



Renew '22 Update

BOARD OF SUPERVISORS

February 26, 2019

About Renew '22



Transformation

- County embarked on a multi-year initiative to transform how County government does its work in 2017
- Seeks to build County's capacity for innovation and continuous improvement
- Addresses five core areas
 - **Re-visioning** the organization
 - **Re-balancing** our resources
 - **Re-designing** how we do our work
 - **Responding** to residents and customers with the highest quality of services within our means
 - **Retaining** high-performing employees and preparing the next generation of leaders



Progress

since April 2018



Measuring Progress and Creating Accountability

- Implemented quarterly reporting on supporting initiatives and strategies
- Departments have begun reporting basic information, such as lead staff, status, and barriers to implementation
- Beginning of stages of implementing Cascade—strategic planning and tracking software—to create dashboards and reports

Countywide Information Technologies Standards Policy By 10th Dec 2018 - Assistant Director - Information & Communication Technology (Thomas Gresham)															
Courier Services By 31st Dec 2020 - Assistant Director - Administrative/Finance (Joseph Toney)															
Create A Digital Map Submittal And Review System In Surveyor's Office By 30th Jun 2022															
Create Coordinated Geographic Information Systems (GIS) By 31st Dec 2019 - General Services Director (Janette Pell)															
Criminal Justice Data System By 30th Jun 2022															

Integration into County Operations

- **FY 2019-20 Budget Development**
 - Departments will report on the goals and strategies completed or already underway
 - Departments will highlight Renew '22 goals and strategies they plan to implement in the immediate future
 - Requests for budgetary expansions that align with departmental Renew '22 plans and point to evidence-based findings will receive priority consideration
- **New Ideas and Strategies**
- **Engage and empower employees at all levels**



Employee Engagement

- **Renew '22 Ambassadors and Liaisons**
 - Selected by employee supervisors and department heads
 - Distribute information about their department's initiatives, progress, and successes
- **Decide-Change-Grow**
 - 4 off-site employee engagement events hosted by the Ambassador team in October 2018
 - Educated and engaged mid-level managers about Renew '22
 - 325 employees attended
 - Positive feedback
 - 70% responded that they have a better understanding of Renew '22
 - More than half expressed that they were inspired to share their message with their colleagues



Renew '22 Initiative Highlights



Initiatives

- 100 supporting initiatives and strategies implemented to date
 - **65 percent** are progressing as planned, have been completed, or are ongoing
 - Many involve the redesign of intradepartmental and cross-departmental processes to improve efficiency, reduce cost, or optimize service delivery



Highlights

- **Re-vision:** Emphasis on core organizational values
 - General Services Internal Strategic Plan
- **Re-balance:** Services to increase revenue or savings
 - Pension Cost-Sharing
 - Cannabis Tax Operations
 - Management and Operational Reviews
 - Voluntary Early Separation Incentive Program (VESIP)
 - Payment Kiosks

Highlights

- **Re-design:** Improvements for greater productivity and efficiency
 - Paperless Workflow
 - IT Governance Program
 - Telephonic Signature Feature
 - Drug Medi-Cal Organized Delivery System
 - Digital Document Management
 - Public Records Act Automation
 - Electronic Filing
 - Office Relocation



Highlights

- **Respond:** Enhanced customer service and communication to the public
 - Call Center
 - OCTOPUS Online Portal
- **Retain:** Programs to retain and develop the next generation of leaders
 - Leadership Certificate Program
 - LEAN 6/Change Management/Project Management/New Hire Orientation



Funding Allocated

- \$815K in FY 2018-19 to support the implementation of countywide and departmental initiatives
- Majority of funding was targeted for the departmental operational reviews
- Currently, we have spent, or earmarked to spend, \$779K on several initiatives
 - First round of departmental operational reviews
 - Paperless technology for contracts and Board Letters
 - Leadership Certificate Program
 - Software to manage public records requests



(Re)Exploring Initiatives



Sales Tax Measure

- Originally proposed a sales tax measure for the unincorporated area in the November 2018 election during the FY 2018-19 Budget Workshops
- Estimated to generate \$1.89M for every quarter-cent increase to the existing sales tax rate of 7.75%
- Currently, the County receives \$7.27M in revenue from the one-percent local retail sales tax

Increase	Proposed Rate	Estimated Annual Revenue Impact
0.25%	8.00%	\$1.82 million
0.50%	8.25%	\$3.63 million
0.75%	8.50%	\$5.45 million
1.00%	8.75%	\$7.27 million

Recent Developments

- **Carpinteria and Santa Maria sales tax measures included on November 2018 ballot**
 - Carpinteria increased its sales tax rate by 1.25 percent to 9 percent
 - Santa Maria renewed and enhanced a one percent sales tax to 8.75 percent
 - Voters approved both measures, which become effective on April 1, 2019
- **Voters in Santa Barbara approved a similar measure in November 2017 that raised the sales tax by one percent to 8.75 percent**



Sales Tax Rates in Santa Barbara County

	April 2017	April 2018	April 2019
Santa Barbara County	7.75%	7.75%	7.75%
Buellton	7.75%	7.75%	7.75%
Carpinteria	7.75%	7.75%	9.00%
Goleta	7.75%	7.75%	7.75%
Guadalupe	8.00%	8.00%	8.00%
Lompoc	7.75%	7.75%	7.75%
Santa Barbara	7.75%	8.75%	8.75%
Santa Maria	8.00%	8.00%	8.75%
Solvang	7.75%	7.75%	7.75%



Sales Tax Options

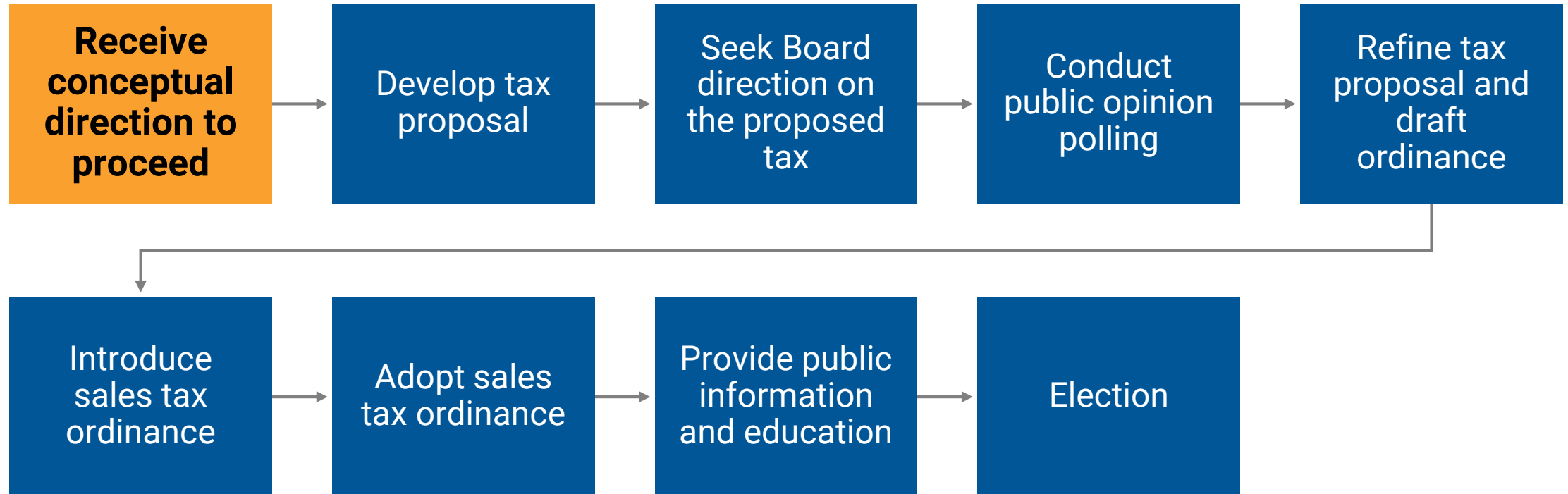
- **General Tax**

- Must be approved by a simple majority of voters

- **Special Tax**

- Must be approved by two-thirds of voters
- Potential uses:
 - Public safety, in particular the radio network upgrades
 - Mental and public health facilities and programs
 - Libraries
 - Infrastructure improvements including roads, parks, facilities, and trails

Requested Direction & Anticipated Steps



Deadlines to Adopt Ordinance

Deadline	Election
November 5, 2019	March 3, 2020 - Primary Election
July 14, 2020	November 3, 2020 - General Election

Recommended Actions

- A. Receive an update on the Renew '22 initiative;
- B. Provide conceptual direction to staff on a transaction (sales) and use tax to be implemented in the unincorporated area;
- C. Direct staff to return with polling data results and options for a ballot measure; and
- D. Determine pursuant to the California Environmental Quality Act (CEQA) Guidelines Section 15378 that the above actions are not a project subject to CEQA review.