

KPMG Operational and Performance Reviews

KPMG, Public Works Department,
Agricultural Commissioner Department,
and Crisis Services Program



February 6, 2024
Meeting of the Board of Supervisors

Today's Presentation

1. Context and Scope
2. KPMG Operational and Performance Review Summary
 - Public Works Department
 - Agricultural Commissioner Department
3. Department Response and Implementation Plan

Context

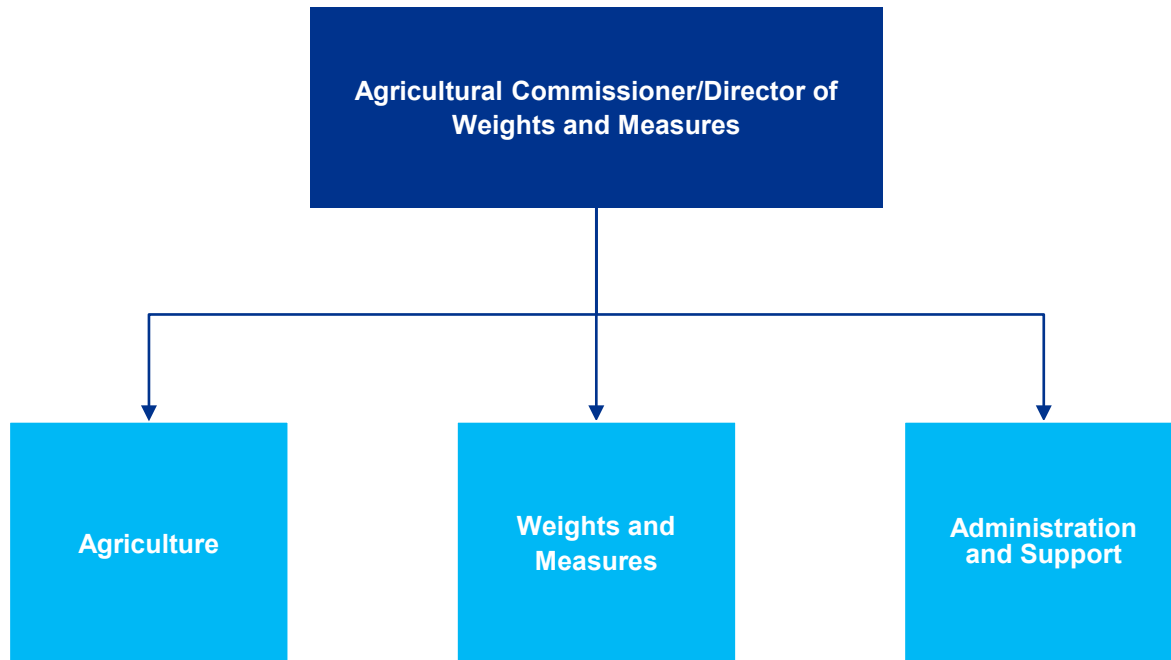
- Renew 22 – improve efficiency, effectiveness and customer service of all County operations
- KPMG selected in May 2019 after competitive process
- Nine departments in first year
 - CEO, HR, GS – complete
 - Public Health and Planning & Development – complete
 - Sheriff, Public Defender – complete
 - Probation, District Attorney – complete
- Three departments in second year
 - Fire - complete
 - Behavioral Wellness – complete
 - Social Services – complete
- Five departments and one program in third year
 - Community Services – complete
 - Public Health Re-review – complete
 - County Counsel - complete
 - Public Works – complete
 - Agricultural Commissioner – complete
 - Crisis Services Program - complete
- Remaining departments to be reviewed in fourth year
 - Clerk-Recorder-Assessor-Elections – currently in review
 - Auditor Controller – currently in review
 - Child Support Services – currently in review

Scope

- Compare to best practices to highlight where improvements needed
- Not a financial audit or budget cutting exercise
- Recommendations should result in savings, efficiencies or better performance and outcomes
- Areas of focus - selected with department and CEO's office
- Relies on department cooperation, data availability and interviews
- Scope did not include implementation plans; will be up to departments

Organization Overview: Agricultural Commissioner

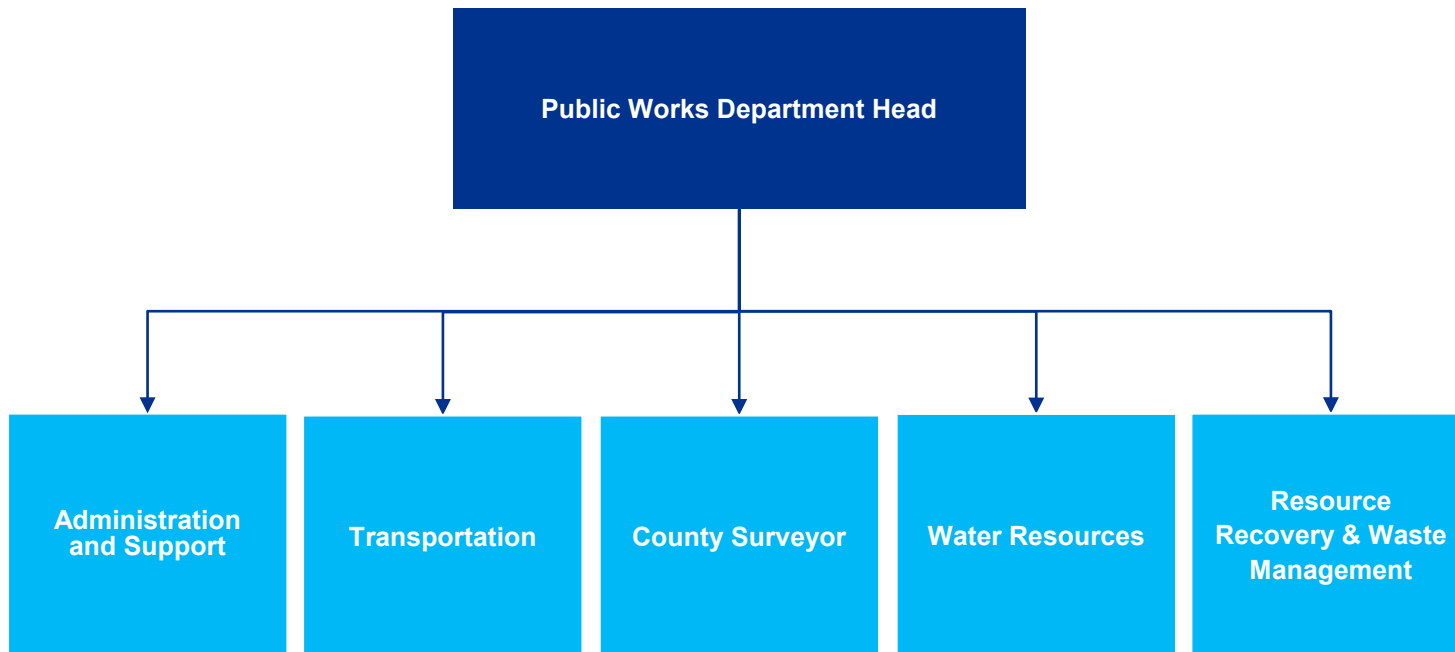
Staff: 37 FTE
Budget: \$7.95 Million



Organization Overview: *Public Works*

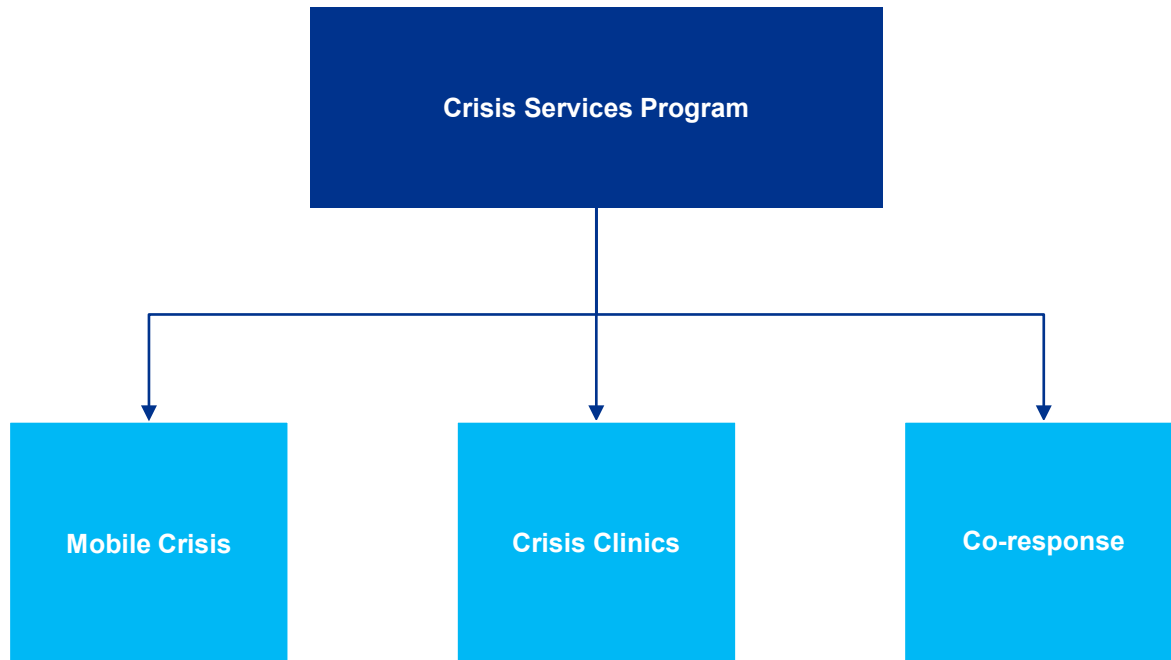
Staff: 298.28 FTE

Budget: \$172.3 Million



Organization Overview: Crisis Services Program

Staff: 42.25 FTE
Budget: \$13.7 million





Improving Performance to Better Serve Our County Residents

**Board of Supervisors Presentation
Agricultural Commissioner Department
February 6, 2024**

Project Timeline

	2022			2023												2024	
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Public Works	█	█	█	█													
Agriculture Commissioner			█	█	█	█	█										
Auditor Controller								█	█	█	█	█	█	█			
CARE								█	█	█	█	█	█	█			
Crisis Services Program										█	█	█	█				
Child Support Services													█	█	█	█	Today



Methodology



Commendations



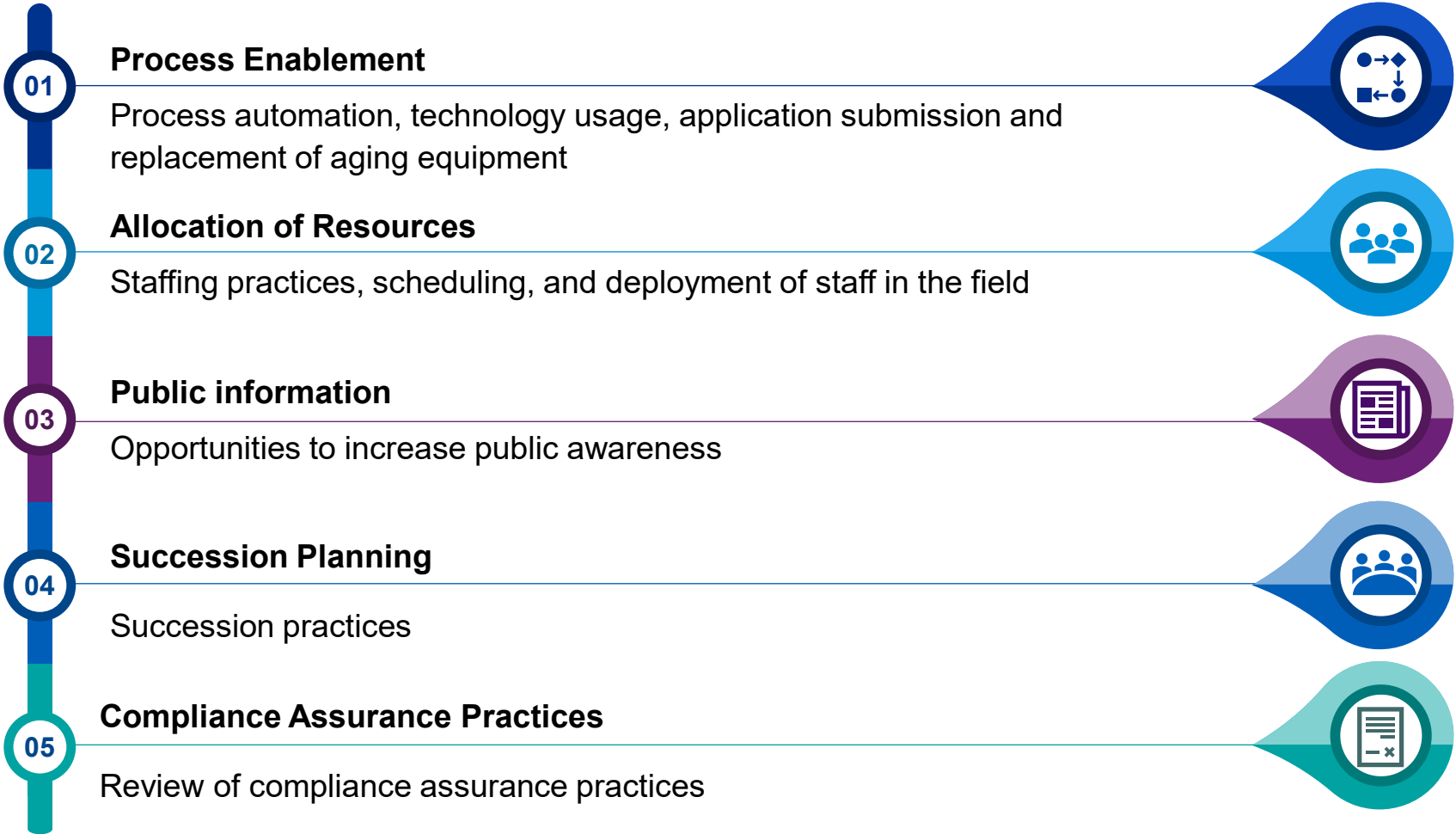
Implementation of Innovative State Agricultural Pass Program

Strong Commitment to Training and Cross-Licensure

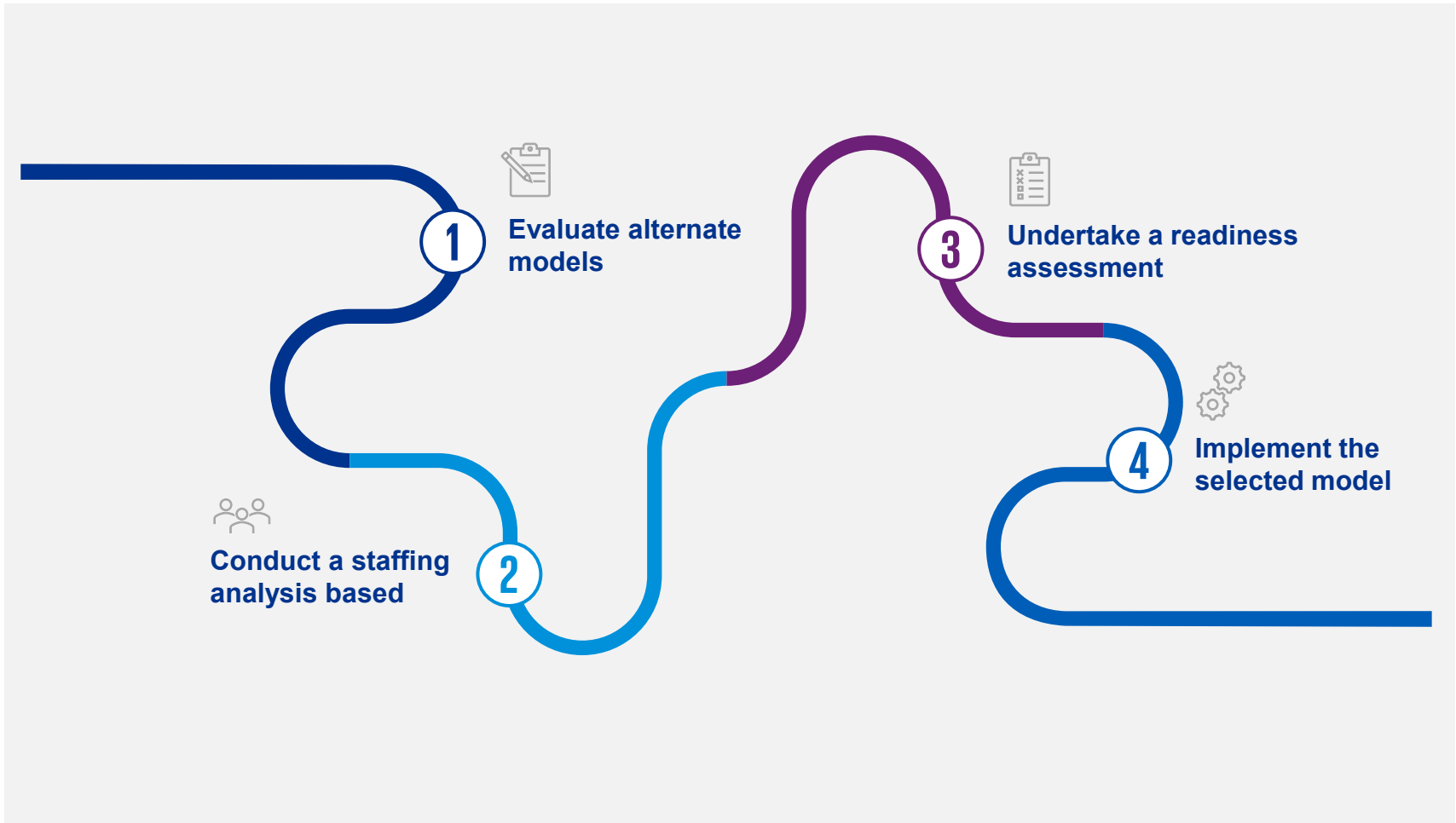


Key Technological Processes and Standards to support electronic inspection processes

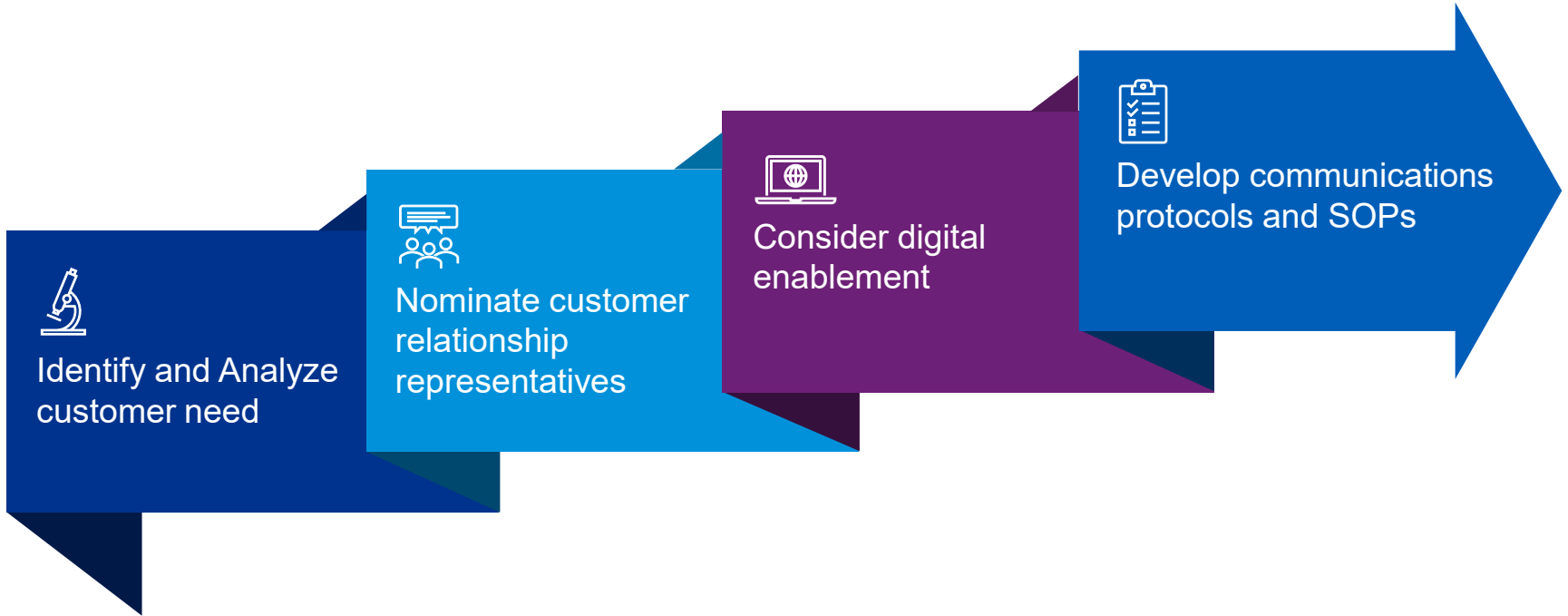
Agricultural Commissioner Focus Areas



Restructure Staff Rotation Program



Enhance Community Engagement Strategy



Enhance Front-Office and Operational Technology

Front-Office Technology



- Adopting a customer portal
- Third-Party Processer
- Enterprise Resource Planning (ERP) system

Operational Technology



- Increased automation
- Enhanced workflow tracking
- Reduced paper processing

SBCAC KPMG Response and Implementation Plan

Board of Supervisors Presentation

February 2023



AGRICULTURAL COMMISSIONER'S OFFICE
WEIGHTS & MEASURES

Focus Areas Within Scope of KPMG Review

- Process Enablement
- Allocation of Resources
- Public Information
- Succession Planning
- Compliance Assurance Practices



Areas of Recommendation

- Operational IT
- Program Restructuring
- Process Efficiency
- AOP Utilization
- Community Engagement
- Compliance Monitoring



Operational IT

Recommendation	SBCAC Response	Implementation Timeframe
1.1 - Assess opportunities to transition to technological solutions that align with Department and customer needs.	Agree	Spring 2024 – Fall 2024



Program Restructuring

Recommendation	SBCAC Response	Implementation Timeframe
2.1 - Realign Agriculture/Weights and Measures (AGWM) program structure to better align with Department needs	Agree	Completed



Process Efficiency

Recommendation	SBCAC Response	Implementation Timeframe
2.2 - Enhance processes in place to track staff productivity to help ensure a more consistent approach to evaluating staff performance and proactively identifying and resolving process inefficiencies.	Partially Agree	Spring 2024



AOP Utilization

Recommendation	SBCAC Response	Implementation Timeframe
2.3 - Reevaluate the roles and responsibilities of AOP staff to consider opportunities to redirect staff time to more substantive activities to increase overall program efficiency and effectiveness.	Agree	Spring 2024 – Fall 2024



Community Engagement

Recommendation	SBCAC Response	Implementation Timeframe
3.1 - Enhance strategy and approach to community engagement and public information to allow for greater alignment with community needs	Agree	Completed and ongoing



Compliance Monitoring

Recommendation	SBCAC Response	Implementation Timeframe
4.1 - Develop an enhanced quality control framework to allow for enhanced compliance monitoring processes across programs.	Agree	FY 2023 - 2024



Thank you!

Questions?

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AGRICULTURAL COMMISSIONER'S OFFICE
WEIGHTS & MEASURES



Questions