

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



**ITEM: 3.38
(ID # 13952)**

MEETING DATE:
Tuesday, November 17, 2020

FROM : EXECUTIVE OFFICE:

SUBJECT: EXECUTIVE OFFICE: Response to the 2019-2020 Grand Jury Report issued on August 12, 2020, made public at close of business on August 14, 2020, regarding the KPMG Transformation Project [All Districts. Total Cost \$0] (Continued from November 10, 2020)

1. Approve, with or without modifications, the attached response to the 2019-2020 Grand Jury Report issued on August 12, 2020, made public at close of business on August 14, 2020, regarding the KPMG Transformation Project and;
2. Direct the Clerk of the Board to immediately forward the finalized responses to the Grand Jury, Presiding Judge and to the Assessor County Clerk-Recorder (for mandatory filing with the state).


ACTION:Policy


George A. Johnson, County Executive Officer 11/13/2020

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Spiegel, seconded by Supervisor Washington and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Spiegel, Washington, Perez and Hewitt
Nays: None
Absent: None
Date: November 17, 2020
xc: EO, Grand Jury, Presiding Judge and ACR

Kecia R. Harper
Clerk of the Board
By: 
Deputy

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FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$ 0	\$ 0	\$ 0	\$ 0
NET COUNTY COST	\$ 0	\$ 0	\$ 0	\$ 0
SOURCE OF FUNDS: N/A			Budget Adjustment: No	
			For Fiscal Year: 20/21	

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

Pursuant to Penal Code sections 933 (c) and 933.5, the Grand Jury requests responses as follows:

From the following governing bodies within 90 days:

- Riverside County Board of Supervisors (Findings 4, 8, and 9, and Recommendations 1, 2, 3, 4, 5)
- The Riverside County Executive Office (Findings 1, 2, 3, 4, 5, 6, 7, 9, and Recommendations 1 and 5).

A copy of all responses to grand jury reports shall be placed on file with the clerk of the public agency and the office of the county clerk, or the mayor when applicable, and shall remain on file in those offices. One copy shall be placed on file with the applicable grand jury final report by, and in the control of the currently impaneled grand jury, where it shall be maintained for a minimum of five (5) years.

INTRODUCTION:

The Riverside County Board of Supervisors and Executive Office respectfully submit this response to the Grand Jury Report issued August 12, 2020. Since the Board is the ultimate governing authority, responses have been combined under this single Board Item for convenience.

The County Board of Supervisors would like to thank all participants of the Grand Jury for their work on this report, as this was a complex project. The work performed by KPMG was an analysis of county practices to find cost-cutting measures and performance efficiencies. The intent of the KPMG project was to improve practices and accountability in county government and to ultimately better serve our residents. The county continues to evaluate the best practices to conduct business, to always seek areas for improvement and find solutions for problems.

RESPONSE TO GRAND JURY FINDINGS:

Pages 29 and 30

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The report states that “First District and Second District Supervisors both announced they would not run for reelection and would retire in January of 2019”. That is incorrect; it was the Second District and Fifth District Supervisors who announced they would retire.

FINDINGS NO. 1: Cost Savings from the KPMG County Transformation

Some limited cost savings from the KPMG County Transformation Project were substantiated by documentation provided to the Grand Jury, e.g., in Purchasing and Fleet Services. Other areas where savings may have occurred, such as Sheriff’s Department, have not been demonstrated. Moreover, assertions by the Executive Office, to the Board of Supervisors of greater savings exceeding the cost of the project have not been supported and are questionable.

Response to Finding 1

The Board of Supervisors and Executive Office partially disagree with the finding.

The Executive Office and the Board of Supervisors disagree with the characterization that the savings were not substantiated or supported by documentation. On multiple occasions KPMG and the Executive Office have provided documentation on the expected savings in the form of reduced expected spend in specific areas of a department. The Grand Jury appears to have compared overall budgets to determine if actual savings occurred in some instances, but such comparisons are invalid since they assume the department budget is not impacted by unrelated increases to costs outside of the department’s control. A good example is when the county approved labor increases as a part of union negotiations which offset reduced spend in many circumstances. County budgets are constantly changing and impacted from many variables which undoubtedly makes it extremely difficult to ascertain the impact of a specific action over time. Additionally, it is important to note that without conducting a forensic audit, it would be impossible to determine the exact savings due to the fact that many of the recommendations were process-driven, and resulted in non-quantifiable improvements.

FINDINGS NO.2: Workday Implementation Commitment

The implementation process of Workday did not secure a commitment by users to change business practices to accommodate the system. This contributed to its failure and has cost the county more than \$8 million. Additional costs may result from potential litigation.

Response to Finding 2:

The Board of Supervisors and Executive Office disagree with the finding.

A specific process of reviewing the business practices of the county, as they align with the Workday platform, were conducted and resulted in demonstrated changes. It was determined part way through the implementation of Workday, that Workday’s standard solution would not accommodate two critical county requirements relating to time tracking and payroll accounting data. The county worked diligently with KPMG and Workday to solve these issues, but the parties were unsuccessful. The county, Workday and KPMG all concluded that the county’s relevant requirements were substantive and structural. Therefore, a reasonable change in business practices, as to those specific requirements, was not a viable solution.

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County Human Resources, RCIT and the Auditor-Controller concurred on an alternate path to accomplish the same outcome for less financial investment. Alternate implementations and upgrades such as upgrading the County's existing Human Resources Management System are underway, and most likely will be achieved by December 2020.

FINDINGS NO.3: KPIs not reported for years 2017-2018 and not in new budget book

KPMGs recommendations and implementation work has resulted in the county becoming more data driven and performance focused. The county has become more transparent in the achieving these objectives by publishing Key Performance Indicators (KPI) data in annual budget documents. However, achievement levels of KPIs has not been reported in published budget reports for the years after 2017-2018 and does not appear at all in the newly formatted Recommended Budget for FY 2020-2021.

Response to Finding 3:

The Board of Supervisors and Executive Office partially disagree with the finding.

Key Performance Indicators (KPIs) have been displayed in the budget books consistently from FY 2017/2018 through FY 2020/2021 Adopted Budget. The Executive Office agrees that the FY 2020/2021 Recommended Budget did not reflect the KPIs, however, they were included within the Adopted Budget for FY 2020/2021. The implementation of the county's new budget system, known as RivCo Budget, as well as unexpected work closures occurring throughout county departments arising from COVID-19 impacts, prevented the KPIs from being added to the Recommended Budget for FY 2020/2021. However, the Executive Office commitment to sharing and evaluating these objectives resumed within the Adopted Budget for FY 2020/2021.

One of the recommendations by KPMG was to upgrade the existing budget system, as it was out of date. The new budget system, RivCo Budget, was successfully implemented January 2020 and was utilized to produce the FY 2020/2021 Recommended Budget. The implementation of a new budget system required restoring KPI data within the new system. As this work began, unexpected closures resulting from COVID-19 impacts occurred throughout county workplaces. County departments were in the position of sending staff home for quarantine and deep cleaning of work sites where coronavirus cases occurred. At the same time, employees met the increased demands of services resulting from COVID-19. Development and verification of KPIs requires collaboration between the Executive Office and county departments. Due to tight budget timelines, and as a result of being frontline responders to COVID-19, it was determined the KPIs would be published in the Adopted Budget in September 2020.

For the FY 2020/2021 Adopted Budget, the Executive Office, and county departments, reevaluated the KPIs before restoring them in the new system to ensure the metrics were validated and aligned with objectives, the trends were reasonable, and any data out of alignment with objectives were eliminated. This effort resulted in a reduction of 100 KPIs (from 326 to 226). The 226 KPIs were displayed within the FY 2020/2021 Adopted Budget that was approved by the Board of Supervisors on September 15, 2020.

FINDINGS NO.4: Contract Bidding for KPMG

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Even though the KPMG contract cost expanded to more than 54 times the size of the original contract, the county sought no additional bids for any of the additional amendments.

Response to Finding 4:

The Board of Supervisors and Executive Office agree with the finding.

As KPMG was already engaged to assess the criminal justice system organization and operational performance, finance review and review of the law enforcement contract city rates, it was decided to further contract with KPMG for an implementation phase as a result of the assessment. As KPMG was already familiar with the overall structure of the county, engaging for further review of other departments was extended. There is no requirement for the county to seek additional bids in those circumstances.

FINDINGS NO.5: No evidence that County received what it paid for in contract

The county paid KPMG a considerable hourly rate for tens of thousands of hours of work without quantifiable deliverables – just “assistance”. This was in conflict with Board Policy A-18 which directs how county departments must contract for professional services. For some of the deliverables specified in the KPMG contract Amendment 1, the Executive Office provided the Grand Jury no evidence that they were completed or received by the county. Thus, it appears that the county did not receive what it paid for in these instances.

Response to Finding 5:

The Board of Supervisors and Executive Office disagree with the finding.

As a result of their work for the county KPMG prepared two reports: in March 2016, the Criminal Justice System Review Report which included 51 recommendations and in July 2017, the Countywide Strategic Review Report which included 158 recommendations for a total of 209 recommendations. Attachment A is an update to those recommendations as of October 2020. Out of the 209 recommendations, 108 have been completed, and three (2) were not implemented (FM21, PL12, and PL17).

FINDINGS NO.6: CPU Unit abandoned

A key initiative to achieving and following up on the objectives and recommendations of the Project, the County Performance Unit (CPU), has been largely abandoned.

Response to Finding 6:

The Board of Supervisors and Executive Office partially disagree with the finding.

A key feature of a County Performance Unit (CPU) is data. Data is stored and housed in many different systems spread throughout county departments. In an ideal situation, the CPU would extract information from any department at any time. However, accessing other departments' systems in that manner is not possible, due to security issues, uneven system access across the county, and/or non-county systems (sometimes required by state or federal funding sources). Data is sent to the Executive Office as a document from the department, and is not directly accessed, which delays information delivery. There is no single countywide software system that stores all data from all departments.

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KPMG recommended countywide system upgrades that provide for streamlining data collection which would result in a central hub that enables coordination of data through the CPU. As this is cost-prohibitive and logistically challenging, the county explored multiple methods to capture the data to provide the most real-time and over-time analysis of county KPIs.

Some systems that drive county data will go online during 2020, with implementation training and refinements to follow. The Executive Office has put into place a structure with management analysts and the Chief Deputy County Executive Officer to roll out a new budgeting structure. The roles of these positions have a wide array of county knowledge along with an intimate knowledge base to assist the departments with which they work. This department connection and familiarity greatly enables building of data to develop trends and evaluation analysis. Additionally, the county's organizational structure is within portfolios, which are departments grouped together who have similar missions/functions, headed by an Assistant County Executive Officer. This structure has allowed greater communication, flow of information, cross-collaboration and sharing of data.

The system changes in the Executive Office, Human Resources, and the Auditor Controller's payroll division will be implemented this year for the purpose, in part, of collecting and using the data needed to support a CPU going forward. The county reviewed various platforms to provide real time reports of the data and selected Power BI, a Microsoft data platform. RCIT has moved forward with purchasing licenses for the Executive Office to use this platform for data and report management. Power BI provides tools to create measurements but does not access many departments' data. The combination of these efforts support the CPU concept is effective not only at the preparation of the budget, but at any time throughout the year.

This approach better aligns with current resources and the county's financial standing. As part of the budgetary constraints, the Executive Office FY 2020/2021 budget implemented a 10 percent budget cut of \$631,000, which translated to the transfer of or layoff of three full-time positions, as well as defunding vacant positions. To date, current staff members have undertaken the function of what was recommended as a separate unit to collect and publish the achievement levels of KPIs.

To create a stand-alone county performance unit is an additional expense to the department's budget, which is incongruent with the recent budget reductions incurred by the Executive Office. Options to augment existing staffing for the Executive Office will be re-examined with any additional staffing requests to be submitted for Board of Supervisors consideration during the FY 2021/2022 budget process.

FINDINGS NO.7: KPMG Recommendations Incomplete

Evidence provided to the Grand Jury to support reports by the Executive Office to the Board of Supervisors of completion on some of KPMG's recommendations was incomplete, dubious, misleading, or not provided at all. Thus, the veracity of the information provided to the Board is questionable.

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Response to Finding 7:

The Board of Supervisors and Executive Office disagree with the finding.

Characterizing the Executive Office as providing incomplete, dubious or misleading information is incorrect. The information provided to the Grand Jury demonstrates the current status of the recommendations accurately. Departments are continually working to improve operations. The Executive Office has worked with departments on the recommendations and communicated it to the Board. Different departments are in different states of implementation. RCIT was named within the report, yet the information was incorrect. The department conducts an annual inventory, as required by the Auditor/Controller for the assets the department manages utilizing new tools such as ServiceNow and RivCo Pro to produce these ongoing inventory reports. The total cost of ownership comes in the form of an annual "IT Spend" report, which was provided to the Grand Jury outlining the cost of IT across departments. This report has been an on-going process for the last three (3) years.

Hiring, retention and succession planning is also an on-going process within the department. With IT talent in the industry at an all-time low the department started using outside firms to hire and retain classifications that are difficult to hire. These positions then transition to county employment after three (3) months. This process allows for the hiring of key employees outside of the normal recruitment system and to target specific skill sets. Using outside talent firms represents a different approach to hiring for the department and continues to this day. Succession planning and retention were both discussed with the Grand Jury and have been in place since the new Chief Information Officer was appointed in June 2017.

With regards to Planning, referring to the recommendations cited (PL3, PL7, and PL14), the response that Planning staff has implemented a case planner ownership framework and process refers to a culture of greater responsibility and accountability that the Planning Management Team has implemented, where the Planner is to serve as a "Case Manager", in being responsible for efficiently processing the project, and rather than a specific document that has been developed.

Another example of a department implementing KPMG's recommendations is the department of First 5 Riverside, Riverside County Children and Families Commission. Recommendation FF-2 recommended a coordinated 'family-centered' service delivery with county partners. Home visiting is a primary example of family-centered service delivery. To ensure a coordinated approach between county departments, First Five procured a new data system that is used across three (3) departments and multiple Community-Based Organizations (CBO's). This system includes a client portal to improve referrals and data sharing. Additionally, Home Visiting contractors are paid per visit rather than using a line item budget with the department currently developing an HVI rate care to ensure quality, manage efficiency and improve outcomes. Results are 1,183 children served (146% increase); 906 parents served (44% increase) with funding leveraged from different sources (grants, Cal Works, Prop 10).

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These highlight implementation of some of KPMG's recommendations. Outcomes are measured and monitored. Additionally, even though the examples have been integrated within the departments, many results are qualitative, and may not be necessarily quantitative. Attached to this report is an update to the remaining recommendations from KPMG's countywide strategic report.

FINDINGS NO.8: No KPMG Project follow-up appears to have happened

Despite adamant agreement by the Board of Supervisors in KPMG's Project closeout presentation, to diligently following-up on the Project recommendations, no such follow-up appears to have happened since that meeting.

Response to Finding 8:

The Board of Supervisors and Executive Office partially disagree with the finding.

Follow-up is continuously occurring throughout county departments. This occurs during monthly or weekly meetings, quarterly budget reports, evaluations with department heads, or may be integrated throughout different methods that were originally recommended. As mentioned in Finding 7, attached is an update to the remaining recommendations from KPMG's County-wide Strategic Report and Criminal Justice Review Report.

FINDINGS NO.9: KPMG Project Wasteful

While the Grand Jury found some limited evidence of cost savings and other benefits, no evidence was provided that the KPMG County Transformation project came close to paying for itself. There still may be considerable savings and other benefits to be derived if the county follows up on recommended initiatives from the project. However, unless and until new savings and benefits are realized, there is more justification to label the project wasteful rather than beneficial.

Response to Finding 9:

The Board of Supervisors and Executive Office disagree with the finding.

Many recommendations were process-driven, those results are qualitative in nature and not quantitative. As outlined in the report to the Board of Supervisors in June 2019, the county has reduced projected spending by approximately \$100 million. We understand that determining the exact savings or cost avoidance would be impossible without conducting a forensic audit, especially since many of the recommendations are process-driven in nature. Additionally, there still may be considerable savings and other benefits to be derived as the county continues to follow up on recommended initiatives from the project.

RESPONSE TO GRAND JURY RECOMMENDATIONS:

RECOMMENDATION NO.1: Professional Services require necessary factors in place

Before major financial commitments are made for professional services, including major software projects, the Board of Supervisors and the Executive Office make sure that all the

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necessary factors are in place as outlined in Board Policy A-18. Factors should include sustainable commitment by all participants, to ensure the expected results of the project. This should be implemented immediately.

Response to Recommendation No. 1:

The Board of Supervisors and Executive Office agree with the recommendation.

Necessary factors for professional service agreements may be reviewed through multiple departments: the originating department, the Purchasing Department and County Counsel. Although an agreement may involve different departments, not all circumstances for approval of a professional agreement can be predicted, and as such, approval of professional agreements may vary. Board Policy A-18 was rescinded by the Board on October 23, 2018, with provisions from the policy now under Ordinance 459: Purchasing Policies and Procedures.

RECOMMENDATION NO.2: Competitive Bidding

The Board of Supervisors adopt a policy stating that for very large (for example, more than \$500,00) contracts including follow-ons to contracts, the county should evaluate breaking them into smaller pieces and always solicit and consider competitive bids, except in cases where such a competitive bidding process would be detrimental to the county, in which case such detrimental efforts and their reasons shall be stated and documented publicly. This should be completed by 12/31/2020. (Finding 4)

Response to Recommendation No. 2:

The Board of Supervisors and Executive Office disagree with the recommendation.

Ordinance 459: Purchasing, Policies and Procedures, governs procurement practices for the county. Agreements that require Board of Supervisors approval are submitted via the public meetings of the Board of Supervisors weekly agendas. Any agreement which is other than competitive bidding is notated within the title of the Board submissions and must be justified by the department and approved by the purchasing agent prior to placement on the agenda.

RECOMMENDATION NO.3: Reconstitute the CPU with original purpose

The Board of Supervisors direct the Executive Office to reconstitute the County Performance Unit (CPU) to continue with its original purpose. The CPU should collect and publish the achievement levels of KPI's for all departments in a timely manner, i.e. for the previous fiscal year preceding when the current fiscal year Adopted Budget is published. Reporting of KPI's should be restored to the 2020-2021 Budget and in the future. This should be implemented by 12/31/2020. (Findings 3 and 6)

Response to Recommendation No. 3:

The Board of Supervisors and Executive Office partially agree with the recommendation.

Reporting of FY 2020/2021 KPI's were included within the FY 2020/2021 Adopted Budget that was submitted to the Board of Supervisors on September 15, 2020.

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During the budget system upgrade, the Executive Office modified the staffing structure to implement the CPU, with the newly implemented budget systems, the upgraded payroll system and the new systems for recruitment and employee performance management. These upgrades and replacements systems will be implemented faster than normal for industry standards. Additionally, RCIT has purchased licenses for Power BI Microsoft software, for usage by the Executive Office. As referenced in Finding No. 6, Power BI provides the tools to create measurements, but cannot access all departments' data.

The Executive Office will look at options to augment existing staffing or create a stand-alone CPU. If warranted under current cost-constraints, the Executive Office will submit any additional staffing requests to support a CPU for the Board of Supervisors consideration during the FY 2021/2022 budget process, since this will be an additional cost to the county.

RECOMMENDATION NO 4: Establish Independent Review Agency

The Board of Supervisors establish an agency that is independent of any department to, among other possible duties, perform financial and operational audits verifying the completion, claimed benefits, and adherence to policy of projects undertaken in the county. Such an agency should choose which projects it will audit and report its findings publicly to the Board of Supervisors. The agency could be part of the Auditor Controller's Office, or akin to the Internal Audit department in many California Counties or an Inspector General's Office in many other governmental entities.

This should be completed by 6/30/2021. (Findings 5 and 7)

Response to Recommendation No. 4:

The Board of Supervisors and Executive Office agree with the recommendation.

The Executive Office will look at options to create an independent review agency and submit the recommendation to the Board of Supervisors for consideration via the FY 2021/2022 budget process since this will be an additional cost to the county.

RECOMMENDATION NO.5: Re-examine Project Recommendations

The Board of Supervisors and the Executive Office re-examine the initiatives recommended in the KPMG County Transformation Project, track and report on those still offering benefits and cost savings to the county and direct departments and agencies to continue efforts to achieve those benefits and cost savings. The list of departments which should continue implementing KPMG's recommendations should be completed by 3/31/21, and department efforts should continue indefinitely.

Response to Recommendation No. 5:

The Board of Supervisors and Executive Office partially agree with the recommendation.

As there are more than 200 recommendations, it is difficult to forecast if they will be completed by March 2021. Re-examination of the recommendations will continue with future updates to the Board.

ATTACHMENTS:

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
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Attachment A KPMG Recommendations Matrix October 2020

MINUTES OF THE BOARD OF SUPERVISORS
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3.4
(MT 13831)

On motion of Supervisor Perez, seconded by Supervisor Hewitt and duly carried by unanimous vote, IT WAS ORDERED that the recommendation from Supervisor Hewitt regarding the Response to the 2019-2020 Grand Jury Report issued on August 12, 2020, made public at close of business on August 14, 2020, regarding the KPMG Transformation Project, is continued to Tuesday, November 17, 2020 at 9:30 a.m. or as soon as possible thereafter.

Roll Call:

Ayes: Jeffries, Spiegel, Washington, Perez and Hewitt
Nays: None
Absent: None

I hereby certify that the foregoing is a full true, and correct copy of an order made and entered on November 10, 2020 of Supervisors Minutes.

(seal) WITNESS my hand and the seal of the Board of Supervisors
Dated: November 10, 2020
Kecia R. Harper, Clerk of the Board of Supervisors, in
and for the County of Riverside, State of California.

By: *Y. M. Vasso* Deputy

AGENDA NO.
3.4

xc: COB

**SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



ITEM: 3.4
(ID # 13831)

MEETING DATE:
Tuesday, November 10, 2020

FROM : EXECUTIVE OFFICE:

SUBJECT: EXECUTIVE OFFICE: Response to the 2019-2020 Grand Jury Report issued on August 12, 2020, made public at close of business on August 14, 2020, regarding the KPMG Transformation Project [All Districts. Total Cost \$0]

ACTION:Policy

MINUTES OF THE BOARD OF SUPERVISORS

Countywide Strategic Review and Criminal Justice System Review Recommendations Summary
October 2020

Workstream		Department	ID	Recommendation	Status	Progress to Date
In Progress or Pending Work Items						
1	Community Development	Animal Services	AS-7	Develop a workforce communication and engagement strategy	In Progress	A workforce development and communication strategy is still being developed.
2	Community Development	Animal Services	AS-8	Define and track metrics across each division to appropriately measure performance of the department	In Progress	Working on a new process to capture statistics and developing new strategic goals.
3	Health & Human Services	DPSS Administrative Services Division	AS-1_DPSS	Optimize financial planning in order to fully leverage existing funding and proactively identify and address any funding gaps	In Progress	DPSS continues to refine the final funding allocations to the amount budgeted to ensure greater alignment of spending to funding. However, there are things outside our control that impact funding utilization, such as changes at the State level and the hiring freeze imposed in January 2018. DPSS continues to refine the final funding allocations to the amount budgeted to ensure greater alignment of spending to funding. Things outside of department control continue to impact funding utilization, including changes at the State level and hiring freezes imposed at the county level.
4	Health & Human Services	DPSS Administrative Services Division	AS-2_DPSS	In conjunction with the County's HR department's new platform, develop an optimal HR service delivery model	In Progress	DPSS staff are participating in County Human Resources meetings and workgroups as part of planning for the Human Resources Transformation. County Human Resources has shared through communication with DPSS that our department may require additional review to ensure they can accommodate our needs. DPSS is partnering with County Human Resources with the new applicant/onboarding system (NEOGov) to create efficiencies and optimum workflow. In addition, we have participated in the user testing for the upcoming upgrade to the new HRMS Peoplesoft system. DPSS executive team meets monthly with County Human Resources to review disciplinary cases.
5	Health & Human Services	DPSS Administrative Services Division	AS-7_DPSS	In conjunction with countywide efforts, improve REF response rates by fostering strong relationships with providers and establishing a strategic outcomes-focused commissioning framework	In Progress	DPSS' Independent Review Group completed a management review of all aspects of the contracting function in July 2018. They did not find any duplication of effort but did note several opportunities to increase efficiencies. Corrective actions are currently in process of being implemented. They are focused on improving communications and clarifying roles and responsibilities. DPSS staff have been an integral partner in the countywide implementation of RvCoPro. DPSS was part of the first pilot group and currently perform some contract management tasks in the system. Although we build contracts within RvCoPro at present, we are unable to conduct review rounds, obtain external approvals, execute agreements, or facilitate the REF process within the system. DPSS has commissioned several workgroups to focus on improving vendor interface.
6	Health & Human Services	DPSS Administrative Services Division	AS-10_DPSS	In conjunction with Self-Sufficiency, review the drivers behind areas where error rates are high and ensure consistent quality assurance processes and standards are implemented across all divisions	In Progress	Audit Guidelines were completed and trained to Self-Sufficiency program staff (CW, CF, CC, and MC) in August 2017. Foster Care Audit Guidelines and training was completed in February 2018. DPSS is in the process of revamping its QA and QC processes both as operational and administrative priorities to ensure a holistic and proactive approaches for identifying error trends.
7	Health & Human Services	DPSS Adult Services Division	ASD-4	Intra and intra division collaboration should be encouraged and case triaging guidelines should be adjusted to ensure close collaboration between the divisions as well as other agencies	In Progress	ASD expanded the Elder Abuse Forensic Center partnership; Healthy Aging in Place with Partners Initiative; HARTS Program; RUIHS Geriatric Nurse Partnership. The Division further partnered with the Office on Aging for its Great Plates Initiative to feed seniors during COVID-19, and 2021 efforts include utilizing the Federal pandemic CARES Act funding to provide case management for vulnerable seniors outside of APS and IHSS.
8	Health & Human Services	DPSS Adult Services Division	ASD-6	Develop an APS policy manual and deploy new initiatives that will help facilitate a culture of collaboration between policy writers and social workers	In Progress	80% completed and published, with the full APS policy manual to be released in 2020.

Countywide Strategic Review and Criminal Justice System Review Recommendations Summary
October 2020

Workstream	Department	ID	Recommendation	Status	Progress to Date
9	Health & Human Services DPSS Adult Services Division	ASD-7	Introduce IHSS policy changes and deploy caregiver evaluation processes to improve caregiver matching rates and caregiver performance	Pending	Evaluation of caregivers has not started based on significant staffing reduction for the PA and administrative staff as well as this being outside of the State's defined scope of responsibilities for the PA. Feasibility, expected value and implications need further discussions before the PA can proceed with caregiver evaluation. In 2021, efforts will focus on drug and alcohol screening, as well as better coordination of background checks, for PA Providers. The Public Authority has implemented its TEARS online Provider Orientation Portal and secured personal protective equipment for distribution to caregivers during the COVID-19 pandemic.
10	Health & Human Services DPSS Adult Services Division	ASD-8	In conjunction with countywide efforts, establish a coordinated approach to commissioning driven by active vendor management and rationalization	In Progress	Refer to responses to AS 5-7
11	Health & Human Services DPSS Adult Services Division	ASD-9	Explore options such as CalDual enrollment and Skilled Professional Medical Personnel (SPMP) funding available through Federal Financial Participation (FFP) and changes to eligibility criteria to mitigate impact of budget shortfall in IHSS	In Progress	Adult Services Division (ASD) used SPMP funds to pay for new nursing services contracts with Office on Aging and RUHS Medical Center (6 FTE) The goal was for ASD to utilize SPMP funds to pay for new nursing services contracts with Office on Aging and RUHS Medical Center (6 FTE). It was determined that the Federal SPMP funding could not be utilized in this way, however, the Division did bring onboard a Clinical Therapist II and a Supervising Behavioral Health Specialist to provide in-depth mental health assessments for IHSS Intensive Case Management (ICM) clients.
12	Health & Human Services DPSS Adult Services Division	ASD-10	Integrate technology systems, as far as feasible, to obtain a 360-degree view of the client	In Progress	ASD has been working with RUHS, IEHP, and Office on Aging for data sharing protocols on shared clients. ASD has been working with RUHS, IEHP, and Office on Aging for data sharing protocols on shared clients. Client-focused information sharing is occurring utilizing secure, encrypted methods (for example, SharePoint) to enable the provision of services, such as case management and meals.
13	Criminal Justice Countywide	CC-5	Further analyze training offerings and impact to risk management	In Progress	Training is a primary focus of each Public Safety department and providing the appropriate training in a timely manner is one of the top priorities of the Public Safety Portfolio Group. Each department is reviewing and improving their training offerings with an eye toward potential deficiencies so as to reduce risk.
14	Criminal Justice Countywide	CC-6	Identify opportunities to enhance County employee recruitment and hiring process	In Progress	The implementation of new recruitment techniques, bringing compensation structure in line with competing jurisdictions, and working with a new structure established within Human Resources to improve recruitment coordination has yielded significant results. However, given the fluid nature of recruitment, this will effort will always remain "in progress".
15	Criminal Justice Countywide	CC-7	Conduct detailed leave administration and process analysis	In Progress	Traditionally, leave management has been handled inconsistently across the departments. Human Resources is continuing to develop a leave management office to provide this function to departments.
16	Criminal Justice Countywide	CC-8	Define and communicate policies related to position freezing and unfreezing	In Progress	The practice of "freezing and unfreezing" of positions had been a frustrating process for all involved. The issue arises only because departments have more positions "on the books" than are included in the budget or needed for operational flexibility. This issue has been resolved through Board action for all of the Public Safety departments, with the exception of the Sheriff's Department. The Executive Office and the Sheriff's Department continue to work to identify the appropriate number of positions in the department.
17	Criminal Justice Countywide	CC-10	Identify opportunities for automated IIR processes	In Progress	The Public Safety departments are working with HR in anticipation of the implementation of an improved system.
18	Community Development TILMA Code Enforcement	CE-1	Collaboratively define the role and vision of Code Enforcement in Riverside County	In Progress	Staff continues to work to develop, implement, and communicate a vision for Code Enforcement, which includes adding value to the communities that we serve, prioritizing cases as a workload management tool, and focusing on seeking voluntary compliance when possible.

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Workstream	Department	ID	Recommendation	Status	Progress to Date
19 Community Development	TLMA Code Enforcement	CE-2	Provide focused training on process standards for case reporting, preferred resolution tools, and case prioritization	In Progress	Revised staff annual evaluation process and form that utilizes developed productivity metrics, which are in the process of being updated.
20 Community Development	TLMA Code Enforcement	CE-3	Establish performance and quality expectations for all roles	In Progress	Conducted time and cost studies to gather data to correlate staff time with associated costs; prepared an analysis of going to a fixed fee enforcement approach that focuses on obtaining voluntary compliance when possible, and providing greater transparency on enforcement costs. Developed, implemented and communicated staff productivity expectations; Revised staff annual evaluation process and form that utilizes developed productivity metrics
21 Community Development	TLMA Code Enforcement	CE-4	Improve staff utilization through enhanced time tracking and clear direction on priorities	In Progress	Staff is in the process of updating our Board Policy that sets prioritization for cases based on highest public health and safety priorities.
22 Community Development	TLMA Code Enforcement	CE-7	Standardize case recovery practices across districts including fee structures and time reporting for staff	In Progress	Conducted time and cost studies to gather data to correlate staff time with associated costs, Adjustments to cost recovery processes, with new fee structure includes: flat initial investigative fee, with fee escalation associated with continued non-compliance
23 Community Development	TLMA Code Enforcement	CE-10	Open communication with increased transparency between staff and management	In Progress	Management conducts regular meetings with supervisory staff, and with District Office staff. The in-person meetings have had to be adjusted due to COVID-19. Revised staff annual evaluation process and form that utilizes developed productivity metrics
24 Community Development	TLMA Code Enforcement	CE-11	Review process improvement initiatives to expedite case completions and increase departmental revenues	In Progress	Adjustments to cost recovery processes, with new fee structure includes: flat initial investigative fee, with fee escalation associated with continued non-compliance
25 Health & Human Services	DPSS Children Services Division	CS-1	Increase SW capacity by reducing the amount of time they spend undertaking administrative tasks	In Progress	Child welfare social workers spend approximately 45% of their time completing administrative tasks which include court reports, delivered service logs, assessments, level of care determinations, case plans, etc. There are numerous tasks completed by the social workers that cannot be delegated. The policy and planning team consistently review state and departmental policies in an effort to streamline workloads, create efficiencies, and increase the amount of time available for social workers to engage with families and children. Social Service Assistants are a critical part of the customer care team. They assist the social workers with completing documentation as appropriate, transporting children to visits with parents and/or court appearances, medical appointments, and other activities as required. DPSS increased hiring of support staff to assist social workers in administrative and ancillary activities. Over the past year, CSD has increased Social Service Assistants (SSA) and Social Service Practitioners (SSP II/Is) staff by 60%. SSAs and SSP II/Is assist Social Service Practitioner III's with completing documentation as appropriate, transporting children to visits with parents and/or court appearances, medical appointments, and other activities as required. SSP I & II's have been hired to assist SSP III's with administrative functions such as placing children, completing paperwork, reaching out to service providers, all in an effort to increase the time the SSP III can have with the family without administrative interruption.

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Workstream	Department	ID	Recommendation	Status	Progress to Date
26	Health & Human Services DPSS Children Services Division	CS-2	Reassess the social workers (SW) role to reduce the number of SW touch points per family	In Progress	<p>The Hybrid Model caseload structure was introduced in July of 2017 in an effort to improve communication between families and the social worker, create a balanced workload, and develop an effective case management system for families. The investigating social worker, the social worker that writes the juris dispositional report, and the continuing services social worker collaboratively manage each case and work closely to ensure that the families understand the process and requirements for successfully completing the services required in their case plans.</p> <p>Barring turnover of child welfare social workers, each family will have at a three main workers assigned throughout the life of a case. This is consistent with the child welfare elements of investigative services, juris dispositional court processes, and continuing services.</p> <p>Based on the components of the Hybrid Model pilot, the social workers conduct conjoint planning in an effort to ensure continuity of services.</p> <p>Investigating SSP's work closely with the investigating JD writer to ensure a smooth handoff between SSP's. The two different investigators work under the same supervisor to ensure continuity of service to the family. Once the case has gone through the JD hearing, the IS SSP meets with the SST in continuing services to ensure a smooth handoff for the family and to ensure that the needs of the family are clearly transitioned from one SSP to the other. CSD has not approached this goal.</p>
27	Health & Human Services DPSS Children Services Division	CS-3	Improve social worker performance and strengthen their capabilities and skills by ensuring they have strong on-the-job support and mentorship and standardizing recruitment processes	In Progress	<p>The 200-person leadership team has participated in strengths-based leadership training that is used as a tool to train participants on the foundational concepts of leadership, supportive supervision, and customer service. To date, 10 modules have been delivered and is a contributing factor in the 50% reduction in the turnover of staff over the last 2 years.</p> <p>In October of 2016 the bi-weekly supervision protocol was implemented in an effort to promote support for staff, reduce attrition, and advance the quality of services delivered to children, youth, and families. The strengths-based leadership and the California Core Practice Model (CTM) a statewide approach for enhancing services to children and families, has been incorporated into the conferences and performance evaluations.</p> <p>The training and development team has developed the Emerging Leaders initiative that is available for staff interested in promoting into a leadership role, the program provides personal and professional growth opportunities in developing leadership skills. In addition, CSD staff has the opportunity to participate in a 6-month formal mentoring program that is administered through human resources.</p> <p>Beginning in September of 2018, 50% of new workers completing Induction classes will be assigned to continuing services with the remaining staff assigned to investigative services. New staff will have an extended time of 6 months to receive a full caseload. The goal is to provide the opportunity for employees to learn and understand the complexities of mastering risk and safety assessments, engaging with families, and gaining proficiency in their roles.</p>
28	Health & Human Services DPSS Children Services Division	CS-4	Enhance the capability, reach, and utilization of Family Resource Centers (FRCs)	In Progress	<p>Over the past 18 months, the FRC team has been actively working with Strategies 2.0, the statewide expert on the operation and structure of family resource centers.</p> <p>A leadership retreat was held for the members of the advisory board and FRC staff in February of 2018 for the purpose of redefining the vision of the centers to include a comprehensive approach to serving children and families.</p> <p>Current service design includes resources that are focused on prevention and early intervention and the Five Protective Factor's that strengthen families; parental resilience, social connections, concrete support in times of need, knowledge of parenting and child development, and social and emotional competence of children.</p> <p>The CSD continues to enhance partnerships with community-based organizations and faith communities to provide services and supports to at risk families at the various FRC locations.</p>

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Workstream	Department	ID	Recommendation	Status	Progress to Date
29	Health & Human Services DPSS Children Services Division	CS-5	Reduce the number of children in placement, increase quality placement options and improve outcomes	In Progress	<p>The number of children in care in Riverside County has decreased by approximately 28% between January 2017 and January of 2018. To date, 60% of staff has received training on the elements of Safety Organized Practice (SOP), a strategy that is designed to strengthen the relationship between social workers, children, and families and result in a clearer assessment of risk and safety elements during investigations. Staff at every level of the organization are participating in training on the CPM. Both SOP and CPM are used as tools for social workers to reframe their approach to working with children and families in a manner that supports customer engagement and collaboration between families and the department.</p> <p>Implemented in January of 2017, the Resource Family Approval (RFA) process is designed to enhance the quality of placements by creating a unified, family friendly, and child centered process that eliminates duplication; increases approval standards; incorporates a comprehensive psychosocial assessment of all families; and includes approval for foster care, adoption, and guardianship.</p> <p>Riverside County was selected as one of ten pilot counties to partner with the State of California on the expansion of the Quality Parenting Initiative (QPI). The goal of QPI is to strengthen the quality of foster care services by providing training, supports, and resources to foster parents so that all children served by the department receive a high level of care while in placement. QPI encourages a co-parenting model that includes the birth parent, resource parents and the social worker.</p> <p>The CSD is engaged in the Quality Parenting Initiative. QPI is an approach to improve parenting as well as recruit and retain excellent families. The QPI Team developed a Riverside Partnership Agreement and CAREs statement, their next steps include developing trainings and educating the community on the benefits of QPI and participating in Road Shows throughout the Department to inform and educate staff on QPI.</p> <p>As mandated by law, the CSD partners with behavioral health, probation, public health, and the court system to ensure that all children and youth served by the department are assessed upon entry to determine the need for behavioral health services and/or psychotropic medications.</p> <p>The Pathways to Wellness initiative requires that a behavioral health professional attend Child and Family Team meetings when a child is receiving specialized mental health services.</p> <p>In conjunction with the State, an automated system is in development that allows for the tracking of behavioral health services for children upon entry and every six months thereafter.</p> <p>In the coming months the Level of Care system will be implemented in part, to assess the behavioral health needs of each child in care and guide the decision around the most appropriate placement options.</p> <p>AB 1299 was implemented to ensure that children placed out-of-county receive specialty behavioral health services. The social worker is responsible for coordinating the services with the host county as soon as reasonably possible to ensure continuity of services.</p> <p>In October of 2018 the Child and Adolescent Needs and Strengths (CANS) tool will be administered to all children entering care, the results of the assessment will be used to support decision making regarding a variety of services including behavioral health needs, placement, and level of care.</p> <p>The CSD is implementing The Child and Adolescent Needs and Strengths (CANS) tool. The tool is intended to be administered to all children entering care, the results of the assessment will be used to support decision making regarding a variety of services including behavioral health needs, placement, and level of care.</p> <p>The Child and Adolescent Needs and Strengths (CANS) tool is intended to be administered to all children entering care, the results of the assessment will be used to support decision making regarding a variety of services including behavioral health needs, placement, and level of care. Through the AB 2083 MOU system partners agree to share assessment outcomes and processes to facilitate care coordination through the CFT process.</p>
30	Health & Human Services DPSS/Children Services Division	CS-7	Review Mental Health process to ensure children are receiving and have access to necessary quality services	In Progress	

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Workstream	Department	ID	Recommendation	Status	Progress to Date
31	Health & Human Services DSS Children Services Division	CS-8	Establish a comprehensive performance framework to support operational and strategic decision making	In Progress	<p>In collaboration with the Harvard University Government Performance Lab, a performance-based contracting protocol is in development. The protocol will be designed to ensure that measurable and quantifiable outcomes are included as a standard practice in procurements and that the goals align with strategies to promote safety, permanency, and well-being of children and families.</p> <p>In partnership with Casey Family Foundation, a work plan has been developed to create a strategic framework by incorporating the elements of the Nurture and Grow tool (strengths-based leadership, culture of learning and improvement, operational excellence, and parent and community engagement) into a 3-year strategic plan. Over the next 12-months focus groups will be held with internal and external stakeholders regarding key areas to include in the plan.</p> <p>The University of California Berkeley quality improvement team is working with the department to develop a continuous quality improvement model that will be incorporated into daily practice with the capacity to support sustainable change for the organization. The CQI model is designed to promote a shared sense of responsibility for outcomes and solution-focused collaboration between managers, employees, and stakeholders.</p> <p>As part of the DPSS Annual Plan for FY 2021, DPSS and all its divisions are developing performance dashboards and building a structured CQI system to help support decision-making. The framework has been restructured to CSD Strategic Priorities which are: Workforce: Our workforce is healthy, professional, supported and valued. Core Practice & Continuous Quality Improvement (CQI): Meaningful supervision, training and mentoring to enhance best practice interventions and achieve better outcomes for children, youth, and families. Customer Focus/Partnerships: Focused collaboration with communities and networks to seamlessly serve and support children, adults and families.</p>
32	Countywide Observations	CW-4a	Develop Countywide performance management structure and measures	In Progress	Performance management structure in place; measures are still being developed by portfolio
33	Countywide Observations	CW-5	Develop Countywide data and analytics hub framework and capability	In Progress	Analytics framework established through Microsoft BI, EO Analysts undergoing training.
34	Health & Human Services DSS First Five Division	FF-1	Outcome focused commissioning with tighter provider monitoring and evaluation	In Progress	Commission approved 2018-2021 Strategic Plan with shift from grant funded investments to evidence-based supports and clearly defined outcomes with unit of service delivery models. Future services will be tied to rate card (procurement tool for payment of outcomes achieved). FY 18/19 home visitation investment transitioned from grant funded investment to unit of service and evidenced based outcomes. DPSS is evaluating how to implement performance-based contract as part of its new Strategic Plan in FY 21-22
35	Health & Human Services DSS First Five Division	FF-2	Coordinated 'family centered' service delivery with county partners	In Progress	CSI - systems approach through Early Identification & Early Intervention (RUHS-Behavioral Health) and Help Me Grow system (regional approach for developmental screenings). Both with single point of entry.
36	Health & Human Services DSS First Five Division	FF-3	Develop a performance framework that underpins the division's strategic plan	In Progress	Commission approved 2018-2021 Strategic Plan with development of new impact model with four different kinds of systems change outcomes: increased access to services and supports; increased quality of services and supports; increased coordination of services and supports; and increased consumer and community capacity. DPSS and each of the division are rolling out a Continuous Quality Improvement process as part of the FY 20-21 Action Plan.
37	Internal Support- Custodial and Maintenance	FM-2	Establish Service Level Agreements (SLAs) with customers	In Progress	SLA templates have been developed and approved through County Counsel. Custodial and Maintenance divisions conduct meetings with county departments on an annual basis. FY 20/21 meetings are underway

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	Workstream	Department	ID	Recommendation	Status	Progress to Date
38	Internal Support - Custodial and Maintenance	EDA	FM-3	Conduct quality control reviews with customers on a regular basis	In Progress	Maintenance established bi-weekly surveys and monthly meetings with customers. Custodial provides quality assurance spot checks and generates a report that is shared monthly with customers. SLA's require monthly inspections of facilities where the stakeholder has the option of attending the inspections. FM executives meet with customer department executives to review customer satisfaction and progress of projects.
39	Internal Support - Custodial and Maintenance	EDA	FM-5	Establish appropriate performance measures and report on regular basis	In Progress	Custodial and Maintenance divisions have established goals and key performance indicators (metrics) to gauge success. Annual Customer Satisfaction Surveys are conducted. The Custodial division established a Balanced Scorecard with key metrics reported each pay period.
40	Internal Support - Custodial and Maintenance	FDA	FM-6	Follow-up with customers before maintenance work requests are closed	In Progress	A work in progress and improving via customer monthly reports and meetings. FM is currently evaluating systems like ServiceNow to automate the notification of work task progress and completion to solicit immediate feedback and customer satisfaction.
41	Internal Support - Custodial and Maintenance	EDA	FM-7	Consider limited outsourcing of services	In Progress	Limited outsourcing is occurring with both maintenance and custodial services. Maintenance outsources certain scope based on technical complexity and custodial services outsources in outlying areas, Mental Health Inpatient Facility, and new facilities if current resources are insufficient to provide the level of service required.
42	Internal Support - Custodial and Maintenance	EDA	FM-8	Consider outsource grounds services	In Progress	Grounds services are outsourced in outlying areas
43	Internal Support - Custodial and Maintenance	FDA	FM-10	Maximize asset performance	In Progress	The Maintenance Service division, as funding permits, will invest in a computer maintenance management system that maintains a computer database of information about an organization's maintenance operations in order to maximize asset performance.
44	Internal Support - Custodial and Maintenance	EDA	FM-15	Develop Asset Hierarchy and Asset Definition	In Progress	The Maintenance Service division is conducting in-house Facility Condition Indexing on all County owned buildings to help identify the cost of necessary repairs and to provide a benchmark to compare the relative condition of County owned facilities.
45	Internal Support - Custodial and Maintenance	FDA	FM-19	Standardize parts to permit warehousing and volume purchasing	In Progress	Fire Life Safety/other equipment is in process to be standardized. Diverse building age and construction present challenges in this area. Current budget constraints limit progress in this area
46	Internal Support - Custodial and Maintenance	EDA	FM-20	Change Internal Service Fund (ISF) Rates to Include Repayment of All Liabilities	In Progress	Budget challenges have continued and rate stability is needed to ensure services continue as needed for county departments. Payment will be made when sufficient cash reserves become available.
47	Internal Support - Custodial and Maintenance	EDA	FM-22	Develop a capital renewal plan for the County's facilities	In Progress	The current rate methodology does not provide for sufficient funding for capital renewal needs. County departments are currently funding capital improvements.
48	Internal Support - Custodial and Maintenance	EDA	FM-23	Revise the internal service fund (ISF) rates to include repayment of the general fund loan	In Progress	In light of continued budget challenges, FM is exploring opportunities for loan forgiveness.
49	Internal Support - Facilities Management	FDA	FM-25	Conduct a study to right size County facilities and consolidate offices into non-heated space	In Progress	FM has continued to review current county occupancy of space/ current county-owned vacancy and any opportunity to move/consolidate departments into county-owned space.

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Workstream	Department	ID	Recommendation	Status	Progress to Date
50	Internal Support	Purchasing and Fleet Services	FP-2	In Progress	Fleet Services continues to work with departments to review underutilized vehicles and provides regular reports to the Executive Office on fleet totals.
51	Internal Support	Purchasing and Fleet Services	FP-3	In Progress	Fleet Services provides regular reports to the Executive Office on salvaged vehicles and overall fleet totals.
52	Internal Support	Purchasing and Fleet Services	FP-4	In Progress	Recommendations for revisions to Policy D-1 sent to the EO on 3/7/2017. Revised Board Policy D-2.
53	Internal Support	Purchasing and Fleet Services	FP-5	In Progress	e-Procurement System - The Pilot Group through Wave 2 are utilizing Rivco/RO. Wave 3 and Wave 4 will be deployed by November 2019
54	Internal Support	Purchasing and Fleet Services	FP-6	In Progress	Staff are releasing bids to consolidate purchases to provide awards to single and/or primary, secondary, tertiary, etc. vendors to limit total number of vendors.
55	Internal Support	Purchasing and Fleet Services	FP-7	In Progress	The eProcurement system (Rivco/RO) will have EDI capabilities which will automate invoicing. Departments will experience a reduction in staff time for processing of invoices. The Pilot Group.
56	Internal Support	Human Resources	HR-1	In Progress	HR has implemented a new delivery model for HR services, adopted a new organizational structure, reallocated positions to the correct level and is filling the vacant HR positions. Staff training and baseline service measurements are being developed.
57	Internal Support	Human Resources	HR-2	In Progress	HR is working to develop metrics, develop benchmarks and create a data driven culture. A separate HR data team has been formed to lead this initiative. Based upon the new organizational structure the teams have been put into place.
58	Internal Support	Human Resources	HR-4	In Progress	Automation opportunities and work process improvements currently in progress. The HR automation/data team is in place and has begun the evaluation of all HR data systems. The pilot teams have been disbanded and the HR processes are being built to align with near future technology.
59	Internal Support	Human Resources	HR-5	In Progress	HR is developing the long-term strategic plan to manage employee and labor relations (ELR) for the County. This includes upgrading the technology to track ELR activity to improve management decision making.
60	Internal Support	Human Resources	HR-6	In Progress	Working on a number of initiatives: proactive training, quarterly claims review/risk assessment with each department, automation processes, employee engagement and cost benefit analysis. Creation of the Risk Management Safety Committee comprised of HR, County Counsel and the Executive Office to assess risk and accountability of county departments.
61	Internal Support	Human Resources	HR-8	In Progress	The HR reorganization is complete and the attention is now on the improvement of service delivery.
62	Inmate Health	RHHS	IH-4	In Progress	Behavioral Health has implemented a telehealth solution across all jails helping to provide more efficient healthcare and reduce the number of required inmate transports. An integrated suite capable of meeting both primary and behavioral health care needs is in process.

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Workstream	Department	ID	Recommendation	Status	Progress to Date
63	Inmate Health	HH-5	Use data obtained from TechCare to conduct a review and analysis of inmate programming and incentives	In Progress	TechCare data provides the information necessary to document the effectiveness of inmate healthcare plans and progress in meeting the agreed upon remedial plan requirements. A further data dive and analysis with Gray Case stakeholders could provide additional information to make evidence based inmate programming decisions once the County has satisfied all requirements of the remedial plan.
64	Internal Support	IT-11	Analyze current ERP strategy and align with Enterprise Architecture (EA)	In Progress	New ERP strategy includes replacing the HR system and look at other ERP systems such as finance and budget
65	Health & Human Services	O-3	Develop a countywide coordinated data driven approach to identifying required services for children	In Progress	Human Services departments piloting GIS application with department data to align services
66	Health & Human Services	O-4	Identify 'super users' within the system and develop coordinated services to manage these cohorts' complex needs	In Progress	Human Services departments piloting GIS application with department data to align services
67	Health & Human Services	O-4.1	Strengthen the coordinated county-wide approach to address homelessness by conducting analysis on subpopulations to inform more targeted interventions	In Progress	Since June 2019, the County formed a Homelessness and Housing Department. DPSS has been in close contact and collaboration with this new Department to transition the COC administrative function and to coordinate housing resources for elderly and disabled Riverside County residents, including through the California HomeSafe grant, Project Roomkey (as a result of the COVID-19 Pandemic), HDAP (The Housing and Disability Advocacy Program), and the Great Plates initiative in partnership with the Office on Aging.
68	Health & Human Services	O-4.2	CSD should work with the Criminal Justice System to identify super users who interact with both systems in order to co-ordinate service delivery for these users by developing a joint approach around interventions	In Progress	CSD and Probation initially focusing on dual status youth
69	Criminal Justice	PD-3	Improve communication between Sheriff and Public Defender for in-person jail visits	In Progress	This is viewed as a high priority so we continually work with the Sheriff's Department to facilitate quicker and confidential access to clients.
70	Criminal Justice	PD-4	Improve caseload management through a workflow study	In Progress	Since participating in the workflow study with KPMG, additional obligations and burdens have been placed on the department in the form of unfunded state mandates related to criminal justice reform. The Department is still in the process of evaluating the impact of these mandates.
71	Criminal Justice	PD-7	Implement video conferencing within Public Defender offices and county jail sites	In Progress	The Public Defender and Sheriff are now working well together to complete this recommendation.
72	Community Development	PI-1	Establish project tier model to reduce costs and cycle time	In Progress	Staff is working on updates to our Zoning Ordinance that will streamline certain minor approvals.
73	Community Development	PI-2	Define intake criteria and application process	In Progress	Conducted analysis of the existing case review/approval process, and the factors which affect cost; Condensed 64 applications into four; ability for online upload; Located full time Planner on 9th floor to increase counter staff diversity; QMApic system implemented which times service process from start of wait to end of transaction; 9th Floor staff now contact departments with applicants present at the counter, to resolve extra-departmental application concerns; Implemented online appointment software, for customers to initiate case review processes when ready, and available
74	Community Development	PI-4	Strengthen focus on reducing case 'touches'	In Progress	Conducted analysis of the existing case review/approval process, and the factors which affect cost; Implemented Case Planner Ownership framework and process; 9th Floor staff now contact departments with applicants present at the counter, to resolve extra-departmental application concerns; Implemented online appointment software, for customers to initiate case review processes when ready

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	Workstream	Department	ID	Recommendation	Status	Progress to Date
75	Community Development	TJMA Planning	PL-6	Decrease 9th floor wait times through innovative approaches and the use of new technology	In Progress	Conducted analysis of the existing case review/approval process, and the factors which affect cost; Hired two (2) new Land Use Technicians - Front counter staff; Staff implemented a transparent Billing Statement that is sent to applicants; Staff expanded front counter hours - now open at 7:30 am; Staff located full time Planner on 9th floor to increase counter staff diversity; Staff implemented a QMatic system which times service process from start of wait to end of transaction;
76	Community Development	TJMA Planning	PL-9	Implement active project management on every case	In Progress	Staff implemented monthly training for planners and staff, with new and changing topics, customer service training curriculum and module completed; Cost and Timeline tracking guide developed and available to case planners and applicants (via webpage) to establish schedules, milestones and cost estimates
77	Community Development	TJMA Planning	PL-10	Ensure staff receives sufficient training and development on an ongoing basis	In Progress	Staff implemented monthly training for planners and staff, with new and changing topics, customer service training curriculum and module completed
78	Community Development	TJMA Planning	PL-11	Utilize case statistics with escalation parameters and milestones checkpoints throughout the case lifecycle	In Progress	Conducted analysis of the existing case review/approval process, and the factors which affect cost; Implemented a transparent Billing Statement that is sent to applicants; Cost and Timeline tracking guide developed and available to case planners and applicants (via webpage) to establish schedules, milestones and cost estimates
79	Community Development	TJMA Planning	PL-15	Revisit and assess deposit-based fees and other project activities	In Progress	Staff is working on revising Ordinance 457 & 671 (Deposit based fees) to implement flat fees for certain activities (e.g. lot line adjustments)
80	Community Development	TJMA Planning	PL-16	Improve overall project finance transparency for customers and accountability for planners and other project stakeholders	In Progress	Implemented a transparent Billing Statement that is sent to applicants
81	Community Development	TJMA Planning	PL-18	Front counter one-stop shop and Planning floor remodel	In Progress	Online appointment software has been implemented and the department is looking at other opportunities to leverage technology; 10th Floor renovation to bring the Fire Marshal's Office and Environmental Health to the CAC is in the planning stages.
82	Community Development	TJMA Planning	PL-19	Accelerate clarification and modernization of zoning & subdivision ordinances	In Progress	Staff is working on updates to our Zoning Ordinance that will streamline certain minor approvals.
83	Criminal Justice	Probation	PR-2	Expand measurement and evaluation of supervision and programming efforts	In Progress	Key performance metrics have been created for supervision and programming efforts. KPIs are now being aligned from units to divisions to the department executive team. Parallel to this effort, metrics are in place to measure responsibility by the client and the case agent (DPO). As outcomes are reviewed, adjustments will be made to supervision strategies to increase successful completions and to reduce the failure rates. As part of this process, the department has included a racial bias review in effort to determine its impact the successful completion of probation.
84	Criminal Justice	Probation	PR-6	Enhance case management system information capture and reporting capabilities	In Progress	The contract process is underway for a new client management system.
85	Criminal Justice	Probation	PR-8	Continue to reduce usage of technical probation violations	In Progress	The department created key performance indicators relative to technical violations. Analysis was conducted regarding the "why" for those violations. Preventative measures are being employed. However, the results require adjustments as the best responsive strategy continues to be sought out.

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Workstream	Department	ID	Recommendation	Status	Progress to Date
86 Criminal Justice	Sheriff	RSO-3	Conduct a review and analysis of investigative work demands	In Progress	Sheriff's executive staff have started the process of analyzing the Special Investigations Bureau (SIB), both in personnel and assignments. Further, the department is evaluating the ability to divide our various investigative units into specific areas of expertise, such as Family Violence, Special Victim Unit (sex crimes), Fraud/Financial Crimes, etc. Some of the benefits of this evolution include allowing investigators to become subject matter experts in a singular investigative field as well as help with vertical prosecutions with the DA's office. This is still in progress and will remain on going.
87 Criminal Justice	Sheriff	RSO-7	Expand and evaluate inmate programming and incentives	In Progress	New leadership in the Sheriff's Corrections Division is reviewing inmate programming.
88 Criminal Justice	Sheriff	RSO-11	Enhance employee succession, development and mentoring programs	In Progress	Update: The Sheriff currently has a leadership program and is upgrading it with current and/or relevant topics within the industry. The department is in the development stage of a Mentoring Program and awaiting the completion of a presentation to the executive staff prior to implementation. Also, with the initiation of the crime specific investigative units, the department will create a path within the investigative ranks that has never been done before in the history of the Sheriff's Department. As mentioned above under RSO-10, the Strategic Plan will also be utilized to enhance employee succession and development.
89 Criminal Justice	Sheriff	RSO-13	Reaffirm service delivery alternatives and cost forecasting approach	In Progress	Update: Research and Development Unit experts are researching service delivery alternatives. Positions such as the Community Services Officer (CSOs) position are being offered as an alternative to sworn deputy positions at a lower rate for lower level crimes and better quality of life calls for service in cities who choose this option. During the first Contract City Partners Meeting of the new Sheriff's administration, the Sheriff committed to a new era of transparency.
90 Criminal Justice	Sheriff	RSO-14	Propose a resolution for "baseline" and "general overhead" components	In Progress	A joint effort between the Sheriff's Department, the Executive Office, and KPMG resulted in a recommendation to the Board of Supervisors to include a number of divisions/units in the Parol Contract Rate. The Sheriff's Department is currently deconstructing the contract rate and will work with the Executive Office in rebuilding the rate for Fiscal Year 2021.
91 Criminal Justice	Sheriff	RSO-15	Establish a common contract performance reporting framework	In Progress	It is anticipated that a contract performance reporting framework will be developed as part of the new contract rate.
92 Criminal Justice	Sheriff	RSO-16	Explore alternatives to existing liability cost allocation model	In Progress	Sheriff's executive staff is currently working with the Risk Management Steering Committee (Executive Office, HR and County Counsel) to develop a mechanism for early case settlements. Over the course of FY 19/20, the department has dramatically reduced the civil liability and settlement costs for the county by implementing accountability measures throughout the Department through policy revisions, as well as using experienced outside legal counsel firms to represent the Department. We expect that this ongoing process will help mitigate a number of liability cases against the County. Further, the department is in discussions with HR in the area of Worker's Comp and a return to work plan that is more efficient and effective than is currently being utilized. As mentioned previously, the creation of the CAFO Unit and FID are alternatives to existing liability cost allocation model and all of these areas will help to lower liability costs to the County. As mentioned previously, the implementation of our new CAD/RMS systems will also aid the efforts of minimizing current existing liability costs.
93 Criminal Justice	Sheriff	RSO-17	Perform an activity analysis to confirm "unsupported" rate allocations	In Progress	It is anticipated that the implementation of our new CAD/RMS system will improve our ability to conduct an analysis in order to confirm the unsupported rate allocations.
94 Health & Human Services	DPS Self Sufficiency Division	SS-1	Identify, expand, and restructure customer service channels	In Progress	Expanded and enhanced customer service options in the following areas: Interactive Voice Response (IVR), C:IV Yourself Online, Mobile App, Text Messaging and Kiosk. DPS is working with RCIT to implement new self-service and non-face-to-face (call center) technology solutions to increase customers' access to services. There has been a 27% increase in self-service opt in from 1/1/2020-8/1/2020.

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95 Health & Human Services	DPSS Self-Sufficiency Division	SS-2	Develop a set of requirements for risk management functionality based on the new operating model	In Progress	Concluded pilot. Tested new functionality in CIV based on tasking operational model. System change request (SCR) submitted to CIV.
96 Health & Human Services	DPSS Self-Sufficiency Division	SS-3	Develop a single operating model underpinned by consistent business processes and an efficient staffing structure aligned to demand	In Progress	New workload distribution being developed with the implementation of the new CalSAWS system that rolls out in 9/2021.
97 Health & Human Services	DPSS Self-Sufficiency Division	SS-4	Expand cross training efforts and conduct a training needs analysis to identify capability gaps	In Progress	Single operating model is dependent on SS-2 (CIV's Systems change request) Testing of workload distribution methodologies take place in November 2020.
98 Health & Human Services	DPSS Self-Sufficiency Division	SS-5	Establish a comprehensive performance framework to support operational and strategic decision making	In Progress	Cross training needs identified. Quarterly training schedule implemented in 2018. Dual program training will be concluded for all staff in 2021.
99 Health & Human Services	DPSS Self-Sufficiency Division	SS-6	Develop demand-driven staffing schedules and roll these out across all call centers and district offices	In Progress	The DPSS Action Plan for FY 20-21 includes the implementation of Continuous Quality Improvement Performance framework. Staffing model implemented based on tiered approach and call volume. The DPSS goal for all call centers is 90% answer rate, with staffing resources prioritized to answer APS and CPS call centers.
Complete or Not Implemented Work Items					
100 Community Development	Animal Services	AS-1	Clearly define cost recovery goals for services provided in conjunction with the county	Complete	Approved by the board on January 7, 2020.
101 Community Development	Animal Services	AS-2	Streamline operational processes for animal intake	Complete	We have reassessed operations and have redesigned programs and are currently in the pilot phase
102 Community Development	Animal Services	AS-3	Explore opportunities to maximize staff productivity by developing and tracking staff productivity measures	Complete	Field and customer services we have created productivity reports and matrix to hold the staff accountable. For shelter services we have a completely new process.
103 Community Development	Animal Services	AS-4	Further investigate the dependence on TAP employees and explore transferring positions to permanent full time employees	Complete	Not currently using TAP employees and there is no opportunity for new positions for the foreseeable future as a result of budget constraints.
104 Community Development	Animal Services	AS-5	Analyze animal intake and customer traffic across the entire process and evaluate staff schedules accordingly	Complete	New operations, restructure, and new technology has changed process.
105 Community Development	Animal Services	AS-6	Continue to enhance mobile technology capabilities to facilitate activities and develop a supporting Chameleon training strategy to ensure consistent staff proficiency	Complete	New technologies have been purchased and deployed. New staff training programs have also been developed and are in place. Ongoing cost savings through efficiencies are being analyzed and determined.
106 Health & Human Services	DPSS Administrative Services Division	AS-3, DPSS	Review the balance between in-house and external training to ensure that employees have access to a comprehensive training offer, and that the Staff Development team is deployed effectively. Leverage Skillsoft and adopt technology solutions to increase mandatory training compliance	Complete	Staff Development Analysis completed and provided to the Executive Office in March 2018. Annual Staff Development Training Plan submitted to CDS in July 2018. Implemented new Learning Management System in June 2018. Implemented new Job Shadowing program. Implemented a comprehensive Professional Development training program with multiple tracks. The DPSS Staff Development team has been focused on providing induction training for brand new employees, implementing web-based training, and supporting strength-based training. DPSS is also ensuring staff compliance with County-required training. For FY 19-20, DPSS's compliance rate for mandatory training is 92%

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107 Health & Human Services	DPSS Administrative Services Division	AS-4_DPSS	In conjunction with County HR's new platform, payroll and timekeeping processes need to be automated to allow for accurate and timely completion of payroll and timekeeping tasks	Complete	DPSS was originally planning to implement Kronos in June 2017. This plan was changed when the County decided to evaluate HR functions, including time and activity tracking. DPSS has been notified by County HR that some systems will not accommodate time and activity tracking. A meeting will be scheduled with RCIT to review alternative solutions. DPSS partnered with RCIT to implement self-entry in the PeopleSoft HRMS system to capture payroll and timesheet activities for all DPSS staff. Full implementation was accomplished in April 2020. It is also anticipated the new upgrade to PeopleSoft will add to the functionality which will create additional efficiencies.
108 Health & Human Services	DPSS Administrative Services Division	AS-5_DPSS	In conjunction with countywide efforts, review and rationalize the contracting and procurement function across divisional, departmental and county levels	Complete	DPSS' Independent Review Group completed a management review of all aspects of the contracting function in July 2018. They did not find any duplication of effort but did note several opportunities to increase efficiencies. Corrective actions are currently in process of being implemented. They are focused on improving communications and clarifying roles and responsibilities. DPSS staff have been an integral partner in the countywide implementation of iProcurePro. DPSS was part of the first pilot group and currently perform some contract management tasks in the system. Although we build contracts within iProcurePro at present, we are unable to conduct review rounds, obtain external approvals, execute agreements, or facilitate the RFP process within the system.
109 Health & Human Services	DPSS Administrative Services Division	AS-6_DPSS	In conjunction with countywide efforts, establish a coordinated approach to procurement across the divisions, driven by active vendor management and close procurement oversight	Complete	DPSS' Independent Review Group completed a management review of all aspects of the contracting function in July 2018. They did not find any duplication of effort but did note several opportunities to increase efficiencies. Corrective actions are currently in process of being implemented. They are focused on improving communications and clarifying roles and responsibilities. DPSS staff have been an integral partner in the countywide implementation of iProcurePro. DPSS was part of the first pilot group and currently perform some contract management tasks in the system. Although we build contracts within iProcurePro at present, we are unable to conduct review rounds, obtain external approvals, execute agreements, or facilitate the RFP process within the system.
110 Health & Human Services	DPSS Administrative Services Division	AS-8_DPSS	Research and analysis efforts should be reshaped with a focus on proactive analysis and research	Complete	DPSS is implementing a Continuous Quality Improvement framework to ensure proactive analysis of program performance improvements. The RADS unit has implemented processes to increase efficiency, with a major focus being the automation of ongoing reports. Of 136 ongoing reports produced on a daily, weekly, or monthly basis, 68% are automated, while maintaining data verification techniques to ensure accurate data. Additionally, the RADS unit regularly attends Departmental Workgroup meetings where Research Specialists, Supervisors, and Unit Manager can contribute ideas and suggestions for performing data analyses and program evaluations to evaluate Departmental services and efforts.
111 Health & Human Services	DPSS Administrative Services Division	AS-9_DPSS	For the Program Integrity Inspections Branch, review core business processes, explore technology enabled solutions, conduct a workload analysis, and set clear protocols for liaising with Self-Sufficiency managers	Complete	SIU has moved non-coops (heavy intake caseload) to our MATCH Unit to conduct early triage. This has reduced the backlog for non-coop cases from an average of 2,500 cases to less than 700 in backlog. We are currently conducting a pilot project where Fraud Early Detection conducts initial case screening and investigations to determine case viability. This allows for early intervention in a case and will reduce the backlog for Investigators who can focus on viable cases that will go to prosecution. SIU continues to use the ADH process on lower level cases.
112 Health & Human Services	DPSS Administrative Services Division	AS-11_DPSS	In conjunction with the program divisions, review administrative tasks across all levels of the department in order to reduce the total administrative burden and workload carried by non-administrative staff	Complete	An analysis of administrative and other support functions was completed and the results shared with the Executive Office in March 2018.
113 Health & Human Services	DPSS Administrative Services Division	AS-12_DPSS	In conjunction with the EDA, review the roles and activities of the Facilities Management teams in the county and department in order to re-align activities at the optimal level of the organization	Complete	Initial discussions with management at EDA, have occurred, a review of Facilities Management functions is pending. Discussions with management at EDA occurred and a review of Facilities Management functions was conducted. No further action being taken at this time.

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114	Health & Human Services DPSS Administrative Services Division	ASD-13_DPSS	Review and adopt technology solutions to enhance processes, and draft an MOU with RCIT to manage expectations around service standards	Complete	DPSS works closely with RCIT and the State (for State systems) to identify and implement relevant technology solutions and upgrades. Projects in progress or recently completed include: Complete: Migration to the CalACES eligibility system, which will replace C-IV. Complete: DHS Total Recall records management system. Complete: EBT Replacement System Revenue Tracking System. Complete: GIS for Facilities Management implemented. Complete: Transition CWS/CMS System to a co-existent. Complete: QUEST Auditing Software. Complete: Windows 10 Upgrade-RCIT lead effort; should begin in September. Complete: Learning Management System. The Adult Services Division has worked closely with our partners in RCIT to implement: Our Call Center Ticketing Communication System; The PEARS Online Provider Enrollment System for the Public Authority. The new IHSS Application Portal; The RiversideIHSS.org website; IHSS Electronic Filing; Specialized interfaces for the APS Hotline, PA Call Center, and IHSS HOME Call Centers (utilizing Cisco and Calabrio) to track and record every call. Initiatives in process include: Implementation of the Social Miner Callback Solution; New APS, IHSS, PA, and Call Center auditing and reporting capabilities. An Outfacing/Client Ticketing System allowing for greater self-service for IHSS clients and providers.
115	Health & Human Services DPSS Adult Services Division	ASD-1	Reassess the role of the social worker (SW) to improve service quality	Complete	Implemented the IHSS One-Worker Case Management Model and specialized APS caseload assignment for ongoing case management. This effort continues. The Adult Services Division continues its "one-worker" model and has initiated an Intensive Case Management (ICM) model for IHSS. For APS, the Division has specialized its Homeless (CRIS - Crisis Management and Intervention Services) and Public Guardian cases for APS.
116	Health & Human Services DPSS Adult Services Division	ASD-2	Reduce administrative tasks completed by the social worker to build system capacity	Complete	Eliminated 15% of IHSS related forms and redesigned administrative tasks to non-social workers. New IHSS Call Center to be implemented. The new IHSS Call Center was implemented in October of 2018, resulting in a 100% reduction in total call volume. These efforts continue with the online IHSS Application Portal (launched June 2020), the online APS Reporting Portal (launched July 2020), IHSS Electronic Filing (launched July 2020), and the Outfacing/Client Ticketing Portal (launch TBD).
117	Health & Human Services DPSS Adult Services Division	ASD-3	Define an overarching training strategy while also refining career pathways and disciplinary process to strengthen staff competencies	Complete	ASD has a multi-pronged, multi-modal (classroom, experiential/hands-on, web-based) training program for support staff, social workers, supervisors, and managers; ASD expanded opportunities for ongoing educational/professional development activities for all staff (eg, Employee MSW Internship Program, Staff Mentoring and Coaching, Geriatric Workforce Enhancement Program) This effort continues with expanded opportunities for in-Division Licensure Supervision, and a contract with outside providers to afford expanded licensure supervision for staff.
118	Health & Human Services DPSS Adult Services Division	ASD-5	Review processes between Public Guardian (PG) and ASD and evaluate its staff requirements while also focusing on improved coordination with Behavioral Health (BH)	Complete	New referral process improvements were implemented along with the centralized PG Case Management approach. ASD co-located social workers at DBH. Partnership with Behavioral Health increased in 2020 during our coordination efforts in response to the COVID pandemic and securing housing for homeless seniors and the disabled.
119	Health & Human Services DPSS Adult Services Division	ASD-11	Align LEAPS system to CIC business processes to reduce case errors while also extending LEAPS capabilities to include frequently used functionality	Complete	LEAPS has been updated to align with the CIC business processes. These efforts continue with going entirely paperless in APS (January 2020), the APS Online Reporting Portal, launched July 2020, as well as new region, unit, and case-level reporting features for which APS supervisors and managers received training. Development of further enhancements will be ongoing

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120	Health & Human Services	DPS Adult Services Division	ASD-12	Improve Central Inmate Center's (CIC) reporting capabilities while also deploying technology features that are frequently used by staff	Complete	Cisco reporting functionality was restored and the capability to record calls for quality assurance was established This effort continues with the Division working with RCIT for the Social Miner Call Back solution, as well as Jabber technology allowing CIC staff and IHSS HOME Call Center Agents to work remotely.
121	Health & Human Services	DPS Adult Services Division	ASD-13	Strengthen the current performance framework by aligning it closely to the division's strategic priorities and developing a matrix structure to enable the manager to directly inform management decisions	Complete	ASD developed 4 KPIs to assist in strengthening informed decision making that aligns with our strategic plan: decrease percentage of APS reports for existing IHSS clients; decrease percentage of additional confirmed reports of abuse for the same client within six months; increase number of new, first-time IHSS recipients; and, increase number of new, first-time IHSS providers. ASD continues to track KPIs: IHSS – growth rate for IHSS clients; IHSS and PA – growth rate for IHSS providers; APS – confirmed reports of abuse (ROA) with active IHSS; APS – re-abuse rate.
122	Criminal Justice	Countywide	C-1	Develop countywide criminal justice coordination and collaboration structure.	Complete	Building on the collaborative success of the Criminal Corrections Partnership Executive Committee (CCPEC) and the Justice System Change Initiative (J-SCI), the Public Safety Portfolio Group was created to improve coordination, inter-departmental relationships and decision-making. In addition to regular interaction and one-on-one or small group meetings, the Portfolio Group meets once a month and includes representatives from the Board of Supervisors, the Executive Office, the Sheriff's Department, the District Attorney's Office, Probation, Public Defender, Fire, Emergency Management, RCIT, and Human Resources.
123	Criminal Justice	Countywide	C-2	Create a strategy and performance management process within the criminal justice working group structure.	Complete	Working with the departments individually and collectively within the Public Safety Portfolio Group, the Executive Office has identified strategic objectives / key results (ORRs) and specific measurements of success (Metrics) within a framework dubbed "Ready, Respond, Resolve, Restore." Each quarter, the ORRs and Metrics are reviewed and updated.
124	Criminal Justice	Countywide	C-3	Expand integration of criminal justice department IT systems	Complete	The independent IT groups of the Sheriff's Department and the District Attorney's Office, and the consolidated departments working with RCIT are committed to working together to improve interconnectedness and have implemented a number of solutions. They are currently testing pilot projects related to the development of a "paper less" environment.
125	Criminal Justice	Countywide	C-4	Further Analyze delineation of duties between agencies and central IT	Complete	RCIT has created and filled the position of a Business Relations Manager (BRM) for the Public Safety Portfolio. Through this position specifically, and the support of RCIT Executive Management generally, the IT responsibilities and tasks of the consolidated departments are well coordinated and duplication of effort has been eliminated. The BRM has also worked with the Sheriff's Department and the District Attorney's Office to clarify roles and responsibilities.
126	Criminal Justice	Countywide	C-9	Review roles of the public safety in labor negotiation process	Complete	Each Public Safety department that has an appropriate need to participate in bargaining with our labor groups is represented on the County's bargaining team.
127	Criminal Justice	Countywide	C-11	Enhance annual budget process for public safety departments	Complete	Improved communication between each Public Safety Department, as well as coordination between all of the departments in the context of the Public Safety Portfolio Group, has resulted in an improved budgetary process. Over the course of the last two budget cycles, the challenges of each department have been recognized and, for the most part, resolved cooperatively. While each department has not gotten everything that they need/want, the public displays of disagreement that have historically plagued this group have been eliminated.
128	Community Development	TILMA Code Enforcement	CE-5	Implement strong case triage and workflow management	Complete	Developed three-tier case prioritization structure; now based on case severity and immediate threat to public health and safety

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129	TI/MA Code Enforcement	CE-6	Ensure efficient division of staff responsibilities and strengthen the relationship between administration and field staff	Complete	Regular scheduled management meetings between regional offices; Revised staff annual evaluation process and form that utilizes developed productivity metrics; Staff vehicles feature fully operational workstations for in-field reporting and enforcement
130	TI/MA Code Enforcement	CE-8	Continue freeze on hiring and promotions	Complete	Code has been able to rebuild our staffing over the last 18 months as a result of enhanced NCC funding support.
131	TI/MA Code Enforcement	CE-9	Increase acceptance of technology efficiencies throughout the department	Complete	Staff vehicles feature fully operational workstations for in-field reporting and enforcement
132	DBSS Children Services Division	CS-6	Ensure schedules and staffing of the Command Post and Central Intake are aligned with the demands of the division	Complete	The rate of calls/referrals for the Central Intake Center has remained constant over the prior fiscal years. Twenty-four intake specialists are assigned to the CIC and 22 staff are assigned to the Command Post. Twenty-five (25) intake specialists are assigned to CIC and five (5) are assigned to CP, twenty-three (23) Social Service Practitioners are assigned to CP. The command post staffing is continuously assessed to ensure proper coverage and support to the SSP's working in our after hours and weekend shifts. Our recent identification of need was to add an additional supervisor to our weekend shift to assist with coverage and support of our SSP's
133	Countywide	CW-1	Establish Countywide Strategic Framework	Complete	Countywide Strategic Framework created and implemented through KPI's, PAR reviews, and integration into county budget book.
134	Countywide	CW-2	Enhance integration of Countywide strategic, operational, and fiscal planning	Complete	Performance-based budgeting integrated through KPI's and Strategic Framework.
135	Countywide	CW-3	Establish County-level Strategic Policy Groups	Complete	Strategic Policy Groups created as portfolios within the Executive Office. ACEOs work directly within their assigned portfolios and liaison with the Board.
136	Countywide	CW-4b	Establish Countywide departmental evaluation structure and measures	Complete	Department evaluation structure created through implementation of Performance Accountability Review sessions conducted at the portfolio level.
137	Countywide	CW-6	Explore County-level joint analysis and co-ordination hub	Complete	Created through portfolio structure. Departments within each portfolio share information through and across the portfolio structure.
138	Countywide	CW-7	Establish Countywide strategic initiative program management capability	Complete	Program management being used for CSI work stream and may be applied as needed towards other issues.
139	District Attorney	DA-1	Continue plans for departmental strategic plan	Complete	The Strategic Plan has been completed.
140	District Attorney	DA-2	Continue to reduce usage of technical probation violations	Complete	Initiated with California Forward. In progress with the Probation's LEAN consultant. The violation process has been streamlined. KPI's have been developed, along with Incentive and Sanctions matrices. Training is being conducted for full roll out to Probation.
141	District Attorney	DA-3	Conduct detailed workload and staffing analysis	Complete	Completed workflow study with KPMG and participated in a staffing analysis of multiple units.

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142	Criminal Justice	District Attorney	DA-4	Improve caseload management through a workflow study	Complete	The DA's Office continually monitors caseloads within its functional units on a daily basis via the Case Management System (CMS) and on a monthly basis via the Executive Management Report (EMR) meetings. During these meetings, all the Countywide functional units discuss the effects of the current caseloads and how to effectively manage them given present constraints. The challenges brought about by the increasing number of unfunded mandates from Sacramento and the devastating effects of the pandemic have made these goals ongoing.
143	Criminal Justice	District Attorney	DA-5	Define more detailed budget units to align operational and fiscal authorities	Complete	The DA's Office implemented a new internal budget preparation process. While the Department thought it was unnecessary to create additional budget units, the new process allowed for managers to have a better understanding of revenue and expenditures, and created an environment where choices could be made about where limited resources could be used most effectively.
144	Criminal Justice	District Attorney	DA-6	Implement new case management system with structured delivery and quality assurance	Complete	The new Case Management System (CMS) is in place and is working well.
145	Criminal Justice	District Attorney	DA-7	Develop training plan and capitalize on collaborative training opportunities	Complete	The District Attorney's Training Unit is well established and continues to be seen as a best practice model across the state.
146	Internal Support - Custodial and Maintenance	EDA	FM-1	Provide customers with detailed monthly billings	Complete	Custodial and Maintenance divisions are providing detailed monthly billings showing unit hours, work description and work orders closed during the period.
147	Internal Support - Custodial and Maintenance	EDA	FM-4	Create a combined customer service center	Complete	Customer Service Center has been consolidated to the Administration division of FM and supports all FM divisions.
148	Internal Support - Custodial and Maintenance	EDA	FM-9	Streamline hiring practices	Complete	County HR has streamlined the hiring process by consolidating recruitment efforts. NeoGov has improved and automated the recruitment process. Custodial has ongoing retention and recruitment challenges due to stringent background checks and lack of competitive pay.
149	Internal Support - Custodial and Maintenance	EDA	FM-11	Integrate the PeopleSoft and Dynamics systems	Complete	Dynamic Timesheet Automation was implemented and integrated on Feb. 28, 2018. Other modules will be identified for integration.
150	Internal Support - Custodial and Maintenance	EDA	FM-12	Eliminate manual time entries into PeopleSoft	Complete	Timesheets are processed through Dynamics and/or PeopleSoft time and labor module. Custodial staff are provided access to computers to complete self-entry into PeopleSoft that eliminated the need for paper timesheets
151	Internal Support - Custodial and Maintenance	EDA	FM-13	Implement a robust maintenance staff training program for the Dynamics maintenance management system	Complete	Dynamics used as construction maintenance management system currently with robust development on-going.
152	Internal Support - Custodial and Maintenance	EDA	FM-14	Deploy the Integration broker/enterprise service bus to facilitate integration of Dynamics	Complete	Investigations have been completed to research the capabilities of Dynamics to integrate with Enterprise solutions. Additionally, Dynamics does not have the cloud-based features required to provide staff with mobile access and real time work task response. FM is currently evaluating other options for enterprise system integration such as ServiceNow
153	Internal Support - Custodial and Maintenance	EDA	FM-16	Improve customer service orientation	Complete	Maintenance and custodial services are working hard to improve customer orientation by initiating Service Level Agreements and frequent customer service related meetings.
154	Internal Support - Custodial and Maintenance	EDA	FM-17	Evaluate the need to have maintenance staff respond to work requests in pairs	Complete	Pairs utilized for cross-training, safety, diagnostic collaboration, and work expediency. Communication regarding work efficiencies on-going. Maintenance staff responds to work request solo when appropriate.
155	Internal Support - Custodial and Maintenance	EDA	FM-18	Increase usage of the purchasing card (P card) program	Complete	Maintenance and custodial divisions have requested additional P-cards for urgent and emergency repairs and have also requested a review of dollar value limitations.

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Internal Support- Custodial and Maintenance	EDA	FM-21	Use average filled positions instead of budgeted positions for the internal service fund (ISF) rate calculation	Complete	FM has deleted vacancies with no plans to fill and rates are calculated by using actual budgeted while keeping a vacancy factor of 5%.
Internal Support- Custodial and Maintenance	EDA	FM-24	Develop a separate ISF rate for grounds services	Complete	Being developed for FY19/20. The Maintenance Division has outsourced these services in remote areas already.
Internal Support	Purchasing and Fleet Services	FP-1	Accept and implement the breakeven mileage into the fleet operations	Complete	M.C. 3.50 2/7/2017 Fleet Rates: F11 background identified less than 6,000 miles per year as threshold for underutilized vehicles.
Internal Support	Human Resources	HR-3	Perform activity-based/demand-driven workload analysis for select RCHR divisions	Complete	KPMG completed the workload analysis as part of their work with HR.
Internal Support	Human Resources	HR-7	Formalize Countywide standards for workforce architecture/organizational design	Complete	The department has been reorganized to be more efficient and to provide a platform for consistent delivery of HR services.
Inmate Health	ROHS	IH-1	Confirm a freeze on hiring upon achieving the current Correctional Health and Mental Health staffing targets, pending further review by the PLO	Complete	Detailed analysis of staffing targets was completed and presented to the Executive Office and Gray Case stakeholders on May 17, 2018. The analysis reviewed staffing targets, staff productivity, and compliance with remedial plan indicators. This analysis and discussion confirmed the appropriateness of the current healthcare staffing targets and appropriate utilization of existing resources. Staffing will be frozen/limited to the positions necessary to meet the remedial plan requirements.
Inmate Health	RUJIS	IH-2	Conduct an evidence based workload and staffing analysis to confirm appropriateness of staffing targets	Complete	Detailed analysis of staffing targets was completed and presented to the Executive Office and Gray Case stakeholders on May 17, 2018. The analysis reviewed staffing targets, staff productivity, and compliance with remedial plan indicators. This analysis and discussion confirmed the appropriateness of the current healthcare staffing targets and appropriate utilization of existing resources. This data is refreshed on a monthly basis and is being monitored and reported for continuous improvement opportunities.
Inmate Health	ROHS	IH-3	Review staffing requirements necessary to operate the planned John J. Benoit Detention Center and existing facilities	Complete	Detailed analysis of staffing targets was completed and presented to the Executive Office and Gray Case stakeholders on May 17, 2018. The analysis reviewed staffing targets, staff productivity, and compliance with remedial plan indicators. This data and evidence-based metrics from the five current facilities was used to review, update, and support the anticipated programming needs and demands to operate the John J. Benoit Detention Center.
Inmate Health	ROHS	IH-6	Enhance CEHR System usability, with solicitation and input from front-line staff	Complete	Departments worked with TechCare to complete system enhancements to provide the necessary data metrics and reporting to ensure the proper oversight and administration of inmate health programs in meeting the remedial plan requirements. Departments will remain engaged in a continuous improvement process to find additional efficiencies and enhancement opportunities.
Inmate Health	ROHS	IH-7	Verify CEHR Systems integration and information capture and reporting capabilities	Complete	Departments are reporting numerous data metrics to support remedial plan indicators status. This information is reviewed by Gray Case stakeholders and prison law office experts for accuracy and quality control. Departments will remain engaged in a continuous improvement process to find additional efficiencies and enhancement opportunities.
Inmate Health	RUJIS	IH-8	Investigate and evaluate perceived constraints in service delivery, including spacing requirements, custodial correctional staff, and transportation through a workflow study	Complete	Departments worked closely to investigate and evaluate constraints in service delivery, including spacing requirements, custodial correctional staff, and transportation issues through workflow analysis. Inmate healthcare requirements are now being monitored and documented through measurable indicators. Spacing requirements are being addressed with the appropriate modifications, and transportation issues have been improved with behavioral health use of telehealth and will improved with full implementation of an integrated telehealth platform.

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Inmate Health	RUHS	IT-9	Streamline screening process and onboarding for critical Behavioral and Correctional Health Staff	Complete	Departments worked with HR and RSO to improve screening and onboarding process while maintaining the highest level of security for the County jail facilities. Recruiting efficiencies have allowed continued improvement in staffing levels ensuring progress in meeting remedial plan requirements.
Internal Support	Information Technology	IT-1	Reset RCTT Consolidation expectations	Complete	Created IT Spend Book and reset expectations with department heads and Board members prior to any KPMG recommendations.
Internal Support	Information Technology	IT-2	Create Service Management Strategy and Performance Measures	Complete	Implemented ServiceNow and consolidated service strategy (Prior to KPMG)
Internal Support	Information Technology	IT-3	Conduct IT inventory and develop Total Cost of Ownership model	Complete	Ongoing process to deal with IT procurement and software and hardware inventory
Internal Support	Information Technology	IT-4	Define IT talent management plan (Hiring, Retention and Succession planning)	Complete	Designed new hiring methodology.
Internal Support	Information Technology	IT-5	Establish shared services model for service desk and business analysis	Complete	Established Business Systems Analysts Shared service for departments (In progress prior to KPMG)
Internal Support	Information Technology	IT-6	Enhance Countywide IT spend governance	Complete	Created the IT spend book and worked with Purchasing to enhance the procurement and governance of IT spend
Internal Support	Information Technology	IT-7	Analyze workload and staffing model in alignment with the IT Operating model	Complete	Reorganization of RCTT to be more efficient in IT delivery of services
Internal Support	Information Technology	IT-8	Create RCTT Portfolio, Program and Project Management (RPM) methodology	Complete	Established a project management template and process and rolled out to RCTT
Internal Support	Information Technology	IT-9	Create RCTT Business Relationship Management methodology	Complete	Already established prior to KPMG
Internal Support	Information Technology	IT-10	Define Countywide Enterprise Architecture	Complete	Already established prior to KPMG
Health & Human Services	DPSS Cross-Departmental	O-1	Develop a joint Health and Human Services working group	Complete	Integrated into Human Services Portfolio
Health & Human Services	DPSS Cross-Departmental	O-2	Conduct an analysis of programs across multiple departments to ensure a coordinated and efficient approach to program delivery	Complete	This was the secondary work effort that the County contracted with KPMG to perform. The department provided resources and information as needed to support the review.
Health & Human Services	DPSS Cross-Departmental	O-3	Develop a performance management strategy and set of core departmental and divisional KPIs	Complete	DPSS continues to track KPIs and develop reporting tools to ensure progress for each division performance and department as a whole.
Health & Human Services	DPSS Cross-Departmental	O-6	Develop and roll out an employee value proposition to re-engage and motivate staff, and improve staff satisfaction	Complete	Prior to the KPMG review, DPSS was implementing the Gallup strengths-based leadership program. The Department is continuing with the training of managers and supervisor to embed this throughout DPSS. We have three Gallup certified coaches and are in the process of developing in-house training to make the program sustainable. DPSS has implemented the Gallup strengths-based leadership program. Extensive training and coaching have been provided to the DPSS's leadership team, managers and supervisors. DPSS has also built internal training capacity and a plan for all staff to complete ongoing training.

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Workstream	Department	ID	Recommendation	Status	Progress to Date
182	Criminal Justice	PD-1	Develop departmental strategic plan with goals, objectives, and measures	Complete	We now have in place our strategic plan to carry out our mission by way of enumerated goals, objectives, and measurements.
183	Criminal Justice	PD-2	Enhance internal management reporting for enhanced operational visibility	Complete	The Public Defender's Office now has in place comprehensive reporting mechanisms for each unit to report all aspects of their operations to upper management which are then thoroughly reviewed.
184	Criminal Justice	PD-5	Define more detailed budget units to align operational and fiscal authorities	Complete	The Public Defender is confident in, and satisfied with, their current budget process and procedures.
185	Criminal Justice	PD-6	Implement new case management system using structured delivery and quality assurance	Complete	The Public Defender is confident in their current case management system, which is subject to periodic updates.
186	Criminal Justice	PD-8	Review and revise policies and procedures as necessary	Complete	All policies and procedures are current.
187	Community Development	PL-3	Document key process steps and decision making framework	Complete	Implemented Case Planner Ownership framework and process; Implemented workload assessment and monitoring framework and process; Cost and Timeline tracking guide developed and available to case planners and applicants (via webpage) to establish schedules, milestones and cost estimates
188	Community Development	PL-5	Implement internal Development Steering Committee with participation from all departments that touch the planning process	Complete	Created Development Steering Committee with other reviewing departments to facilitate process improvements
189	Community Development	PL-7	Improve planner workload management (i.e. electronic trackers)	Complete	Conducted analysis of the existing case review/approval process, and the factors which affect cost; Implemented Case Planner Ownership framework and process; Implemented workload assessment and monitoring framework and process; Cost and Timeline tracking guide developed and available to case planners and applicants (via webpage) to establish schedules, milestones and cost estimates
190	Community Development	PL-8	Utilize customer comment cards and enhanced feedback as a continuous learning and improvement tool	Complete	Continued collection and use of customer feedback surveys – now offered in Spanish, and online
191	Community Development	PL-12	Expand the Permit Assistance Team to provide proactive support	Not Implemented	Program offers important services which are not billable, by staff in NCC funded positions. Management considering training all existing planning staff to be able to provide this service as part of everyday duties.
192	Community Development	PL-11	Strengthen knowledge transfer and increase availability at Principal Planner level	Complete	Principal planners hold weekly staff meetings to answer questions, and also hold specific office hours open for staff
193	Community Development	PL-14	Encourage more independent decision making that weighs risk and benefits	Complete	Implemented Case Planner Ownership framework and process; 9th Floor staff now contact departments with applicants present at the counter, to resolve extra-departmental application concerns; Implemented monthly training for planners and staff, with new and changing topics; customer service training curriculum and module completed; Principal planners hold weekly staff meetings to answer questions, and also hold specific office hours open for staff
194	Community Development	PL-17	Create Countywide program management checklist to inform customer expectations	Not Implemented	A formal Countywide checklist has not been developed. As a component of the Case Planner Ownership framework (see above), it is the job of case planners to communicate requirements and expectations to applicants.

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Workstream	Department	ID	Recommendation	Status	Progress to Date
195 Community Development	TILMA Planning	PL-20	Continue to utilize Process Improvement Committee, Builder's Roundtable and other private sector interactions as a continuous feedback mechanism	Complete	Continued utilization of private sector interactions as feedback mechanisms: Process Improvement Committee, Builder's Roundtable, and 4th District Blue Ribbon Panel
196 Criminal Justice	Probation	PR-1	Continue to enhance internal management reporting	Complete	The effort under KPMG is now part of the Department's LEAN transformation. Strategic goals were created and LEAN principles selected to guide executive, managerial, supervisor, and line staff actions. Behavioral and performance indicators are being developed as the department aligns its work systems to the overall strategy and to the LEAN principles.
197 Criminal Justice	Probation	PR-3	Make protocol decision regarding officer activity scheduling	Complete	Daily operational plans and employee project time continue to be scrutinized by supervisors and managers to ensure that staffing patterns and staff time utilization are consistent with Department expectations.
198 Criminal Justice	Probation	PR-4	Continue to enhance Transitional Re-Entry Unit services	Complete	AB109 funds pay for TRU officers, limiting their activities to AB109 clients. Services are provided to both PRCS and MS clients. While "fed kicks" continue to impact the efficiency of this program, initial report rates after release have increased and treatment needs are addressed much sooner. A RFP for a transitional re-entry facility resulted in a vendor being selected for construction/operation of a 50-bed facility for clients in Riverside. This will assist high needs clients transitioning from custody to the community, reducing recidivism and the demands on jail bed space.
199 Criminal Justice	Probation	PR-5	Conduct review of overtime usage within Institution Services to determine shift pattern effectiveness	Complete	Unit housing patterns have been modified to minimize staffing requirements at all four institutions.
200 Criminal Justice	Probation	PR-7	Revise departmental policies for personnel schedules	Complete	Current MOUs allow for flexibility of staff scheduling to meet operational demands and client needs.
201 Criminal Justice	Sheriff	RSO-1	Conduct a review and analysis of patrol work demands	Complete	KPMG completed a work demand analysis and conducted patrol pilot projects in three stations during the prior Sheriff's tenure.
202 Criminal Justice	Sheriff	RSO-2	Perform a review and analysis of patrol supply factors	Complete	KPMG completed a patrol supply factor analysis and conducted patrol pilot projects in three stations during the prior Sheriff's tenure.
203 Criminal Justice	Sheriff	RSO-4	Invest in CAD/RMS technology and corresponding management information	Complete	Our Research & Development (R&D) Unit has secured a contract with SOMA Global, an innovative company which will provide the recommended Computer Aided Dispatch (CAD); Records Management System (RMS); and Jail Inmate Management System (JIMS). These systems will be linked together as a cloud based Software-as-a-Service (SaaS) model which will interface with neighboring law enforcement agencies. The unit is also working on a Body Worn Camera (BWC) solution which will integrate into the new CAD/RMS. In 2019 the department applied for, and was successfully awarded, a \$1.8M matching grant to outfit many key positions with the latest BWC technology. This CAD/RMS system is set to go live in calendar year 2021 and fulfills the recommendations of both RSO-4 and RSO-8 in the KPMG report.
204 Criminal Justice	Sheriff	RSO-5	Develop an activity-based jails staffing model approach	Complete	KPMG completed a workload analysis and conducted a staffing pilot.
205 Criminal Justice	Sheriff	RSO-6	Expand jail utilization study and strategic prioritization of inmate population	Complete	Resources, programs, and partnerships were developed and implemented to strategically provide services for high utilizers.
206 Criminal Justice	Sheriff	RSO-8	Invest in JIMS jail management system modernization	Complete	The Department has secured a contract with SOMA Global, an innovative company which will provide the recommended Computer Aided Dispatch (CAD); Records Management System (RMS); and Jail Inmate Management System (JIMS). These systems will be linked together as a cloud-based Software-as-a-Service (SaaS) model which will interface with neighboring law enforcement agencies.

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Workstream	Department	ID	Recommendation	Status	Progress to Date
207 Criminal Justice	Sheriff	RSO-9	Evaluate expansion and innovation in alternatives to inmate movement	Complete	The Department has secured a contract with SOMA Global, an innovative company which will provide the recommended Computer Aided Dispatch (CAD); Records Management System (RMS); and Jail Inmate Management System (JIMS). These systems will be linked together as a cloud-based Software-as-a-Service (SaaS) model which will interface with neighboring law enforcement agencies.
208 Criminal Justice	Sheriff	RSO-10	Review functional force mix for sworn, non-sworn or civilian resources	Complete	Many sworn positions have been converted to correctional positions. The conversions include deputies to correctional deputies and sworn sergeants, lieutenants, and captains to correctional sergeants, correctional lieutenants, and correctional captains. The goal of dramatically reducing the number of sworn personnel in the jails, and allowing those deputies to be placed in our communities, is well underway. Additionally, many sworn positions have been converted to non-sworn throughout the Department; for example, Community Service Officers (CSOs) are being offered as an alternative to sworn deputy positions at a lower rate, more efficient level of response to lower level crimes, and better quality of life calls for service in cities who choose this option. All of these efforts are being made to meet the objectives outlined in RSO-1, 2, 3, 10, 13, 14, 15, and 17 within the KPMG study. The formal Strategic Plan roadmap has been established for the first time in the history of the department. This on-going roadmap will outline budgetary and personnel priorities.
209 Criminal Justice	Sheriff	RSO-12	Accelerate Early Intervention System enhancement efforts	Complete	The Sheriff's Department is reviewing it's policies, procedures and training to reduce the potential for liability. The department is now involved early in the risk management review process and is actively involved in every stage of the process. We're collaborating with the DA's Office, Bureau of Investigation and incorporated their investigators within our Force Investigation Detail (FID). This will allow all Deputy Involved Shootings (DIS) involving our personnel to have a DA investigator serve as the lead investigator in DIS incidents. This change provides public transparency and de-confliction so our personnel are not solely responsible for investigating a coworker in these types of incidents. We implemented a Crimes Against Peace Officer's unit (CAPO) which works directly with our Civil Bureau and the County's Risk Management team. The purpose of this unit is to ensure uses of force are properly documented, tracked and investigated from not only a criminal perspective, but also a civil liability perspective in order to properly defend and protect the Department's limited resources.