

AGRICULTURAL COMMISSIONER/WEIGHTS & MEASURES DEPARTMENT (SBCAC) RESPONSE TO KPMG REVIEW AND IMPLEMENTATION TIMEFRAME

Process Enablement

The SBCAC appreciates KPMG's recommendation for the Department's current technological processes and standards, and will undertake the following actions:

#	Recommendation	Department Response	Fiscal Impact/Challenges/Opportunities	Implementation Timeframe	KPMG Response
1.1	Assess opportunities to transition to technological solutions that align with Department and customer needs.	The SBCAC agrees with the intent and desired outcomes of KPMG's recommendation, and is currently working to implement technological solutions that address Department and customer needs. This includes current work with a vendor to enable online credit card payments by customers, as well as working to enable online registrations for Pest Control Businesses, Farm Labor Contractors, and Pest Control Advisors. Note that certain permit application and approval processes must be done through permit systems managed by partner state agencies. The Department will continue to evaluate and prioritize finding technological solutions that address Department needs and improve customer service.	No fiscal impact	The online payment system will be implemented in April of 2024. We are currently working with the County Treasurer-Tax Collector. Online registration through CalAgPermits can be implemented once our online payment system is in place.	The Department's response is in line with KPMG's recommendation. Opportunities to enable online credit card payments by customers should be prioritized to help streamline current processes and support the most effective and efficient use of staff time. As noted in KPMG's recommendation, the Department should develop an implementation plan to support the transition toward the outlined technological solutions.

Allocation of Resources

The SBCAC appreciates KPMG's recommendations for the Department's commitment to cross-licensure and focus on staff retention, and will undertake the following actions:

#	Recommendation	Department Response	Fiscal Impact/Challenges/Opportunities	Implementation Timeframe	KPMG Response
2.1	Realign Agriculture/Weights and Measures (AGWM) program structure to better align with Department needs	The SBCAC agrees with KPMG's recommendation. In response to the recommendation, as well as staff feedback received both within and outside of the KPMG operational performance review, the Department has already undergone a realignment of the AGWM program structure. In March of 2023 the Department evaluated several models for the AGWM program structure to determine alternative options. Following a staffing analysis that looked at historical trends for program time demands and requirements in each office, the Department implemented a new AGWM program structure that assigns work based on program responsibilities and has created efficiencies.	No fiscal impact	Completed	The Department's response is in line with KPMG's recommendation.
2.2	Enhance processes in place to track	The SBCAC agrees with the intent and desired outcomes of KPMG's recommendation,	No fiscal impact	We are looking at possible options for better tracking of staff	SBCAC should conduct a time study to assess reasonable time ranges

<p>staff productivity to help ensure a more consistent approach to evaluating staff performance and proactively identifying and resolving process inefficiencies</p>	<p>and values enhanced productivity and improved personnel performance management practices. However, the time it takes for staff to conduct a task can vary greatly, such that setting baseline targets may not be realistic for all programs or activities. For example, a pesticide use monitoring inspection could take an hour, or could take several hours, and require a follow-up inspection and additional outreach over multiple weeks.</p> <p>We agree with KMPG's recommendation, and the Department will be implementing a time study for those activities and tasks which the Department believes have regular or standardized time expectations for completion.</p> <p>For other tasks and programs, where establishing a baseline is not necessarily feasible, the Department still recognizes the importance of identifying performance that is above or below expectations. For these program areas, the Department will be implementing a system to</p>		<p>performance based on baseline targets. In January of 2024 supervisors will begin quarterly meetings with all staff to evaluate staff performance and resolve process inefficiencies.</p>	<p>for completing specific tasks along, and to determine their median completion times. The analysis should guide the development of task-specific time targets, informing regular performance assessments.</p> <p>The aim of this recommendation is to aid the identification of performance above or below the median completion time, allowing analysis of root causes (e.g. process, resource, staff performance) by experienced supervisors and managers in conjunction with their teams.</p> <p>In line with comments provided by SBCAC, KPMG notes performance inconsistent with this measure should not be considered an absolute indicator of staff underperformance by default given the significant variation in task complexity. Initially, we expect that most</p>
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		<p>ensure supervisors engage collaboratively with staff on a quarterly basis to evaluate performance. Department restructuring has allowed supervisors and staff to focus on individual programs, and the Department believes that Supervisors now have a more comprehensive understanding of the workload, and performance, of individual staff, compared to when staff were being overseen in multiple programs by multiple supervisors. This restructuring, along with the aforementioned performance evaluations, will enable the department to assess trends in staff performance while still providing leeway for the inherent variability in certain programs and activities.</p>		<p>instances will primarily relate to process inefficiencies and resource issues.</p> <p>Therefore, management conversations are more likely to yield operational efficiency benefits than improvement in individuals' performance. Through refinement over time, these metrics should grow to become more reliable indicators of staff performance, used at the discretion of SBCAC to assess trends in performance - remaining mindful of inherent variability in Departmental activities.</p>
2.3	Reevaluate the roles and responsibilities of AOP staff to consider opportunities to redirect staff time to more substantive	The SBCAC agrees with the intent and desired outcomes of KPMG's recommendation. With the implementation of an online payment system, as well as the adoption of online registration within the pesticide use program, the Department is working to implement technological	No fiscal impact This will be accomplished within the current budget and programmatic processes.	<p>The online payment system will be implemented in April of 2024. We are currently working with the County Treasurer-Tax Collector.</p> <p>Online registration through CalAgPermits</p>

<p>activities to increase overall program efficiency and effectiveness.</p>	<p>solutions to increase efficiency and reduce the need for AOP's to perform simple, repetitive tasks.</p> <p>The Department expects that implementing these technological solutions will provide, on average, an additional 1-2 hours per AOP per day which will allow them the opportunity to support inspectors in undertaking more critical and program-specific activities.</p> <p>The Department is working to assess which specific tasks AOP's will be able to assist with, and has already identified several areas where AOP time can be used, including inputting Certified Producer Certificates and Phytosanitary Certificate data.</p> <p>Since the KPMG study, SBCAC has reclassified one of the AOP positions into a FOP position so that the AOPs can concentrate on supporting staff and customer service. The FOP will provide additional budgetary support to the Department and work to streamline financial processes.</p>		<p>can be implemented once our online payment system is in place.</p> <p>Once online payments and registration are implemented, we will re-evaluate the AOP duties. We expect this to be a 6-12 month timeline.</p>	
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		AOPs now travel to satellite offices to assist with filing, supply ordering and other administrative duties in those offices that were previously done by licensed staff.			
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Public Information

The SBCAC appreciates KPMG's recommendations for the Department's commitment to customer service and serving the needs of the community, and will undertake the following actions:

#	Recommendation	Department Response	Fiscal Impact/Challenges/Opportunities	Implementation Timeframe	KPMG Response
3.1	Enhance strategy and approach to community engagement and public information to allow for greater alignment with community needs	<p>The SBCAC agrees with KPMG's recommendation and is currently implementing several enhanced engagement strategies.</p> <p>Facebook and Constant Contact are now used and we are focused on updating the website to make it more user-friendly. These tools are able to provide real time information to stakeholders.</p> <p>The Department is creating standard operating procedures for departmental communications, including a template for emails and Facebook posts, to help</p>	<p>This was accomplished within the current budget and programmatic processes.</p>	Completed and ongoing	<p>The Department's response is largely in line with KPMG's recommendation. However, it is important to note that the Department should continue to improve the sophistication, scale and consistency of customer understanding efforts and related data.</p>

	<p>standardize these communication methods.</p> <p>Additionally, the Department recently implemented an online complaint form, enabling an easier format for the community to provide feedback to the Department, as well as inform the Department about potential issues for investigation.</p> <p>The Department has increased its focus on Spanish translation of department brochures, forms, and educational information, and has increased outreach to indigenous people such as the Mixteco community to help determine areas where additional services and outreach may be needed.</p> <p>The Department will continue to look at inspection and violation history data for all programs to determine areas of needed education and outreach for industry, as well as stay abreast of upcoming regulations to provide compliance assistance to stakeholders. Additionally, the Department now provides surveys following all</p>		
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	<p>Continuing Education classes to determine community/customer/stakeholder needs to provide for more targeted future outreach and education.</p> <p>The Department has regular collaborative meetings with industry groups and community organizations to gather input from them regarding their current and future needs and recently added a general email address on the office's website to hear directly from stakeholders in addition to centralize such information.</p>		
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Compliance Assurance

The SBCAC appreciates KPMG's recommendations for the Department's strong commitment to training, and will undertake the following actions:

#	Recommendation	Department Response	Fiscal Impact/Challenges/Opportunities	Implementation Timeframe	KPMG Response
4.1	Develop an enhanced quality control framework to allow for enhanced compliance monitoring	The SBCAC agrees with the intent and desired outcomes of KPMG's recommendation. Currently the Pesticide Use Enforcement (PUE) program has standardized policies and procedures	This can be accomplished within the current budget and programmatic processes.	Partially completed. In 6-9 months, we will assess standard operating procedures for CDFA programs.	The Department's response is in line with KPMG's recommendation and SOPs for CDFA programs should be reassessed in a 6-9 month period.

	<p>processes across programs.</p> <p>regarding permit issuance, enforcement, and investigations. The Department of Pest Regulation (DPR) also provides review of our work in these programs to check for errors or compliance issues. Currently staff conduct peer-review of all field fumigation permits prior to final issuance.</p> <p>Additionally, the Department has established a system in the PUE program whereby supervisors will review issued permits on a quarterly basis to ensure consistency and accuracy.</p> <p>The Department employs checklists for most California Department of Food and Agriculture (CDFA) programs but will consider establishing standard operating procedures for CDFA programs that need them.</p>		
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