



**BOARD OF SUPERVISORS
AGENDA LETTER**

Agenda Number:

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Department Name: County Executive
Office and Santa
Barbara Agricultural
Commissioner
Department
Department No.: 051 and 012
For Agenda Of: February 6, 2024
Placement: Departmental
Estimated Time: 45 minutes
Continued Item: No
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors

FROM: Department Director(s) Mona Miyasato, County Executive Officer
Jose Chang, Santa Barbara Agricultural Commissioner
Department

DocuSigned by:
Mona Miyasato
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Jose Chang
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Contact Info: Wade Horton, Assistant CEO

**SUBJECT: KPMG Operational Performance Review – Santa Barbara Agricultural
Commissioner Department**

County Counsel Concurrence

As to form: N/A

Auditor-Controller Concurrence

As to form: N/A

Other Concurrence:

As to form: N/A

Recommended Actions:

It is recommended that the Board of Supervisors:

- a) Receive and file a report on KPMG’s Operational and Performance Review of the Santa Barbara Agricultural Commissioner Department;
- b) Provide direction as appropriate; and
- c) Find that the proposed actions do not constitute a “Project” within the meaning of California Environmental Quality Act, pursuant to 14 CCR 15378(b)(2), as it consists of general policy and procedure making

Summary Text:

The Santa Barbara Agricultural Commissioner Department is the fifteenth County agency review completed by KPMG LLP (KPMG). The purpose of this review is to provide a high-level assessment of the Office, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions. The focus is to improve the overall operational efficiency, effectiveness, and service

delivery provided by the Department. KPMG's report, "Improving Performance to Better Serve Our County Residents" is attached. The department's response and implementation timeframe is also attached.

Overview of the Department:

The Department of Agriculture/Weights & Measures enforces laws and regulations in agricultural and weights & measures programs. Pesticide Use Enforcement, Pest Exclusion and Pest Prevention are the main components of the Agriculture division. These programs are designed to ensure the safe and legal use of pesticides and to prevent the introduction of harmful exotic pests. The Weights & Measures division protects businesses and consumers by ensuring fairness in the marketplace. The department also provides education and outreach to the agricultural industry, businesses, and the public on regulatory compliance, integrated pest management, and agricultural pests.

The Department of Agriculture/Weights & Measures has 37 Full-Time Equivalent (FTE) positions. The Department's Adopted Fiscal Year (FY) 2023-2024 operating budget is \$7,952,800.

Overview of KPMG Recommendations:

In brief, the KPMG report identifies 6 recommendations. The recommendations are divided into four categories: 1) Process Enhancement; 2) Allocation of Resources; 3) Public Information; and 4) Compliance Assurance. These recommendations are summarized below and are discussed more fully in the attached response and implementation table.

Process Enhancement

1.1: Assess opportunities to transition to technology solutions that align to Department and customer needs.

Allocation of Resources

2.1: Realign Agriculture/Weights and Measures (AGWM) program structure to better align to Department needs.

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.

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.

Public Information

3.1: Enhance strategy and approach to community engagement and public information to allow for greater alignment with community need.

Compliance Assurance

4.1: Develop an enhanced quality control framework to allow for enhanced compliance monitoring processes across programs.

Background

The County contracted with KPMG in May 2019 to conduct an operational and performance review of all County departments. KPMG conducted a review of the Agricultural Commissioner Department commencing in January 2023. The purpose of this review was to provide a high-level assessment of the Department to identify strengths and opportunities across key focus areas with the goal of enhancing overall operational efficiency, effectiveness, and service delivery provided by the Department.

Performance Measure:

Performance measures will be developed in conjunction with the report recommendations and included in future budgets to track progress and cost/benefit of the operational performance reviews.

Fiscal and Facilities Impacts:

Many of the recommendations provided by KPMG will not require additional resources or budget and, if implemented, will likely result in efficiencies of cost, time savings or improved outcomes. Other areas of improvement may require additional resources, those recommendations will be evaluated through the annual budget process.

Attachments:

- A) KPMG report: Improving Performance to Better Serve Our County
- B) Agricultural Commissioner Response to KPMG Review and Implementation Timeframe

Authored by:

Reese Ellestad, Fiscal & Policy Analyst