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

FROM: Human Resources Department

SUBMITTAL DATE: July 28, 2010

SUBJECT: Non-Synchronized 4/10 and Telecommuting Alternative Work Arrangements

RECOMMENDED MOTION: Receive and file this update on the utilization of non-synchronized 4/10 and Telecommuting Alternate Work Arrangements.

BACKGROUND: On June 10, 2008 agenda item 3.36, the Board adopted a recommendation to reaffirm Alternate Work Schedules Policy C-6 and Telecommuting Schedule Policy K-3. The Board encouraged Department Heads, based on the specific business needs of the department and the job requirements of their employees to broaden the use of non-synchronized 4/10 work schedules and/ or Telecommuting. On July 2, 2009, Agenda item #3.65, HR submitted an update to the Board regarding the employee participation in various alternate work arrangements. At that time, the Board requested a subsequent update in one year.

È			Balan	Min		
			Barbara Olivier Asst. County Exe	ecutive Officer/H	uman Resources [Dir.
Ë	FINIANIOIAI	Current F.Y. Total Cost:	\$ 0	In Current Year E	Budget:	N/A
	FINANCIAL	Current F.Y. Net County Cost:	\$ 0	Budget Adjustme	ent:	N/A
5	DATA	Annual Net County Cost:	\$ 0	For Fiscal Year:		10/11
5	SOURCE OF FU	NDS: N/A			Positions To B Deleted Per A-3	
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Ċ		BY:	Va M			
• Policy	County Executiv	ve Office Signature	Karen L. Johnso	on		
X						

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Buster, seconded by Supervisor Tavaglione and duly carried by unanimous vote, IT WAS ORDERED that the above matter is received and filed as recommended.

Ayes:

Buster, Tavaglione, Stone, Benoit and Ashley

Nays: Absent: None None

Date:

August 10, 2010

XC:

HR

Kecia Harper-Ihem Clerk of the

Per Exec. Ofc.:

Prev. Agn. Ref.: July 2, 2009, #3.65

District: ALL

Agenda Number:

Form 11 – Non-Synchronized 4/10 Schedule July 28, 2010 Page 2

BACKGROUND continued:

Alternative Work Schedules:

In FY 2009/10, County-wide furloughs were implemented, resulting in Friday closures for many departments. On June 15, 2010, Agenda item 3.18, the Board approved the closure of most County buildings on Fridays and the implementation of the 4/10 schedule as the County standard in order to save money and prevent or reduce layoffs. As a result of these two actions, the use of the 4/10 workweek has increase dramatically.

Attachment "A" provides detailed department level data regarding employee alternate work arrangements from January 2009 to July 2010. Summary data is provided in the table below, while Attachment "A" provides a breakdown by department. The information indicates a migration to the 4/10 schedule after the Board approved the schedule change. The data reflects that prior to the Board approval of the 4/10 schedule, 1,749 employees (9% of employees) participated in the non-synchronized 4/10 Work Schedule. After the Board approved the 4/10 work schedule, 7,683 (42% of employee) participated in the 4/10 Work Schedule. To date a nominal number of employees have participated in telecommuting. Numbers will fluctuate as departments continue to transition to the 4/10 schedule and record their data in the PeopleSoft system.

Summary Statistics:

Work Schedules	Number of Employees* ¹ Jan 2009	Percent of Total Jan 2009	Number of Employees* July 2010	Percent of Total July 2010
5/40	4,358	23%	2,566	15%
9/80	8,443	45%	3,232	18%
4/10	1,749	9%	7,683	43%
Other**2	4,353	23%	4,284	24%
No Schedule	0		16	
Total Regular Employees	18,903	100%	17,781	100%

Indications are that the Board's actions of June 2010 have significantly changed employee work arrangements while allowing department flexibility to maintain operational hours as business needs require.

¹ *Data captured from recordkeeping (PeopleSoft) System

² **Other work schedules include the 4/9, 3/12, 2/12, 7/12 and other federally mandated schedules primarily used by RCRMC, Sherriff and Probation departments.

County of Riverside Comparative Work Schedule Data

January 2009 Work Schedules

July 2010

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				-			T		Parcent of	140							Telec Pe	Percent of
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AGRICULTURAL COMM	51	51		4	9	37	0		20%	52	52		-	49	2			94%
ASSESSOR	453	453		49	142	262	0		31%	395	395		9	180	209			46%
AUDITOR CONTROLLER	115	115		17	0	86	0		%0	66	66		-	6	83			%6
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COUNTY COUNSEL	73	73		18	0	55	0		%0	29	29		_	-	65			1%
CSA 152 NP	23	23		7	-	1	0		4%	31	31		7	12	8			39%
DISTRICT ATTORNEY	837	837		356	18	437	26		2%	788	788		347	17	403	21		2%
DPSS	3,284	3,284		282	266	2,736	0		8%	3,129	3,129	-	5	3,026	26			%26
EDA	374	374		109	_	264	0		%0	349	349		7	339	က			%26
EXECUTIVE OFFICE	32	32		6	0	23	0		%0	28	28			28				100%
FACILITIES	536	536		150	0	386	0		%0	629	579		94	412	71	7		71%
FIRE	194	194		80	118	48	20		61%	188	188		-	134	34	19		71%
FLOOD	238	238		4	148	9/	0		62%	235	235		7	227	~			%26
HUMAN RESOURCES	391	391		37	13	341	0		3%	352	352	က	24	215	110			61%
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PARKS	92	95		09	က	59	0		3%	96	96		28	19	19			20%
PROBATION	879	879		185	0	101	593		%0	795	795		157		91	547		%0
PUBLIC DEFENDER	299	299		246	0	53	0		%0	270	270		226		44			%0
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REGISTRAR OF VOTERS	35	35		12	0	23	0		%0	32	32				32			%0
SHERIFF	4,040	4,040		282	168	601	2,989		4%	3,802	3,802		146	302	546	2,808		8%
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VETERANS SVCS	12	12		7	0	10	0		%0	12	12			တ	က			75%
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MEMORANDUM

EXECUTIVE OFFICE, COUNTY OF RIVERSIDE

Bill Luna

County Executive Officer

Jay E. Orr

Assistant County Executive Officer

TO:

Kecia Harper-Ihem, COB

FROM:

Christopher Hans, Deputy CEO

DATE:

July 1, 2010

RE:

CONTINUANCE

Please continue the following item to August 10, 2010:

Non Synchronized 4/10 and Telecommuting alternative work Arrangements (3.65 – 07/14/09).

H:\dGRANT\form 11s\continuance.doc

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



FROM: Human Resources Department

July 6, 2009

SUBJECT: Non-Synchronized 4/10 and Telecommuting Alternative Work Arrangements

RECOMMENDED MOTION: Receive and file this update on the utilization of Non-Synchronized 4/10 and Telecommuting Alternate Work Arrangements and allow an additional 12 months to measure and report back on the long term impact of the Alternative Work Arrangements.

BACKGROUND: On June 10, 2008, the Board adopted a recommendation to reaffirm Alternate Work Schedules Policy C-6 and Telecommuting Schedule Policy K-3. The Board encouraged Department Heads, based on the specific business needs of the department and the job requirements of their employees to broaden the use of non-synchronized 4/10 work schedules and/ or Telecommuting up to a maximum of three days per week. The Board also authorized Human Resources to develop training materials to broaden participation in these alternate work arrangements and to report back on progress.

materials to broa	ee days per week. The Boar aden participation in these			
progress.		_	a All "	· 💉
(Continued)		13a	Inas M/Vin	
			Oliver Assistant Direct	ctor for
		Ronald W.		Lucian Danasana Din
		Asst. Coun		luman Resources Dir.
FINANCIAL	Current F.Y. Total Cost:	\$	In Current Year	Budget:
DATA	Current F.Y. Net County Cost:	\$	Budget Adjustm	ent:
DATA	Annual Net County Cost:	\$	For Fiscal Year:	
SOURCE OF FU	NDS:			Positions To Be Deleted Per A-30
				Requires 4/5 Vote
C.E.O. RECOMM	ENDATION: AP	PROVE		
County Executiv	BY:	Elizabeth J.	Cles Olson	

anty Executive Office Signature

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Buster, seconded by Supervisor Stone and duly carried by unanimous vote, IT WAS ORDERED that the above matter of approval is received and filed as recommended.

Ayes:

Buster, Tavaglione, Stone, Wilson and Ashley

Nays:

None

Absent:

None

Date:

July 14, 2009

XC:

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Deputy

Kecia Harper-Ihem

Clerk of the Board

THE REPORT OF THE PROPERTY OF THE PARTY.

Prev. Agn. Ref.: June 10, 2008 3.36

District:

Agenda <u>N</u>umber:

ATTACHMENTS FILED WITH THE CLERK OF THE BOARD 3.65

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Exec. Ofc.:

Policy

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Form 11-4/10 and Telecommuting Work Schedules
June 3, 2009
Page 2 of 5

BACKGROUND CONTINUED:

The Board emphasized that County services and operation hours should not be adversely impacted by the increased use of alternative work arrangements. For that reason, Department Heads retain the prerogative to grant employees non-synchronized 4/10 work schedules and Telecommuting work arrangements based on the business needs of the department and job requirements of the employees.

It is understood that not all County operations will be able to accommodate alternate work arrangements, especially given the current economic environment.

4/10 work schedules, if implemented appropriately, serve the following purposes:

- Save employee personal vehicle expenses associated with the daily commute of reporting to their central office.
- Maximize County resources by reducing overhead costs; i.e. less draw on County resources;
 office space, desktop PC's, utility use, parking spaces, maintenance, gas, etc.
- o Improve the air quality of the Inland Empire, and help the County meet its Emission Reduction Strategy (ERS) goals set forth by the South Coast Air Quality Management District (AQMD) by reducing the number of miles commuted and varying travel times.

Telecommuting alternate work arrangements, if implemented appropriately, potentially serve the following purposes:

- Increase employee productivity
- o Maximize County resources by reducing overhead costs; i.e. less draw on County resources; office space, desktop PC's, utility use, parking spaces, maintenance, gas, etc.
- ISave employee personal vehicle expenses associated with daily commute of reporting to their central office.

Economic Environment:

While the expanded use of alternate work arrangements was initially encouraged in part as a response to anticipated \$5 per gallon gas prices and the resulting economic hardship felt by employees, employees and the County now face unprecedented financial challenges associated with the current economic climate.

In the latter part of 2008 County departments shifted focus in order to manage the economic fallout. The current environment has demanded a curtailment of expenditures, immediate and planned budget cuts, and the implementation of the Maximum Fill Rate (MFR), among other measures. Perhaps more than ever before, County departments need to creatively maximize their resources in order to continue providing excellent service to the public. Alternate work arrangements when implemented prudently can be used as a cost saving tool by the County.

Alternative Work Schedules:

During the second half of the calendar year 2008, several County departments evaluated and implemented alternate work schedules according to their business needs and employee job requirements. Attachment "A" (pages 1-2), Comparative Work Schedule Data, provides department level comparative information between June 2008 and May 2009. The data reflects that during this period, participation in the non-synchronized 4/10 Work Schedule increased from 603 employees to 1,898 employees. In May 2008 only 3.23% of County employees participated in the 4/10 work schedule; that number increased to 10% by May 2009.

Summary Statistics:

Work Schedules	Number of Employees* ¹ May 2008	Percent of Total May 2008	Number of Employees* May 2009	Percent of Total May 2009
5/40	5,190	27.7%	3,483	19%
9/80	8,817	47.19%	8,601	47%
4/10	603	3.23%	1,898	10%
Other**2	4,077	21.82%	4,307	23%
Total Regular Employees	18,688	100%	18,289	100%

This shift from a 5/40 work schedule to a 4/10 work schedule has a significant and measurable cost savings impact to employees, as well as resulting in a decreased number of commute days, reducing one commute day per week for each employee, or 52 commute days per year for each employee. According to the commute cost calculator provided on the website www.commutesmart.info (a partnership of transportation agencies of Los Angeles, Orange, Riverside, San Bernardino and Ventura Counties), each employee will save \$976 per year if the employee travels an average of 36 miles per day, pays \$2.81 per gallon for gas and has average vehicle wear and tear. This savings translates to 2.08% of pay if the employee earns an average of \$47,000 per year. For the 1,898 employees that have already transitioned to the 4/10 work schedule, the total number of commute days reduced per year is 91,104 for an estimated average annual cost savings of approximately \$1.8 million just in gasoline costs. This can also potentially reduce the stress on County employees when facing other issues related to budget constraints.

More employees may change to a non-synchronized 4/10 work schedule in 2009 because some departments are still carefully evaluating the impact of alternate work schedules. For example, in January 2009 DPSS started a 90 day pilot non-synchronized 4/10 work schedule project to examine and evaluate the impact of the program on customer service and staffing. The results are still being developed and will be reported at a later date.

Over the past twelve months, eight County departments have significantly increased the use of the non-synchronized 4/10 work schedule. Human Resources will work with these departments and report back to the Board in twelve months regarding the longer term impact of the 4/10 schedule on service levels.

Synchronizing the 4/10 Schedule or Synchronized 9/80:

With a synchronized 4/10 or 9/80 schedule for County employees there is a great potential savings in utility costs alone. According to a study conducted by Facilities Management (Attachment B), the following cost savings can be achieved if facilities are closed:

Option #1: Synchronized 9/80 Schedule (One Day Closure Biweekly Pay Period)

07-08 Annual Utility Costs	Annual Days of operation (5/40 Schedule)	Utility Cost Per Day	Total Non- Operation al Days/ Yr.	Synchronized 9/80 Annual Utility Savings
\$8,300,206	248	\$33,468.57	24	\$803,245.71

¹ *Data captured from recordkeeping (PeopleSoft) System

² **Other work schedules include the 4/9, 3/12, 2/12, 7/12 and other Federally mandated schedules primarily used by RCRMC, Sherriff and Probation departments.

Option #2: Synchronized 4/10 Schedule

07-08 Annual Utility Costs	Annual Days of operation (5/40 Schedule)	Utility Cost Per Day	Total Non- Operation al Days/ Yr.	Synchronized 4/10 Annual Utility Savings
\$8,300,206	248	\$33,468.57	48	\$1,606,491.43

Telecommuting Arrangements:

Telecommuting may require an initial budgetary investment by the departments. Departments typically need to successfully examine and resolve the following issues prior to authorizing a Telecommuting arrangement.

- Worksite safety and ergonomics
- · Technology and equipment requirements
- · Connectivity, and data security standards
- Productivity measurement and standards

Telecommuting Training

To meet these challenges, Human Resources has developed an array of tools to help departments implement telecommuting and to provide employees with more information about Telecommuting. The information is available on http://www.thecenter.rc-hr.com; the County of Riverside Human Resources' Center for Government Excellence website.

Listed below are examples of documents and video clips made available on the site:

- Telecommuting Training Video
- Telework Proposal Workbook (DRAFT)
- Telecommuting Guidelines
- Telework Home Office Self-Evaluation and Agreement
- Telework Security Standard
- Survey Example
- · Getting Started for Employees
- Getting Started for Supervisors
- Who is eligible
- Q&A for County Employees

Human Resources estimates that there are less than 100 employees currently Telecommuting at the County. Some departments are in the process of evaluating the arrangement; for example, the Child Protective Services Division at DPSS started a 90 day telecommuting project involving 90 employees.

Riverside County Information Technology (RCIT) has also established a Telecommute Task Force to explore the technology issues and provide recommended solutions and guidelines to departments. In October of 2008, RCIT launched their department pilot program (Telecommuting/ Home Dispatch) and compiled a status report (Attachment C) identifying the successes as well as the issues associated with their program. Based on recent reports from RCIT, Fleet fuel and maintenance costs have decreased on average by 16%, Voice Technicians have been averaging 7.82 field hours per day (1.32 hours more than the average prior to Telework arrangements), there has been an increase in the amount of front facing customer time, there has been an increase in customer satisfaction, and a number of additional measureable improvements.

Form 11-4/10 and Telecommuting Work Schedules June 3, 2009
Page 5 of 5

Next Steps:

Human Resources is committed to train and inform departments and employees in regards to Telecommuting. For that reason, staff time has been dedicated to create additional communication materials and conduct workshops in the first half of calendar year 2009.

Human Resources will partner with departments in which a significant number of employees (in excess of 15%) have recently adopted the non-synchronized 4/10 work schedule and those departments which have implemented a Telecommuting program and report back to the Board in twelve months regarding the long term impact on service levels of implementing the non-synchronized 4/10 work schedule and the telecommuting schedule.

Human Resources Center for Government Excellence will partner with departments to conduct Telecommuting workshops for management and employees. Human Resources will continue to develop communication materials to disseminate to employees and departments in order to promote awareness of alternate work arrangements.

County of Riverside Comparative Work Schedule Data

			Work	Work Schedules					0 < 5									
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	Positions	5/40	01/7	08/6	Other	employees on 4/10	Position	ons 5/40		08/6	Other	employees on 4/10	Filled	5/40	440	Ī		npioyees on 4/10
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County of Riverside Comparative Work Schedule Data

			ي پ	January 2009 Work Schedules	/ 2009 dules					Mork S	May-09 Work Schedules					Comparisc Work Schedules	Comparison rk Schedules	_	
Department Name	Filled	d ons 5/40		4/10 9/		Other	Percent of Employees on 4/10	Filled	5/40	4/10	08/6	Other	Percent of Employees on 4/10	Filled	5/40	4/10	Ŭ	_ E	Percent of Employees on 4/10
AGRICULTURAL COMM	51				P. C	0	20%	52	9	8	38	0	. 15%	(E)	2	(2)		o	4%
ASSESSOR	453				25	0	31%	412	8	145	234	0	35%	(23)	(16)	თ	(28)	0	4%
AUDITOR CONTROLLER	115				86	0	%0	105	တ	-	92	0	4%	9	8	-	ග	0	1%
BOARD OF SUPV	57				21	0	%0	57	8	0	23	0	%0	(2)	£	0		0	% 0
CFD	2				8	0	%0	5	7	0	က	0	%0	0	0	0	0	0	** %0
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Total Count	18,903	3 4,358	1	1,749 8,4	8,443 4	4,353	9.25%	18,289	3,483	1,898	8,601	4,307	10.38%	(418)	(875)	149	158	(46)	6.03%
d			ı	R															

County of Riverside Facilities Management

Utility Cost Avoidance Analysis: Synchronized 9/80 vs. 4/10 Schedules

Due to the current State/County budget circumstances, all County departments are being required to reduce their respective expenses. The BOS is requiring each department to provide recommendation and strategies to achieve desired goals. The following analysis illustrates two potential annual cost savings options for utilities in the County's "Owned" and "Leased" facilities.

Option #1: Synchronized 9/80 Work Schedule

The projected annual cost savings could be achieved by implementing a "synchronized 9/80" work schedule for most County departments in owned and leased facilities. A "synchronized 9/80" work schedule would essentially "shutdown" most County facilities two (2) additional days per month or a total of 24 days per year.

Option #2: 4/10 Work Schedule

The projected annual cost savings could be achieved by implementing a "4/10" work schedule for <u>most</u> County departments in owned and leased facilities. A "4/10" work schedule would essentially "shutdown" <u>most</u> County facilities four (4) additional days per month or a total of 48 days per year.

The following facilities/sites would <u>not</u> participate in such a strategy due to their obvious responsibilities and function(s) within Riverside County:

Excluded Sites:

Southwest Justice Detention Center (MU1301)
Southwest Juvenile Detention Center (MU1311)

Riverside "Old Jail" (RV902)

Mental Health Treatment-Indio (RV718)

Cabazon Sheriff Station (CB3101) Indio Coroner Facility (IN728) Indio Detention Center (IN 702) Palm Desert Sheriff Station (PD2202)

Larson Justice Center (IN723)

Hall of Justice Bldg. (RV903)

Juvenile Court (RV916)

District Attorney Bldg. (RV996) Federal Court Bldg. (RV1003)

Riverside Public Defender (RV1017)

Bankruptcy Court (RV1001) Indio Courts (IN701, 703-707)

Blythe Courts (BL320)

Coachella Valley Animal Shelter (TP4502)

*Corona Courts & Family Health Clinic (CR403)

*Mecca Family Health Clinic (ME2004)

*Perris Family Health Clinic (PR811)

*Rubidoux Family Health Clinic (RX5000)

Southwest Justice Center Central Plant (MU1305)

Robert Presley Detention Center (RV914)

Mental Health Treatment--County Farm (RV919)

Jurupa Valley Sheriff Station (RX5007)

Indio Sheriff Station (IN710)
Perris Coroner Facility (PR808)

Hemet Sheriff Station (HM611)

Lake Elsinore Sheriff Station (LE504)

Historic Courthouse (RV901)

*Criminal Justice Bldg. (RV904)

*Academy of Justice (RX5006)

Family Law Bldg. (RV1000)

Blythe Sheriff & Detention Center (BL301)

Riverside 911 Comm Center (RV908)

Perris Sheriff Station (PR810)

Hemet Courts (HM601)

Riverside Animal Shelter (RV995)

Blythe Animal Shelter (BL305)

*Indio Family Health Clinic (IN717)

*Palm Springs Family Health Clinic (PG1104)

*Riverside Family Health Clinic (RV927)

**Riverside County Regional Medical Center

Since these facilities would not participate in the two proposed scenarios, their respective utility cost/data will be subtracted from the total costs for all Owned Facilities. The remaining cost/data will be reflected in the <u>Riverside County</u> Owned Facilities and the Riverside County Leased Facilities cost/data charts.

^{*} Facility has potential to close

^{**}Facilities Management does not pay utility bills for RCRMC.

Utility Cost Avoidance Analysis

Facility Type		F	7 07-08 Annual Utilities Total
Total County Owned Facilities		\$	11,738,101
Total Excluded Sites	-	\$	7,660,823
Total County Owned Facilities Eligible for Closing	=	\$	4,077,278
Total County Leased Facilities		\$	4,222,928
Total Costs for All Eligible Facilities		\$	8,300,206

Option #1: Synchronized 9/80 Schedule

Facility Type Eligible for Closing	07-08 Annual Utility Costs	Annual Days of Operation	Utility Cost Per Day	X	Total Non- Operational Days/Yr.	-	Synchronized 9/80 Annual Utility Savings
Owned	\$ 4,077,278	248	\$ 16,440.64	Х	24	=	\$ 394,575.29
Leased	\$ 4,222,928	248	\$ 17,027.93	X	24	=	\$ 408,670.42
Grand Total	58500206		\$ 2027 (227)				6 903945,76

Option #2: 4/10 Schedule

Facility Type Eligible for Closing	07-08 Annual Utility Costs	Annual Days of Operation	Utility Cost Per Day		Total Non- Operational Days/Yr.		4/10 Schedule Annual Utility Savings
Owned	\$ 4,077,278	248	\$ 16,440.64	Х	48	=	\$ 789,150.58
Leased	\$ 4,222,928	248	\$ 17,027.93	х	48	=	\$ 817,340.85
Giang Taxi	\$ 8,300,706.		\$ \$82463397				\$1250649144

RCIT Telephone Mobility Pilot

May 4, 2009



Background

- inventory and county vehicle before dispatching out to the customer work sites. Each Technician was assigned an average of 6.5 hours In the past, RCIT Voice Technician staff reported to a central place of work to retrieve their respective work assignments, associated of Service Request time per day. 0
- requests remotely and reporting directly to the worksite from their homes, as well as reporting directly home instead of the central office at the conclusion of the work day. By adopting the new In October 2008, Voice Technicians began obtaining service business model, each Technician has been assigned a daily average of 8 hours of Service Request time.

0

GOAL: To gain valuable front facing customer time and increase our maintenance tasks/responsibilities.



Voice Communications ~ By the Numbers

Average Monthly Service Requests/Trouble Tickets = 900

Approximately 80% of these are dispatchable tickets

Employees: 12

Number of facilities: Approximately 440

Number of Telephone Systems: 180 PBX's + 130 Key Systems

Number of telephones: 33,000+



Business Objective

Gain 1.5 hours of productivity per Technician

Increase the amount of front facing customer time

Increase the number of service requests completed daily

Improve the average customer turnaround times on Moves, Adds, Changes and Repairs 0

Increase in Customer Satisfaction

Accomplishments To Date

- Averaging 7.82 field hours per Technician per day. 0
- Increased the amount of front facing customer time 0
- Increased the amount of resources assigned to maintenance tasks 0
- Increased the turnaround times on Customer Moves, Adds, Changes and Repairs 0
- Customers satisfaction has improved during the Pilot program 0
- Staff have a greater sense of pride for their respective area's and the customers they service 0