



Riverside County Sheriff's Department

Chad Bianco, Sheriff-Coroner

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October 12, 2020

Riverside County Civil Grand Jury
P.O. Box 829
Riverside, CA 92502
GrandJuryAdministrator@rivcogj.org

Honorable John W. Vineyard, Presiding Judge
Superior Court of California, County of Riverside
4050 Main Street
Riverside, CA 92501

Riverside County Clerk-Recorder
2720 Gateway Drive
Riverside, CA 92507

Re: Civil Grand Jury Report titled KPMG County Transformation Project; Benefit or Millions Squandered/Response to Finding #1

Dear Civil Grand Jury,

This correspondence is in response to the Grand Jury's request for my official comment on Finding #1 of the report. I became aware of the original KPMG County Transformation Project after its implementation when I was working as a Lieutenant in the Planning Division in 2015. I was elected Sheriff on November 6, 2018. The KPMG Project was finalized and findings had been submitted to the public and the County Board of Supervisors before I assumed office on January 7, 2019.

Since assuming office, I replaced the executive staff members from the previous administration. Besides improving morale in the organization, one of the main goals I tasked my new executive team with was to identify areas within the department where we could implement efficiencies and cost savings. Some of the areas had been previously identified in the KPMG report, and others were already best practices within law enforcement organizations throughout the country, or had been discussed and desired by many within the department, long before the KPMG study was commissioned and conducted. It is my strong belief that many efficiency changes could have easily been made by the previous administration without the formal study if there was a willingness

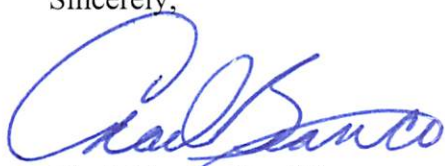
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to critically examine existing internal technology needs, business practices, employee workflow, and internal policies and protocols. Unfortunately, there was not a strong willingness or priority to make the necessary changes by my predecessor.

As you can see from my response, the department is actively implementing recommendations from the KPMG study. I don't disagree with the findings and recommendations for my department. However, most, if not all, of the findings contained within the study are already "common sense" and "best practices" within the law enforcement profession. If modern policing and budgetary strategies had been implemented before the study with a receptive audience from our department, and our department was more willing to embrace and implement change, a formal and in-depth study may not have been necessary.

Should you have any questions, or wish to discuss this matter in greater detail, please do not hesitate to contact me.

Sincerely,



Chad Bianco, Sheriff

cc: Riverside County Board of Supervisors
George Johnson, Riverside County Chief Executive Officer
Jeff Van Wagenen, Riverside County Assistant Chief Executive Officer
Lisa Brandl, Riverside County Chief Operating Officer

2019-2020 Grand Jury Report
Riverside County Sheriff's Department
August 12, 2020

GRAND JURY FINDINGS:

Grand Jury Findings #1:

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 in the Sheriff's Department, have not been demonstrated. Moreover, assertions by the EO to the Board of Supervisors of greater savings exceeding the cost of the Project have not been supported and are questionable.

Response to Grand Jury Findings #1:

The KPMG report identified seventeen (17) specific areas within the department where efficiencies could theoretically be implemented. I agree with all of the areas which were identified in the study, and have either implemented the recommendations, or I am actively in the process of implementing them. Additionally, I have found other areas that were not formally identified. My staff and I have made several organizational changes with the goal of improving service delivery to the public, which have already provided significant cost savings.

As mentioned in the Civil Grand Jury Report, within a few months after taking office I created the Research and Development (R&D) Unit within our department. This unit of managers and subject matter experts were assembled to research best practices and technology in other organizations and determine the feasibility of implementing several of the identified objectives from the KPMG report within our department. To date, this unit has recommended several programs which I have implemented, including the following:

- Implementation of the Department Standards Manual (DSM) which is the department's formal policy manual that is now published publicly on the department's website. The new DSM illustrates much of the organizational change that has taken place since I assumed office. Before this formal policy manual was established, department personnel were accustomed to navigating a complex amount of outdated Department Directives and Memorandums to determine many protocols and procedures. This ambiguity was partly responsible for lack of uniformity and consistency throughout the department and subsequent costly litigation in many law enforcement response situations.
- The 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.

- The R&D Unit has largely been evaluating the existing contract city model and the menu of services provided. Much of the goals of this unit have been focusing on establishing better communication with our sixteen (16) contract city partners and tailoring our services to meet their unique individual needs. Some of the investigative functions within the department have already been centralized and the associated costs will most likely be incorporated into the contract city rate. Other investigative functions will soon be centralized, particularly a Family Violence Unit. As another example, other positions such as 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. The R&D Unit has been focusing most of their efforts on meeting the objectives outlined in RSO-1, 2, 3, 10, 13, 14, 15, and 17 within the KPMG study.

Separately, my executive team and command staff throughout the department have been continually evaluating staffing and positions within the department when vacancies occur to determine if the position needs to be filled, and if so, what rank or position within the organization is most appropriate. As mentioned in your report, this is consistent with the “less sworn and more unsworn” transition model being implemented across several divisions. We anticipate additional yearly savings utilizing the model by continuing to convert certain sworn to non-sworn positions as natural attrition occurs throughout the department over the next several years. Some examples include the following:

- Since taking office we have successfully transferred several sworn staff, from management-level to line-level positions, and replaced them with non-sworn sheriff's personnel. For FY19/20 and into FY20/21, those position exchanges have netted a cost savings of nearly \$2M to my budget. As a few examples, I exchanged a sworn lieutenant position out of the CAL-ID division with a classified CAL-ID manager for a cost savings. Each of our jails are now commanded by a non-sworn correctional captain, instead of a sworn captain. Many other exchanges of sworn to non-sworn or classified positions have occurred throughout the Corrections Division and Coroner's Bureau as well as many other parts of the organization. These efforts are also meeting the objectives of RSO-1 and RSO-2 in the study.
- We also recently transferred several sworn deputy sheriffs and corporal positions out of the courts and are slowly replacing them with newly developed court deputy positions at a

lower rate of pay (roughly 25% savings per position). As you may already know these positions are partially paid for by the state-funded Trial Court Funding (TCF). My budget, however, was previously absorbing several million dollars of those costs annually because the state funding was insufficient to pay for the services the courts were expecting. These efforts are also meeting the objectives of RSO-1 and RSO-2 in the study to be cost-neutral.

- As another example of fulfilling the objectives of RSO-1 and RSO-2, my executive team recently negotiated with the Riverside Sheriffs' Association (RSA), and with Board of Supervisor approval, a modified work schedule for patrol personnel. By 2021, it is anticipated the department will implement a 3/12 & 4/12 work schedule. Patrol deputies will work 84 hours in a 14-day work period (2184 hours a year), instead of the current 80 hours (2080 hours a year). This will allow the department to optimally staff contract cities and increase staffing in the unincorporated areas of the county with fewer full-time personnel and required patrol vehicles. As an example, 20 deputies under the new schedule are needed to do the equivalent hours of work of 21 deputies under the existing scheduling system. This scheduling system already exists within our Corrections Division. This new patrol schedule implementation will assist in a cost savings of nearly 40 full-time deputy salaries. This equates to not only a significant savings of salary and retirement costs now, but also into the future. We will continually measure these changes to ensure we are increasing productivity and maintaining efficiency.
- A California Public Records Act (CPRA) Unit was also created under my leadership and its purpose is to respond to requests related to Penal Code 832.7, Senate Bill 1421 and Assembly Bill 748. The processing of these requests was extensive and previously relied on hundreds of hours from the Civil Unit within our Professional Standards Bureau (PSB). The work was routinely divided amongst a sworn lieutenant, sergeant and several investigators. Today, these requests are administered using substantial software upgrades and the CPRA Unit is comprised of one sergeant and two office assistants. This centralization also allows for fewer staff to be needed at outlying stations and jails and reduces the duplication of efforts for requested documents from the public.
- With the impact of COVID-19 for much of this year, many of the objectives listed in RSO-5, 6, 7 and 9 related to our Corrections Division are still "in progress" but have been delayed indefinitely. Nonetheless, I was still able to successfully open the John Benoit Detention Center (JBDC) in Indio a few months ago. However, with social distancing housing requirements, visitation restrictions, and other inmate restrictions at the recommendation of medical staff, these remain "in progress" with no date certain of full implementation.
- One of the areas I have prioritized is a complete analysis of our civil litigation cases and their source of origin, whether it started in Operations/Patrol, unincorporated areas or contract cities, within the Corrections Division, Courts, etc. Unfortunately, because we are

a litigious society, many lawsuits cannot be totally avoided. In July, I began collaborating with the Riverside County District Attorney'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. Additionally, last month, I authorized the implementation of a much-needed Crimes Against Peace Officer's Unit (CAPO) which works directly with our Civil Unit 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. These changes I have made meet the objectives of RSO-12 and RSO-16 in the KPMG report.

For the first time in the department's history, over the past year we assembled a cross-section of the department's work force and facilitated a workshop to develop a Strategic Plan for our department. We now have a working draft copy of the Strategic Plan which will be finalized soon. The Strategic Plan is essentially a roadmap for our future that will outline budgetary and personnel priorities for our organization. The document will help us set goals and objectives for the coming years and further implement the goals identified in RSO-10 and RSO-11 in the report.