Input With Strategic Planning

Need

Citizens' expressed needs for financial data

Response

Development of specialized publications (Sales tax, Property tax websites, etc.)

The screenshot shows the website for the County of Santa Barbara Treasurer-Tax Collector. The header includes the county logo and navigation links for various departments. The main content area is titled "Secured Property Taxes" and contains several paragraphs of text and a list of links. A sidebar on the left provides site search and navigation options.

County of Santa Barbara
TREASURER-TAX COLLECTOR
PUBLIC ADMINISTRATOR/PUBLIC GUARDIAN

NEIGHBORHOODS & HOUSING | HEALTH & ENVIRONMENT | PUBLIC SAFETY & JUSTICE | TRAFFIC & TRANSPORTATION | RECREATION | COUNTY GOVERNMENT

[You Are Here: County Home : Treasurer-Tax Collector : Secured Property Taxes]

SITE SEARCH
Advanced Search

Employment
Contact Us

TTCPPAG Home
Treasurer-Tax Collector
■ Secured Taxes
■ Supplemental Taxes
■ Business Permits
■ Delinquent Taxes
■ Deferred Compensation (Hartford)
■ Property Tax
Frequently Asked Questions
Trust Division

Secured Property Taxes

This information page, produced at the direction of the County Treasurer-Tax Collector, provides an overview of the property tax systems. This information should be especially helpful to new homeowners who are paying property taxes for the first time.

Although property taxes are collected by the Treasurer-Tax Collector, tax laws are enacted by the California State Legislature.

[Taxpayer Responsibilities for Payment of Taxes](#)
[Mailing of Annual Tax Bills](#)
[Secured Annual Tax Payment Dates](#)
[Methods of Payment](#)
[Exemptions and Assistance Programs](#)
[Information on Tax Sales in Santa Barbara County](#)
[Frequently Asked Questions](#)

Taxpayer Responsibilities

As the owner of property in Santa Barbara County, you are responsible for the timely payment of your property taxes. If you are a new owner, there was most likely a proration made between the buyer and seller during escrow, however, the funds may not have been withheld nor payment made. You should refer to your escrow papers if there is a question.

The Treasurer-Tax Collector sends tax statements as ownership changes are entered to the tax file. Please allow for a time lapse between recording date and entry to the tax file. Annual tax bills, which can be paid in two installments, are mailed once a year by November 1. Since the bill contains payment stubs for both installments, this is the only bill regularly mailed each year by the Treasurer-Tax Collector. Depending on when the ownership change is placed on the tax roll, the annual tax bill may have been sent either to the previous owner or directly to you. ***It is your responsibility to obtain tax information. State law stipulates that failure to receive a tax bill does not permit the Treasurer-Tax Collector to waive penalties for late payments.***

In addition to annual taxes, you may be responsible for payment of supplemental property taxes. Any time property is sold, or new construction completed, the value of the changed property is reassessed. If the property has been reassessed at a higher value, you will receive one or more supplemental tax statements ***in addition to*** the annual tax bill. If the property has been reassessed at a lower value you may receive a refund.



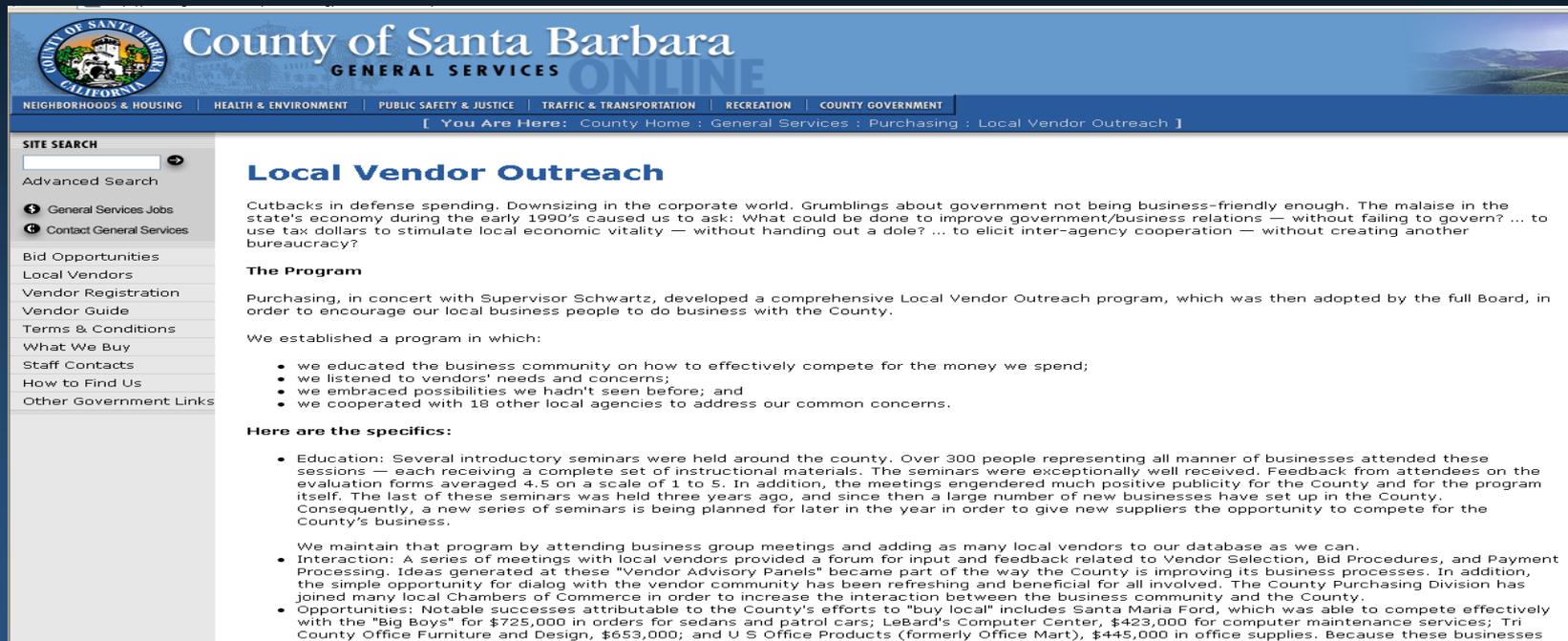
Linking PIM Input With Strategic Planning

Need

Local vendor interest in County's procurement Policies

Response

Devise and coordinate a local vendor outreach program



The screenshot shows the County of Santa Barbara General Services Online website. The header includes the County logo and navigation links for various departments. The main content area is titled "Local Vendor Outreach" and contains the following text:

Local Vendor Outreach

Cutbacks in defense spending, Downsizing in the corporate world, Grumblings about government not being business-friendly enough. The malaise in the state's economy during the early 1990's caused us to ask: What could be done to improve government/business relations — without failing to govern? ... to use tax dollars to stimulate local economic vitality — without handing out a dole? ... to elicit inter-agency cooperation — without creating another bureaucracy?

The Program

Purchasing, in concert with Supervisor Schwartz, developed a comprehensive Local Vendor Outreach program, which was then adopted by the full Board, in order to encourage our local business people to do business with the County.

We established a program in which:

- we educated the business community on how to effectively compete for the money we spend;
- we listened to vendors' needs and concerns;
- we embraced possibilities we hadn't seen before; and
- we cooperated with 18 other local agencies to address our common concerns.

Here are the specifics:

- **Education:** Several introductory seminars were held around the county. Over 300 people representing all manner of businesses attended these sessions — each receiving a complete set of instructional materials. The seminars were exceptionally well received. Feedback from attendees on the evaluation forms averaged 4.5 on a scale of 1 to 5. In addition, the meetings engendered much positive publicity for the County and for the program itself. The last of these seminars was held three years ago, and since then a large number of new businesses have set up in the County. Consequently, a new series of seminars is being planned for later in the year in order to give new suppliers the opportunity to compete for the County's business.
- **We maintain that program by attending business group meetings and adding as many local vendors to our database as we can.**
- **Interaction:** A series of meetings with local vendors provided a forum for input and feedback related to Vendor Selection, Bid Procedures, and Payment Processing. Ideas generated at these "Vendor Advisory Panels" became part of the way the County is improving its business processes. In addition, the simple opportunity for dialog with the vendor community has been refreshing and beneficial for all involved. The County Purchasing Division has joined many local Chambers of Commerce in order to increase the interaction between the business community and the County.
- **Opportunities:** Notable successes attributable to the County's efforts to "buy local" includes Santa Maria Ford, which was able to compete effectively with the "Big Boys" for \$725,000 in orders for sedans and patrol cars; LeBard's Computer Center, \$423,000 for computer maintenance services; Tri County Office Furniture and Design, \$653,000; and U S Office Products (formerly Office Mart), \$445,000 in office supplies. Because these businesses

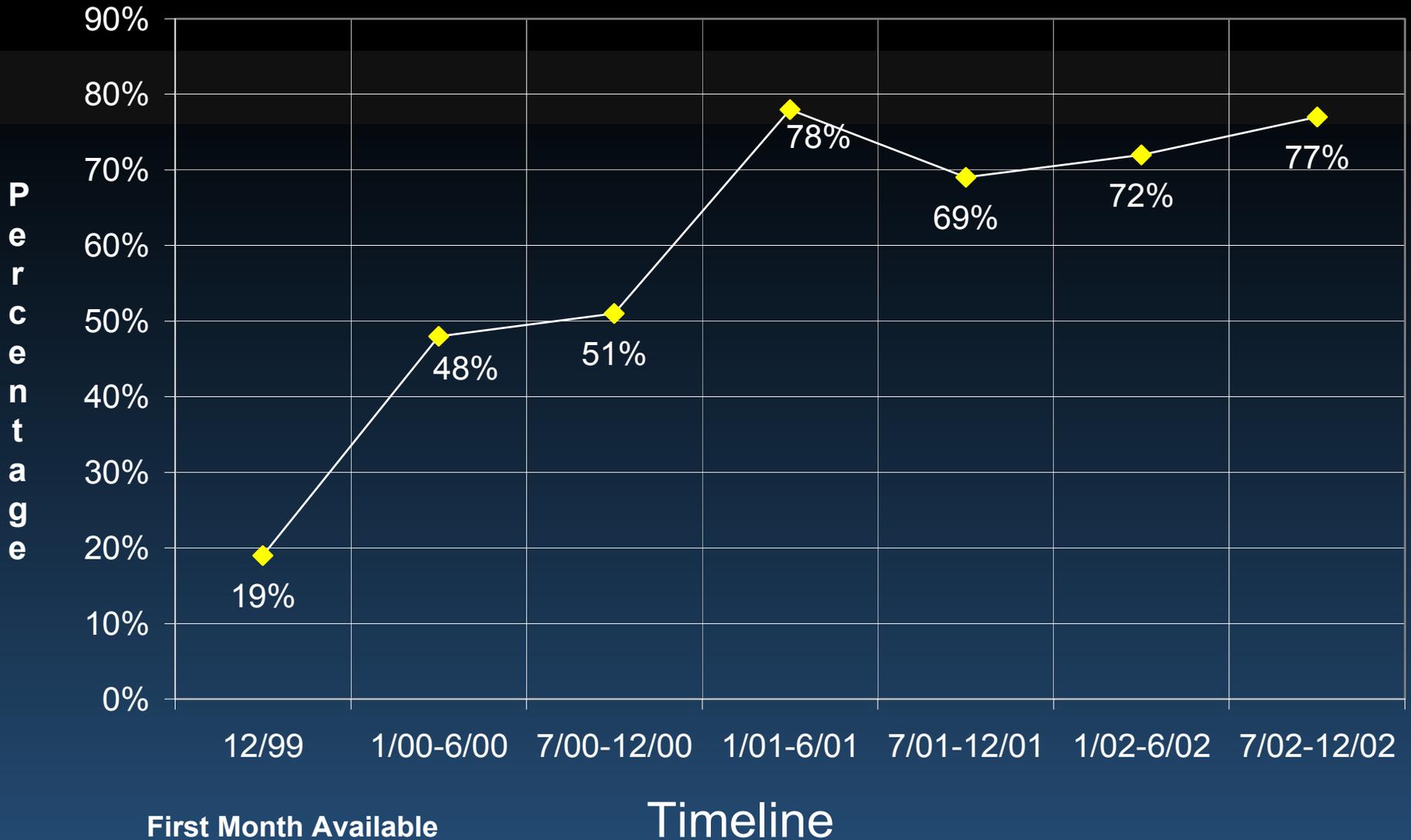


Linking PIM Input With Strategic Planning

Need	Response
Interest in filling vacancies quickly with high quality candidates	Implement greater use of technology to speed process; design and implement marketing programs to improve applicant pool; make changes in recruitment plans to improve results and get better candidates



% of Job Applications Received On-Line



Opportunities To Obtain Additional Information

- ▼ Primary need for additional information is seen to be in the degree of citizen satisfaction with the overall outcomes of the County's operations
- ▼ Specifically, citizen perceptions of the impacts of the County's actions on the quality of their everyday lives would appear to be useful information



Critical Issues Driving Strategies Of Support Services Group

- **As a Group the Support Services Departments Have a Two-Fold Role:**
 - ▼ Serving all other departments
 - ▼ Providing direct services to the public



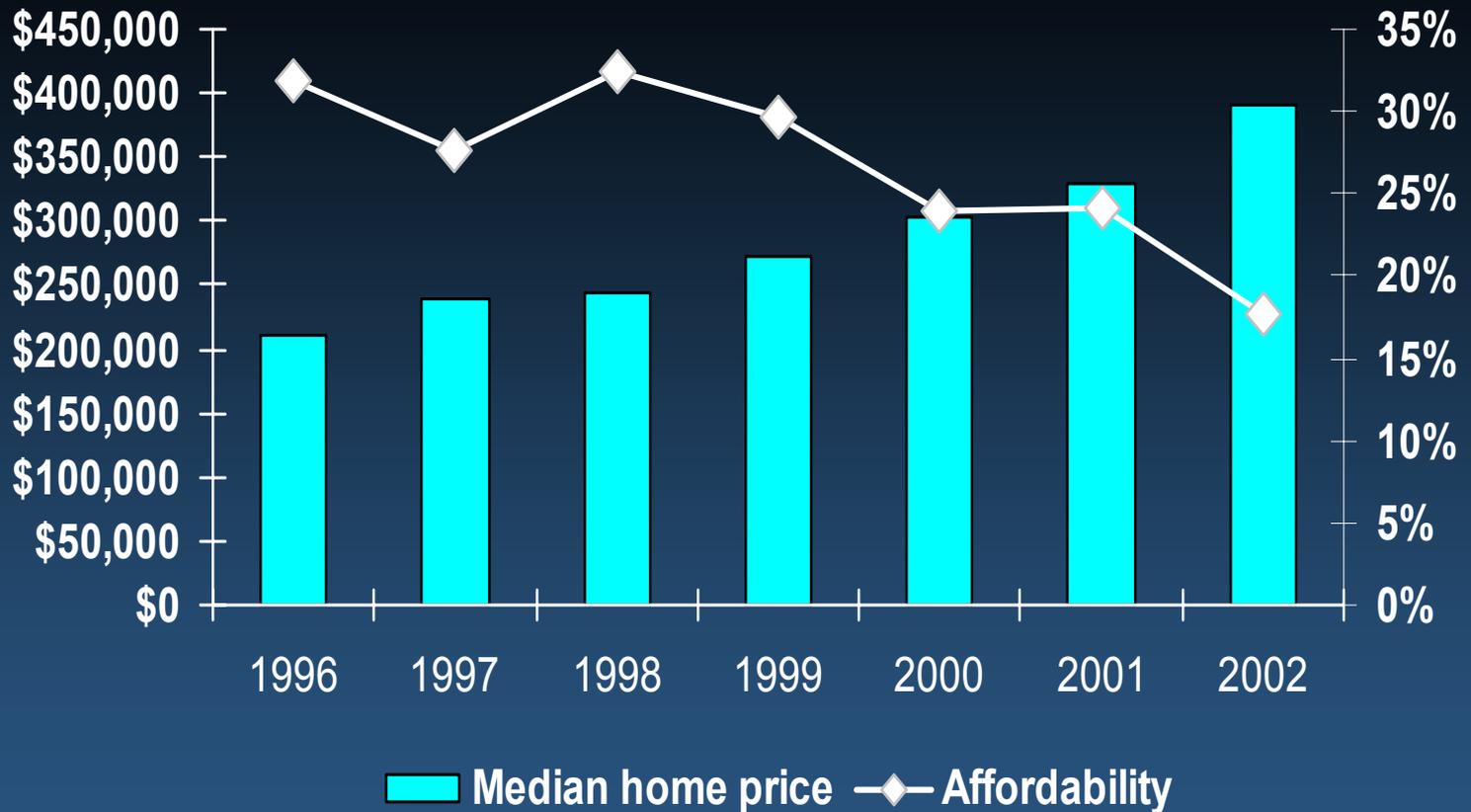
Supporting Other Departments

■ Critical Issues

- ▼ Need for competent, trained, culturally diverse staff
 - Housing costs
 - Demographics
 - More extensive efforts needed to recruit and retain, including new recruitment mediums



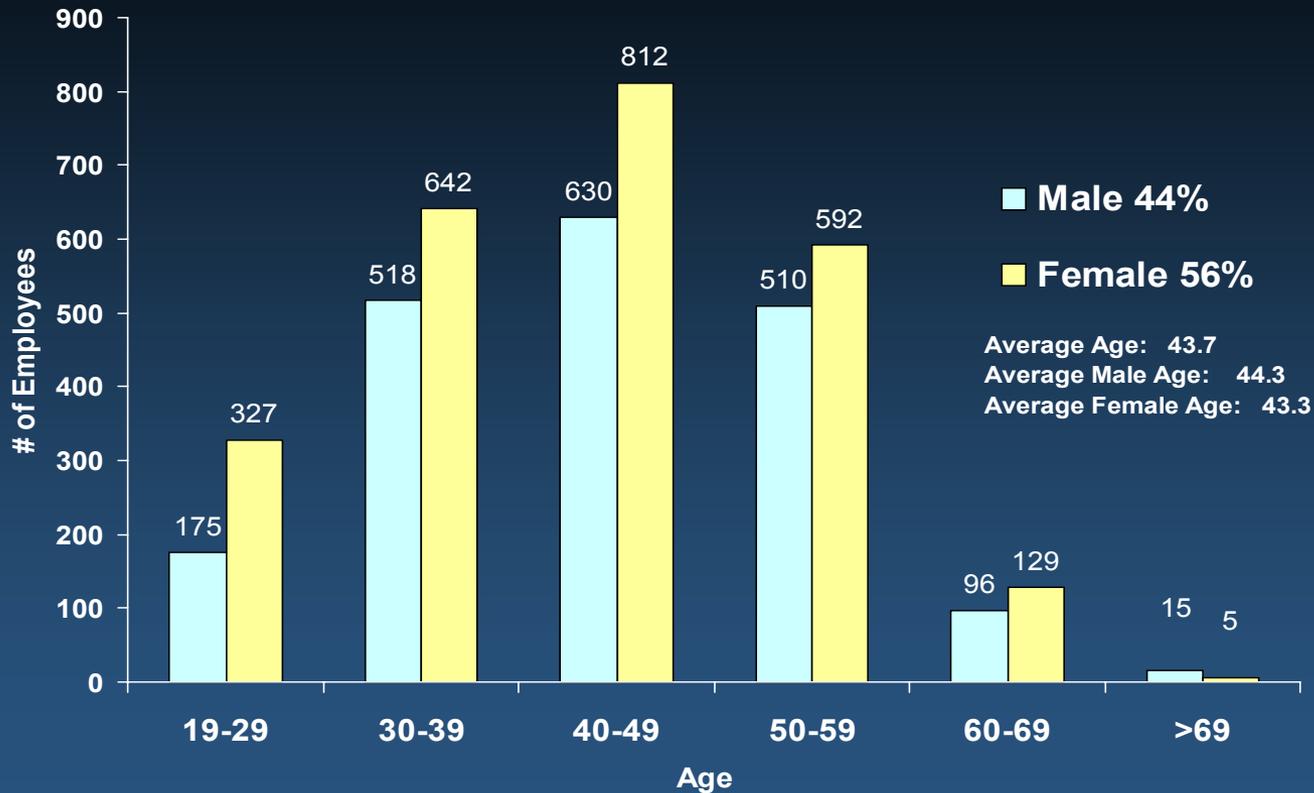
SB County Housing Costs



Supporting Other Departments

■ Critical Issue

- ▼ Aging workforce and need for succession planning



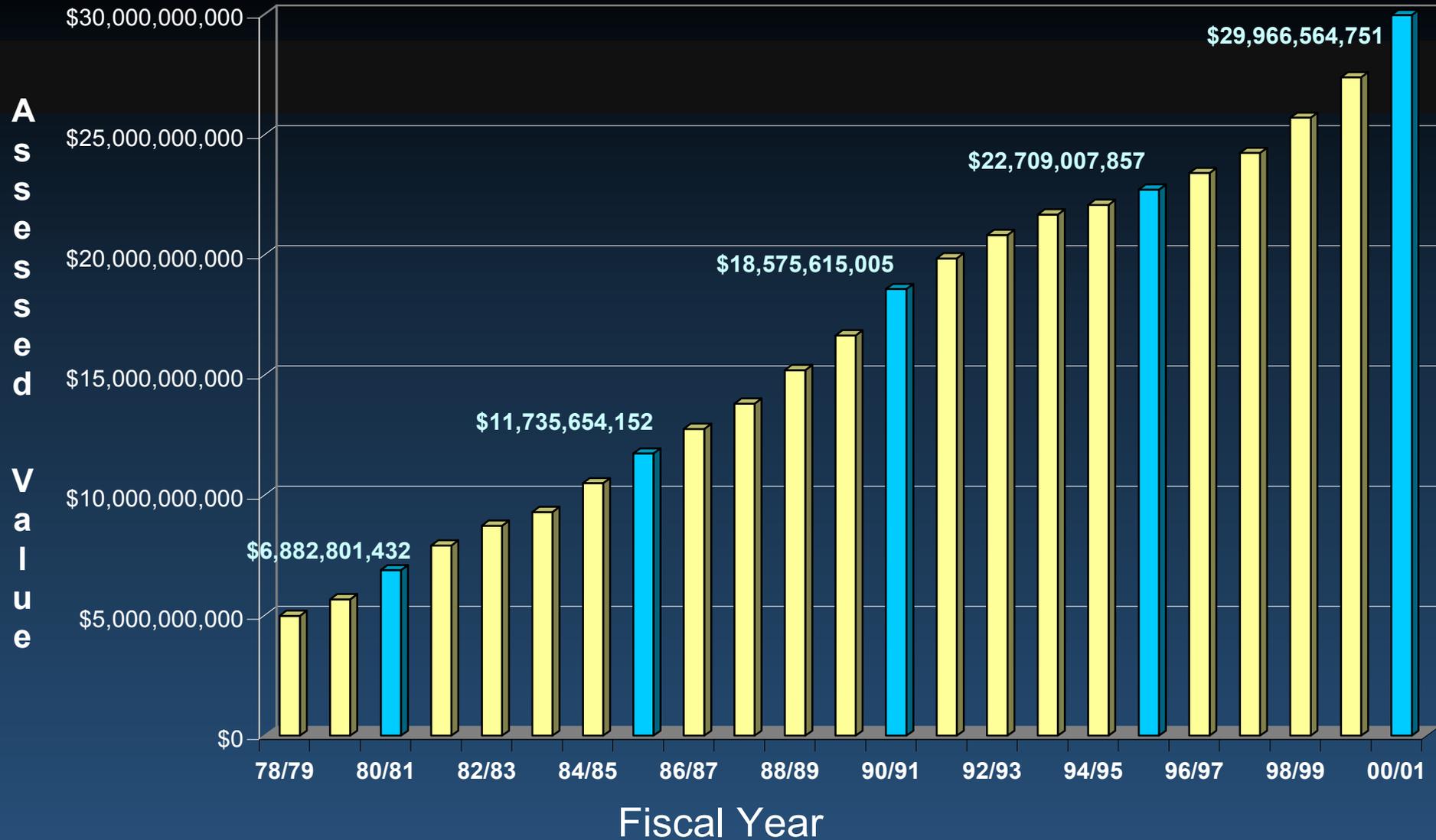
Supporting Other Departments

■ Critical Issue

- ▼ Assuring on-going ability to administer the property assessment, billing, collection, and allocation processes
- ▼ Maintaining the Property Tax Integration Project as a high priority
- ▼ Moving all CRA, Tax-Collector & Auditor- Controller systems off the mainframe to servers



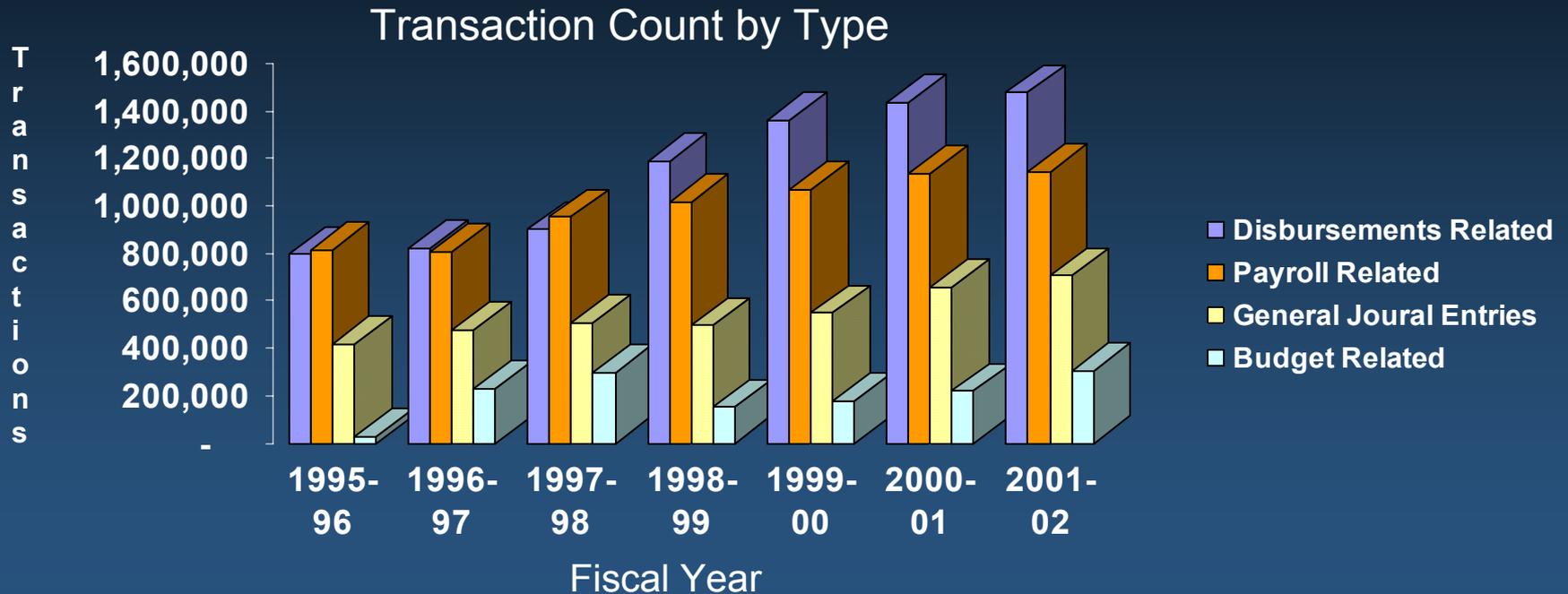
Secured Assessment History



Supporting Other Departments

■ Critical Issue

- ▼ Expand Financial System (FIN) capabilities to enable web-based transaction processing by departments



Supporting Other Departments

■ Critical Issue

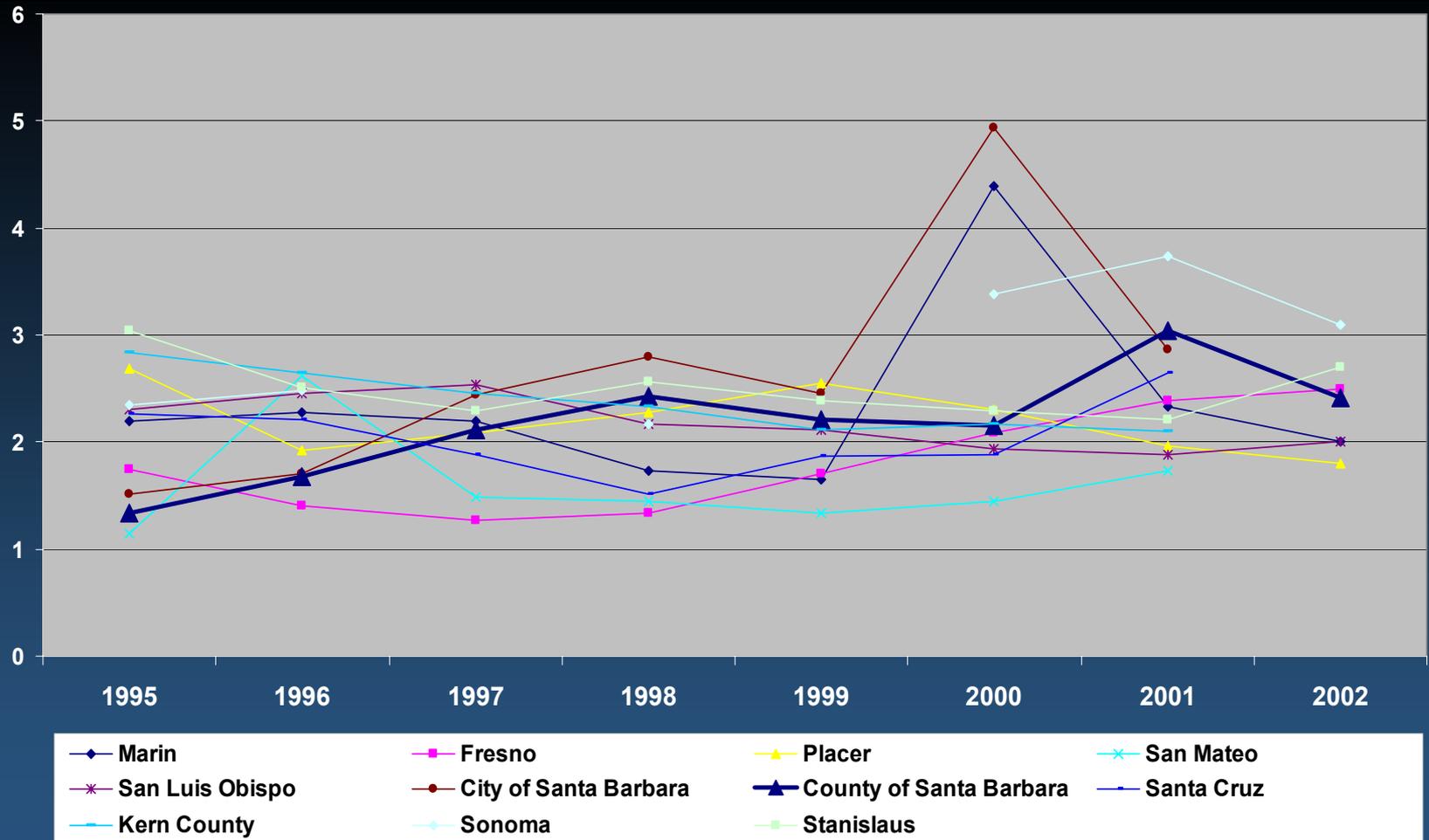
- ▼ Manage employee related costs:
 - Health insurance
 - Workers compensation
 - Unemployment insurance



Average Cost for Medical/Dental Insurance Per Employee Per Year



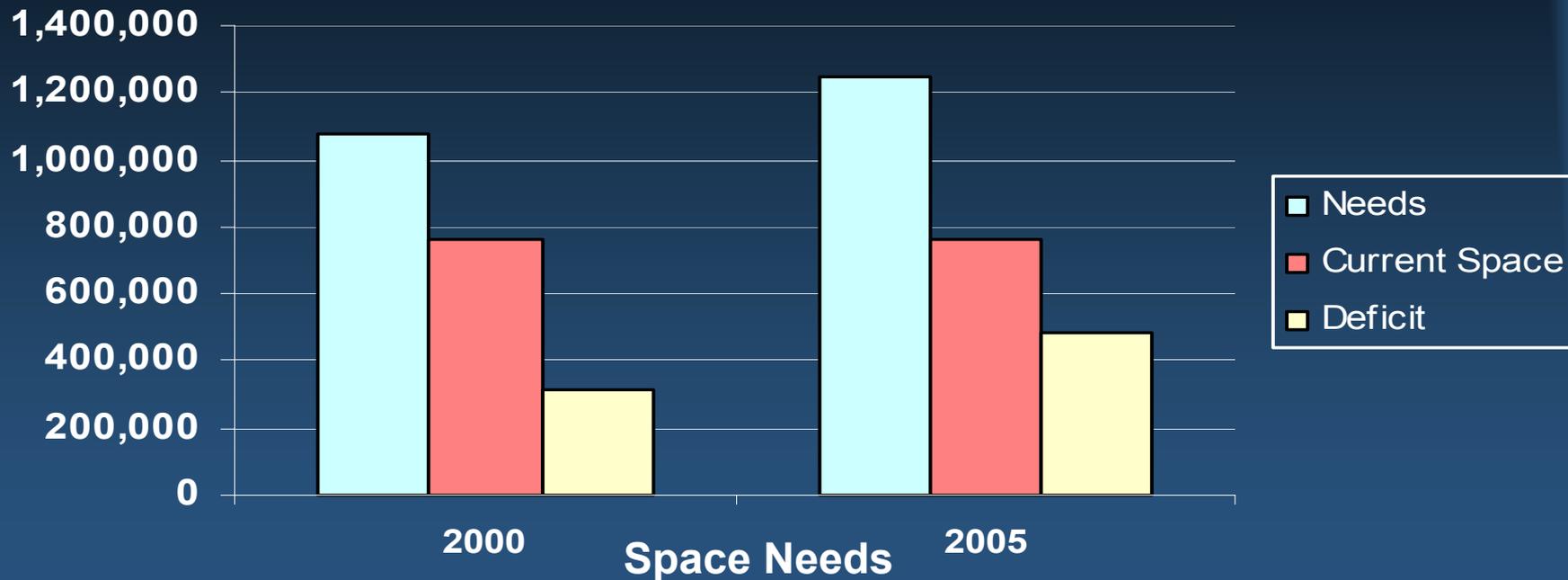
Workers' Compensation Loss Rate Trends per \$100 of Payroll



Supporting Other Departments

■ Critical Issues

- ▼ Providing needed physical facilities for the most efficient County operations



Direct Services to the Public

■ Critical Issues

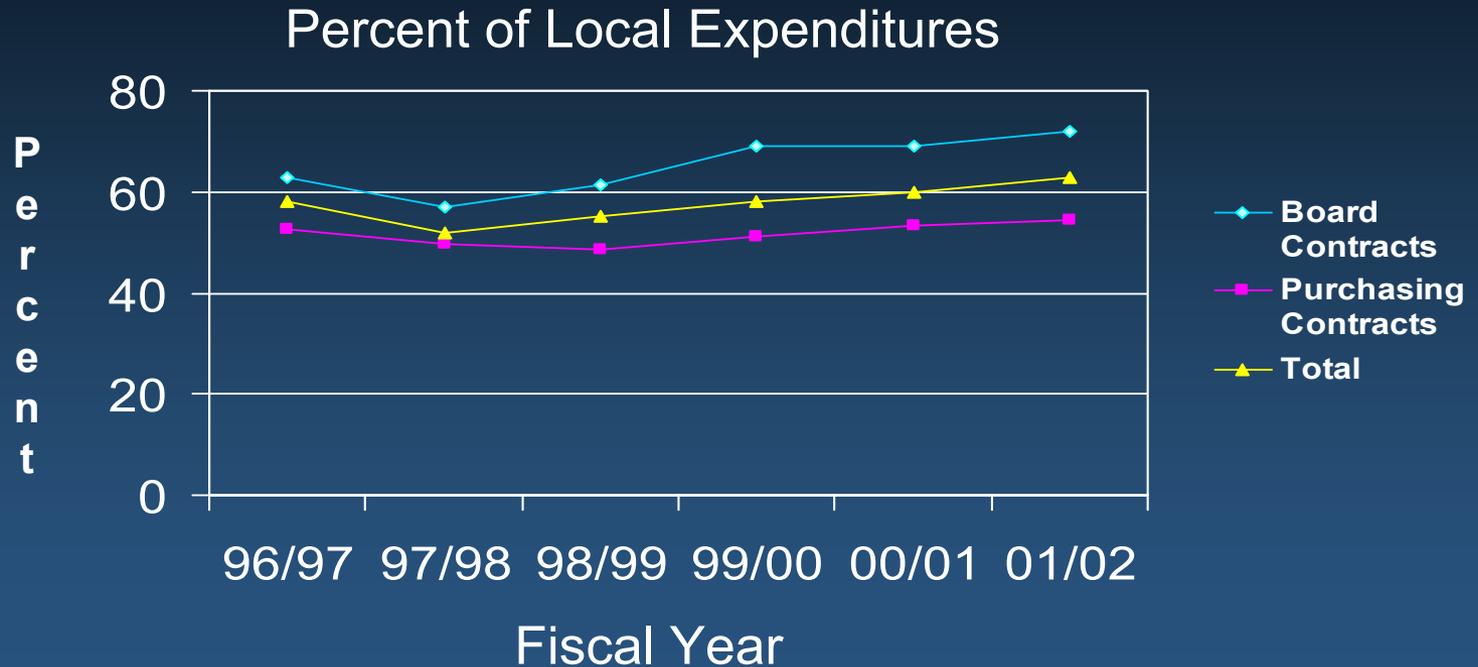
- ▼ Develop applications to efficiently provide access to appropriate property data to the business community
 - Provide equalized roll data via CD
 - Provide recorder deed information via CD within 72 hours of recording to title plants
 - Explore FTP options for internet access to property tax data
 - Move all CRA, Tax-Collector & Auditor- Controller systems off the mainframe to servers and ensure the systems are integrated



Direct Services to the Public

■ Critical Issue

- ▼ Stimulate local economy by increasing participation of local businesses in the County's local vendor outreach program



Direct Services to the Public

■ Critical Issue

- ▼ Ability to provide needed services to Veterans, the elderly and disabled as these populations and the needs of these populations increase

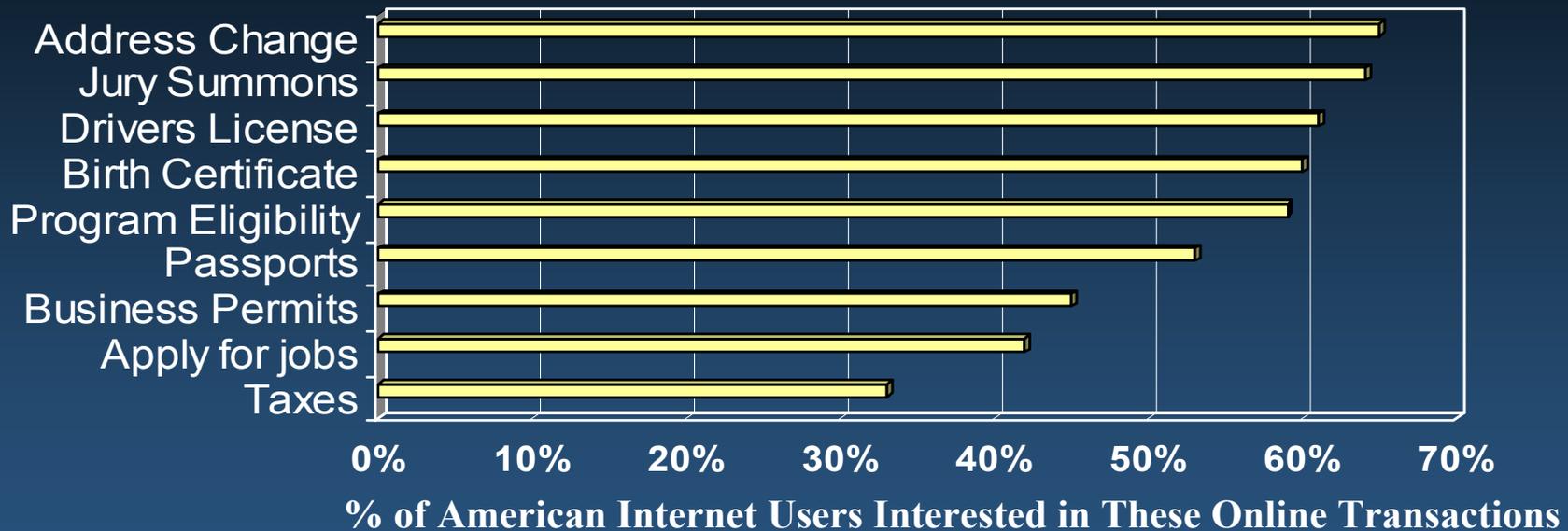
Public Guardian Investigations



Direct Services to the Public

■ Critical Issue

- ▼ Enable other local governments, businesses and citizens to transact business with the County on the internet



* Council for Excellence in Government

<http://www.excelgov.org/usermedia/images/uploads/PDFs/egovpoll2003.pdf>



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