



City of Arts & Innovation

City Council Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL DATE: JANUARY 9, 2018

FROM: OFFICE OF ORGANIZATIONAL PERFORMANCE WARDS: ALL
AND ACCOUNTABILITY

SUBJECT: STATUS UPDATE ON THE CITYWIDE OVERTIME ASSESSMENT AND
ENHANCEMENTS

ISSUE:

Receive, review, and provide input on the status update on the Citywide Overtime Assessment and Enhancements.

RECOMMENDATIONS:

That the City Council receive, review, and provide input on the status update on the Citywide Overtime Assessment and Enhancements.

COMMITTEE RECOMMENDATION:

The Governmental Affairs Committee met on December 6, 2017 with Chair Andy Melendez, Vice Chair Mike Gardner and Member Chuck Conder present to receive, review, and provide input on the status update on the Citywide Overtime Assessment and Enhancements. After discussion, the committee unanimously voted to recommend that the City Council receive, review, and provide input on the status update on the Citywide Overtime Assessment and Enhancements.

BACKGROUND:

In response to a potential overtime management issue at the Riverside Public Utilities Department, the Office of Organizational Performance and Accountability (OOPA) initiated a comprehensive self-assessment process by every City department. The goal of the self-assessment, guided and administered by OOPA and conducted in June – August 2017, was three-fold: 1) to determine if overtime spending was excessive; 2) to assess overtime monitoring and control practices; and 3) to identify potential changes to staffing, scheduling, etc. to minimize overtime while ensuring consistent and high quality service delivery.

DISCUSSION:

A. Citywide Recommendations

Upon review of the overtime self-assessments by City departments, OOPA has concluded that adequate overtime controls are in place. However, the following citywide improvements are recommended to minimize potential for overtime abuse and reduce overtime costs:

1. Develop internal departmental procedures to be used in conjunction with existing City and/or applicable MOU policies, to address specific or special overtime situations or circumstances;
2. Ensure any overtime assigned to employees has been preapproved at the appropriate level;
3. Verify that overtime approvers are not authorized to approve their own time records;
4. Ensure management of the department/division is approving work time records before submitting files to Payroll;
5. Review departmental staffing levels periodically – long term vacancies increase overtime costs;
6. Ensure employees are apprised of department and City compensation policies/procedures;
7. Partner with HR and Payroll to ensure employees are adequately informed regarding overtime processes and procedures;
8. Utilize monthly Payroll Overtime Report created by the Finance Department to monitor and track overtime usage and trends by employees; and
9. Review department/division processes, activities, services, and programs to identify causes for overtime; take corrective action to better manage/reduce overtime costs.

B. Department-Specific Action Plans and Changes

In addition to the above citywide recommendations, each department has prepared an Action Plan to further manage overtime spending. The departments were asked to 1) identify activities causing significant overtime; 2) identify the cause of the overtime (i.e., staffing vacancies, workforce scheduling, etc.); and 3) propose short-term and long-term actions to reduce overtime. Examples of actions proposed by various departments – and being implemented immediately – include:

Department	Identified Cause of Overtime	Action Plan
Public Utilities – Electric Field Division	<ul style="list-style-type: none"> • Replicated regular day staffing of Troubleshooters on holidays. • Four (4) employees assigned to a standby crew every weekend. 	<ul style="list-style-type: none"> ✓ Reduced staffing to a single employee on duty without a measurable reduction in service quality. Savings is 2 employees x 12 holidays per year x 9 hours = 216 hours annually. ✓ Standby crew only for holiday weekends or when extreme weather is expected to be a factor (heat/storms/wind). Savings of approximately 1,600 hours per year in overtime.

Department	Identified Cause of Overtime	Action Plan
Fire Department	<ul style="list-style-type: none"> The most significant use of overtime is due to backfilling for vacations, holidays, mutual aid, sick leave, and <u>vacancies</u>. 	<ul style="list-style-type: none"> ✓ To reduce the need to backfill due to vacancies, the department is aggressively working on filling all sworn vacancies. To date, five new firefighters have been hired, with hiring for an additional four firefighters/paramedics in process.
Public Works – Street Maintenance	<ul style="list-style-type: none"> Festival of Lights red curb painting occurs annually prior to event. 	<ul style="list-style-type: none"> ✓ Discontinue the annual painting, with the exception of areas that necessitate the repainting. ✓ Minimize the area to refresh red curb painting. ✓ Switch to every other year prior to event.
Police Department	<ul style="list-style-type: none"> Irregularities in the deployment of Field Operations personnel and individual squad sizes throughout for four (4) separate watches. Irregularities required supervisors to backfill officer positions to meet current minimum staffing levels. Non-mandatory training 	<ul style="list-style-type: none"> ✓ Adjusted deployment strategies by consistently and evenly deploying personnel across the various squads and watches. Added a "cover watch" (1,200-2,200 hours) to help reduce the backlog of calls during those hours. ✓ All non-mandatory training has been suspended with the exception of the current Integrated Communications and Advanced Tactics (CAT) training, which is designed to reduce significant uses of force against persons with mental illness who are not armed.

C. Riverside Public Utilities Overtime Audit

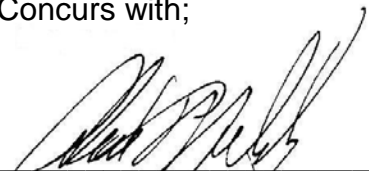
In September 2017, the City Manager approved a Professional Services Agreement in the amount of \$49,500 with an independent consulting firm, MGO Government Advisory Services. MGO has been engaged to review Public Utilities overtime practices and procedures and plans to provide a final report to the City Council in late April 2018.

FISCAL IMPACT:

There is no direct fiscal impact associated with this report. However, the above action plans as implemented will result in measurable overtime cost savings for each department.

Prepared by: Vince Price, Senior Internal Auditor, Office of Organizational Performance and Accountability
 Approved by: Marianna Marysheva, Assistant City Manager
 Certified as to availability of funds: Adam Raymond, Chief Financial Officer/City Treasurer
 Approved as to form: Gary G. Geuss, City Attorney

Concurs with;



Andy Melendrez, Chair
Governmental Affairs Committee

Attachments:

1. Citywide Overtime Self-Assessment Report and Action Plan
2. Presentation