

## Riverside County Transformation

**Overview:** Riverside County is using data-driven, best practices to transform departments in the midst of a budget deficit. The objective: save \$200 million in two years and maintain or improve service levels.

**Challenge:** The County faces a multi-million dollar deficit, a changing legislative environment, increased service expectations from the public, long-standing internal cultures, and little ability to transform itself. The Board of Supervisors and Executive Office recognized this and searched widely for innovative and sustainable solutions. The county chose KPMG as consultants with significant data and analysis capabilities. The goal: develop/implement a strategic plan to drive efficiencies, and improve collaboration and customer service.

**Innovative Solutions:** Transformation began in 2013 with the regional medical center, continued in 2015 among public-safety agencies and will conclude with all remaining countywide agencies. Innovation addressed staffing and scheduling, work allocations, and inter-agency collaboration. The county took the unparalleled step of taking direction from outside experts in subject matter and change-management. The County invested in needed technology upgrades and infrastructure for the re-branded Riverside University Health System Medical Center. The hospital rebounded from a \$50 million annual loss to a \$54 million budget surplus. It has met nationally recognized milestones and was named a national top performer on key quality-of-care measures.

The county explored innovation for the offices of the Sheriff, District Attorney, Probation, and Public Defender. In the Sheriff's Office, in-depth analysis helped develop new schedule that met fiscal restraints, aligned staffing with demand, and continued protecting the public. Better aligning supply with demand helps to refocus priorities on tasks such as priority calls for service. Analysis also showed higher-paid employees were performing tasks that less-costly staff should have been performing. That imbalance had hurt cost-efficiency and employee morale. The Criminal Justice Policy and Corrections

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working group was among the panels formed to forge collaboration among agencies that rarely worked collectively toward their individual shared missions.

The Department of Public Social Services was examined for opportunities to improve service delivery and to develop closer collaboration with health-care and criminal-justice departments. The review identified a potential to reinvest and redirect 5 percent of total program funding (\$1.3 billion) across DPSS, Public Health and Behavioral Health by reducing duplication and better serving residents' needs. A key theme focused on addressing the holistic needs of intensive service users – 'super users' – by coordinating services centered on those individual users. Improved and integrated support strengthens users' independence and helps reduce overall demand on county services. Through similar enhancements, the Purchasing, Fleet, Planning, HR and IT departments can save a projected \$100 million collectively over the next 10 years, some of which already has been realized.

**Originality:** A countywide transformation of this magnitude in the midst of severe budget restrictions is unparalleled. These efforts have garnered great interest from counties nationwide.

**Cost Effectiveness:** There is an expected 20:1 return on investment within five years.

**Results:** Previously, Riverside County budgets were growing at an unsustainable 6 percent to 7 percent annually, with the criminal-justice budget alone predicted to nearly double to \$1.9 billion in 10 years.

**Contact:** Ray Smith, Public Information Officer, 4080 Lemon Street – 4<sup>th</sup> Floor, Riverside, CA 92501, (951) 955-1130, [raysmith@rivco.org](mailto:raysmith@rivco.org)