KPMG

Improving Performance to Better Serve Our County Residents

Countywide Operational Performance Review – Santa Barbara Agricultural Commissioner Department

August 2023

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Contents

Executive Summary

The County of Santa Barbara (the County) contracted with KPMG LLP (KPMG) in May 2019 to conduct an operational and performance review of all County departments. KPMG conducted a review of the Agricultural Commissioner Department (the 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.

Focus Areas

The following focus areas were developed in conjunction with the CEO's office and guide this review.

	Process Enablement	Opportunities to automate processes and increase use of technology, including submission and processing of reports/applications, and replacement of aging equipment
	Allocation of Resources	Review of staffing practices in regard to coordination, scheduling, and deployment of staff in the field, including work related to sealing
	Public Information	Opportunities to increase public awareness of critical information
	Succession Planning	Succession practices, including supporting staff with completing of necessary certifications and training
	Compliance Assurance Practices	Review of compliance assurance practices

Scope and Methodology

Over a 12-week period, the KPMG Team conducted the following activities:

— Twenty-three interviews with Department leadership and staff to understand the organizational structure, roles and responsibilities, operations, and processes of the Department

— Analysis of available data and policy documents to understand the demands upon and the operations of the Department

— A benchmarking and leading practice review was also conducted across the eight benchmark counties specified in our contract at the request of the CEO's office. Please refer to the Appendix for detailed full-time equivalents (FTE) and budget benchmarking across the Department.

Figure 1: Source: KPMG

Description

The Agricultural Commissioner Department enforces laws and regulations across its Agriculture and Weights and Measures programs.

— **Agriculture program:** Pesticide use enforcement and pest prevention are the main components of the Agriculture program. These component programs are designed to help ensure the safe and legal use of pesticides and to prevent the introduction of harmful exotic pests.

— **Weights and Measures program:** The Weights and Measures program protects businesses and consumers by helping to ensure 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.
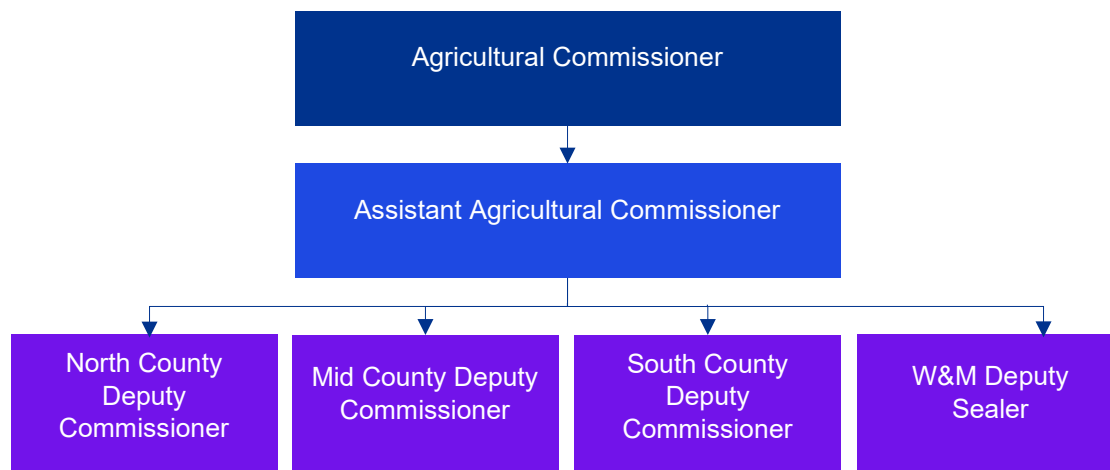
Department Orientation

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Figure 2: Source: KPMG

Mission Statement

The mission of the Agricultural Commissioner Department is to protect agriculture, natural resources, and the quality of life in Santa Barbara County.

Budget Information for Fiscal Year 2021–2022

$6.7 million	$0	$1.7	37
Operating Expenses	Capital Assets	General Fund Contribution	FTEs

Figure 3: Source: KPMG

County Benchmarks

The benchmarks utilized to develop the average FTEs and budget below relate to the eight benchmark counties of Monterey, Solano, Sonoma, Tulare, Placer, San Luis Obispo, Marin, and Santa Cruz. Please see County Budget and FTE Benchmarks Appendix for further detail.

		Santa Barbara	Average
FY22–23 (Recommended)	Agricultural Commissioner FTE	37	39.95
	Percent of Enterprise	**0.83%**	**1.05%**
	Agricultural Commissioner Budget ($'000)	7,180	6,937
	Percent of Enterprise	**0.51%**	**0.54%**
FY21–22 (Adopted)	Agricultural Commissioner FTE	36.99	39.13
	Percent of Enterprise	**0.85%**	**1.05%**
	Agricultural Commissioner Budget ($'000)	6,784	6,620
	Percent of Enterprise	**0.50%**	**0.55%**
FY20–21 (Actual)	Agricultural Commissioner FTE	35.91	39.51
	Percent of Enterprise	**0.91%**	**1.22%**
	Agricultural Commissioner Budget ($'000)	6,249	6,278
	Percent of Enterprise	**0.48%**	**0.53%**

Figure 4: Source: KPMG

Commendations

The below commendations were identified during the course of the review and recognize the dedication of the Department to its mission.

Strong Commitment to Training and Cross-Licensure

Department leadership has a strong commitment to supporting staff in obtaining both agriculture and weights and measures licenses at the inspector and deputy levels. The Department offers staff training guides, mock written and oral exams, and peer support to help ensure that staff members have the necessary tools to successfully pass their licensing exams. This enables the Department to have a well-trained, cross-licensed workforce that can provide a high degree of resiliency, particularly during staffing challenges.

Key Technological Processes and Standards

Commendably, the Department has provided cell phones and tablets to staff across programs to support the electronic inspection completion while in the field. This technology enablement allows staff to reduce paper processes and enhance overall efficiency. Additionally, the Department has thorough technology procedures in place as it relates to the replacement of aging equipment, equipment maintenance, and care standards. Such procedures enhance the Department's technological governance, helping to ensure that equipment is properly used and consistently maintained.

Implementation of Innovative State Agricultural Pass Program

The Department, in conjunction with Santa Barbara Fire Safe Council, has implemented the Agricultural Pass Program developed by the State of California. The program enables agriculturalists to obtain access to areas that may otherwise be restricted to the public during an emergency. The primary purpose being to allow agriculturalists to safeguard agricultural assets (such as irrigating crops or feeding, watering, and transporting livestock). It also allows agriculturalists to provide support information to emergency personnel, where required (such as identifying access roads and water points). The County's Program is the key pilot program for the State and will help ensure that critical agricultural assets across the County are protected, where possible during emergency situations.

Creation of a Quarterly Cannabis Regulations Newsletter

In conjunction with the CEO's office, the Department's Weights and Measures Division has created a quarterly newsletter updating businesses and growers on new cannabis regulations. The newsletter details any new state or federal regulations as well as changes to existing regulations. This newsletter allows the Department to enhance cross-departmental collaboration with the CEO's office and increases the Department's proactive public outreach to customers. This report recommends a number of additional initiatives the Department may consider to further enhance community engagement.

Deep and Demonstrated Commitment to Department's Mission

At all levels of the Department, there is a demonstrated commitment to mission. The Department is deeply dedicated to serving the critical needs of the community and protecting the County's agriculture and natural resources. Staff members are passionate and committed to serving the Department's mission and demonstrate a high degree of operational resiliency.

Renew '22 Mapping

The recommendations made within the operational and performance review have been aligned to the Renew '22 transformation behaviors to help ensure that the recommendations are driving toward the Renew '22 strategic vision, as seen in the figure below. The colored tiles identify the Renew '22 transformation behaviors that align to each recommendation.

			Transformation Behaviors				
			Alignment with vision	Data-driven decision-making	Strategic thinking	Risk taking	Collaborative problem-solving
Process Enablement	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.	▮	▮	▮	▮	▮

Figure 5: Source: KPMG

Prioritized Timeline

The following report consists of six recommendations that were developed as part of this review. Proposed high-level timing and prioritization for each recommendation is depicted below. Please refer to the Appendix for a more detailed timeline by month.

			High-level Timeline			
			Months 1–3	Months 4–6	Months 7–9	Months 10–12
Process Enablement	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.			■	

Figure 6: Source: KPMG

Operating Model Maturity Scale

The figure below summarizes the Department's current-state operating model across four areas of analysis, as well as the target state that can be achieved by implementing the recommendations in the following sections. The purple boxes indicate the Department's capabilities at the time of the review, and the gold boxes illustrate the level of maturity that KPMG believes is attainable through the recommendations in this report. Each operating model layer describes a continuum of maturity related to optimal service delivery. While the highest-priority opportunity areas are detailed in callout boxes in the diagram below, full descriptions of the six design layers can be found in the Appendix.
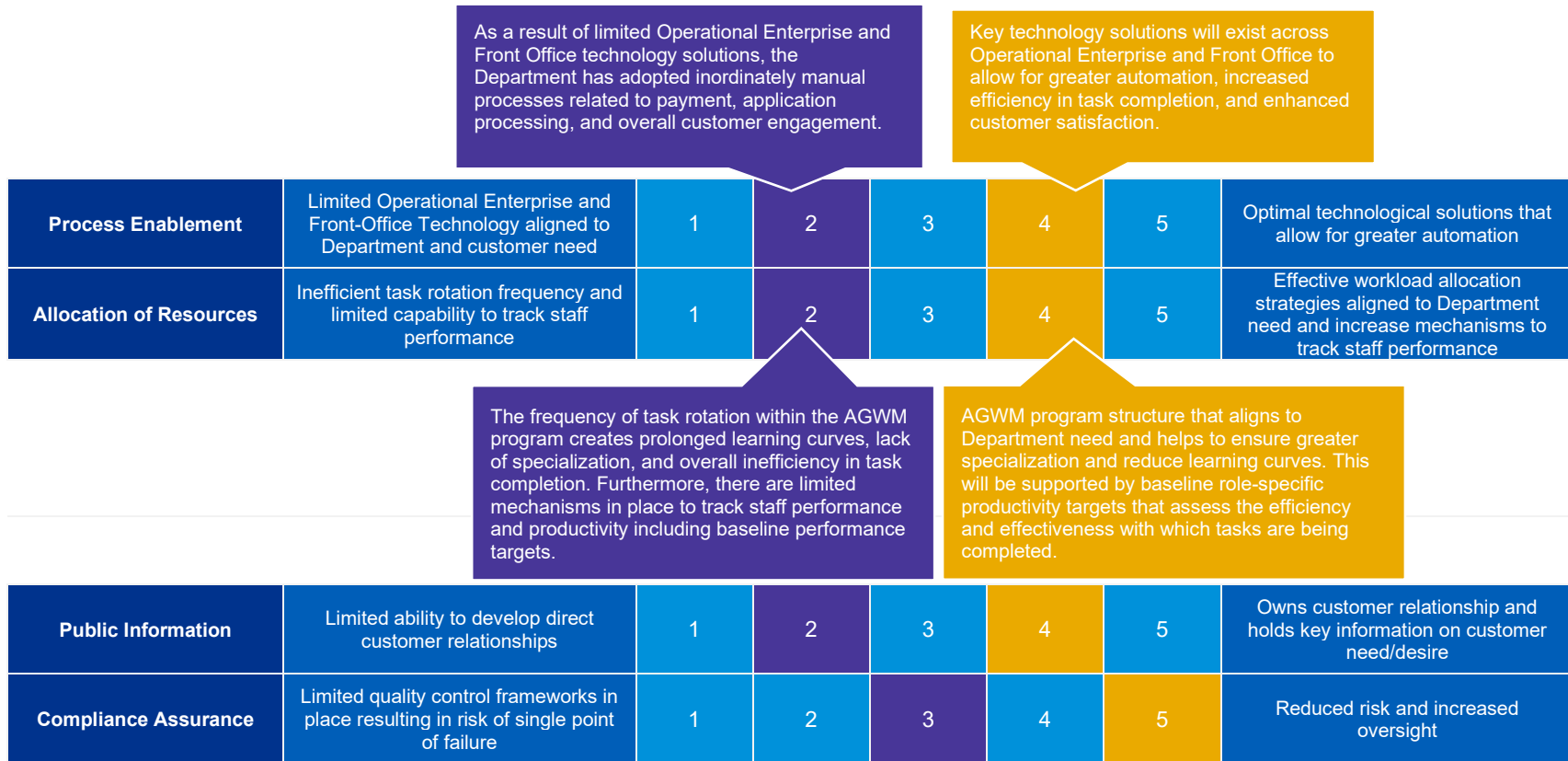
As a result of limited Operational Enterprise and Front Office technology solutions, the Department has adopted inordinately manual processes related to payment, application processing, and overall customer engagement.

Key technology solutions will exist across Operational Enterprise and Front Office to allow for greater automation, increased efficiency in task completion, and enhanced customer satisfaction.

Process Enablement	Limited Operational Enterprise and Front-Office Technology aligned to Department and customer need	1	2	3	4	5	Optimal technological solutions that allow for greater automation
Allocation of Resources	Inefficient task rotation frequency and limited capability to track staff performance	1	2	3	4	5	Effective workload allocation strategies aligned to Department need and increase mechanisms to track staff performance

The frequency of task rotation within the AGWM program creates prolonged learning curves, lack of specialization, and overall inefficiency in task completion. Furthermore, there are limited mechanisms in place to track staff performance and productivity including baseline performance targets.

AGWM program structure that aligns to Department need and helps to ensure greater specialization and reduce learning curves. This will be supported by baseline role-specific productivity targets that assess the efficiency and effectiveness with which tasks are being completed.

Public Information	Limited ability to develop direct customer relationships	1	2	3	4	5	Owns customer relationship and holds key information on customer need/desire
Compliance Assurance	Limited quality control frameworks in place resulting in risk of single point of failure	1	2	3	4	5	Reduced risk and increased oversight

Figure 7: Source: KPMG

Process Enablement

The below recommendation relates to customer service, workforce utilization, and data-driven decision-making enhancements.

1.1	Enhance front-office and operational technology to meet Department and Customer needs.

Benefit

Enhancing enabling technology solutions to better align with Department and customer need will have a number of key benefits:

— It will improve access to service and enhance the overall customer experience by enabling online payment, application and permit submittal, progress tracking, and complaint submission. Thus, reducing the need for customers to present in-person at one of the Department's offices.

— It will promote more effective utilization of staff time by reducing the necessity for manual data entry. This will allow staff to redirect time toward more substantive tasks related to inspections, compliance monitoring, and community engagement.

— Finally, it will allow for enhanced data tracking surrounding permit cycle times, application submission volume, customer complaints and more. This will support the Department in making more data-driven decisions surrounding staffing, performance, and process optimization.

As a result of these benefits, the Department will achieve higher overall productivity and efficiency through released staff time, improved community experience, and greater transparency across key workflows and administrative activities (including the receipt of payments).

Current State

Through both process analysis and interviews, numerous examples of low-complexity, highly repetitive tasks being undertaken manually were identified, explained in more detail below. These examples demonstrated adverse impacts for both the Department's staff and its customers. Additionally, comparative analysis with other similar counties found that Santa Barbara was not achieving comparative benefits in fraud, waste, and abuse controls; process and performance transparency; and lower customer transactions costs. Analysis found challenges spanning:

— Front-Office Technology: Customers are unable to undertake common, structured processes electronically, increasing the cost of each transaction to both customers and the County.

— Operational (Middle Office) Technology: The routing, oversight, and recordkeeping for common tasks is often highly manual, increasing the risk of error, reducing visibility of end-to-end task performance, and slowing process completion.

— Integrations and Connectivity: Some common processes traverse multiple systems, in turn requiring the manual transcription of data. This increases the risk of error, reduces traceability, consumes comparatively high amounts of staff time, and slows process completion.

Example One: Form, Application and Permit Submission

Where prescribed by law, farmers and growers are required to obtain permits from the Agricultural Commissioner. These permits include operator identification numbers (OIN) and restricted material

permits. Furthermore, business owners are required to submit registration applications for all weighing devices used in the direct sale of goods, annually.

Front-Office Experience

Currently, customers download a form from the Department's website, and manually input the information required. Most customers do so by hand. Subsequently, customers present at one of the Department's offices to submit their application or submit a scanned copy to a centralized email address.

Middle Office Process

An inspector then reviews the application, requests additional information where necessary, and responds to any customer queries. Once reviewed, staff manually inputs form data into internal systems so that a permit can be provided. A permit is then printed and typically collected by a customer at the Department's office.

Integrations and Connectivity

Depending on the form, the transcription may need to be completed several times as the Department may be required to follow up with customers several times to confirm certain aspects of key forms.

Impacts

In the absence of systems supporting electronic submission, these application processes:

— Demand significant volumes of manual data entry by staff to input information into the County's and/or California's systems. This is time-consuming for staff, creates delays in processes and creates an increased risk of error within the process. It also consumes staff time that may otherwise be redirected to more value-adding activities.

— Require that at least one inspector remain in the office at all times in anticipation of a customer presenting to file an application. This reduces the time available for inspectors to spend in the field completing inspections and undertaking proactive community engagement.

— Require manual assignment and routing of enquiries, as centralized email inboxes receive the breadth of customer contact requests. This inhibits data-driven decision-making, and visibility of opportunities for operational enhancement. Furthermore, these inboxes do not allow the Department to monitor application volume, review cycle time and staff workload without additional staff effort (e.g., inputting into an Excel spreadsheet).

— Create inconvenience and comparatively high transaction costs for customers who cannot independently track application progress. This increases the risk of process-avoidance resulting in noncompliance and may increase follow-up inquiry volumes, particularly in the case registrations —which may compound manual workloads.

Example Two: Online Payments

Customers are required to pay a fee for certain inspections and permits, inspections, pest control registration, and weights and measures device registration. However, phytosanitary fees are paid online via the Federal Phytosanitary Certificate Issuance and Tracking System (PCIT).

Front-Office Experience

Currently, the Department does not offer online payment. Rather, customers must make payment utilizing one of the following approaches:

— In-person at one of the Department's offices via credit card, check, or cash

— Mailing a cash or check to one of the Department's offices

Middle-Office Process

AOP staff is responsible for manually processing and recording receipt of these payments. In some cases, this may include attending the County's treasury office and/or bank, maintaining a physical ledger of payments and entering a payment status into relevant internal permit systems. In other cases, this may also include issuing receipts for payment and manually notifying inspectors of this receipt via email.

Integrations and Connectivity

Payments are recorded in multiple systems across the County and within the Department. Separate, unlinked records covering cash flows, application processing and permitting are manually maintained by the Department for several transaction types.

Impacts

This highly manual process creates challenges for both Department staff and customers, including:

— High consumption of the Department's AOP's work hours, estimated by one interviewee to be up to 40 percent of particular days committed to activities related to payment processes such as, writing handwritten receipts and checking memos, entering journal entries, reconciling payments, and depositing monies with the Treasurer Tax Collector

— Higher customers transaction costs and inconvenience, where customers must travel to a Department office to make payments; this may be particularly challenging for those customers with long travel times to Department Offices, potentially resulting in reduced customer satisfaction or avoidance of these processes

— Delays in process completion, where payments must be manually reconciled with applications and permits once received

— A higher risk of payment error due to manual transcription of key information

— A higher risk of fraud through low segregation of duties (payment processes are centralized within the AOP cohort), and manual processing of payment details – potentially lacking common security features of PCI compliant solutions.

Cumulatively, these manual processes deprive the Department of staff time for value-adding activities, increase risks for common processes, and diminish customers' experience. Further, in the absence of process visibility, the Department may not have sufficient visibility over key transactions and processes to readily identify improvement opportunities.

Leading Practice

— **San Diego County, CA:** San Diego County's Department of Agriculture, Weights and Measures adopted Accela as its customer portal. The platform allows for online payment for permits and registrations. It acts as a recording database and allows customers to conduct a record search for permits, registrations, and applications online.[1]

— **Humboldt County, CA:** Humboldt County is in the process of implementing Accela across its Agriculture, Weights and Measures program per its FY21–22 budget book.[2]

— **Butte County, CA:** Butte County accepts online payment via Pay.gov.[3] Pay.gov is a secure payment processer developed by the United States Treasury that allows members of the public to

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[1] https://publicservices.sandiegocounty.gov/CitizenAccess/Default.aspx
[2] https://humboldtgov.org/DocumentCenter/View/105778/Section-E---Agriculture--Library
[3] https://pay.paygov.us/EndUser/PaymentAgency.aspx?ttid=20548

make payment to government agencies. Pay.gov accepts payment via credit card, debit card, PayPal, and automated clearing house (ACH).

— **Napa County, CA:** Napa County accepts online payments via Heartland.[4] Heartland is a third-party processor that accepts all forms of payment (credit card, debit card, apple pay, and more). It can also accept payment via phone or Point of Sale (POS) system.

— **LA County, CA:** LA County allows customers to submit complaints online via a standardized form across a range of differing complaint categories. These include scanner/overcharge complaints, nuisance bee complaints, scale/meter/label complaints, gas station/fuel pump complaints, pesticide complaints, coyote sighting, and hazardous weed complaints. LA County inspectors are also responsible for investigating complaints within one to three business days.[5] This process may allow LA County to apply an automated approach to analyzing statistics regarding and complaint tracking preventing the need to manually input data on a spreadsheet type tracker.

Recommendation

In the future state, there is an opportunity for the Department to develop and implement a technology roadmap and strategy. The action items related to developing and implementing a technology roadmap and strategy can be found below. Initially, this investment should aim to improve front-office technology, middle-office processes, and integrations and connectivity.

The outcomes of this program should reduce staff utilization across simple, repetitive tasks; improve customer experience; reduce risks associated with manual processes; and provide improved process data (including reporting) visible to customers and managers alike. Priority features and investments for early stages (on the basis of need, and not architecture or change management) should include adopting online payment and electronic customer portal facilities, allowing customers to submit applications electronically, make payments, track permit status, and receive automated notification regarding permit due dates.

Suggested Action Steps to Implement Recommendation

Action one: Develop a technology roadmap and strategy. As a first step, the Department should explore customer, other stakeholder, and internal needs for technology investment, in conjunction with the County's IT Department. Subsequently, the Department should develop a concise summary of key user requirements from each of these groups; prioritized initiatives to address gaps between current technology and these requirements; and a roadmap to funding and implementing solutions. Close collaboration with the County IT will be essential, as will the need to closely align with other major technology investments of the County (e.g., ERP/Workday).

Action two: Identify technological solutions that address the Department's current challenges. The Department should evaluate potential solutions to address its front-office and operational (middle-office) technology challenges. Based on leading practice research, a number of options are open to the Department to enhance processes related to application permit submittal, online payments, and complaint submission. These options include but are not limited to:

Front-Office Technology:

— **Online Payments:** A number of options are open to the Department in considering a transition toward online payment. These include the following:

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[4] https://heartlandpaymentservices.net/webpayments/NapaCoAgCommissioner/bills
[5] Pesticide Related Complaint – Agricultural Commissioner / Weights and Measures (lacounty.gov)

- Adopting a customer portal: As noted above, transitioning to a customer portal, such as, Accela would allow the Department to accept online payments. The Environmental Health Division is currently in the process of adopting Accela for online payments.

- Third-Party Processer: If transition toward a dedicated online customer portal is not the desire of Department leadership, the Department may consider utilizing a third-party processer such as Gov.pay or Heartland to allow for online payments.

- Enterprise Resource Planning (ERP) system: The County is currently in the process of adopting a countywide ERP system. As an alternative, the Department may consider engaging with County IT to determine how future enhancements of the new ERP system could support a move to online payments.

Operational (Middle-Office) Technology:

Customer Portal: The Department may consider the feasibility of implementing a dedicated customer portal, such as Accela, to allow customers to submit permit applications online, track progress, search records, and make electronic payments. It is understood that customers were availed the opportunity to submit applications to the Department via email during the COVID-19 pandemic. However, as a result of challenges with this process, largely related to application completion errors made by customers, this process was retired. However, in the future, the Department may consider adopting a customer portal to provide customers with the option of electronic submission, while continuing to offer in-person appointments. Furthermore, any potential customer portal model may provide automotive instruction during form completion or prompt the completion of specific form areas to help ensure accurate completion. However, it is critical that the implementation of any future customer portal is feasible and meets the particular needs of the Department, its customers, as well as state requirements. It is important to note that a number of departments across Santa Barbara County are currently utilizing Accela for similar purposes, including the CEO's office, Planning and Development, Public Health (Environmental Health Division), and Public Works. The submission of permits online versus via email may offer the following benefits:

- It can allow for the tracking of workflow. i.e. how many permits require completion at any one time, the status of each permit, and relative department workload.

- It would also support a more automated approach to the assignment of workload across staff and enhance processes in place to track staff workload and performance.

- Additionally, it may reduce the level of manual entry required for completion by staff. However, this may require engagement with Accela to consider the possibly of developing a form within Accela which could be completed by the customer, downloaded by the Department and subsequently uploaded to CalAg Permits in the absence of integration.

Action three: Evaluate and Prioritize possible technology solutions that align to Department need. Once the Department has identified all potential technology solutions and enhancements, Department leadership should evaluate which solution/option best meets the future needs of the Department and should be prioritized for implementation. In conducting this evaluation, the Department may consider the following key questions at a minimum:

— What challenges and related impacts does the solution alleviate?

— What will be the benefits of system adoption (i.e., cost savings, enhanced utilization of staff time, increased customer satisfaction)?

— What cost is associated with the adoption?

— How long will full-scale implementation take?

— Does the Department have the necessary resources to implement the solution in the short term?

— What degree of internal and external (i.e., community) training will be required under adoption?

This evaluation may act as a decision-making tool to assist the Department in identifying and prioritizing the optimal solution for the Department with regard to automating processes (i.e., application submission, workflow tracking, online payment, and complaint submission). During this process, leadership should also consider potential funding sources to support system adoption. The Department could use available internal funding or collaborate with County IT or the CEO's office to identify possible state, federal, or grant funding.

Action four: Develop an internal implementation plan to support and guide system adoption. As a next step, the Department should develop an internal implementation plan to guide the transition to the operational enterprise and front-office technology solutions selected under Action two. At a minimum, the implementation plan should:

— Identify plan goals and objectives

— Define roles and responsibilities of Department staff supporting implementation

— Identify key actions, functionalities, and tasks for adoption/completion

— Develop timeline/roadmap for completion of each action

— Allocate resources to implementation priorities as requirements and resources permit

— Include a risk assessment tool to allow the division to proactively identify and efficiently mitigate risks and challenges

— Develop new and/or amended processes and associated training based on the update functionality brought about by Accela.

— Define standards and metrics by which success will be measured.

The implementation plan should also encompass a training plan outlining the action steps to be undertaken to help ensure that staff and customers are trained on all aspects of the technological functionalities in a timely manner to allow for a smooth transition.

Allocation of Resources

The below recommendations relate to recommendations to increase specialization and enhance staff (inspector and AOP) utilization and performance.

2.1	Restructure the Agriculture/Weights and Measures (AGWM) rotation program.

Benefit

Restructuring the AGWM program, including the frequency of task rotation among staff, will provide the Department with the following key benefits:

— It will reduce the cost of attentional switching (a reduction of productivity resulting from constant changes in attention, focus and mindset) and learning-related productivity loss currently experienced.

— It will promote greater specialization across the Department through the continued development of program-level experts with deeper understanding of programs' nuances and regulatory specifics.

— Finally, it will reduce the overall administrative commitment of supervisors currently devoted to coordinating rotations and associated training.

As a result of these benefits, the Department will achieve higher overall productivity and efficiency through released staff time, and effectiveness through enhanced staff specialization.

Current State

In the current state, the Department operates an AGWM program that allows staff members to become a cross-licensed, AGWM inspector. AGWM inspectors hold eight licenses and can work across all AGWM programs offered by the Department. Presently, 80 percent of the Department's staff are classified as AGWM inspectors, and each inspector receives a 2.5 percent stipend for cross-licensure, which, based on average AGWM salary, is approximately $1,700 per year.

The position was initially created a number of years ago to reduce staff attrition by increasing salary to align with the additional responsibility of working across a variety of programs. Since its introduction, it has been a factor in increasing staff retention.

Currently, each of the Department's offices utilizes a varying approach to deploying AGWM inspectors across programs and activities given their cross-licensure. For example:

— **Santa Maria Office:** AGWM inspectors work in the Weights and Measures program for one month of the year and focus attention on pesticide use enforcement, phytosanitary inspections, and other agricultural programs for the remainder of the year.

— **Santa Barbara Office:** AGWM inspectors rotate tasks every two weeks across both agricultural programs and the Weights and Measures program.

— **Buellton Office:** AGWM inspectors consistently work across programs based on demand, given the office is significantly smaller than its counterparts.

Staff members have reported a significant number of challenges related to program structure. These challenges largely stem from the frequency of rotation and the mechanisms utilized to allocate workload, including:

— **Elevated learning costs:** The current frequency of rotation among all offices results in a continuous cycle of learning for inspectors. This can create a risk of rapid loss of a skill or knowledge after continued use is paused. It can also result in an initial delay in learning a skill before exponential improvement is noticed, often referred to as an "orientation period." Further, the learning resources and/or the period of time spent in a role are inadequate in providing staff with an opportunity to consolidate their skills and knowledge for each program (that is, fully retain in the long term). Given the complex federal and state regulatory and statutory requirements of each program, inspectors reported spending a significant amount of time reviewing program requirements and reorienting in their roles after rotating before feeling effective and efficient. For example, inspectors in the Santa Maria office noted spending a number of days reviewing weights and measure program procedures and regulations prior to transitioning to their rotation.

— **Lack of specialization:** Staff across offices noted that continuous transition between programs results in lost expertise and lack of specialization. Staff is knowledgeable about certain aspects of all programs. However, there is limited ability to specialize and understand the nuances and complexities of each program in greater depth given the frequency of task/program rotation.

— **Lack of efficiency:** In the Santa Barbara Office, staff reported that the rapid frequency of task rotation can result in certain tasks being discontinued ("falling through the cracks"); a loss of efficiency through process stagnation (persistent deprioritization and inaction); and reduced individual performance due to attentional switching. For example, incomplete tasks typically remain with the inspector to whom they were initially assigned. This results in staff consistently working on multiple programs and activities at one time with limited guidelines on prioritization. Staff reported that package inspections, which are a requirement under the Weights and Measures program, were not completed in FY21–22.

— **Increased personnel administration burden:** While AGWM inspectors work across programs, supervisors are program specific. As a result, AGWM inspectors consistently work under the direction of numerous supervisors, meaning numerous supervisors must participate in the annual Employee Review Process (ERP) for an AGWM inspector. The time spent by supervisors on these administrative, nonvalue-add tasks could be redirected to more substantive tasks related to community engagement, quality control, or staff training.

— **Difficulty in allocating resources:** The consistent rotation across programs creates significant challenges for supervisors in aligning staffing levels to demand. Supervisors connect monthly to develop complex outlook calendars and Excel spreadsheets to allocate tasks to AGWM inspectors who can work across programs. This process takes significant time and creates further complexity when staff request leave or are on sick leave. In these instances, calendars have to be revisited to help ensure each program has sufficient staffing to meet program requirements.

Leading Practice

The table below provides details on the AGWM program models (if any) adopted by a number of benchmark counties as well as LA County and Ventura County.

County	AGWM Program Structure
LA	— LA County cross-licenses staff members across programs; however, staff members do not rotate across programs on a frequent basis. Rather, an inspector I begins working in the Weights and Measures program, as this is considered to be the most technical program by the Department. After a two-to-three-year period, when an Inspector (Level I) is considered to be ready for promotion to Inspector (Level II), they are given the option to rotate permanently into an agricultural program.

Tulare	— Tulare County cross-trains its new staff across programs during the first year of employment. As part of this process, trainee inspectors work across the Department's four programs (Weights and Measures, Pesticide Use Enforcement, Exclusion, and Pest Management) for a three-month period.
	— This rotation process supports trainees in preparing for their licensing exams. However, once inspectors obtain all licenses, they specialize in one program with no rotation option.
Monterey	— Monterey County does not offer cross-training. Rather, inspectors specialize as Agricultural Biologists or Weights and Measures Inspectors.
San Luis Obispo	— San Luis Obispo County does not offer cross-training. Rather inspectors specialize in Agriculture or Weights and Measures programs.
Ventura	— Ventura County has recently merged their Agricultural Commissioner and Weights and Measures Departments. As a result, they have not yet developed a cross-licensed, AGWM inspector position.
	— However, they plan to implement this position in the future and rotate staff across their four programs (Weights and Measures, Pesticide Use Enforcement, Exclusion, and Pest Management).
Solano	— Solano County cross-licenses staff across programs; however, they do not have a formal rotation program. Rather, staff members are typically assigned to a primary program area for an unspecified period of time.
	— However, staff members are also trained in a secondary program so that they can assist during periods of resource constraints.
Placer	— Similar to the other benchmark counties, Placer County licenses staff across programs. They rotate staff across their large specialist agriculture programs (Pest detection program, PUE program, PUE monitoring) every three to four years.
	— Placer County has a small number of inspectors (eight in total). Therefore, outside of the specialist programs outlined above, staff works across weights and measures and other smaller agriculture programs.

Recommendation

In the future, there is an opportunity for the Department to assess and change the structure of its AGWM program to address key problems outlined above. The action items for the assessment of the AGWM program are outlined below and aim to provide a clear and concise plan of specific tasks and steps to be taken. To support this change, the Department may also consider undertaking a staffing analysis to determine the number, distribution and skills of staff required for an effective transition based on historic trends in demand and program requirements.

KPMG understands that following the commencement of its review that the Department has already initiated action against this finding and commenced implementation of an alternative model.

Suggested Action Steps to Implement Recommendation

Action one: Evaluate a range of alternate models for AGWM program structure to better align to Department needs. As a first action, the Department should assess alternative models for the AGWM

program structure. A number of models utilized by benchmark counties have been identified in the Leading Practice section above. The following steps should be undertaken as part of this action.

— **Step one:** Conduct focus groups and/or staff surveys to understand key challenges with the current model, key department needs, and obtain feedback on future potential models.

— **Step two:** Identify five to six key design principles for any future model. Examples of such design principles may include expertise and capacity optimization, consumer experience enhancement, implementation complexity, cost, staff morale, and strategic alignment.

— **Step three:** Identify the range of options available to the Department. The range of options may be based on the leading practice research outlined above as well as any additional models/option identified from staff feedback. However, based on research conducted as part of this review, the Department has four key options:

- Transition to allocating staff to specific programs with no opportunity for rotation

- Undertake cross-training as part of trainee onboarding; however, assign staff to specific programs following initial cross-training

- Undertake cross-training in the first or second year of employment; however, upon promotion, assign staff to specialist programs

- Rotate staff within key specialist programs every three to four years

— **Step four:** Develop a scoring methodology to score each model against the design principles. The scoring methodology may employ a scoring rubric that scores each model based on degree of alignment with each chosen design principle. Under this methodology, three to four levels scoring levels may be developed as follows:

- No alignment: The model does not align to the design principle and receives a score of zero.

- Limited alignment: The model has limited alignment to the design principle as compared to another model and receives a score of one.

- Moderate alignment: The model moderately aligns to the design principle as compared to another model and receives a score of two.

- Full alignment: The model is fully aligned to the design principle and receives a score of three.

— **Step five:** Evaluate the spectrum of models against design principles on a qualitative basis to "score" suitability for the Department.

— **Step six:** Based on scoring levels, identify the model that best aligns to the needs of the County.

Action two: Conduct a staffing analysis based on the model selected under action one. As a next action, the Department should conduct a staffing analysis to understand the optimal staffing levels required for future potential implementation of the model selected under action one. To undertake a staffing analysis, the Department should assess historical data to understand the activities and workload required per program. If this information is not available, the Department may consider conducting a periodic time study to understand the time commitment required by each program.

Action three: Undertake a readiness assessment. As a next action, the Department should consider undertaking a readiness assessment to evaluate the Department's readiness for change. This assessment may include evaluating the following:

— Purpose of change: The purpose of the change should be clearly identified, documented, and communicated with staff to help ensure future buy-in.

— Urgency for the change: This part of the assessment would seek to determine if staff in the organization is aware of the need for change and feel that the case has made for change to occur now. This can be determined during the focus groups/surveys recommended for completion under Action one above.

— Capacity for the change: Firstly, Department leadership should assess the Department's capacity to lead and support this change including Department leadership, supervisors, and line staff. This will include an assessment of time, skills, experience, and resourced to support transition to a new AGWM program structure.

— Impact of the change: Knowing the impact of the change is a key step to assessing and preparing the Department. This will involve assessing the current and future state options and the key advantages and/or disadvantages brought about by transition to an alternate model structure.

— The Department's history with change: This focuses both on the degree to which past efforts have achieved their benefits and goals and the manner in which any previous change efforts were unsuccessful or took a long time to realize benefits. This would indicate that the Department may not be ready to adopt future change.

Action four: Implement the selected model for AGWM program structure. The selected model should be implemented through a phased approach—potentially including a staged rollout across offices, allowing for changes to be piloted and refined prior to full implementation. In planning implementation, management should:

— Identify a timeline/roadmap for implementation

— Allocate resources to implementation priorities as requirements and resources permit

— Assess, and regularly reassess, risks and issues to support their proactive management

— A communication plan to advise staff of the upcoming changes to the AGWM structure, task rotation frequency, and workload allocation

— Develop processes and procedures aligned to the new model

— Define standards and metrics by which success will be measured.

2.2	Enhance productivity and personnel performance management practices.

Benefit

Enhancing productivity and personnel performance management processes will offer a number of key benefits:

— It will improve visibility of Departmental performance against essential program and legal requirements, and the Department's strategic objectives.

— It will support the Department in proactively evaluating staff performance, and facilitating staff support where underperformance or over-reliance is identified.

— It will increase visibility of trends in staff workload by office, region, and program over time – enabling improved forward resource planning.

— Finally, it will enable more data-driven decisions – including in workforce investment and process design – reducing subjectivity and risk across these activities.

As a result of these benefits, the Department will achieve greater accuracy in resource management and improved individual and team performance.

Current State

The Department currently manages a range of programs, each of which require the completion of various inspections and/or permit applications. These programs include pesticide use enforcement, phytosanitary inspections, nursery program, fumigation, farmers market, and weights and measures.

A number of these programs have mandated requirements. Other programs (such as phytosanitary inspections and fumigations) are conducted based on consumer demand, and do not have mandatory targets.

The Department is currently experiencing inconsistent performance against the Department's obligations and commitments; and uneven distribution of workload across its inspector workforce— despite a level of coordination and administration effort that exceeds comparator organizations. For example:

— **Pesticide Use Enforcement:** Under the Pesticide Use Enforcement program, the Department is required to complete 400 inspections per year. Based on an analysis of available data, the Department completed 489 inspections in 2022, including 42 fumigation inspections. The total Pesticide Use Enforcement exceeds target expectations by almost 22 percent. However, while departmental performance expectations are typically met, there is a degree of variation in performance at the employee level as outlined in the chart below. For example, in 2022, 42 percent of inspectors completed over 100 percent of their assigned inspections, 11percent of inspectors completed inspections aligned with targets, and 50 percent of inspectors did not reach their targets. Staff reported that workload can be fluid and inspectors may often be assigned new tasks that can take priority over Pesticide Use Enforcement inspections. While this may account for some of the variation in performance against target, the high percentage of misalignment to target suggests that there is an opportunity to enhance current performance management processes.

Employee performance without preapps in FY2022

Performance (completed vs goal)

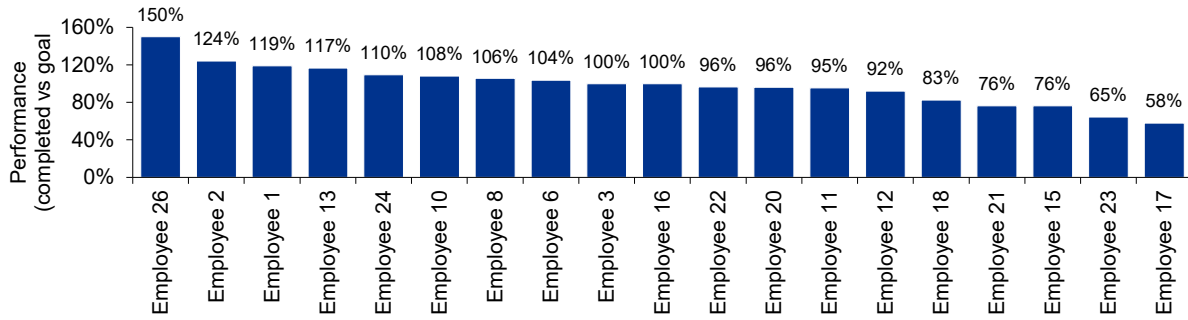| Employee	%
Employee 26	150%
Employee 2	124%
Employee 1	119%
Employee 13	117%
Employee 24	110%
Employee 10	108%
Employee 8	106%
Employee 6	104%
Employee 3	100%
Employee 16	100%
Employee 22	96%
Employee 20	96%
Employee 11	95%
Employee 12	92%
Employee 18	83%
Employee 21	76%
Employee 15	76%
Employee 23	65%
Employee 17	58%

Figure 8: Source: KPMG

This variation in staff performance may be the result two key contributing factors:

— Staff targets may not align to the workload complexity or cross-programmatic duties/expectations of certain AGWM inspectors.

— Inefficient processes, training opportunities, and employee productivity may not be effectively identified by current performance management processes

— **European Brown Garden Snail (EBGS) Inspections:** All states require a snail-free certificate issued by the Agricultural Commissioner's office. Entering into a Master Permit with the Santa Barbara Agricultural Commissioner's Office allows the shipment of plant material to Canada and 13 specific states that originate in certified snail-free growing or holding areas. There are two Master Permit Compliance Agreements – snail-free cut flowers/cut greens/herbs for consumption, and snail-free nurseries/snail-free greenhouses. The compliance agreement requires bi-annual inspections. These inspections verify the flowers, nurseries and greenhouses are snail-free. In 2022, the Department completed 30 EBGS inspections compared to 2021 when 34 inspections were completed. **Asian Citrus Psyllid (ACP) Inspections:** The CDFA has implemented a State Interior Quarantine ACP and Huanglongbing disease (HLB). CDFA issues special permits to allow the movement of bulk citrus fruit from an ACP bulk citrus regional quarantine zone or from an HLB quarantine area if meeting an ACP-free performance standard. In order to move bulk citrus from an ACP regional quarantine zone or an HLB quarantine area under the terms of the permit(s), growers, grove managers, haulers, and harvesters must sign a compliance agreement among other key activities. The purpose of ACP Grower inspection conducted by the Agricultural Commissioner is to explain the terms of the CDFA ACP compliance agreement and document where and how they move their fruit. The Department provided an inspection list to KPMG which it is understood relates to 2022 and includes the number of inspections to be completed across regions which amount to 86 in total across citrus growers, fruit sellers, citrus packers, and citrus transporters. However, the data provided does not outline the number of inspections assigned to each inspector, the date of inspection completion, or the number of inspections completed by each inspector to evaluate performance against target.

— **ACP Bio Control Release Program:** The Agricultural Commissioner releases beneficial insects, such as wasps on behalf of the CDFA. The CDFA advises on the specific number of wasps to release at each site. In the last few releases the Department have distributed 800 wasps per site. However, as these releases are based on CDFA scheduling, a regular schedule us not in place and as such, it is difficult for the Department to effectively plan workload related to this program.

— **Nursery inspections:** Nursery inspections and fumigation inspections are assigned to staff by supervisors as required. However, there are limited mechanisms in place to quantitively determine the number of inspections undertaken by each staff member or the target timeframe within which an inspection should be completed. While the Department utilizes a number of spreadsheets to

track nursery inspections across regions (i.e. North County, South County, and Mid County), they are not standardized in nature with each using a differing format. This creates challenges ineffectively analyzing available data to provide a holistic view of inspections completed versus outstanding at the Department level. Furthermore, while the spreadsheets identify the date of the last inspection, it does not identify a target completion date or timeframe within which an inspection should be completed. The lack of targeted completion day may result in the risk of an inspection remaining uncompleted.

— **Phytosanitary worksite plans:** As noted, phytosanitary are undertaken upon request. Therefore, it is not possible to measure performance based on number of inspections completed as the Department must be responsive to public demand. Over the past number of years, the Department conducted an average of 7,039 phytosanitary worksite plans per year with worksite plan typically peaking in May, June, July, across years as illustrated in the chart below.
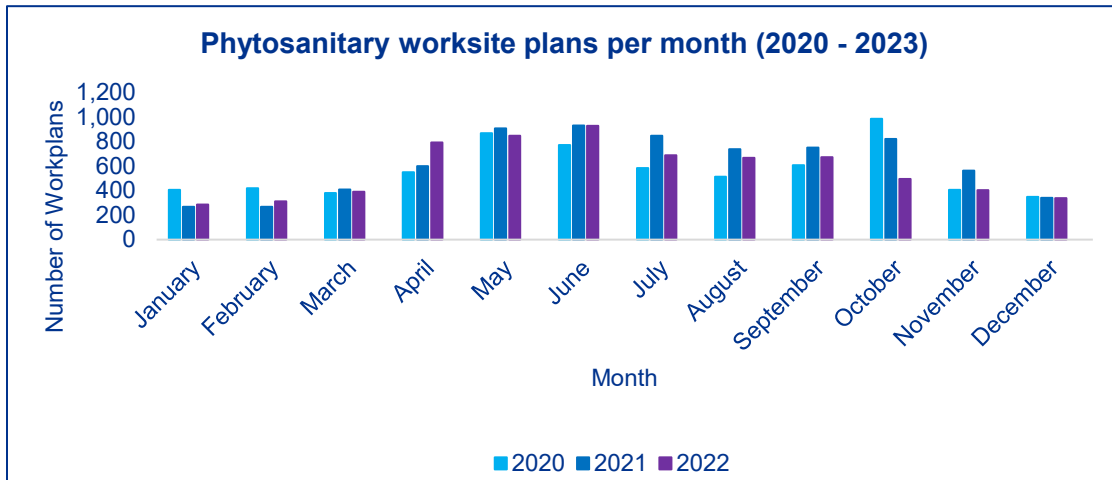

Figure 9: Source: KPMG

— **Weights and Measures:** The Department notes that workload across the Weights and Measures program is fixed (mandated) for inspections annually. Further, the Department has the capability to view daily activity reports for its inspectors within the Equimetrics system. However, this data could not be provided in a format that supported analysis, and as such, could not be analyzed. The Department can utilize daily activity reports to track how staff members are spending their time. However, there are no target timeframes within which each inspection type should be completed. Furthermore, staff members are not required to complete a certain volume of inspections per year. Therefore, in order to assess staff productivity, supervisors review the average time spent by staff in undertaking each inspection type on a weekly basis. They subsequently utilize their institutional knowledge and experience to evaluate performance. During the course of review, data was not provided on the number of inspections required for completion annually and the number of inspections completed.

The program structure adds an additional layer of complexity to performance management and reporting across the Department. This program requires staff to work across a variety of programs under various supervisors, rotating frequently. As a result, supervisors do not have a cohesive view of staff performance. Rather, individual supervisors may understand qualitatively how staff members are spending time in each program or their immediate experience with the staff member; however, holistic visibility of their performance across all programs is difficult to achieve. Data-driven, quantitative mechanisms in place to understand staff productivity and performance at a department-wide level are also limited.

The current-state processes result in lack of effective staff and strategic performance management processes, including objective setting and monitoring of quantitative measures. This results in a number of key challenges as follows:

— **Limited ability to assess staff workload, productivity, and overall performance:** The absence of quantitative targets and metrics to track the effectiveness and efficiency of staff in undertaking tasks results in limited oversight into staff productivity and performance. As a result, Department leadership do not have a data-driven mechanism to understand suboptimal performance and support staff in developing strategies to enhance performance, where necessary.

— **Reduced visibility of process inefficiencies:** In addition, the identification of process inefficiencies is inhibited and may not be timely. In turn, these inefficiencies and improvement opportunities may not be acted upon.

— **Lack of accountability:** Finally, the current processes result in limited incentives among staff members to enhance efficiency, effectiveness, and overall performance. Staff members are not given baseline targets to work toward, nor can they self-evaluate their own performance.

Cumulatively, these challenges have resulted in reduced opportunities to proactively manage suboptimal performance in a timely manner, and diminished County visibility of Departmental performance against agreed and mandated targets.

Recommendation

In the future, there is an opportunity for the Department to enhance processes in place to track staff productivity and performance across programs. This can be achieved by analyzing available data to develop baseline targets and performance expectations for staff across programs. This can be supported by the development of:

— Procedures for supervisors' review of staff performance to improve consistency and objectivity of performance management

— Performance monitoring, reporting and dashboards to improve visibility of performance and commitments

— Regular staff engagement (e.g., on a biweekly or monthly basis) to discuss workload and potential performance challenges.

Suggested Action Steps to Implement Recommendation

Action one: Conduct a detailed time study to determine the specific staff activities undertaken. As a first step, the Department should conduct a low-barrier pilot program for inspectors working across agriculture programs as well as AOPs to enter time spent on specific tasks undertaken. This will allow the Department to better track the time spent on specific tasks. This pilot can be facilitated via a simple spreadsheet with prepopulated drop-down fields to reduce the time it takes to enter information. Staff should be encouraged to populate the spreadsheet daily to obtain the most accurate view of how staff members are spending their time. This time tracking exercise should be conducted for a three- to six-month period and analyzed monthly to enhance the understanding of how staff members are spending their time. It is important to note that the Department already conducts activity tracking for its Weights and Measures program. Therefore, dedicated Weights and Measures inspectors will not be required to participate in the recommended low-barrier pilot. However, this activity data should be analyzed monthly in conjunction with data collected as a result of the recommended pilot.

Action two: Undertake a process assessment for the program activities to analyze current process efficiency. Having conducted the time study as recommended above, the Department should analyze the results of the study to consider current workload and identify any opportunities to enhance

efficiencies across staff or redirect staff time where possible. The assessment should include the following analysis:

— **Step one:** Evaluate the results of the time study to identify the range and median inspection or permit processing times by inspection time.

— **Step two:** Based on the time study, identify those staff members who consistently perform well above the median inspection time and staff members who consistently perform well below the median time across inspection types.

— **Step three:** Conduct focus groups with those staff members who consistently perform above median to understand individual inspection methods and identify efficiencies. Train remaining staff on identified efficiencies and best practices.

— **Step four:** Engage separately with those staff members who consistently perform below median to understand potential bottlenecks in processes undertaken and put procedures in place to alleviate any bottlenecks.

Action three: Develop role-specific utilization targets. Based on the time and workload analysis detailed in action one and action two above, the Department should develop role-specific utilization targets. Role-specific targets will help ensure that staff members are being given goals based on their roles and responsibilities and allow for a more tailored approach to utilization management as compared to a blanket department-wide target.

Action four: Task Supervisors to engage collaboratively with staff on a biweekly basis to evaluate performance. Once the Department has established role-specific utilization targets, Department leadership should provide guidance to supervisors on working collaboratively with staff members to support them in achieving these targets. This guidance should require supervisors to connect with staff on a biweekly basis to discuss workload, performance, and collaboratively develop strategies for improvement, where necessary.

Action five: Integrate practices and processes with Workday upon rollout. Finally, the Department may collaborate with Department IT and County IT to develop performance dashboards, and to facilitate the adoption of the human capital management modules of Workday. These dashboards should be capable of visualizing Department and program performance and can cascade to identify individual performance on a weekly or monthly basis. Once finalized, Department leadership should analyze the dashboard on a biweekly or monthly to evaluate performance and measures that can be put in place to enhance performance, where necessary.

2.3	Redirect AOP staff time away from simple, repetitive tasks toward efficiency-enabling activities for specialist teams.

Benefit

Realigning the roles and responsibilities of AOP staff with the Department's needs will offer a number of key benefits:

— It will provide increased departmental capacity for tasks aligned with the Department's core functions, mission and continuous improvement investments.

— It will improve role, responsibility, and expectation clarity for AOP staff, leading to greater consistency in task completion and improved staff performance.

— It will enhance continuity and resilience where cross-skilling is possible across areas of concentration risk.

— Finally, it will provide more opportunities for AOP professional advancement, increasing retention.

As a result of these benefits, the Department will achieve higher overall productivity and efficiency through released staff time; improved cost efficiency across simple, repetitive, and high-volume tasks; and improved retention of AOP staff.

Current State

Currently, the Department employs three AOP staff members across its offices to provide administrative support to Department staff and leadership. The key responsibilities of AOPs largely focus on customer service and undertaking manual, administrative tasks related to payment reconciliation, billing, and data entry.

Customer Service: The Department operates a face-to-face approach to customer service. As a part of this approach, AOPs are the designated first point of contact for each customer. For example:

— An AOP is stationed at the front desk at all times throughout the day waiting to engage with customers as they present.

— They are also responsible for answering phone calls and scheduling appointments, documenting complaints, and transferring calls to inspectors.

Manual and administrative tasks: The activities undertaken by AOP staff are largely focused on manual and often repetitive tasks. While potentially representing net financial and customer satisfaction benefits in the past, a lack of automation and omnichannel service access across these customer-facing processes (e.g., payments, telephone routing, online appointment scheduling) now likely represents a higher overall operating cost and efficiency constraint for the department. Further, in the absence of further customer research, it is unclear whether the customer service as it currently operates still aligns with customer needs and expectations. For example:

— **Payment Receipt and Reconciliation:** AOPs reported spending up to approximately 40 percent of a particular day managing the Department's payments. AOPs process in-person payments via check, cash, or credit card. They also manually issue receipts, input journal entries, manage petty case, and deposit money to the County's Treasurer/Tax Collector or to the bank directly, where necessary. Other County departments have reported community preferences for online transactions.

— **Program Billing:** AOPs assist with billing for state and federal programs. Billing is undertaken monthly for the majority of programs such as phytosanitary, and requires that staff timecards are reconciled, documented, and submitted to the necessary state and federal agency.

Interviewees noted these two functions were both time-consuming and attractive candidates for automation. Additionally, these interviewees reported that the Department also has a need for assistance in numerous low-complexity, nonlinear and nonstandard processes—all of which consume a higher-than-preferred level of AGWM and supervisor time. These tasks are not believed to be candidates for automation, do not demand licensed or specialized staff, and may benefit from AOP support.

Across the interviews conducted, staff and supervisors recommended reforming the roles and responsibilities of AOPs, and modernizing the Department's approach to technology and customer service. This reform would focus on enhancing automation as outlined in recommendation 2.3, assessing and realigning the service approach with customer needs, and subsequently redirecting

AOP time to more substantive and irregular tasks that better support the Department's agricultural biologists and Weights and Measures inspectors in their core and ancillary functions.

Recommendation

In the future state, there is an opportunity for the Department to assess opportunities to automate key simple, repetitive, and high-volume tasks being undertaken by AOP staff and redeploy AOPs to support inspectors in undertaking more critical and program-specific activities. This may involve considering three lines of effort:

— Reassessing customer service structures to ensure continued alignment with customer needs, expectations, and accessibility requirements

— Identifying and addressing opportunities for automation and technology investments to reduce simple, repetitive tasks currently facilitated by AOP staff, and

— Identifying and transferring administrative support and manual processing activities to AOP staff from across the Department.

Suggested Action Steps to Implement Recommendation

Action one: Assess opportunities to automate current tasks completed by AOPs and adjust front desk services. As a first step, the Department should evaluate opportunities to automate activities being undertaken by AOPs by enhancing technological capabilities. The following key opportunities to enhance automation should be considered to transition to a more automated approach to customer service:

— Implement an automated telephone answering system that is capable of answering certain frequently asked questions and routing calls to the appropriate individual. This system may also allow the Department to better track call volumes, wait times, and call talk time.

— Implement online appointment scheduling functionality that allows customers to electronically schedule an appointment at the Department's office.

— Transition toward online payments as outline in recommendation 1.1.

— Implement self-service portals as outlined in recommendation 1.1.

In addition to automation, the Department may consider implementing specific office walk-in hours, which will be a two- to three-hour period daily during which customers can present at the Department's offices for service. This two- to three-hour period should be selected based on historical trends in number of walk-ins received per hour and may differ by office. Based on an analysis of walk-in data provided by the Department form August 2022 to December 2022, the hours between 9 a.m. and 12 p.m. appear to be the busiest hours of the day across offices.
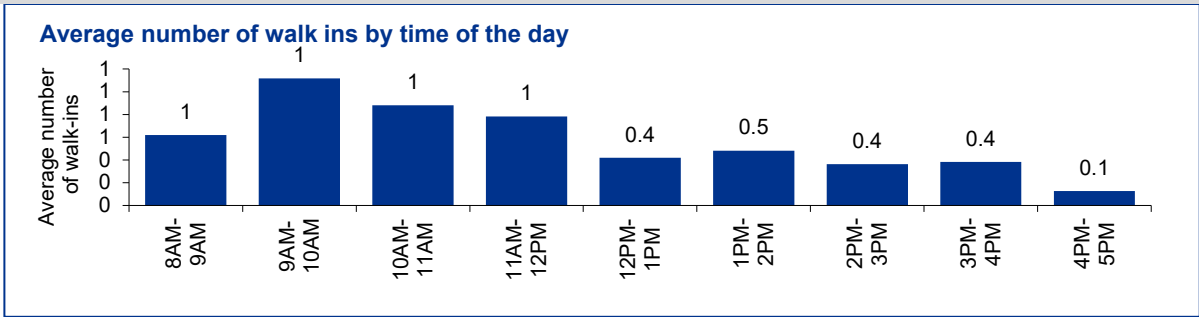
Average number of walk ins by time of the day

Figure 10: Source: KPMG

Action two: Assess business needs for potential redeployment of AOP staff. As a next step, the Department should assess business needs to understand the key programs and/or activities to which AOP time could be redeployed in the future. This may be undertaken in collaboration with the staffing analysis recommended for completion under recommendation 2.1 and may focus on the following key areas:

— Workload associated with each program (i.e., inspection volume, inspection cycle times, number of staff members assigned to each program)

— Program performance (i.e., are statutory, federal, and/or internal performance metrics being met)

— Knowledge and expertise required (i.e., the degree to which program activities are required to be undertaken by a licensed inspector)

— Department focus and future potential initiatives (e.g., how could AOPs support the future initiatives of the Department as it related to enhancing community engagement and outreach and access to public information)

Based on this assessment, Department leadership can identify the key areas under which AOP time can be redeployed to greater support Department leadership, program inspectors, and overall future strategy.

Action three: Assess mechanisms available for redeploying AOP staff to resource-constrained programs. Once the Department has identified the programs and activities to which AOP time may be redeployed, the mechanisms to support this redeployment should be assessed. In conducting this assessment, Department leadership may consider the following:

— **Skill and experience:** Current skill level and experience of each AOP

— **Training:** The training that may be required to support AOPs in undertaking the tasks and activities required under the redeployment

— **Role and responsibilities:** The updates that may be required to AOP role and responsibilities guidelines

— **Communication:** The mechanism that will be utilized to communicate the redeployment to Department staff, including AOPs

Action four: Develop a plan of action to restructure AOP's roles and responsibilities. As a final step, the Department should consider developing a plan to guide and support the assessment of opportunities to automate and subsequently redeploy AOP staff. The plan should consider the following:

— Identify each specific activity that should be undertaken to support the restructure of AOP roles as outlined in action one through three above.

— Develop a timeline for completion of each action.

— Identify the staff member(s) responsible for undertaking each activity.

The plan should also include a training plan to support any future training that may be required for AOP staff to successfully undertake the tasks required under redeployment. The plan should be an iterative document that is updated on a biweekly or monthly basis to track task completion.

Public Information

The below recommendations are focused on enhancing the strategies in place to foster customer relationships and develop data-driven insights into customer need.

3.1	Revise the Department's strategy for community engagement and public information.

Benefit

Revising and documenting the strategy and approach to community engagement will have the following key benefits:

— It will improve the Department's understanding of its customers through concerted study of their needs, demography, and experience with the department.

— It will target the Department's efforts toward management-agreed, higher-impact investments in community engagement and public information. This may include more targeted outreach, enhancing community service experience and continuing to foster strong customer relationships.

— It will provide goals and indicators against which the program's successes may be tracked over time, as the basis of future resource allocation and refinement of the strategy.

As a result of these benefits, the Department will improve community trust in its services, people, and communications; improve compliance with directions (particularly where they may relate to public health and safety); and reduce the cost of community engagement and public information activities.

Current State

Presently, the Department utilizes a number of strategies to engage and educate the public as it relates to the agriculture and Weights and Measures programs. For example:

— A quarterly newsletter is developed and made available on the Department's website and focuses on updating the community on changing regulations, upcoming trainings, as well as any upcoming events taking place.

— Email blasts are issued to the community to advise of changes to industry regulations.

— Ad hoc trainings are undertaken to the regulated community.

— A crop report is posted annually on the Department's website in pdf format. The report is a statistical summary of the acreage, production, and gross value of Santa Barbara County agriculture.

The current approach to customer engagement is inward looking and developed with limited community interface. While individual activities have been successfully conducted and supported by the Department, a holistic and management-agreed strategy to boost trust, confidence and engagement with the community has not been developed. Further, the Department does not currently set or monitor relevant goals for community engagement and public information—meaning performance of the program is difficult to assess.

Interviewees also cited that close relationships with customers have been difficult to foster in the longer term due to intermittent contact, changing stakeholders, and the infrequency of communication with key customer groups. As such, customer connectivity is in part constrained by limited relevant data holdings (that is, customer information held in an appropriate form). Such information is critical to

identifying customer need, developing customer relationships, and creating innovative, data-driven strategies to tailor community engagement and public information activities to identified preferences (such as language).

As a result of the limited functionality, the Department relies on intermediaries, such as professional bodies or councils, to obtain information on its customers and their related needs with no single source of truth. This approach to community engagement may result in reduced public engagement, delays in communications reaching their target audience, lower trust in the Department (through low brand recognition), and lack of public awareness.

The Department also has limited formal protocols and strategies to help ensure the most effective utilization of current community engagement mechanisms, such as email blasts. For example, research suggests that open email rate (i.e., the number of emails opened versus the number of email sent) is approximately 19 percent in the US, and click-through rate just over 3 percent. However, this can be reduced further when recipients receive overtly regular emails from the same entity. It can also be hampered by the timing of email issuance (day of week/time of day) or long email subject lines, for example. Therefore, the lack of Department protocols and strategies surrounding the email issuance likely may create suboptimal open and click-through rates.

In the absence of a management-agreed strategy; limited technological and data enablement; higher dependence on external entities for customer contact; and inconsistent practices for communications, current community engagement and public information activities may not be achieving expected results. Further, in the absence of effective monitoring, opportunities are less visible to management.

Leading Practice

Over the past number of years, digital enablement has changed the mechanisms utilized to conduct customer engagement. As a result of this change, there is a growing body of data, statistics, and research on the customer behaviors and patterns for engagement, particularly with regard to email. The following are number of key statistics developed by Supplygem, a company focused on conducting research on consumer patterns and behaviors. These statistics provide key insight into optimal policies that can adopted to achieve the greatest email open and read rate.

— **Segmentation:** 20 percent of customer emails never reach an inbox. Therefore, segmented email campaigns are proven to enhancing read rate. The benefit of segmented campaigns is that they can target users based on specific demographics/info.

— **Timing of emails:** Emails sent on Tuesdays have the highest open rates at 21.26 percent. The next best day is Monday at 21.22 percent.

— **Email open times:** Peak email open times are between 1 p.m. and 4 p.m. The open rate between 3 p.m. and 6 p.m. is 6 to 7 percent, compared to an average of 5 percent for the rest of the workday.

— **Email subject:** Six to 10 words is the optimal subject line length. Emails with 6 to 10 words in the subject line have a 21 percent open rate compared to 16 percent for 5 or fewer words.

— **Personalization:** Personalized emails have higher open rates. Emails that have a personalized subject line are opened 50 percent more often than emails with generic subject lines.

— **Mobile capabilities:** Mobile emails have a 61 percent open rate, while desktop emails have a 39 percent open rate.

Recommendation

In the future, there is an opportunity for the Department to revise and enhance its strategy and approach to community engagement. This can be achieved by reevaluating customer and community needs and preferences; developing a targeted approach to building relationships with key groups of stakeholders (segments); and investing in mechanisms and systems to enable improved customer understanding and experience. For example, this may include a digitally enabled customer portal and nominating a customer experience representative to manage and foster relationships with each customer; or adjusting the location, form, and presentation of key public information resources.

Suggested Action Steps to Implement Recommendation

Action one: Adopt processes to identify and analyze customer need. Identifying and analyzing customer needs, desires, and aspirations is critical to developing strategies for enhancement. As a next step, the Department, led by the customer experience representative, should develop initiatives to support this analysis. Examples of mechanisms that may be undertaken include:

— Regular (monthly, quarterly) analysis of consumer data collected by the customer portal. This data may include number of customers per region, industries per region, violations per region, complaints per industry, complaints per region, and more

— Implementation of a biannual or tri-annual community needs assessment

— Development of a customer satisfaction survey for inclusion on the Department's website.

The Department should analyze this data to develop key insights and trends. This will allow the Department to transition to a more targeted, outward-looking approach to community engagement that is focused on community need. It is important to note that this analysis will be ongoing and the Department's approach to engagement may change over time as customer need evolves in response to advancement.

Action two: Nominate customer relationship representatives. As a next step, the Department should consider identifying customer experience representatives to act as case and relationship contacts for key community groups. This staff member would be responsible for conducting outreach, analyzing key data points, assessing customer need, and developing strategies for customer service advancement. The staff member would own the customer relationship on behalf of the Department and act as the key support system and point of contact for the community. The customer service representative(s) should be provided with the necessary training to support successful transition into the role.

Action three: Consider the implementation of a digitally enabled customer portal. As a first step, the Department should consider the implementation of a digitally enabled online customer portal. The portal would have the functionality to allow customers to make online payment, submit applications, track permit/application progress, issue automated notifications, etc. The portal would also allow the Department to track key customer demographics, including customer profile, challenges, needs, aspirations, etc. This data can support the Department in owning key customer relationships and developing innovative, data-driven strategies to enhance community engagement and outreach. As identified in recommendation 3.1, the Department may consider the adoption of Accela as its customer portal. If the transition toward Acela is not the desire of Department leadership or does not meet Department need, Leadership may consider initiating an RFQ process to identify potential solutions.

Action four: Create a standard operating procedure (SOP) for departmental communications. As a final step, the Department should consider creating a SOP for issuing email blasts to customers. The

Department may consider the research outlined in the Leading Practice section of this recommendation in developing this SOP and may outline the following:

— Day of the week that emails should be issued (provided they are nonurgent)

— Time of day that emails should be issued

— In terms of subject line, the email should use from 6 to 10 words to achieve the highest open rate.

— Emails should also be optimized for mobile, given that mobile rates have much higher open rates than desktop.

— Segmentation should also be considered to help ensure that emails being sent are relative to the audience.

Compliance Assurance

The below recommendations are focused on implementing processes to enhance compliance assurance by developing and adopting a formalized quality control framework.

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

Benefit

Developing an enhanced quality control framework will provide the Department with benefits, including:

— It will reduce error and inefficiency in inspection and compliance monitoring activities through strengthened quality control measures.

— It will reduce single points of failure in supervisory expertise through embedding mechanisms for collaborative, peer-level reviews.

— It will also promote an environment of continuous quality improvement, where staff across the Department is routinely engaged in identifying improvement opportunities.

As a result of these benefits, the Department will achieve a reduction in the risk of error; and improved process efficiency and effectiveness through staff-led continuous improvement.

Current State

Currently, the Department undertakes a range of inspections across its agriculture and Weights and Measures programs. The purpose of these inspections vary by program, for example:

— **Agriculture programs:** Inspections across this program are designed to help ensure the safe and legal use of pesticides and to prevent the introduction of harmful exotic pests.

— **Weights and Measures programs:** Inspectors within this program conduct annual inspections on varying weighing and measuring devices to help ensure that they accurately measure weight/cost and thus protect both consumers and businesses.

The specific inspection and compliance monitoring processes differ across these programs; however, across inspections, staff formally documents compliance or noncompliance with the regulatory requirements of each program. Once completed, inspection reviews are submitted to the program supervisor for review via CalPEATS for agriculture programs and Equimetric for Weights and Measures programs. Following supervisor review, inspections are finalized in each system. In certain instances, a supervisor may recommend that follow-up inspections be completed to help ensure any violations identified are corrected in a timely manner.

The Department employs a number of checklists for inspectors and supervisors across programs to help ensure completeness. Furthermore, the Weights and Measures program have specific processes in place to supervise staff activities while fumigation plans are peer reviewed. However, current practices across other programs typically center on the review of inspectors' reporting by a single supervisor for each program. Additionally, they typically focus on reviewing those inspections which result in enforcement or lack of compliance. As such, risk and quality management controls may not be as strong as designed, leading to:

— The emergence of multiple single points of failure in supervisory expertise—with reliance on one key individual to identify potential inaccuracies or lack of completeness for reports related to each key program

— A higher risk of error and inefficiency as only one supervisor is consistently tasked with managing and verifying performance and outcomes for a single departmental program; this has led to continuity risks in several instances following the departure of supervisory staff.

Recommendation

In the future state, there is an opportunity for the Department to develop and implement an enhanced quality control framework that support state requirements across programs. This framework should be supported by standardized policies and procedures to help ensure consistent adoption and should encompass clear strategies for continuous quality improvement. Strategies may include peer-review programs for program/technical work outputs at the supervisory level, and continuous improvement and feedback systems. This will assist the Department in strengthening controls to prevent errors and inefficiencies and improve early detection of compliance or regulatory issues.

Suggested Action Steps to Implement Recommendation

Action one: Develop a Department-wide quality control framework. In the future state, the Department should consider developing a quality control framework. In order to create the framework, the Department should undertake the following key steps, including:

— **Step one – Quality Control Planning:** As a first step, the Department should develop policies and procedures to support the quality control framework across all inspections in addition to those that result in lack of compliance. These policies and procedures should identify the following key areas at a minimum:

  - The goals of the quality control framework (i.e., improve detection of issues and incidents, develop clear pathways for quality improvement, strengthened controls)

  - Key quality standards per program, relating to the regulatory requirements and other key performance indicators that must be met per program to prevent a violation occurring

  - The criteria that will be utilized to assess inspection quality. This criterion may focus on areas related to inspection completeness: accuracy, documentation, and evidence, for example

  - The staff members who will undertake quality reviews under the framework (i.e., supervisors or division heads)

  - The frequency of review and/or sampling methodology that will be utilized to conduct quality control reviews

  - Identify reporting protocols. These protocols should identify the mechanisms for reporting the result of each quality control review as well as escalation points where violations, inconsistencies, or issues are identified.

— **Step two – Quality Control Tools:** As a next step, the Department should consider developing key tools to support the quality control process and help ensure consistent adoption. These may include questionnaires, surveys, etc., that quality control reviewers can utilize to support the completion of the quality control review. The checklists will outline the key performance indicators that must be met by each program as well as the key criteria that will be utilized to assess inspection quality as developed under step one.

— **Step three – Quality Control Strategies:** As a next step, the Department should consider the strategies that may be adopted to implement quality control reviews. These may include but are not limited to:

  — Peer Reviews: Embed mechanisms for collaborative, peer-level reviews for a sample of reports and annual program plans, most likely at the supervisor level. This is already completed for fumigation plans. However, should be considered for other permits.

  — Continuous Improvement and Feedback Systems: Refine processes and systems for sharing and implementing lessons learned through reviews. These processes and systems may incorporate linkages with other key performance indicators and measures across the Department.

  — Partnerships: Draw upon and share expertise within the County, such as with other departments holding regulatory and enforcement responsibilities.

Action two: Train staff on the quality control process. As a next step, the Department should train staff across the Department on the quality control framework. The training should clearly outline the purpose of the quality control process. It should also provide an overview of the criteria and checklists that quality control reviewers will be utilizing when conducting reviews. This will help to ensure that inspectors are aware of the key criteria and performance metrics that should be met when undertaking inspections.

Further, those individuals selected to act as quality control reviewers under action one should be provided with more in-depth training on how to apply the quality review tools (checklist, surveys, or questionnaires) to each review case. It should also include training on reporting the results of the review as well as any follow-up action. This training will help to ensure that staff is consistently applying the framework across reviews.

Action three: Implement the new quality control framework. As a next step, the Department should implement the new quality control review framework. The Department may take a phased approach to implementation by implementing the process for one program at a time. This will allow the Department to identify any potential challenges or gaps within the framework at the outset. These challenges/gaps can subsequently be resolved prior to full-scale roll out across the Department.

Action four: Promote continuous quality improvement. Having implemented the quality control processes, the Department should develop a systematic approach to reviewing findings. They may involve holding monthly or quarterly meetings with program staff to share review findings and collaboratively reevaluate opportunities to enhance the inspection and compliance monitoring processes.

Succession Planning

The below insights focus on the Department's succession planning practices, including processes for supporting staff to complete necessary certifications and training.

Succession Planning Key Insights
Per the review focus areas, a high-level assessment of the Department's succession planning practices including training was undertaken. In conducting this assessment, a variety of policy and procedure documents were reviewed and staff insights were collected during interview and focus groups.
Based on this assessment, it was found that the Department lacked a formally defined succession plan to consider future critical staff capabilities and identify processes to safeguard institutional knowledge. However, the risk related to this issue was being controlled by the Department's commitment to supporting staff in obtaining cross licensure and undertaking cross training (through staff rotation programs). These efforts continue to support the ability of the Department to continue operations in the event a key staff member is unavailable, or departs.
Considering these controls, the materiality of this risk relative to the other recommendations outlined in this report significantly reduces its priority. The Department may seek to develop a succession plan in due course to align with industry better practices, particularly for senior leadership positions where fewer alternate candidates may be available. This may focus on enhance training documentation and increased cross-training across staff.

Appendix

Department Recommendation Table

Department recommendations relate to the systems and processes needed for the Department to manage its operations and provide services to the Board of Supervisors and community as they relate to the key focus areas reviewed more efficiently. The following table outlines the recommendations and related actions for the Department to enhance operational efficiency.

#	Department Recommendations
Process Enablement	
1.1	Assess opportunities to transition to technology solutions that align to Department and customer needs. — **Action one:** Identify technological solutions that address the Department's current challenges. — **Action two:** Evaluate and prioritize possible technology solutions that align to Department need. — **Action three:** Develop an internal implementation plan to support and guide system adoption.
Allocation of Resources	
2.1	Realign Agriculture/Weights and Measures (AGWM) program structure to better align to Department needs. — **Action one:** Evaluate a range of alternate models for AGWM program structure to better align to Department needs. — **Action two:** Conduct a staffing analysis based on the model selected under action one. — **Action three:** Undertake a readiness assessment. — **Action four:** Implement the selected model for AGWM program structure.
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. — **Action one:** Conduct a detailed time study to determine the specific staff activities undertaken. — **Action two:** Undertake a process assessment for the program activities to analyze current process efficiency. — **Action three:** Develop role-specific utilization targets. — **Action four:** Task supervisors to engage collaboratively with staff on a biweekly basis to evaluate performance.

	— **Action five:** Collaborate with Department IT to develop Power BI dashboard visualizations.
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. — **Action one:** Assess opportunities to automate current tasks completed by AOPs. — **Action two:** Assess business needs for potential redeployment of AOP staff. — **Action three:** Assess mechanisms available for redeploying AOP staff to resource-constrained programs. — **Action four:** Develop a plan of action to restructure AOP's roles and responsibilities.

Public Information

3.1	Enhance strategy and approach to community engagement and public information to allow for greater alignment with community need. — **Action one:** Consider the implementation of a digitally enabled customer portal. — **Action two:** Identify a dedicated customer experience representative(s). — **Action three:** Adopt processes to identify and analyze customer need. — **Action four:** Create a standard operating procedure (SOP) for departmental email blasts.

Compliance Assurance

4.1	Develop an enhanced quality control framework to allow for enhanced compliance monitoring processes across programs. — **Action one:** Develop a department-wide quality control framework. — **Action two:** Train staff on the quality control process. — **Action three:** Implement the new quality control framework. — **Action four:** Promote continuous quality improvement.

County Benchmarks

Benchmarking is undertaken across eight benchmark counties including Monterey, Solano, Sonoma, Tulare, Placer, San Luis Obispo, Marin, and Santa Cruz. Based on a review of benchmarking data, the Department's budget and FTE count is largely in line with the average budget and FTE count across the eight counties reviewed.

	Budgets actual in $'000	Santa Barbara	Average	Monterey	Solano	Placer	San Luis Obispo	Marin	Santa Cruz	Sonoma	Tulare
Recommended FY 2022-23	Department FTE	37.00	39.95	75.00	28.00	21.00	48.25	14.00	27.81	38.50	67.00
	Percent of Enterprise	0.83%	1.05%	1.31%	0.87%	0.75%	1.66%	0.58%	0.99%	0.92%	1.33%
	Department Budget	$7,180	$6,937	$13,028	$5,971	$3,524	$7,589	$2,715	$4,353	$7,622	$10,694
	Percent of Enterprise	0.51%	0.54%	0.71%	0.45%	0.29%	0.97%	0.38%	0.48%	0.36%	0.66%
Adopted FY 2021-22	Department FTE	36.99	39.13	74.50	23.00	19.00	48.25	14.00	28.81	38.50	67.00
	Percent of Enterprise	0.85%	1.05%	1.35%	0.73%	0.70%	1.69%	0.59%	1.07%	0.93%	1.34%
	Department Budget	$6,784	$6,620	$12,306	$4,987	$3,414	$7,239	$2,924	$4,188	$7,808	$10,093
	Percent of Enterprise	0.50%	0.55%	0.74%	0.39%	0.33%	0.96%	0.43%	0.52%	0.37%	0.63%
Actual FY2020-21	Department FTE	35.91	39.51	74.50	26.00	19.00	47.25	14.00	28.81	38.50	68.00
	Percent of Enterprise	0.91%	1.22%	1.38%	0.83%	0.71%	1.68%	0.59%	1.14%	0.94%	1.36%
	Department Budget	$6,249	$6,278	$11,837	$4,222	$3,222	$6,828	$2,567	$4,137	$7,799	$9,611
	Percent of Enterprise	0.48%	0.55%	0.67%	0.42%	0.32%	0.99%	0.32%	0.56%	0.40%	0.67%
Actual FY2019-20	Department FTE	36.00	40.07	83.00	24.00	19.00	46.00	14.00	30.00	39.00	66.00
	Percent of Enterprise	0.92%	1.08%	1.55%	0.78%	0.65%	1.65%	0.59%	1.17%	0.95%	1.29%
	Department Budget	$5,918	$5,969	$11,807	$3,828	$2,887	$6,657	$2,734	$4,352	$7,285	$8,199
	Percent of Enterprise	0.51%	0.58%	0.69%	0.41%	0.28%	1.02%	0.33%	0.65%	0.41%	0.81%

Figure 11: Source: KPMG

Interview Schedule

This section provides detail on the meetings held with the Agricultural Commissioner Department during the review. Throughout the review period the KPMG Team held almost 25 interviews with Department staff and providers to understand the organizational structure, roles and responsibilities, operations, and processes of the Department.

Meeting Name	KPMG Attendees	Client Attendees	Date
KPMG & AG Review Kick Off Meeting	Caleb Schafer, Lauren Leavitt, Olivia Rabbitte, Caoimhe Thornton, Alex Rothman, Banjo Anderson	Cathy Fisher, Rudy Martel, Lottie Martin, Stephanie Stark, Matthew Maiten, Ryan Casey, Daniel Garcia, Connor Shanahan, Traci Lewis	December 16, 2022
KPMG Review of Agricultural Commissioner: Interview with Cathy Fisher	Caleb Schafer, Banjo Anderson	Cathy Fisher	December 20, 2022
KPMG Review of Agricultural Commissioner (Deputy Agricultural Commissioner – Rudy Martel)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Rudy Martel	January 9, 2023
KPMG Review of Agricultural Commissioner (Deputy Agricultural Commissioner – Stephanie Stark)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Stephanie Stark	January 11, 2023
KPMG Review of Agricultural Commissioner (Deputy Agricultural Commissioner – Lottie Martin)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Lottie Martin	January 13, 2023
KPMG Review of Agricultural Commissioner (Deputy Agricultural Commissioner – Matthew Maiten)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Matthew Maiten	January 13, 2023
KPMG Review of Agricultural Commissioner (Supervisor – Noah Beyeler)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Noah Beyeler	January 17, 2023
KPMG Review of Agricultural Commissioner (Supervisor – Daniel Garcia)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Daniel Garcia	January 18, 2023
KPMG Review of Agricultural Commissioner (Supervisor – Connor Shanahan)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Connor Shanahan	January 20, 2023
KPMG Review of Agricultural Commissioner (Supervisor – Traci Lewis)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Traci Lewis	January 23, 2023
KPMG Review of Agricultural Commissioner Focus Group 1	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Adriana Rosales, Tashina Sanders, Marko Marrero	January 24, 2023

Meeting Name	KPMG Attendees	Client Attendees	Date
KPMG Review of Agricultural Commissioner Interview with Scott Perkins	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Scott Perkins	January 24, 2023
KPMG Review of Agricultural Commissioner Focus Group 2	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Alma Cangelosi and Monique Rosas	January 25, 2023
KPMG Review of Agricultural Commissioner (Interview with Sally Leon-Tondro)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Sally Leon-Tondro	January 26, 2023
Ag Commissioner Data Request Meeting	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Rudy Martel, Stephanie Stark, Matthew Maiten, Traci Lewis, Lottie Martin, Ryan Casey, Noah Beyeler	January 26, 2023
KPMG Review of Agricultural Commissioner (Interview with Sam Ansari)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Sam Ansari	January 27, 2023
KPMG Review of Agricultural Commissioner (Interview with Kendra Stites)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Kendra Stites	January 31, 2023
KPMG Review of Agricultural Commissioner (Interview with Alicia DeLira)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Alicia DeLira	January 31, 2023
KPMG Review of Agricultural Commissioner (Interview with Shawn Jensen)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Shawn Jensen	January 31, 2023
KPMG Review of Agricultural Commissioner (Interview with Mirtha Pantoja)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Mirtha Pantoja	February 2, 2023
KPMG Review of Agricultural Commissioner (Interview with Ryan Casey)	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Ryan Casey	February 8, 2023
Ag Commissioner Data Review	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Matthew Maiten	February 10, 2023
Santa Barbara Ag Commissioner Review Data Discussion	Caleb Schafer, Banjo Anderson, Olivia Rabbitte	Lottie Martin	February 13, 2023

Figure 12 Source: KPMG

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Data Inventory

The below chart outlines the data received from the Department to complete the Departmental Review.

File Name	Description
_BU CFM-Org Inspection	Midcounty CFM Inspection Schedule
_SB CFM-Org Inspections	CFM Inspection Schedule
_SM CFM-Org Inspection	CFM Inspection Schedule
Copy of Non SB County Citrus Sellers	Details of Santa Barbara Certified Farmers' Market Assn. Citrus Growers
Out of County CFM Violations	Spreadsheet for Tracking out of County CFM violations
ACP Grower Inspection Guide	ACP Grower Inspection Guide
ACP Work Plan FY21-22 rev 3.7.22	Asian Citrus Psyllid Program's Work Plan, Personnel Cost Worksheet, Work Plan summary
ACPExhibitX1 Aerial Sprays	Program Management Practices for Aerial Spray Treatments
ACPExhibitX2 Ground and Drench treatments	Program Management Practices for Ground Spray and Drench Treatments
Acptreatments	Approved Treatment Protocol for Intrastate/Interstate Movement Of Regulated Nursery Stock
Attachment A- ACP Agreement #19-0737-039-SF	Cooperative Agreement between California Department of Food and Agriculture (CDFA) and County of Santa Barbara
BulkCitrusComplianceAgreement	Cooperative Asian Citrus Psyllid and Huanglongbing Quarantine Program Compliance Agreement
ExhibitACPCitrus-Fruit Seller agreement (farmer's market)	Exhibit ACP Citrus – Fs Fruit Seller And Transporter, Provisions for the Intrastate Movement of Citrus Fruit from or within an Asian Citrus Psyllid State Bulk Citrus Regional Quarantine Zone for Sale at a Farmer's Market, Flea Market, or Swap Meet
ExhibitACPCitrus-G for Growers	Exhibit: ACP Citrus – G Grower/Grove Manager, Provisions for the Intrastate Movement of Bulk Citrus Fruit from or within an Asian Citrus Psyllid State Bulk Citrus Regional Quarantine Zone
Fruit Seller Inspection Checklist	COOPERATIVE ASIAN CITRUS PSYLLID PROGRAM Fruit Seller Inspection Checklist
Green Waste MP for ACP	Master Permit for the movement of green waste from Asian Citrus Psyllid Nursery Regional Quarantine Zones
Grower Inspection Checklist	COOPERATIVE ASIAN CITRUS PSYLLID PROGRAM Grower Inspection Checklist

File Name	Description
How to issue an ACP Bulk Citrus Compliance Agreement	Details regarding How to issue an ACP Bulk Citrus Compliance Agreement
Inpsection List for 22.23	Inspection List
Packer Inspection Checklist	COOPERATIVE ASIAN CITRUS PSYLLID PROGRAM Packer/Processor/Juicer Inspection Checklist
Packer Inspection Checklist-FillIn	COOPERATIVE ASIAN CITRUS PSYLLID PROGRAM Packer/Processor/Juicer Inspection Checklist
Transporter Inspection Checklist	COOPERATIVE ASIAN CITRUS PSYLLID PROGRAM Transporter Inspection Checklist
_BU CFM-Org Inspection	Midcounty CFM Inspection Schedules
_SB CFM-Org Inspections	SB CFM Inspection Schedules
_SM CFM-Org Inspection	CFM Inspection Schedules
CFM Inspection Checklist	Farmer's Market Inspection Checklist and Tips
CFM Inspection Form v.1.2022	Certified Producer's Inspection Form
Farmers Market Inspection Instructions	Instructions for Certified Farmers' Market Inspection Report
Farmers Market Inspection Manual	Certified Farmers' Market Inspection Report Procedures
2017 PUE Effectiveness Evaluation	Performance Evaluation of the Santa Barbara County Agricultural Commissioner Pesticide Use Enforcement Program for Calendar Year 2017
2017-2019 DPR Workplan	County of Santa Barbara Pesticide Enforcement Work Plan
2018-2019 PUE Effectiveness Evaluation	Performance Evaluation of the Santa Barbara County Agricultural Commissioner Pesticide Use Enforcement Program for Calendar Year 2018-2019
2020 PUE Effectiveness Evaluation	Performance Evaluation of the Santa Barbara County Agricultural Commissioner Pesticide Use Enforcement Program for Calendar Year 2020
2020-2022 DPR Workplan	County of Santa Barbara Pesticide Enforcement Work Plan
2021 PUE Effectiveness Evaluation	Performance Evaluation of the Santa Barbara County Agricultural Commissioner Pesticide Use Enforcement Program for Calendar Year 2021
EBGS INSPECTION FORM	EBGS – FREE INSPECTION REPORT
EBGS inspection matrix, SB	EBGS Inspection Matrix
EBGS Inspection matrix, SB 2022	EBGS Inspection Matrix, 2022

File Name	Description
EBGS inspection matrix, SB	EBGS Inspection Matrix
Attachment A- GWSS Agreement #19-0727-035-SF	Cooperative Agreement between California Department of Food and Agriculture (CDFA) and County of Santa Barbara
BrokerComplianceAgreement	Broker/Nursery Compliance Agreement
CDFA Insect Trapping Guide	Insect Trapping Guide
DistCenterComplianceAgreement	Distribution Center/Nursery Compliance Agreement
NurseryCA	Nursery Compliance Agreement
NurseryShipProtocols (Attachment 1)	Glassy-winged Sharpshooter Nursery Shipping Protocol
NurseryStockBMPs (Attachment 2)	Glassy-winged Sharpshooter (GWSS) Nursery Approved Treatment Best Management Practices (BMP's)
Plant Quarantine Manual 454 (Attachment 3)	California Department of Food and Agriculture Plant Quarantine Manual
Plant Quarantine Manual 510 (Attachment 4)	California Department of Food and Agriculture Plant Quarantine Manual
Program Regulation Exhibit A	Program Regulations (Non-Infested Premise Nursery)
Program Regulation Exhibit B	Program Regulations (Non-Infested Premise Nursery)
Trapping Instructions and Cover Sheet	GWSS Trapping Instructions
Workplan Procedures Guidelines 22 – 24	Pierce's Disease Control Program Procedures/Guidelines for Preparing Workplan
ISHB Grant- 8GA19417 Grant Agreement – Executed Copy	State of California, Department of Forestry and Fire Protection (CAL FIRE) Resource Management Grant Agreement
ISHB Grant Ammended- 8GA19417 Amendment 1 – Executed Copy	State of California, Department of Forestry and Fire Protection (CAL FIRE) Resource Management Grant Agreement
ISHB Tree Removal List 2020	List of Trees Proposed to be Removed
ISHB Tree Removal List 2021 Manning Park	List of Trees Proposed to be Removed
ISHB Tree Removal List 2021 YMCA	List of Trees Proposed to be Removed
ISHB Tree Removal List 2021-Santa Ynez	List of Trees Proposed to be Removed
ISHB Tree Removal List 2022	Tree removal details
AG Notebook Policy	Departmental policy regarding equipment that is exposed to risks outside the county network

File Name	Description
Ag Wireless Network Access Policy	External Wireless Network Access Policy
AGWM IT Policies & Replacement Cycle	AGWM DEPARTMENTAL INFORMATION TECHNOLOGY POLICY
AGWM Onboarding IT Agreement	IT Onboarding Supplemental Agreement
In Service PC w Purchase Date	In Service PC w Purchase Date
Inventory KPMG	Inventory details
IT Profile & Application Inventory	IT Profile & Application Inventory
New Hires Policy Training Agenda	New Employees Computer Policies Orientation
RDS Agreement	Remote Desktop Usage Agreement
Wireless Agreement	Wireless/External Network Access Agreement
Zoom Agreement	Zoom Usage Agreement
SB Nurseries 2019-2020	SB Nurseries 2019-2020
SM Nursery Inspection 2019	EBGS/Nursery Schedules
SM Nursery Inspection 2020	EBGS/Nursery Schedules
SM Nursery Inspection 2021	EBGS/Nursery Schedules
SM Nursery Inspection2017	EBGS/Nursery Schedules
SM Nursery Inspection2018	EBGS/Nursery Schedules
Attachment A – Nursery Agreement #20-0421-000-SA	Cooperative Agreement between California Department of Food and Agriculture (CDFA) and County of Santa Barbara
Nursery Agreement #22-1126-000-SA	Cooperative Agreement between California Department of Food and Agriculture (CDFA) and County of Santa Barbara
Nursery Inspection Form	NURSERY INSPECTION REPORT
Nursery Inspection List 2022 – 2023	EBGS/Nursery Schedules
Nursery Inspection List FY 21.22	EBGS/Nursery Schedules
Attachment A – Nursery Agreement #20-0421-000-SA	Cooperative Agreement between California Department of Food and Agriculture (CDFA) and County of Santa Barbara
Link to Nursery Inspection Procedures Manual	Link to Nursery Inspection Procedures Manual

File Name	Description
Nursery Agreement #22-1126-000-SA	Cooperative Agreement between California Department of Food and Agriculture (CDFA) and County of Santa Barbara
Nursery Inspection Form	NURSERY INSPECTION REPORT
Nursery Inspection List 2022 – 2023	EBGS/Nursery Schedules
Nursery Inspection List FY 21.22	EBGS/Nursery Schedules
Buellton Office Calendar	Buellton Office Calendar
SB Office Calendar	SB Office Calendar
SM Office Calendar	SM Office Calendar
PCIT Duty Station Snip	PCIT Duty Station Snip
Phyto's – PCIT Snip	Phyto's – PCIT Snip
2022 PUE inspections	PUE inspections 2022
2023 PUE inspections	PUE inspections
Link to DPR Compendiums	Link to DPR Compendiums
2019 PUE inspections	PUE inspections 2019
2020 PUE inspections	PUE inspections 2020
2021 PUE inspections	PUE inspections 2021
2022 PUE inspections	PUE inspections 2022
2023 PUE inspections	PUE inspections
Link to DPR Compendiums	Link to DPR Compendiums
20-21NonQuarCountyWP With revised numbers 080520	Personnel Cost Work Sheet, Work Plan Summary, Work Plan for Phytophthora ramorum Program
21-22NonQuarCountyWP Revised073021	Personnel Cost Work Sheet, Work Plan Summary, Work Plan for Phytophthora ramorum Program
22-23NonQuarCountyWP	Personnel Cost Work Sheet, Work Plan Summary, Work Plan for Phytophthora ramorum Program
2020 Attachment A – SOD Agreement #20-0506-011-SF	Cooperative Agreement between California Department of Food and Agriculture (CDFA) and County of Santa Barbara
2023 Executed Agreement	Cooperative Agreement between California Department of Food and Agriculture (CDFA) and County of Santa Barbara
CEQA Exemption Notice for SOD	Notice of Exemption

File Name	Description
SOD Trace Forward Protocol Summary	SOD Trace Forward Protocol Summary
SODNonQuarCountyWPGuidelines	Non-Quarantined County Work Plan Instructions Phytophthora ramorum Program
USDA P ramorum Protocol Manual 2020	Phytophthora ramorum Domestic Regulatory Program Manual
Heavy Capacity Scales	Heavy Capacity Scales
High flow	High flow
Jewelry	Jewelry
Livestock scales	Livestock scales
LPG	LPG
Odometers	Odometers
Package inspections	Package inspections
RMF locations	RMF locations
Scanners	Scanners
Small Scales	Small Scales
Submeter	Submeter
Taxis	Taxis
Undercover TPs	Undercover TPs
Vehicle scales	Vehicle scales
Water Vending	Water Vending
Business permits EQ	Business Inspection Status Report
Daily report EQ	Daily report EQ
EQ weekly EXCEL	Inspector-Wise Scanner Tests (Detail) Report
List of work performed	Inspector, Category-Wise Summary of Devices Inspected
Weekly report EQ	Inspector-Wise Scanner Tests (Detail) Report
WM Business Permits	Business Permit details
WM CertofInspect	WM CertofInspect
WM scanner reports	WM scanner reports

File Name	Description
2020 Executed Agreement for revised agreement	Cooperative Agreement between California Department of Food and Agriculture (CDFA) and County of Santa Barbara
2020 NOXIOUS WEED GRANT PROGRAM_2020_0114	2020 NOXIOUS WEED GRANT PROGRAM, Request for Grant Applications
2020 Weed Grant FAQs 2020_0708_Final	2020 Noxious Weed Grant FAQ
2021 Executed agreement	Cooperative Agreement between California Department of Food and Agriculture (CDFA) and County of Santa Barbara
2021 Weed Grant FAQs 20200903 (003)	2021 Noxious Weed Grant FAQ
2023 Weed Grant FAQs 20220927	2023 Noxious Weed Grant FAQ
2017-2019 DPR Workplan	Enforcement Work Plan, Pesticide Regulation Program 2017-2019
2020-2022 DPR Workplan	Enforcement Work Plan, Pesticide Regulation Program 2020-2022
Admin Off Prof I-II ProceduresSB	Administrative Office Professional Procedures
Admin Off Prof I-II ProceduresSM	Administrative Office Professional Procedures
Admin Off Prof Senior Procedures SB	Administrative Office Senior
CDFA Monthly Summary GWSS	Glassy-winged Sharpshooter Monthly Report
COMPLAINT LOG	Complaint log
Facilitation Schedule 2023	2023 Facilitation Schedule
FLSA Schedule	Fair Labor Standards Act (FLSA) Schedule
MGT Santa Barbara Ag Comm UF Study Report of Findings	Cost Recovery Study, Report of Findings
OrgChart NamesPositions 22 23	Organizational Chart
Phone Calls & Walk In Log	Phone Calls & Walk-In Log
Program Summary Grid	Program Summary
Screenshot of AGWM program – tracks work	AGWM Reports
Screenshot of AGWM program	AGWM Reports

Figure 13 Source: KPMG

Operating Model Maturity Scale

The figure below describes a continuum of maturity related to optimal service delivery across four key themes selected for review. The purple boxes indicate each division's capabilities at the time of the review, and the gold boxes illustrate the level of maturity that KPMG believes is attainable through the recommendations in this report.

		1		3		5.	
Process Enablement	Limited Operational Enterprise and front-office technology aligned to Department and customer need	1	As a result of limited Operational Enterprise and front-office technology solutions, the Department has adopted inordinately manual processes related to payment, application processing, and overall customer engagement.	3	Key technology solutions will exist across Operational Enterprise and front office to allow for greater automation, increased efficiency in task completion, and enhanced customer satisfaction.	5.	Optimal technological solutions
Allocation of Resources	Inefficient task rotation frequency and limited capability to track staff performance	1	The frequency of task rotation within the AGWM program creates prolonged learning curves, lack of specialization, and overall inefficiency in task completion. Furthermore, there are limited mechanisms in place to track staff performance and productivity including baseline performance targets.	3	AGWM program structure that aligns to Department need and helps to ensure greater specialization and reduce learning curves. This will be supported by baseline role-specific productivity targets that assess the efficiency and effectiveness with which tasks are being completed.	5	Effective workload allocation strategies
Public Information	Limited ability to develop direct customer relationships	1	The current approach to customer engagement is inward looking and developed with limited community interface.	3	Owns customer relationship and holds key information on customer need/desire	5	Owns customer relationships

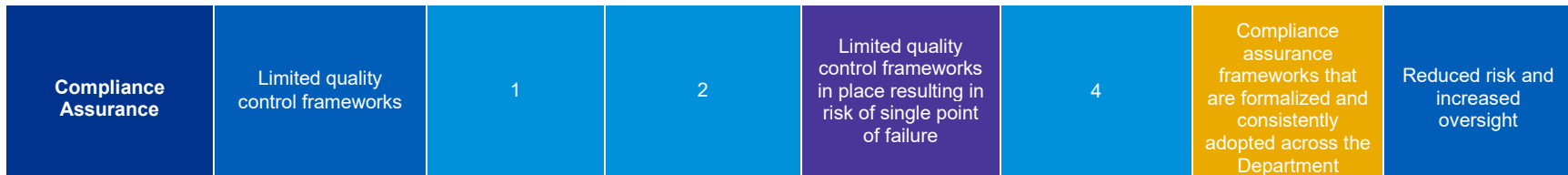| Compliance Assurance | Limited quality control frameworks | 1 | 2 | Limited quality control frameworks in place resulting in risk of single point of failure | 4 | Compliance assurance frameworks that are formalized and consistently adopted across the Department | Reduced risk and increased oversight |

Figure 4: Source: KPMG

Operating Model Framework

This section describes the operating model framework that was developed to articulate how a function should be designed, structured, and operated to improve operational efficiency, effectiveness, and service delivery. It consists of six interacting layers that need to be considered in conjunction with each other to determine how to optimally deliver services to the public.
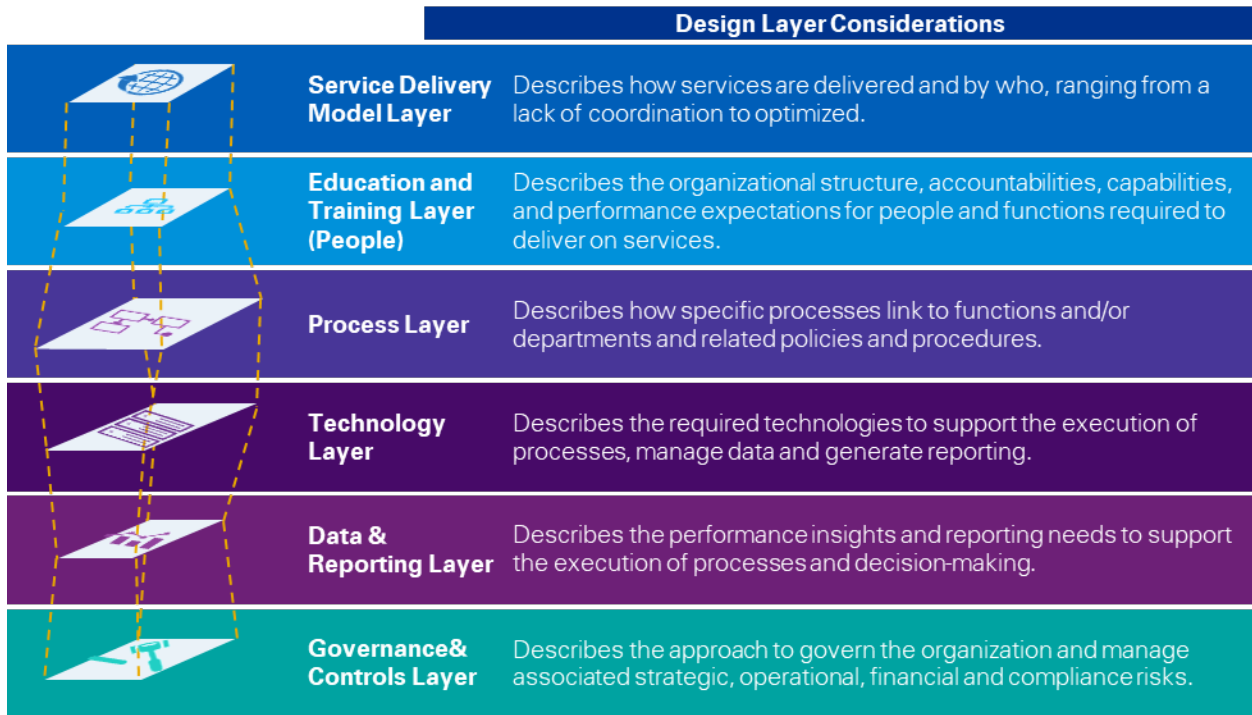
	Design Layer Considerations
Service Delivery Model Layer	Describes how services are delivered and by who, ranging from a lack of coordination to optimized.
Education and Training Layer (People)	Describes the organizational structure, accountabilities, capabilities, and performance expectations for people and functions required to deliver on services.
Process Layer	Describes how specific processes link to functions and/or departments and related policies and procedures.
Technology Layer	Describes the required technologies to support the execution of processes, manage data and generate reporting.
Data & Reporting Layer	Describes the performance insights and reporting needs to support the execution of processes and decision-making.
Governance & Controls Layer	Describes the approach to govern the organization and manage associated strategic, operational, financial and compliance risks.

Figure 15: Source: KPMG

Prioritized Timeline

The following report consists of six recommendations across the five focus areas selected for review within the Agricultural Commissioner Department. Proposed timing and prioritization for each recommendation is depicted below.

			High-level Timeline											
			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Process Enablement	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							■	■	■	■		

Figure 16: Source: KPMG

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