

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



ITEM: 2.6
(ID # 13290)

MEETING DATE:
Tuesday, August 25, 2020

FROM : AUDITOR CONTROLLER:

SUBJECT: AUDITOR-CONTROLLER: Fiscal Year 2019-20 Full Transparency Countywide Overtime Monitoring Report, District: All. [\$0]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Receive and file the Fiscal Year 2019-20 Full Transparency Countywide Overtime Monitoring Report

ACTION:Consent


Paul A. Angulo, County Auditor-Controller 8/13/2020

MINUTES OF THE BOARD OF SUPERVISORS

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

BACKGROUND:

Summary

In 2013 the Riverside County Office of the Auditor-Controller (Auditor-Controller) initiated a monitoring program with the purpose of providing a relevant, timely and significant fiscal transactions and trends related to overtime expenses.

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0
NET COUNTY COST	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0
SOURCE OF FUNDS: N/A			Budget Adjustment: No	
			For Fiscal Year: n/a	

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary (continued)

The attached report presents our completion of the overtime monitoring report. Nine Riverside County departments with reported overtime in excess of \$1 million and three with overtime in excess of five percent of total salaries and employee benefits were selected for this monitoring report.

Overtime expense data from the county's financial system was compiled and the information forwarded to the departments for their response. Each department was asked to provide its rationale for the use of overtime, protocol to approve overtime, and if they had identified ways to reduce this expense. The response of each respective department is included in the report.

Impact on Residents and Businesses

Provide information on significant transactions and trends occurring in county government.

ATTACHMENT A.

Fiscal Year 2019-20 Full Transparency Countywide Overtime Monitoring Report


 Stephanie Perez, Principal Management Analyst 8/17/2020



Fiscal Year 2019-20
Full Transparency
Countywide
Overtime Monitoring

Paul Angulo, CPA, MA
Auditor-Controller

*“Creating Value and
Making a Difference”*

Overtime Monitoring Report

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EXECUTIVE SUMMARY

One hundred sixteen million dollars (\$116,096,331) in overtime was incurred by county departments for Fiscal Year 2019-20. Nine departments exceeding \$1 million in overtime expense were selected for monitoring in this report, representing 94% of the total overtime cost incurred by the County of Riverside overall. The departments include, the Department of Public Social Services (DPSS), Probation Department (Probation), Riverside County District Attorney (DA), Riverside County Information Technology (RCIT), Riverside County Fire Department (Fire), Riverside County Sheriff's Department (Sheriff), Riverside University Health System (RUHS) – Behavioral Health, RUHS – Medical Center, and RUHS – Public Health. Three additional departments, Riverside County Registrar of Voters, Riverside County Emergency Management Department (Emergency Management), and the Fair and National Date Festival (Fair), were also selected for monitoring based on the criteria of overtime expense exceeding five percent (5%) of total salaries and benefits in the fiscal year. See *Schedule A* for a complete list of overtime compared to total salaries and benefits by department for Fiscal Year 2019-20.

INTRODUCTION

In 2013 the Riverside County Office of the Auditor-Controller (Auditor-Controller) initiated a monitoring program with the purpose of providing the Board of Supervisors with relevant, timely and significant fiscal transactions and trends.

As it pertains to the use of overtime labor, reasonable and necessary expenditures enable the county to continue to provide services despite labor shortages due to vacancies, sick leaves, mandated service levels changes, and operational and seasonal workload spikes. Appropriate overtime is a cost-effective response to short-term labor shortages or spikes in service demands as compared to hiring additional employees. However, long-term overtime or uncontrolled uses of overtime represent significant risks of increased direct and indirect costs.

Unnecessary overtime may be avoided through management control activities such as pre-approval of overtime, adjusting staffing levels to service demand levels, regular management monitoring of overtime, and informing and communicating management's objectives regarding cost containment and service delivery to all employees. In addition, long-term overtime may help obscure fraudulent overtime with employees padding timesheets with overtime hours not worked.

In calendar year 2019, the number of Riverside County employees earning at least 50% of their base pay in overtime totaled 394, with the highest employee earning 176% of their base pay in overtime. Overtime is an area of high fraud risk that needs continuous monitoring and strong internal controls.

Other impacts from long-term use of overtime include increased employee turnover, reduced employee productivity, increased risk and increased litigation costs arising from error, omission and fatigue.

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SCOPE

Nine Riverside County departments with reported overtime in excess of \$1 million and three with overtime in excess of five percent of total salaries and employee benefits were selected for this monitoring report. Those departments are named above.

Extracts from the county's financial system were compiled and the information forwarded to the departments for their response. Each department was asked to provide its rationale for the use of overtime, protocol to approve overtime, and if they had identified ways to mitigate and/or reduce this expense.

LIMITATIONS

All overtime expenditures included in this report were extracted from the county's financial accounting system. This monitoring report includes overtime, salary and total labor costs paid by county departments and does not include any accrued overtime balances that will be of impact in cost to the county.

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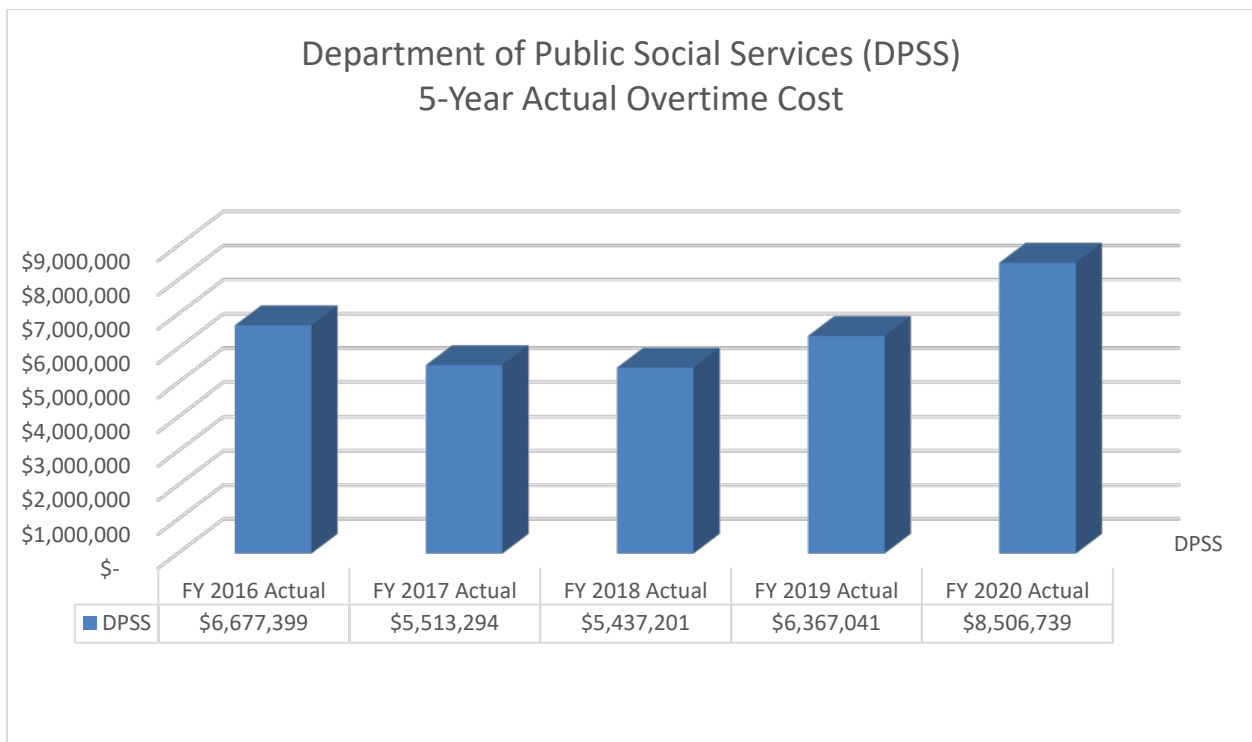
DEPARTMENT OF PUBLIC SOCIAL SERVICES

The Department of Public Social Services (DPSS) provides federal and state mandated services and assistance with offices throughout Riverside County. The department is comprised of five divisions as follows: Administrative Services, Adult Services, Children’s Services, Self-Sufficiency and Public Authority. In fiscal year 2019-20, the department had over \$1 billion combined budget and 4,583 authorized positions. DPSS works in partnership with community-based organizations, providing temporary financial assistance, temporary employment services, abuse and neglect protection services and healthcare coverage access to low income.

In fiscal year 2019-20, DPSS reported \$355,515,052 in labor costs, of which \$8,506,739, or 2.4% was incurred for paid overtime. This was an increase of \$2,139,697, or 33.6%, more than the overtime expense of \$6,637,041 for fiscal year 2019-19. The following chart displays the DPSS’ overtime expenses for the past five fiscal years.

Summary of overtime expenditures for the last five fiscal years:

Graph 1. Overtime expense incurred by DPSS for the most recent five fiscal years.



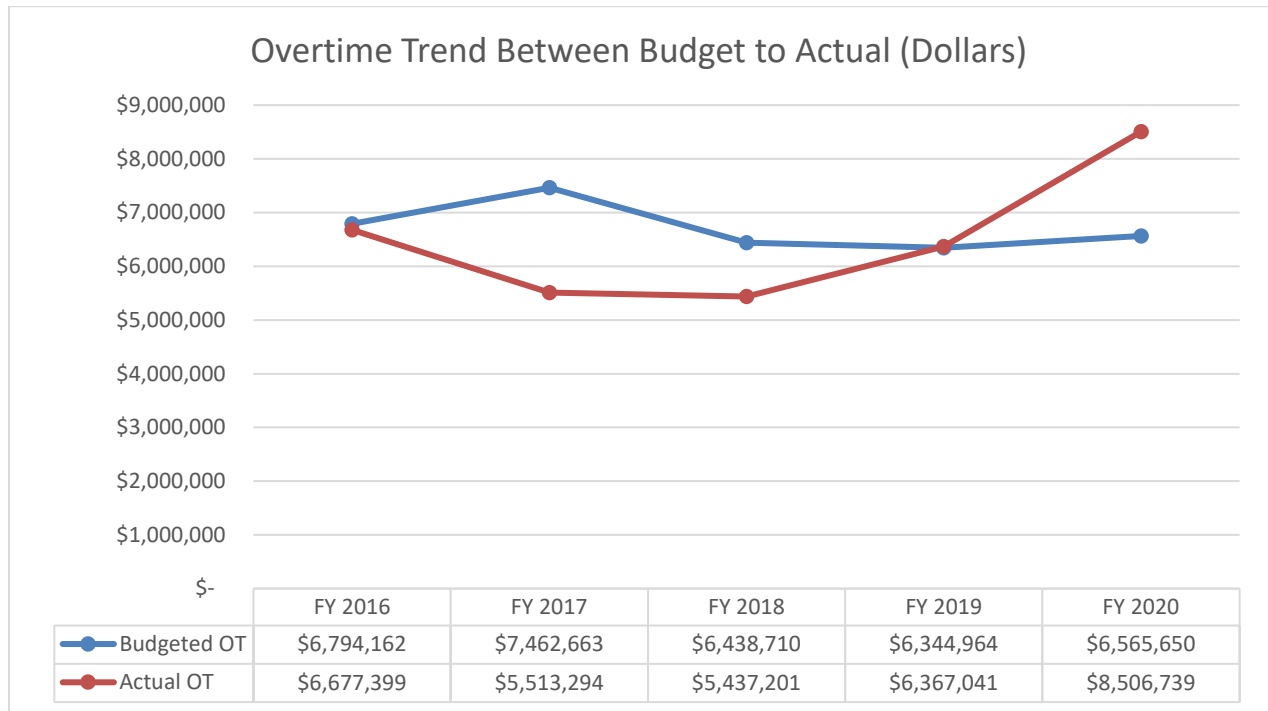
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Table 1. DPSS’s total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Labor*	\$336,242,530	342,210,474	332,720,391	338,609,725	355,515,052
Regular Salary	\$213,888,069	219,659,958	213,918,397	215,687,745	219,599,997
Overtime	\$6,677,399	5,513,294	5,437,201	6,367,041	8,506,739
Overtime % to Total Labor	2.0%	1.6%	1.6%	1.9%	2.4%
Overtime % to Regular Salary	3.1%	2.5%	2.5%	3.0%	3.9%
Overtime % change from prior FY		-17.4%	-1.4%	17.1%	33.6%

*Includes all benefits and labor taxes paid

Graph 2. DPSS’s comparison between budgeted vs. actual overtime expense in dollars.



DPSS’s response to overtime inquiry:

“The Department of Public Social Services (DPSS) utilized overtime to mitigate workload associated with continuing high caseload levels, high attrition rate and the inability to fill vacant funded positions due to the county hiring freeze. DPSS continues to experience high caseloads

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in the Medi-Cal, CalFresh, General Assistance, In-Home Supportive Services, Adult Protective Services, Children Services programs and the CalFresh program that increased significantly as a result of COVID-19 pandemic. In addition, with adult and child protective services programs mandated to operate 7 days a week, 24-hours a day, overtime is necessary for a timely response to reports of abuse during and after regular business hours. To the extent possible, the department-initiated recruitment and training activities to backfill for attrition and utilized overtime to fill workload gaps.

Internal controls to ensure proper authorization and utilization of overtime include management review and approval of all initial and extension requests of overtime. Justification is specific to each circumstance and can include new workload mandates, regulatory changes, or recruitment and retention issues. Utilization of overtime is also monitored and controlled through periodic reporting of expenditures and the budgetary impacts are reviewed regularly with department executives.

The department continues to prioritize hiring and retention to meet workload demands and advocates for additional State and Federal funding to enable the department to have the appropriate resources to fulfill the statutory requirements associated with our programs. Additionally, the department continues to pursue business process changes and utilize technology to achieve efficiencies in managing department workload. For the report period, hours charged to overtime increased by 28.1% when compared to the prior fiscal year. To also put this in context, overtime expenditures represent only 4.3% of total salary and benefit expenditures.

DPSS will continue to monitor overtime utilization and look for additional opportunities to reduce overtime hours, while ensuring that critical services continue to be provided in accordance with established regulations and timelines.”

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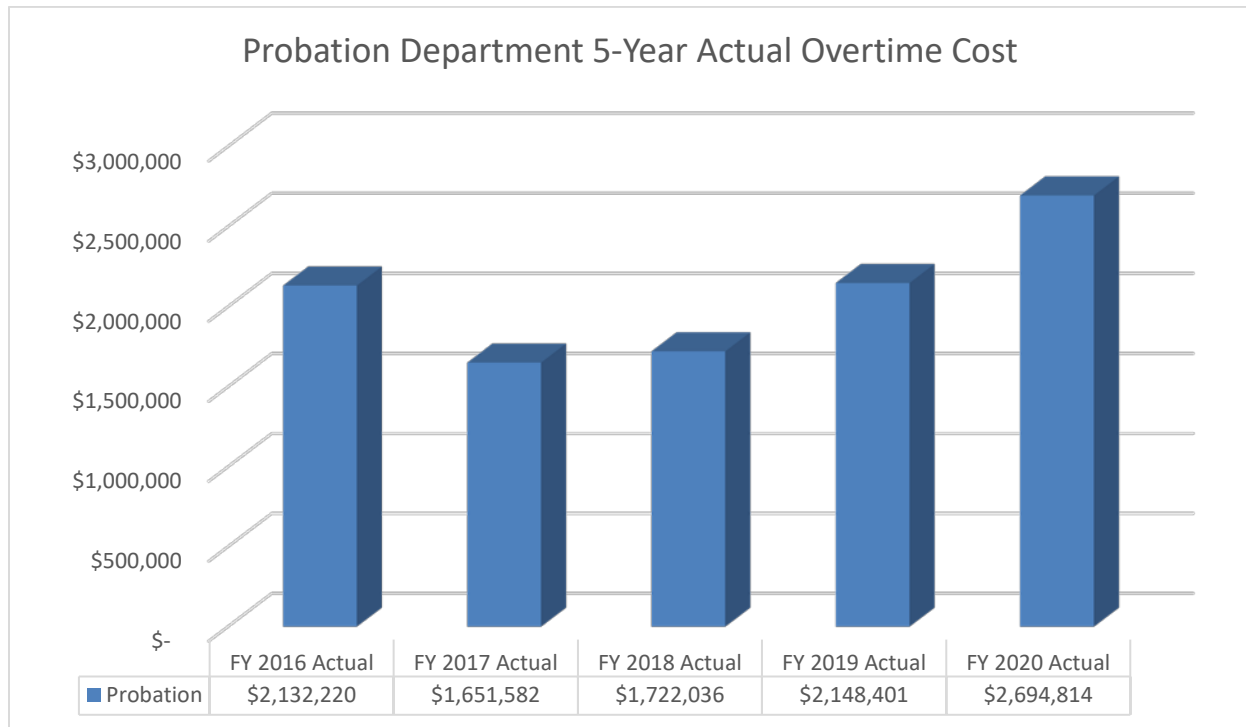
PROBATION DEPARTMENT

The Probation Department had 1,092 authorized positions with a combined budget of over \$144 million in fiscal year 2019-20. The combined public safety and public assistance department has three major budget units: Field Services, Institution Services and Administrative/Business Services. Probation has fourteen offices throughout the county providing supervision, referral, and oversight of counseling and treatment services to juveniles and adults on probation. They are responsible for out-of-home care for minors who are wards of the Juvenile Court. In addition, the department operates three juvenile detention facilities to house youth pending court hearings or placements and two youth treatment and education centers.

In fiscal year 2019-20, Probation reported \$92,329,725 in labor costs, of which \$2,694,814, or 2.9%, was incurred for paid overtime. This was an increase of \$546,413, or 25.4%, more than the overtime expense of \$2,148,401 for fiscal year 2018-19. The following chart displays the Probation Department’s overtime expenses for the past five fiscal years.

Summary of overtime expenditures for the last five fiscal years:

Graph 3. Overtime expense incurred by Probation for the most recent five fiscal years.



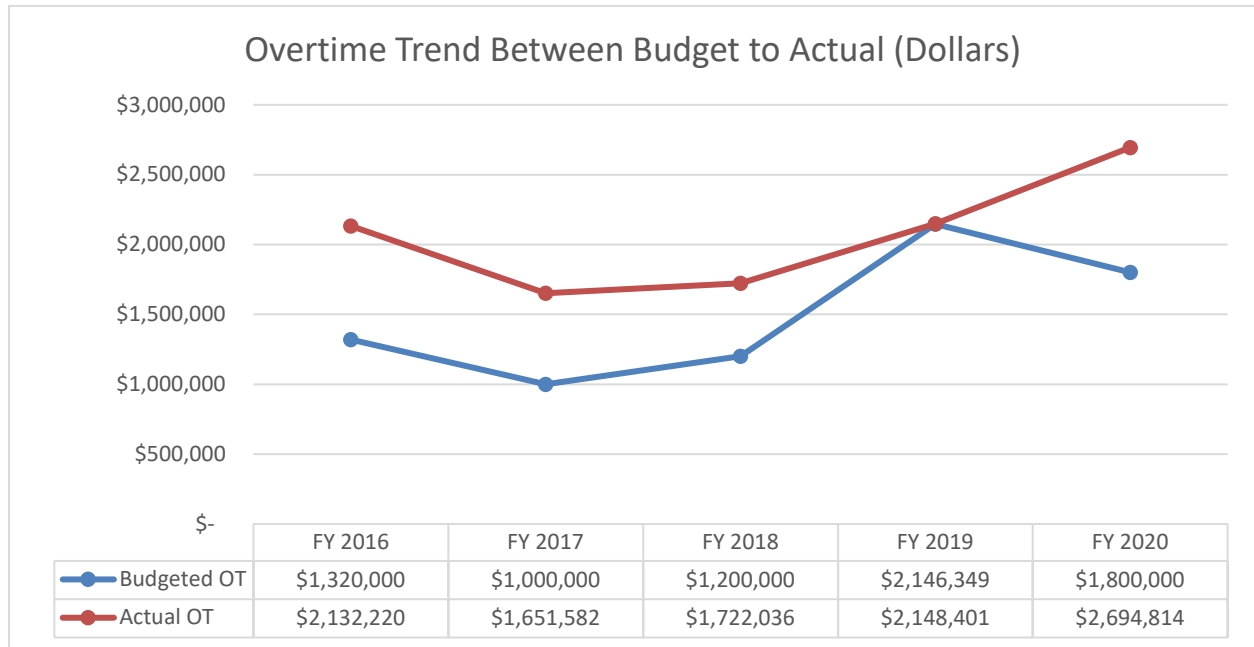
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Table 2. Probation’s total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Labor*	\$87,845,549	94,691,141	92,480,514	90,570,904	92,329,725
Regular Salary	\$56,419,394	60,311,460	58,488,585	55,611,257	53,862,187
Overtime	\$2,132,220	1,651,582	1,722,036	2,148,401	2,694,814
Overtime % to Total Labor	2.4%	1.7%	1.9%	2.4%	2.9%
Overtime % to Regular Salary	3.8%	2.7%	2.9%	3.9%	5.0%
Overtime % change from prior FY		-22.5%	4.3%	24.8%	25.4%

*Includes all benefits and labor taxes paid

Graph 4. Probation’s comparison between budgeted vs. actual overtime expense in dollars.



Probation’s response to overtime inquiry:

“As disclosed in your letter dated July 10, 2020, and according to your office's collected data from July 1, 2019 through June 30, 2020, Probation Department staff recorded actual overtime costs of \$2,694,814, a 25% increase from fiscal year 2018/19. As requested, below are the Probation Department’s reasons and justifications for the use of overtime, including but not limited to reasons for the use of overtime, the protocol followed to approve overtime per the attached department policy, and the ongoing efforts to reduce the use of overtime.

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Overview

The Probation Department has three major budget units that contain authorized positions; Juvenile Institutions, Field Services, and Administration. The Probation Department has 1,095 authorized positions with a current department wide vacancy rate of 26.94%, or 295 positions, an increase from the previous overtime audit response vacancy rate of 25.16%, or 274 positions. The current vacancies are allocated as follows:

Juvenile Institutions - 402 authorized positions, vacancy rate - 35.07%* (141 positions) Field Services - 598 authorized positions, vacancy rate - 22.41%* (134 positions) Administration - 95 authorized positions, vacancy rate - 21.05%* (20 positions)

* The current vacancy rate does not include positions in a reduced work status, such as those with return to work restrictions; positions currently occupied but vacant due to FMLA leave and/or workers compensation claims.

Probation continues to be aggressive in its efforts to fill funded vacant positions. One of the greatest challenges facing the department is the inability to hire qualified applicants to compensate for the attrition rate. During fiscal year 2019/20, the department had a total of 2,433 applicants for its Probation Correction Officer and Deputy Probation Officer positions; however, throughout the fiscal year the department has had a net decrease of 20 filled positions although 47 applicants were successfully hired through the course of the fiscal year.

In FY2018/19, the department commenced in a Lean Transformation outlining and developing Key Performance Indicators (KPIs) to increase efficiency and eliminate waste within our organization. One of the top priority projects identified under the Lean Transformation was the improvement of our current hiring and recruitment process. Utilizing Lean tools and systems, the department was able to identify potential solutions to accomplish its goal of implementing a hiring and recruiting process that is streamlined and fulfills the department's needs while maintaining a thorough background. Over the last year, the department has also adopted the State standardized test for Deputy Probation Officer and Probation Corrections Officers. By switching to the State testing system, there has been an increase in the percentage of applicants entering our orientation and testing.

Overtime Budget and Oversight

In fiscal year 2019/20 Probation Department budgeted overtime of \$1.80M included \$1.5M, or 83% for Juvenile Institutions. The remaining portion of the \$0.30M budgeted overtime is allocated to Field Services \$0.25M and Administration \$0.05M.

For each office within the Probation Department, the employee details the purpose for the overtime and the number of hours worked on the back of each time sheet as justification, and signs/ dates the front of the timesheet. The timesheet is forwarded to the appropriate supervisor who reviews and approves by signature/date on both the back justification and next to the employee's signature on the front of the timesheet prior to Human Resources processing

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for payment. As included in the attached department policy number 328 referencing Overtime, Section 328.3: "Overtime work is discouraged and is limited to emergencies and the performance of urgent necessary functions. Whenever possible, overtime is to be authorized in advance by the immediate supervisor." This method of internal control ensures that the supervisor is aware of the overtime being worked and has authorized the overtime prior to being worked.

Field Services and Administration Budget Units: Approximately 46% of the Field Services and Administration overtime expenditures are reimbursed via outside funding and other revenue streams. For the Field Services budget unit, the overtime expenditures are typically for specific task force functions and specialized operations, such as the Sexual Assault Felony Enforcement (SAFE) teams and Special Task Force operations, which are funded via grant allocations and memorandums of understanding with outside agencies specifically reimbursing the Probation Department for overtime activities.

The majority of the overtime expenditures for the Administration budget unit are for various special projects required to support the department.

Juvenile Institutions Budget Unit: For the Juvenile Institutions budget unit where the majority of the overtime occurs for the department, Title 15-Section 1321 governs the mandated functions associated with the child custody and care duties, transportation requirements, court hearings, medical appointments, mandated training, etc. of the juvenile institutions. The code section specifically details the requirements for the minimum staffing levels associated with the operations of the juvenile detention facilities located in Murrieta and Indio, and a secured detention and treatment facility in Riverside.

Based on the code section, there is a 1 to 10 staffing requirement during the day or waking hours, and a 1 to 30 staffing requirement during the sleeping hours. The overtime associated with the juvenile institutions is a direct result of the existing vacancies within this budget unit, currently at 35.07% and the Title 15-Section 1321 mandated requirements for minimum staffing levels. To maintain and ensure the proper control of available staffing resources within the Probation Department, the department continues to be diligent in training all detention and treatment facility schedulers to minimize overtime usage while ensuring that all detention and treatment facilities maintain compliance with Title 15 staffing requirements. One of the key tools that the Probation Department has implemented to ensure the proper allocation of available staffing resources while maintaining Title 15 compliance and ensuring officer safety is an electronic scheduling system within each detention and treatment facility that allows the schedulers to maximize available staffing resources when evaluating the need for overtime usage.

Additionally, the electronic scheduling system allows the scheduler and manager to generate real-time usage reports, as opposed to waiting for the end of the pay period for the time to be keyed into the PeopleSoft system and payroll calculated to generate usage reports. Additionally, the department's Executive Team and division managers receive regular overtime

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reports detailing overtime by location each pay period. The Executive Team also receives an overall monthly budget update that includes an overtime recap report, year-to-date figures in comparison to prior years' activity/costs, and end-of-year projections for overtime. This high-level briefing allows the Executive Team to stay on top of any anomalies with overtime usage and take immediate action to stem possible over expenditures.

Similar to the Field Services and Administration budget units, there is a revenue offset/reimbursement factor associated with the Juvenile Institutions overtime expenditures. Approximately 20% of the overtime expenditures are reimbursed via outside funding and other revenue streams (i.e. Standards for Training and Corrections "STC"). The STC funding is utilized for juvenile institution staff required to attend training associated with their job duties and responsibilities.

Unique to FY 2019/20, COVID-19 has impacted the department since March 2020. While some portions of the in-office work have been reduced for non-essential functions, other areas the department have seen an increase in overtime usage. For Field Services, there has been an increased need for client wellness checks and community support efforts. For the Juvenile Institutions, staff quarantines have created additional vacancies, resulting in overtime costs for relief staff. As a result of COVID-19, the department has seen a 5% increase in overtime costs. The department is currently tracking the overtime costs and will seek reimbursement through the CARES Funding for all current and ongoing increases in overtime costs due to COVID-19.

In summary, the Probation Department continues to be cutting edge and prudent in maximizing available staffing resources and using the latest technology and tools to establish and maintain effective internal controls designed to safeguard county resources while ensuring compliance with established laws, regulations and policies. From the department's perspective, the total overtime cost of \$2,694,814 for fiscal year 2019/ 20, is only 1.80% of the department's budget. In addition, this cost is offset by grant funding and other revenues by approximately 39% or \$1,042,098 resulting in a net overtime cost of \$1,652,717 which is under the requested budget of \$1.8M and is a direct reflection of the Probation Department's ongoing efforts to successfully reduce and control overtime and identify reimbursable funding streams to offset overtime costs."

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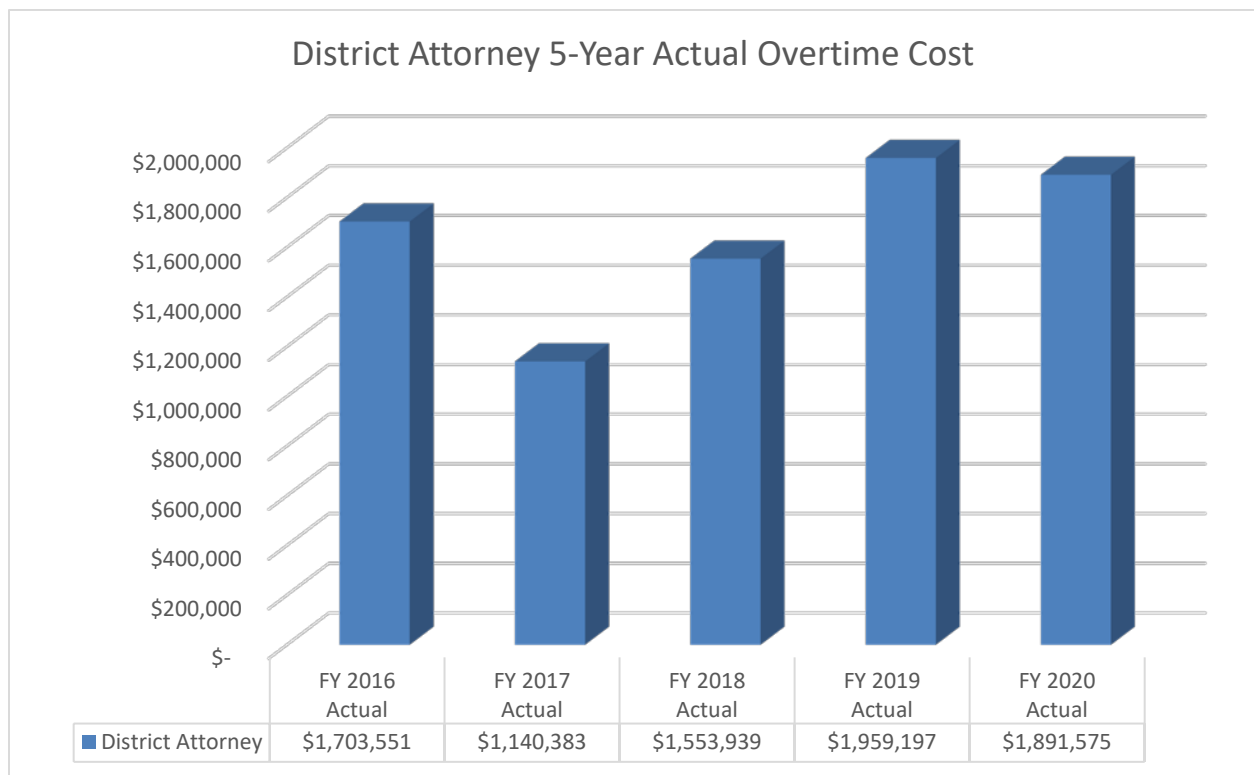
RIVERSIDE COUNTY DISTRICT ATTORNEY

The Riverside County District Attorney (DA) has six offices throughout Riverside County, comprised of 792 authorized positions, including attorneys and support staff, and a budget of \$129 million in fiscal year 2019-20. The DA provides public protection through criminal prosecution, investigation and victim services.

In fiscal year 2019-20, the DA reported \$114,490,914 in labor costs, of which \$1,891,575, or 1.7%, was incurred for paid overtime. This was a decreased of \$67,622, or -3.5%, less than the overtime expense of \$1,959,197 for fiscal year 2018-19. The following chart displays the DA's overtime expenses for the past five fiscal years.

Summary of overtime expenditures for the last five fiscal years:

Graph 5. Overtime expense incurred by DA for the most recent five fiscal years.



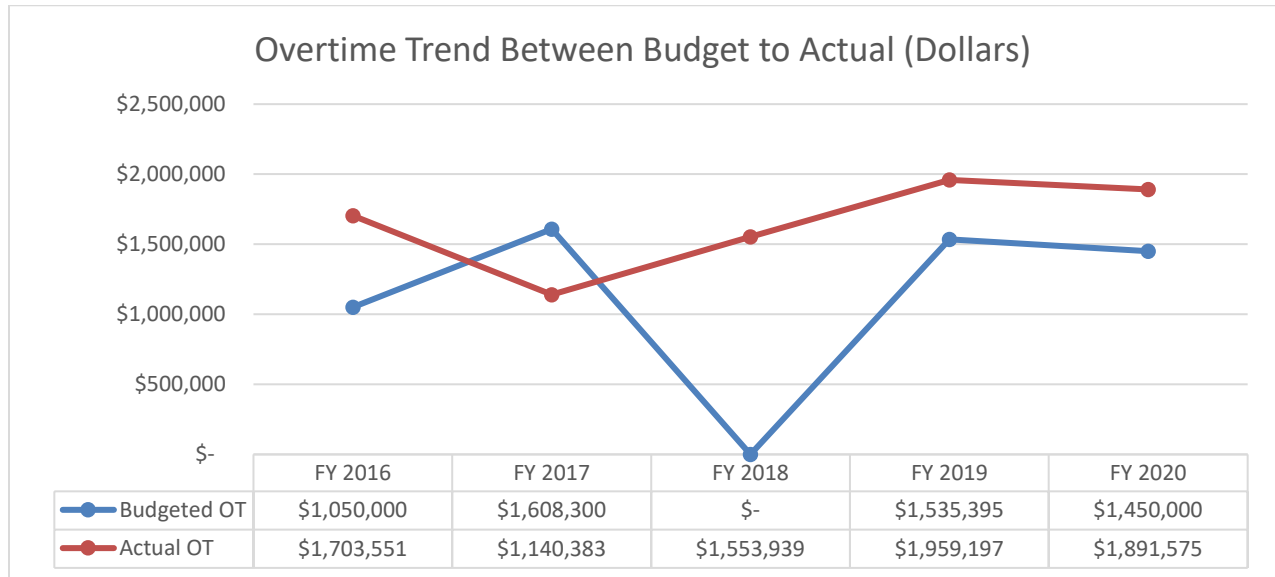
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Table 3. DA's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Labor*	\$103,394,509	105,695,422	107,239,863	109,133,980	114,490,914
Regular Salary	\$70,143,401	71,419,712	71,278,467	71,487,731	71,608,203
Overtime	\$1,703,551	1,140,383	1,553,939	1,959,197	1,891,575
Overtime % to Total Labor	1.6%	1.1%	1.4%	1.8%	1.7%
Overtime % to Regular Salary	2.4%	1.6%	2.2%	2.7%	2.6%
Overtime % change from prior FY		-33.1%	36.3%	26.1%	-3.5%

*Includes all benefits and labor taxes paid

Graph 6. DA's comparison between budgeted vs. actual overtime expense in dollars.



DA's response to overtime inquiry:

“Summary

The District Attorney’s Office (DAO) is reporting total overtime for the fiscal year ending June 30, 2020, as \$1,891,575. This represents only 1.7% of DAO total labor costs, demonstrating a commitment to the use of overtime only when emergent situations arise. Of this \$1,891,575 a total of \$1,114,242, or 59%, was reimbursed by outside funding (various federal, state and local non-county revenue sources) at no cost to the County. Therefore, the total overtime (OT) paid out of

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general fund *discretionary* NCC dollars is approximately 41% or \$777,333, well below the County's million-dollar limit.

The DAO's office saw a small decrease (3%) in overtime in FY 2019/20 in large part due to the partial closure of operations as a result of the COVID-19 pandemic. The office continues to ensure that fiscal responsibility is still the ultimate target without compromising the primary countywide objective of public safety. Fortunately, much of the costs were offset by the department's aggressive pursuit of alternative non-county funding sources.

Background

Of the \$1,891,575 in total OT costs, 90% (or \$1,697,127) was attributable to our Bureau of Investigations (the Bureau). Of this, 64% (or \$1,084,407) were either grant related or directly reimbursable with no cost to the County. The Bureau serves as the law enforcement arm of the DAO.

The Bureau Investigators conduct both primary and supplemental investigative activities (surveillance, search and arrest warrant service, suspect transport, witness interviews, suspect interrogation, witness/attorney/dignitary protection) and provide trial support to meet a stringent conviction standard of proof beyond a reasonable doubt. A core mission of our Bureau includes the countywide investigation of all OIS's and incidents wherein there is a serious likelihood of death or death results, for a determination of criminal liability of involved officers. The Bureau is the first responder agency for all Public Corruption investigations, as well as Financial Crimes (Insurance, Real Estate, Consumer Fraud, Worker's Compensation and Health Care Fraud). The Bureau maintains our constitutionally supported presence in innovative criminal justice programming through participation on several multi-jurisdictional task forces, including Sexual Assault Felony Enforcement (SAFE) Team, Gang Impact Team (GIT), Inland Regional Corruption Task Force, DEA Narcotics Enforcement Team, Real Estate Fraud, AB-109 Post Release Community Supervision (PRCS), Anti-Human Trafficking, and the Riverside Auto Theft Interdiction Detail (RAID).

Additionally, the DAO actively seeks out a variety of grants and alternate funding sources to help ease an already strained budget. Many of these funding streams specifically include overtime. Of our total OT costs of \$1,891,575, 59% (or \$1,114,242), was funded by various federal, state and local grants, thereby having no effect on Net County Cost (NCC). These figures show the vigilance of the DAO not to burden the already stressed County discretionary revenues. Some of these grant sources include but are not limited to the Department of Insurance, Department of Homeland Security, United States Marshall Service, Real Estate Fraud and Consumer Fraud. The Net County Cost (NCC) effect after consideration of all our various federal, state, local and festival reimbursement was just under 41% of total OT costs, or \$777,333.

Monitoring & Preventative Measures

All overtime worked by any staff in the DAO, including the Bureau, require prior supervisory review and approval. Each requested use of overtime is vetted on a case-by-case basis before authorization is granted. As a law enforcement agency, it should be noted that all work cannot be accomplished within the traditional work hours of 8am-5pm. There are several attorneys, investigators, and technicians assigned to various special duties including regional task forces

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that often work after hours. Often the initiation of criminal investigations requires immediate enforcement action including search and arrest warrant service and criminal investigations.

In addition to the preventative measures taken via supervisory review on the timesheet, the DAO-Administrative Managers and supervisors, also review detail overtime usage on a year-to-date basis. These reports are received on a bi-weekly basis to permit executive review and allow for corrective action if warranted. Finally, the DAO employs alternative work schedules in appropriate assignments to mitigate OT costs and preserve limited external and internal funding.

Communication

After final analysis of the payroll reports and communication to the supervisors, the Deputy Director of Administration-Finance provides a verbal report to the Executive Staff at all Executive Monthly Report (EMR) scheduled presentations. This report analyzes year-to-year trending, year-to-date costs, and year-end projections of DAO overtime usage.”

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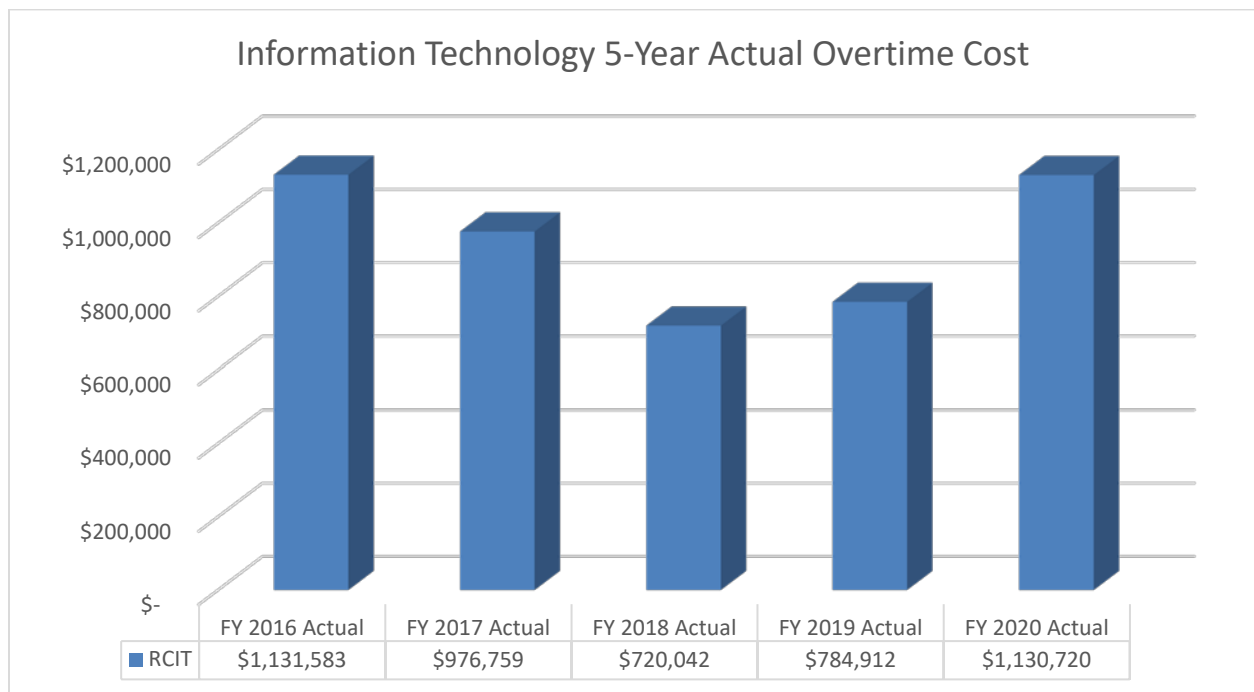
RIVERSIDE COUNTY INFORMATION TECHNOLOGY

Riverside County Information Technology (RCIT) is an Internal Service Fund department fully supported by user charges primarily received from internal county customers for information technology services. These services include applications development, communication services, geographical information services, operations support, desktop device services and support and systems services. In fiscal year 2019-20, RCIT had 443 authorized positions and operated with a total budget of \$121.7 million.

RCIT reported \$59,179,854 in total labor costs, of which \$1,130,720, or 1.9%, was incurred for paid overtime. This was an increase of \$345,807, or 44.1%, more than the overtime expense of \$784,912 for fiscal year 2018-19. The following chart displays RCIT’s overtime expenses for the past five fiscal years.

Summary of overtime expenditures for the last five fiscal years:

Graph 7. Overtime expense incurred by RCIT for the most recent five fiscal years.



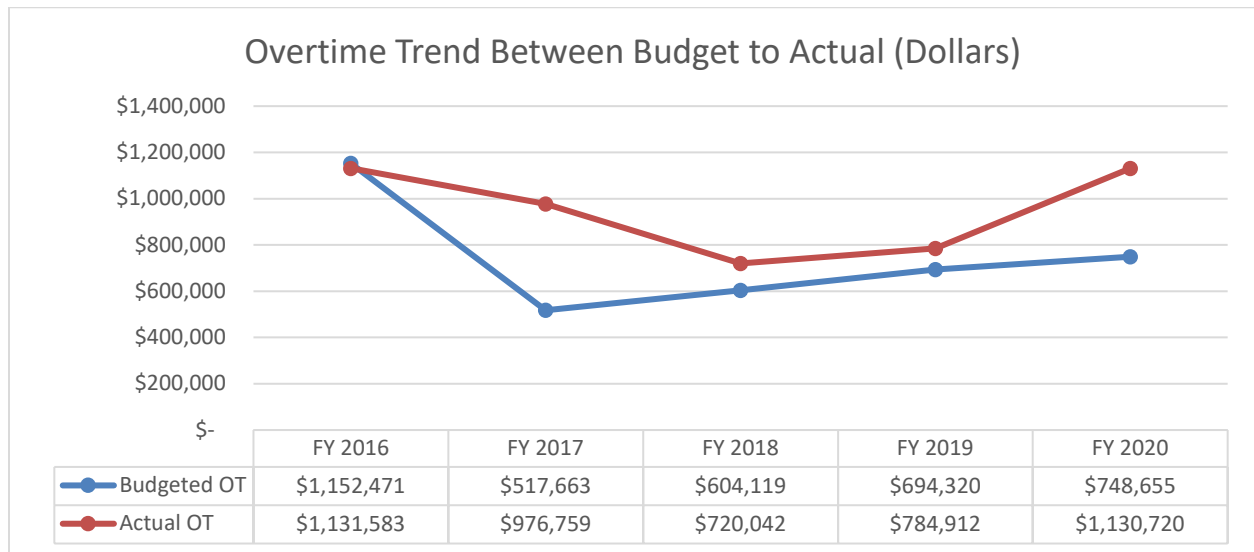
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Table 4. RCIT's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Labor*	\$59,803,668	61,029,948	65,251,909	62,953,094	59,179,854
Regular Salary	\$40,907,915	38,909,043	37,170,289	36,748,521	37,678,991
Overtime	\$1,131,583	976,759	720,042	784,912	1,130,720
Overtime % to Total Labor	1.9%	1.6%	1.1%	1.2%	1.9%
Overtime % to Regular Salary	2.8%	2.5%	1.9%	2.1%	3.0%
Overtime % change from prior FY		-13.7%	-26.3%	9.0%	44.1%

*Includes all benefits and labor taxes paid

Graph 8. RCIT's comparison between budgeted vs. actual overtime expense in dollars.



RCIT's response to overtime inquiry:

“RCIT is a 24X7 operation and has always budgeted for overtime since our experience with outages, customer issues and recently covid-19 are both unpredictable and an annual occurrence in the business. Overtime is appropriate and a cost-effective response to short-term labor shortages or spikes in service demands. In FY19/20, covid-19 hit fast and hard starting with having to stand up the EOC and DOC over a weekend coupled with every department wanting to telecommute within days of the stay-at-home orders. Urgent requests continue to come in daily as the situation changes and the department recently lost 19 positions through budget cuts, so

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overtime is expected to continue – it is critical that our communications/IT services continue supporting the county.

In Fiscal Year 2020, Riverside County Information Technology (RCIT) responded to our customers' requests and incurred more than \$1M dollars of overtime cost, of which \$218K was reimbursed from CARES funding due to COVID-19 and approximately 50K was reimbursed from the customers that requested the overtime work. Please note these reimbursements will take RCIT under the \$1M dollar threshold for overtime.

Management Controls

All overtime is currently pre-authorized, reviewed and approved by the department head or his/her designated subordinate. Overtime work can only be done if a Manager or designee is present to provide monitoring and oversight. Management communicates a desire to tightly manage overtime costs.

In order to reduce overtime costs, we will continue to request additional staffing to cover the extra load that customer departments place on RCIT. It is important to note that our customer departments drive much of our overtime usage as urgent projects are requested. RCIT receives reimbursement from customers on these costs as a part of our standard operating procedure. RCIT will continue to work with departments on keeping requested work during regular hours.”

Overtime Monitoring Report 2019-001

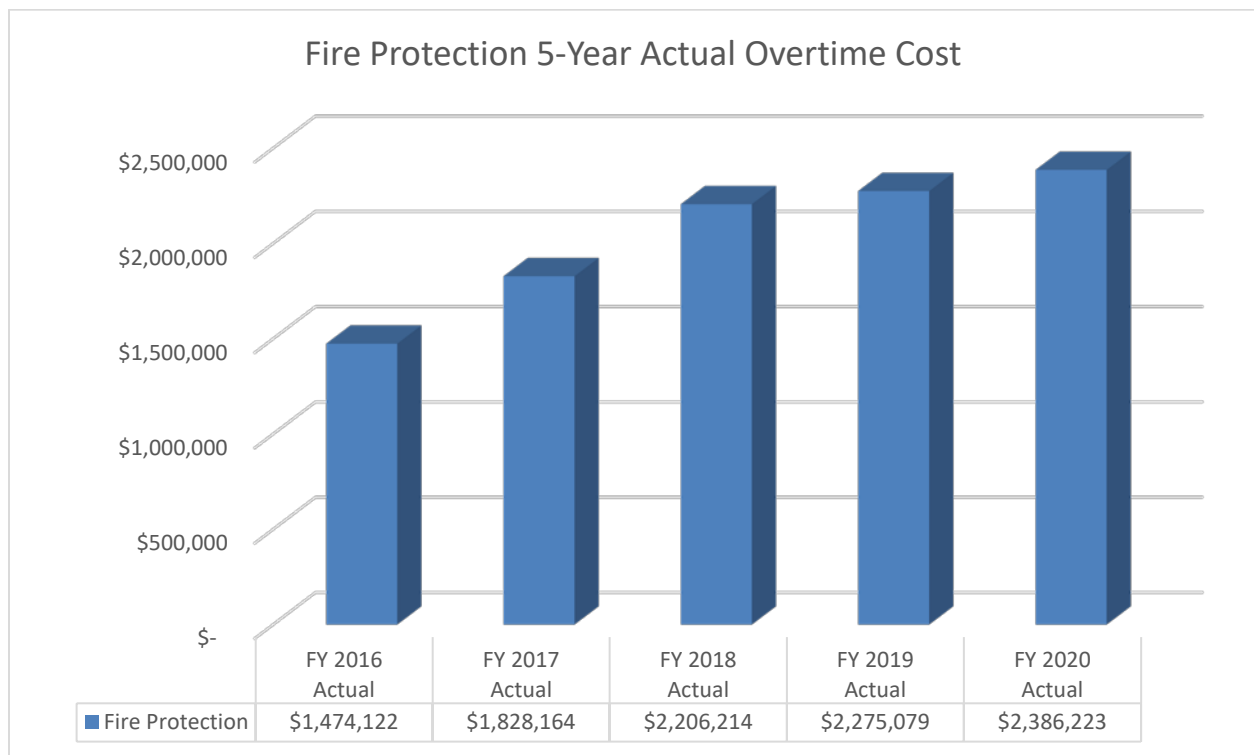
RIVERSIDE COUNTY FIRE DEPARTMENT

The Riverside County Fire Department (Fire), in cooperation with the California Department of Forestry and Fire Protection, operates ninety-two county, volunteer, city and state fire stations, providing fire protection, fire prevention, rescue and medical emergency services to county unincorporated areas, twenty-one cities and one community services district. The department is comprised of 277 authorized positions with over a \$346 million budget in fiscal year 2019-20.

In fiscal year 2019-20, Fire reported \$29,621,636 in labor costs, of which \$2,386,223, or 8.1%, was incurred for paid overtime. This was an increase of \$111,144, or 4.9%, more than the overtime expense of \$2,275,079 for fiscal year 2018-19. The following chart displays Fire's overtime expenses for the past five fiscal years.

Summary of overtime expenditures for the last five fiscal years:

Graph 9. Overtime expense incurred by Fire for the most recent five fiscal years.

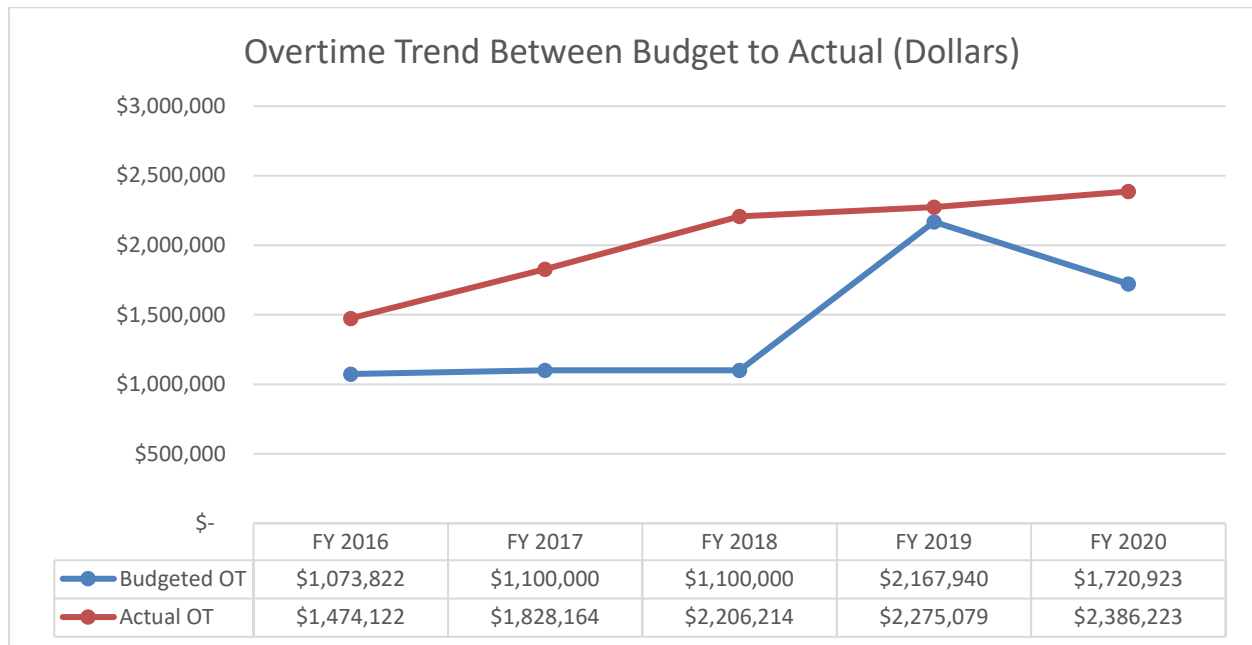


Overtime Monitoring Report 2019-001

Table 5. Fire's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Labor*	\$22,797,513	24,817,402	26,524,424	27,665,300	29,621,636
Regular Salary	\$14,310,892	15,290,491	16,045,501	16,443,550	17,134,353
Overtime	\$1,474,122	1,828,164	2,206,214	2,275,079	2,386,223
Overtime % to Total Labor	6.5%	7.4%	8.3%	8.2%	8.1%
Overtime % to Regular Salary	10.3%	12.0%	13.7%	13.8%	13.9%
Overtime % change from prior FY		24.0%	20.7%	3.1%	4.9%

Graph 10. Fire's comparison between budgeted vs. actual overtime expense in dollars.



Fire's response to overtime inquiry:

"In response to your letter dated July 10, 2020, the Fire Department uses overtime for emergency response, coverage in our Emergency Command Center, call back for any type of maintenance issue (fleet, facility, com/IT, etc...), and as workload deems necessary. Our support staff responds to the needs of our firefighters during emergency incidents and at times overtime is necessary with a 7/24/365 operation.

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Our Emergency Command Center is a 24-7 day a week dispatch center that requires staffing at all times. Overtime is used when employees are out sick, on medical leaves, unforeseen vacancies, and at times for vacations. We had several vacancies and high turnover in our Emergency Command Center last year that increased overtime. We had an average of thirteen (13) positions or 21% of our ECC workforce vacant for FY 19/20. We recently implemented a new hiring process with Human Resources that we are hopeful will eliminate the high turnover rate. As of July 2020, we had six vacancies and we continue to hire.

The overtime in our Fleet, Facility Maintenance and Communications/IT Bureaus is due to necessary after hours maintenance. The Fire Department is a 7 /24/365 operation and the support is needed after hours to ensure we are fully operational. All of our fire stations must be operational at all times day and night and our Facility Maintenance staff responds to issues on call back overtime. It is critical that our Communication/IT needs are met at all times as well and overtime is necessary after hours. Our overtime in these areas is mostly due to the needs of our fire stations, vehicles, and communications.

Overtime is reviewed with each timesheet submittal and again after every pay period. All overtime on a timesheet requires separate signature approval. In addition, a report of overtime and banked overtime is provided to management after every pay period for review. The Fire Department Executive Team and particularly the Fire Chief monitors the biweekly overtime report. We are committed to reducing our overtime costs for FY 20/21 through better management of personnel time.”

Overtime Monitoring Report 2019-001

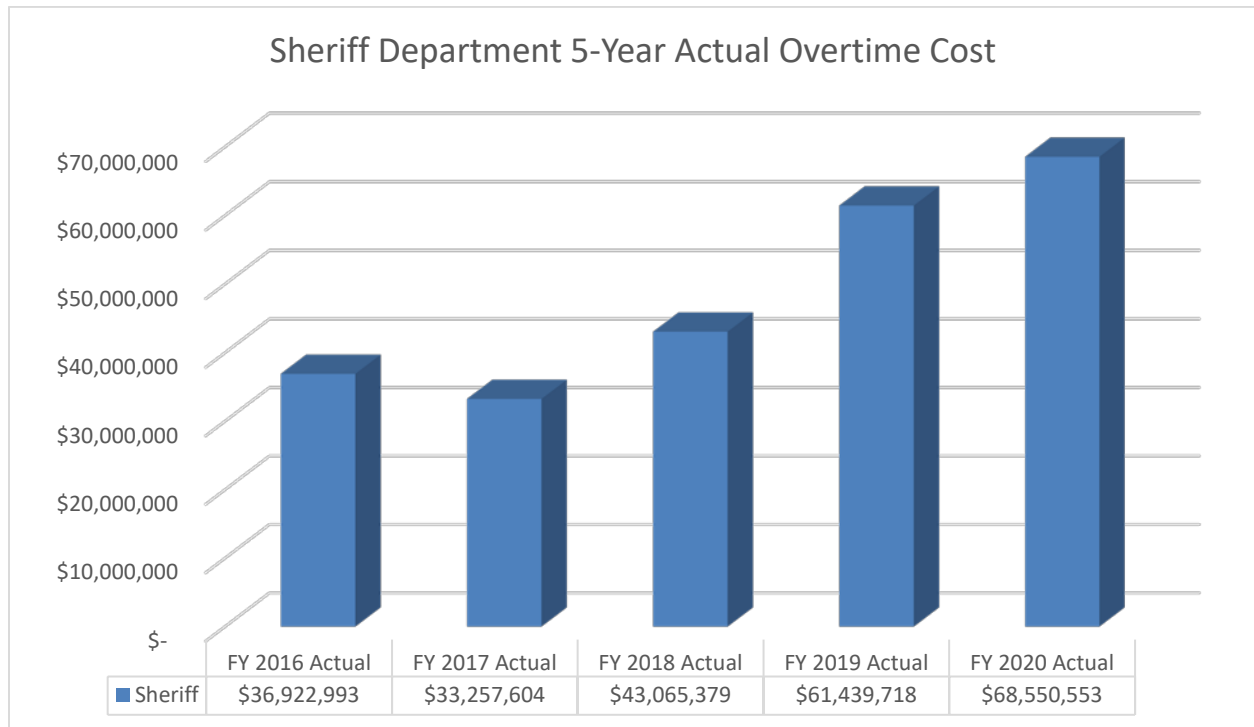
RIVERSIDE COUNTY SHERIFF'S DEPARTMENT

The Riverside County Sheriff's Department (Sheriff) is a public safety agency with 5,160 authorized positions including law enforcement professionals, administrative and support staff, with a combined budget of over \$741.5 million in fiscal year 2019-20. The Sheriff provides court security, civil process services and execution of court orders, maintenance and operations of correctional facilities, and law enforcement services. In addition, the Sheriff is responsible for the Coroner investigations and Public Administrator estate functions. The Sheriff has 10 stations and five correctional facilities providing services to county unincorporated areas, 17 contract cities, one tribal community and one community college district.

In fiscal year 2019-20, the Sheriff reported \$617,761,351 in labor costs, of which \$68,550,553, or 11%, was incurred for paid overtime. This was an increase of \$7,110,834, or 11.6%, more than the overtime expense of \$61,439,718 for fiscal year 2018-19. The following chart displays Sheriff's overtime expenses for the past five fiscal years.

Summary of overtime expenditures for the last five fiscal years:

Graph 11. Overtime expense incurred by the Sheriff for the most recent five fiscal years.



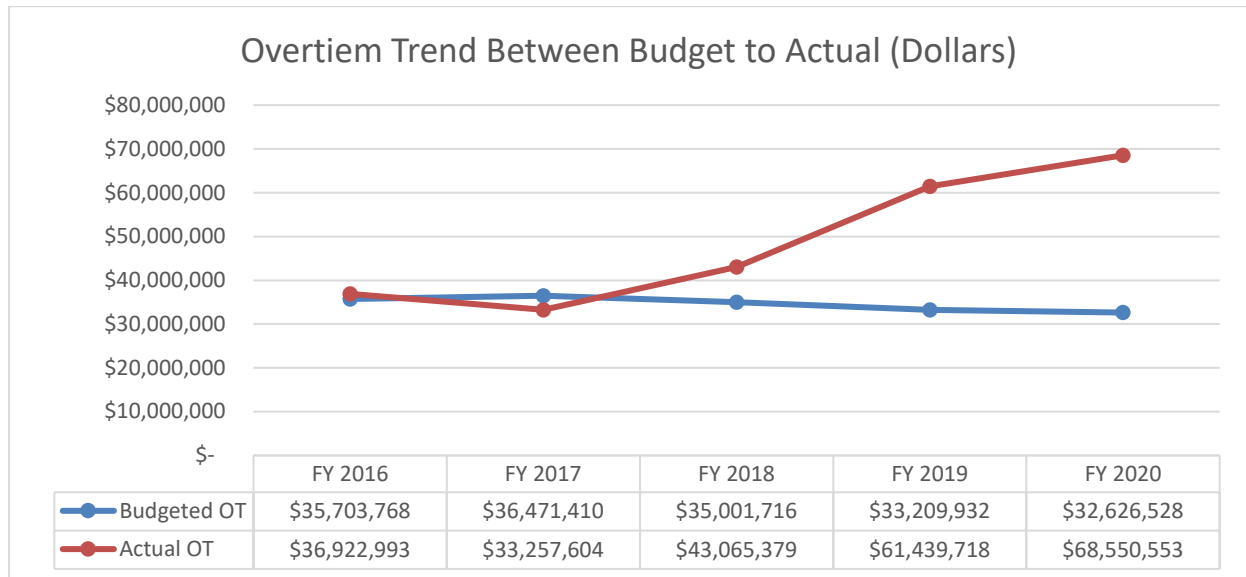
Overtime Monitoring Report 2019-001

Table 6. The Sheriff's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Labor*	\$555,295,139	557,846,100	544,401,119	562,327,237	617,761,351
Regular Salary	\$337,999,526	331,339,547	312,784,557	305,578,440	319,345,145
Overtime	\$36,922,993	33,257,604	43,065,379	61,439,718	68,550,553
Overtime % to Total Labor	6.6%	6.0%	7.9%	10.9%	11.1%
Overtime % to Regular Salary	10.9%	10.0%	13.8%	20.1%	21.5%
Overtime % change from prior FY		-9.9%	29.5%	42.7%	11.6%

*Includes all benefits and labor taxes paid

Graph 12. The Sheriff's comparison between budgeted vs. actual overtime expense in dollars.



Sheriff's response to overtime inquiry:

"On July 10th, 2020, we received email correspondence from your office in which there was an inquiry regarding our Department's monitoring of overtime usage. The email we received did not contain any financial data. We were asked to respond to the following three questions:

1. What monitoring controls do you have to prevent the abuse of overtime?
2. What management controls exist to limit the use of overtime to emergency and non-routine purposes that are critical to department operational goals?

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3. What plans, if any, does your department have to reduce overtime costs?

What monitoring controls do you have to prevent the abuse of overtime?

The Sheriff's Department monitors, and controls overtime daily at all bureaus and stations. Overtime is approved through the chain-of-command and is ultimately reviewed and approved by each Commander. Detailed overtime reports are produced every pay period and reviewed by the Sheriff's Executive Staff on a monthly basis. Any discrepancies are investigated.

What management controls exist to limit the use of overtime to emergency and non-routine purposes that are critical to department operational goals?

A review of our overtime expenditures reflects the fact that nearly 45% of Sheriff's Department overtime spending last year was actually reimbursed – via grants, court security funding, special event charges, and payments from the cities that contract with the Sheriff's Department for law enforcement patrols. Approximately \$30 million of overtime costs were anticipated and built into the budgets approved by each jurisdiction reimbursing those costs. So, the overtime for those operations caused no "budget overruns" or unanticipated charges and did not impact Net County Cost.

Of course, some overtime is inevitable, necessary and non-reimbursable, in a complex, around-the-clock public safety operation. During FY 20/21 budget hearings the Sheriff briefed the Board of Supervisors about the need to increase staffing levels to reduce overtime. Staffing shortages have severely impacted the Department. Unfunded mandates by the state which require overtime such as release of records (SB1421) and video/audio disclosure (AB748). Overtime costs associated with events like civil protest, COVID-19, court subpoenas, minimum staffing required for officer safety, unforeseen critical incidents, unfunded costs of the Prison Law Office consent decree (PLO), catastrophic fires, sensitive investigations (child abuse, homicides, etc.). Also, extended shifts due to complex criminal investigations, call outs, training requirements that take deputies out of their primary assignment, intermittent county-directed hiring curbs, employee sick time and leave of absence are unavoidable. All the aforementioned events fall into the non-reimbursed category.

What plans, if any, does your department have to reduce overtime costs?

Overtime at the Sheriff's Department is by any standard well within existing professional parameters. It is tightly managed, and the real professional benchmarks underscore that reality. Typically (before COVID and civil protests), law enforcement agencies in California spend 6% to 12% of their total personnel budgets on overtime. Near the lower end of the range is one of the best-run police departments in the Inland area, at 6.7 % last year. The Riverside County Sheriff's Department operates at a level of unreimbursed overtime well below all of these– at 4% last year fiscal year.

The Office of the Sheriff, which embraces continuous improvement and innovation, is always happy to discuss ways to further reduce overtime. At the same time, it is the department's duty to prevent a different, countervailing kind of cost; that of underutilizing overtime, and risking a failure in public protection."

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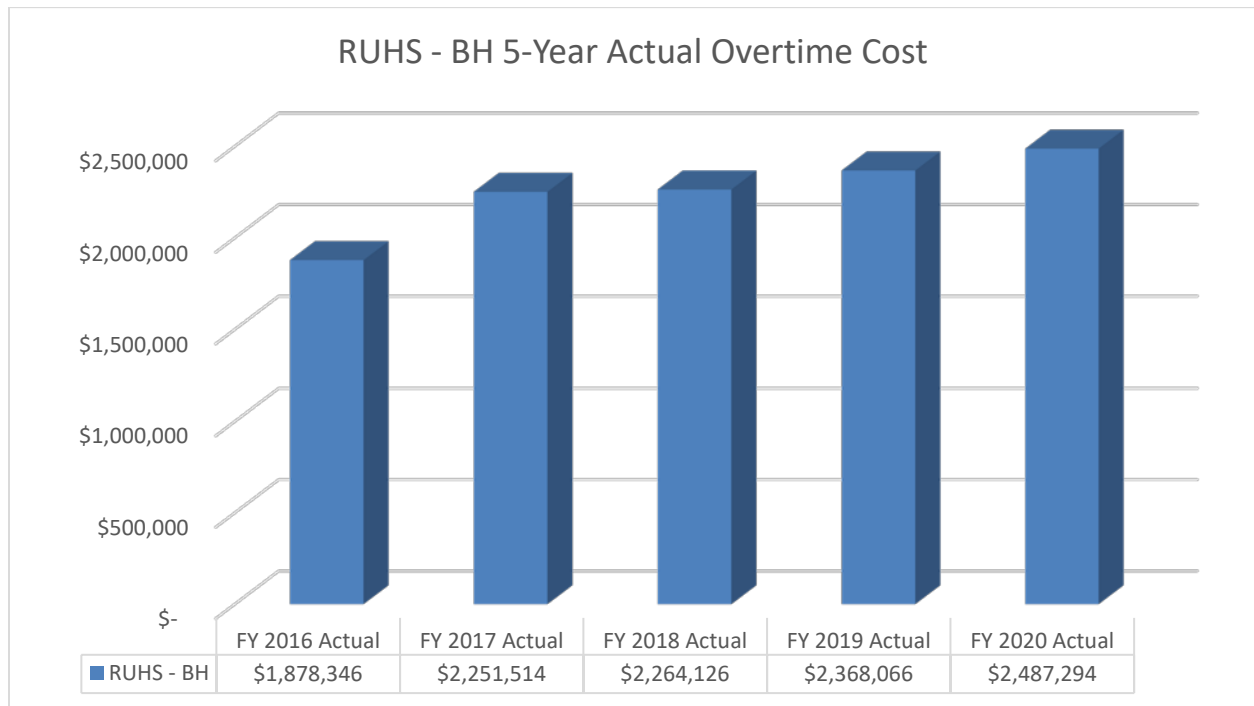
RIVERSIDE UNIVERSITY HEALTH SYSTEM – BEHAVIORAL HEALTH

The Riverside University Health System – Behavioral Health (RUHS-BH) provides treatment and support services to transition-age youth, adults and seniors who have a mental illness and/or substance abuse addiction, and children who are seriously emotionally disturbed. Services are provided by 2,236 authorized positions, which include psychiatrists, clinicians, peer specialists, and paraprofessionals provided in clinics, county detention centers, and by contract providers throughout Riverside County. The department had a combined budget of over \$547.9 million in fiscal year 2019-20.

In fiscal year 2019-20, Behavioral Health reported \$172,077,101 in labor costs, of which \$2,487,294, or 1.4%, was incurred for paid overtime. This was an increase of \$119,228, or 5%, more than the overtime expense of \$2,368,066 for fiscal year 2018-19. The following chart displays the Behavioral Health’s overtime expenses for the past five fiscal years.

Summary of overtime expenditures for the last five fiscal years:

Graph 13. Overtime expense incurred by RUHS-BH for the most recent five fiscal years.



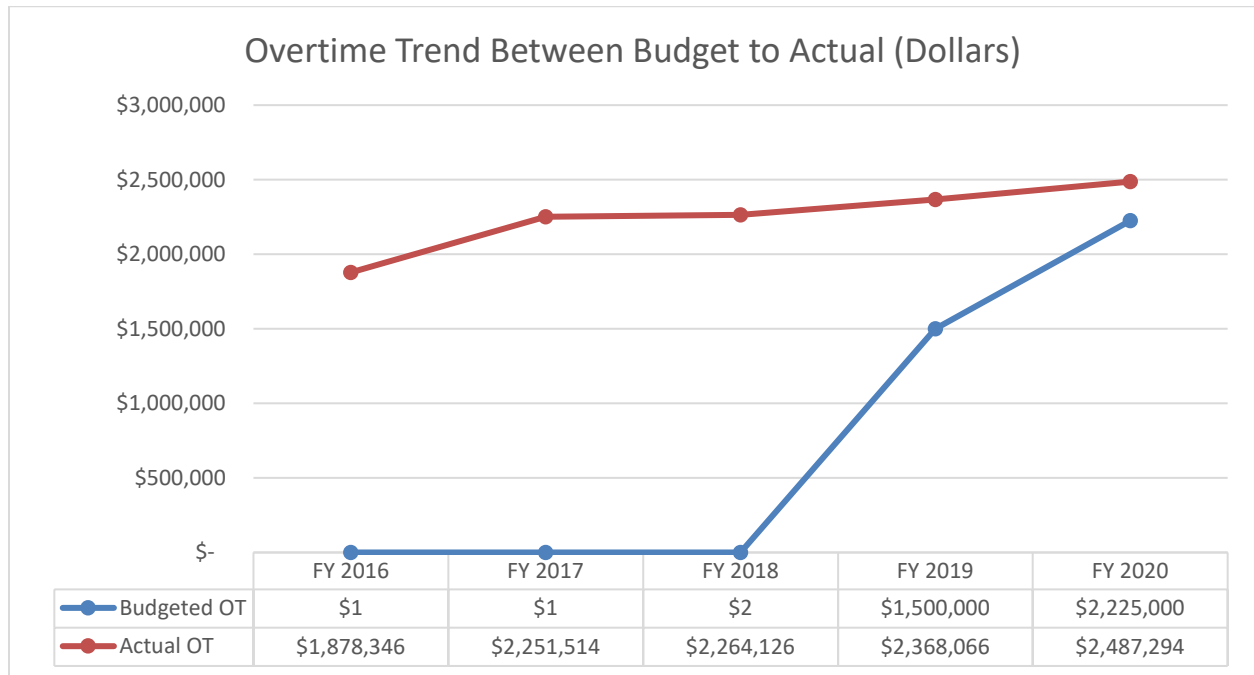
Overtime Monitoring Report 2019-001

Table 7. RUHS-BH's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Labor*	\$141,818,061	161,278,453	170,938,599	171,400,857	172,077,101
Regular Salary	\$89,971,907	101,281,174	107,324,233	107,441,701	105,589,512
Overtime	\$1,878,346	2,251,514	2,264,126	2,368,066	2,487,294
Overtime % to Total Labor	1.3%	1.4%	1.3%	1.4%	1.4%
Overtime % to Regular Salary	2.1%	2.2%	2.1%	2.2%	2.4%
Overtime % change from prior FY		19.9%	0.6%	4.6%	5.0%

*Includes all benefits and labor taxes paid

Graph 14. RUHS-BH's comparison between budgeted vs. actual overtime expense in dollars.



RUHS-BH's response to overtime inquiry:

"In FY 19/20 the Behavioral Health Department (RUHS-BH) recorded overtime amounting to \$2,487,294.

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Overtime is utilized in the case of excessive consumer service workload or other emergency use that exceeds the timeframes required for completing the work. \$2,487,294 of overtime was predominately used by Detention, Psychiatric, and Clinical Staff, including Psychiatrists, Clinical Therapists, Behavioral Health Specialists, and Nurses. Approximately \$2.1 million (87%) of overtime was worked in the jails and by Psychiatry and Clinical Staff due to consumer service workloads and staffing needs for difficult to recruit positions. Psychiatrists are exempt from overtime rates and therefore are paid at straight time.

RUHS-BH has a policy in place that requires overtime to be pre-approved by the supervisor or manager. All overtime in excess of 16 hours per employee, per pay period, is brought to the attention of the Director or Assistant Director for approval. In addition, Human Resources provides a quarterly report to Management that details the number of overtime hours by employee. Annually, the manager shall evaluate the need and directly seek approval for overtime routinely in excess of 16 hours per employee by classification, per pay period.

As RUHS-BH continues to work toward filling positions, overtime will continue to be utilized to meet client service needs.”

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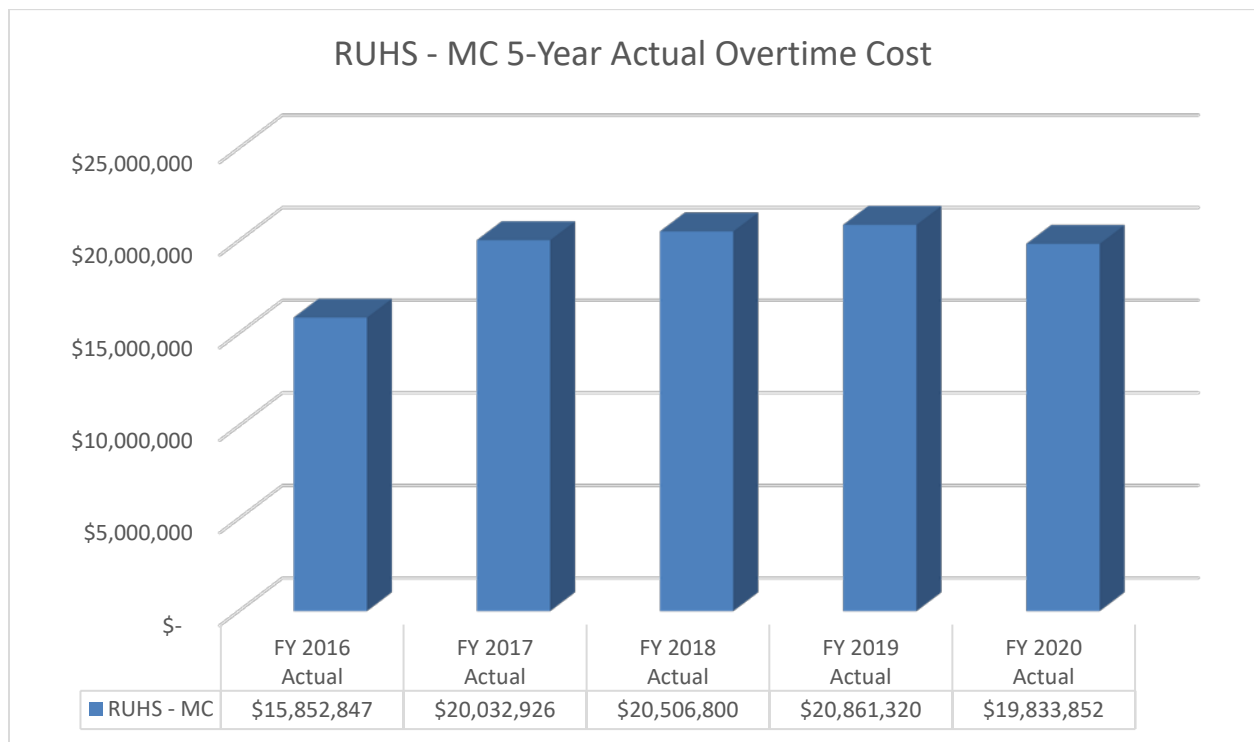
RIVERSIDE UNIVERSITY HEALTH SYSTEM – MEDICAL CENTER

The Riverside University Health System – Medical Center (RUHS-MC) is a full-service hospital offering occupational and physical therapy, complete laboratory testing, pulmonary treatment and diagnostic services. As a 439-bed teaching hospital located in the City of Moreno Valley, the Medical Center offers training programs for nursing students, medical residents, and allied health professionals. Medical services were provided by 4,116 authorized positions with a budget of \$914.7 million in fiscal year 2019-20.

In fiscal year 2019-20, the Medical Center reported \$424,566,885 in labor costs, of which \$19,833,852, or 4.7%, was incurred for paid overtime. This was a decreased of \$1,027,467, or -5%, less than the overtime expense of \$20,861,320 for fiscal year 2018-19. The following chart displays the Medical Center’s overtime expenses for the past five fiscal years.

Summary of overtime expenditures for the last five fiscal years:

Graph 15. Overtime expense incurred by RUHS-MC for the most recent five fiscal years.



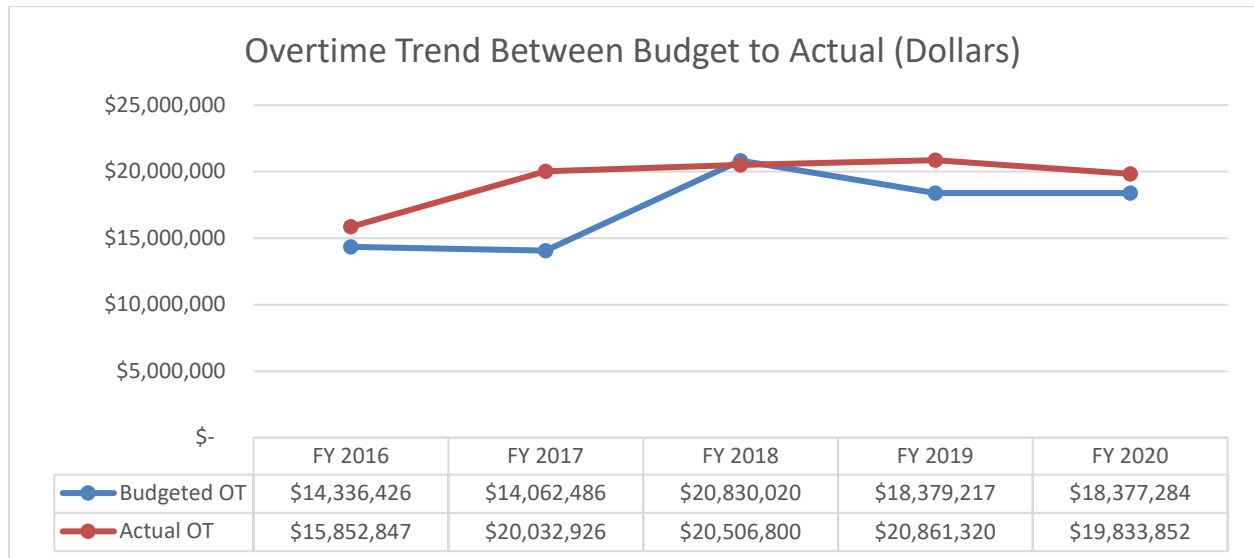
Overtime Monitoring Report 2019-001

Table 8. RUHS-MC's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Labor*	\$311,011,103	360,640,607	371,766,735	442,731,427	424,566,885
Regular Salary	\$184,737,595	202,048,370	214,816,174	231,519,232	243,662,062
Overtime	\$15,852,847	20,032,926	20,506,800	20,861,320	19,883,852
Overtime % to Total Labor	5.1%	5.6%	5.5%	4.7%	4.7%
Overtime % to Regular Salary	8.6%	9.9%	9.5%	9.0%	8.2%
Overtime % change from prior FY		26.4%	2.4%	1.7%	-4.7%

*Includes all benefits and labor taxes paid

Graph 16. RUHS-MC's comparison between budgeted vs. actual overtime expense in dollars.



RUHS-MC's response to overtime inquiry:

"Below are the responses requested to be included in the overtime monitoring program being conducted for Fiscal Year 2020:

1. What management controls exist to limit the use of overtime to emergency and non-routine purposes that are critical to department operation goals?

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Management continues to monitor hospital-wide overtime usage by department on a daily basis. KRONOS, the electronic timekeeping and productivity reporting system, is utilized to access daily overtime reports. Managers receive a report daily of the previous days overtime hours, as well as a pay period cumulative report. When trends are noted managers are asked to explain any significant variances.

2. What monitoring control do you have to prevent the abuse of overtime?

The daily report identifies for both managers and administration, the development of potential overtime problems before the end of a pay period. The CFO also monitors overtime every pay period to safeguard that the facilities overtime use is within the normal limits based on available staffing and hospital volumes.

3. What plans, if any does your department have to reduce overtime costs?

The above-mentioned efforts have given RUHS the ability to decrease overtime use each of the last two years, despite rising labor costs, when based on patient volumes. The overtime costs as a percent of regular labor cost have decreased from the prior year at 4.8%, to the current year of 4.5%, and the most recent three pay periods averaging 3%.

The facility is reaching a floor in overtime hours due to the structure of the pay system. We continue to keep overtime hours at a minimum by guaranteeing all overtime is either built in or necessary.”

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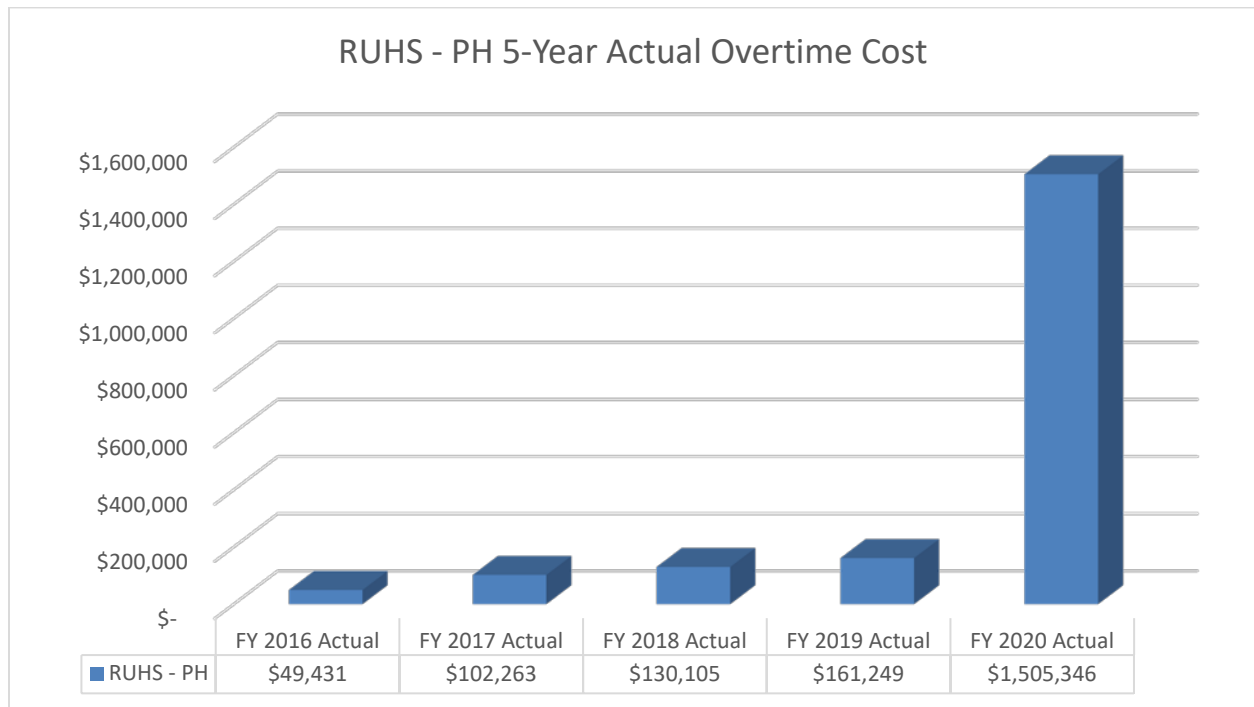
RIVERSIDE UNIVERSITY HEALTH SYSTEM – PUBLIC HEALTH

The Riverside University Health System – Public Health (RUHS-PH) is responsible for preserving and protecting the health of the Riverside County residents. Its functions include control and prevention of chronic and communicable diseases; responding to public health emergencies; monitoring, analyzing, and communicating data reflecting health indicators and risk; registering vital events of births and deaths; along with other critical services. Services were provided by 623 authorized positions with a budget of \$78.5 million in fiscal year 2019-20.

In fiscal year 2019-20, Public Health reported \$65,187,580 in labor costs, of which \$1,505,346, or 2.3%, was incurred for paid overtime. This was an increase of \$1,344,097, or 833.6%, more than the overtime expense of \$161,249 for fiscal year 2018-19. The following chart displays Public Health’s overtime expenses for the past five fiscal years.

Summary of overtime expenditures for the last five fiscal years:

Graph 17. Overtime expense incurred by RUHS-PH for the most recent five fiscal years.



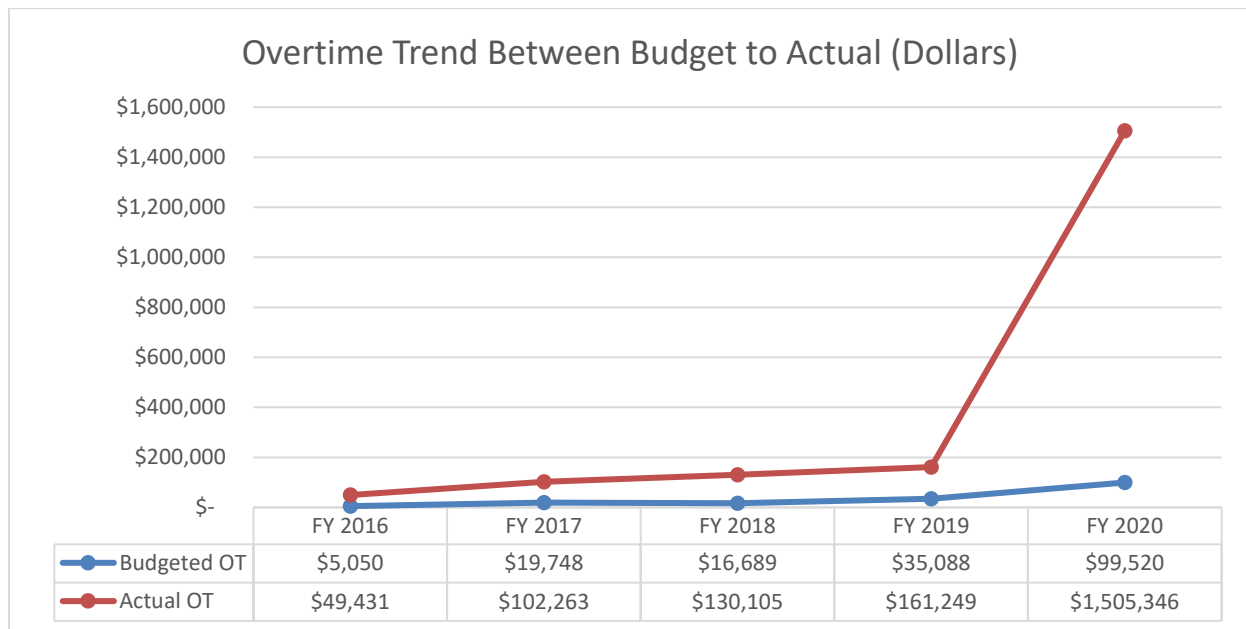
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Table 9. RUHS-PH's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Labor*	\$57,786,707	59,508,041	60,920,238	60,636,923	65,187,580
Regular Salary	\$38,905,889	39,328,363	40,018,455	39,717,255	40,669,366
Overtime	\$49,431	102,263	130,105	161,249	1,505,346
Overtime % to Total Labor	0.1%	0.2%	0.2%	0.3%	2.3%
Overtime % to Regular Salary	0.1%	0.3%	0.3%	0.4%	3.7%
Overtime % change from prior FY		106.9%	27.2%	23.9%	833.6%

*Includes all benefits and labor taxes paid

Graph 18. RUHS-PH's comparison between budgeted vs. actual overtime expense in dollars.



RUHS-PH's response to overtime inquiry:

“The Department of Public Health's increase in overtime is directly attributable to the COVID-19 response. Staff have been redirected to response activities, including case investigation; contact tracing; data analysis; and coordination with skilled nursing facilities, hospitals, schools, cities, community based organizations and other

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stakeholders. An effective pandemic response requires that public health investigation and mitigation activities are conducted on a 7 day per week schedule and often necessitates after hours response. Public Health’s overtime costs will be covered by the federal CARES Act funding.”

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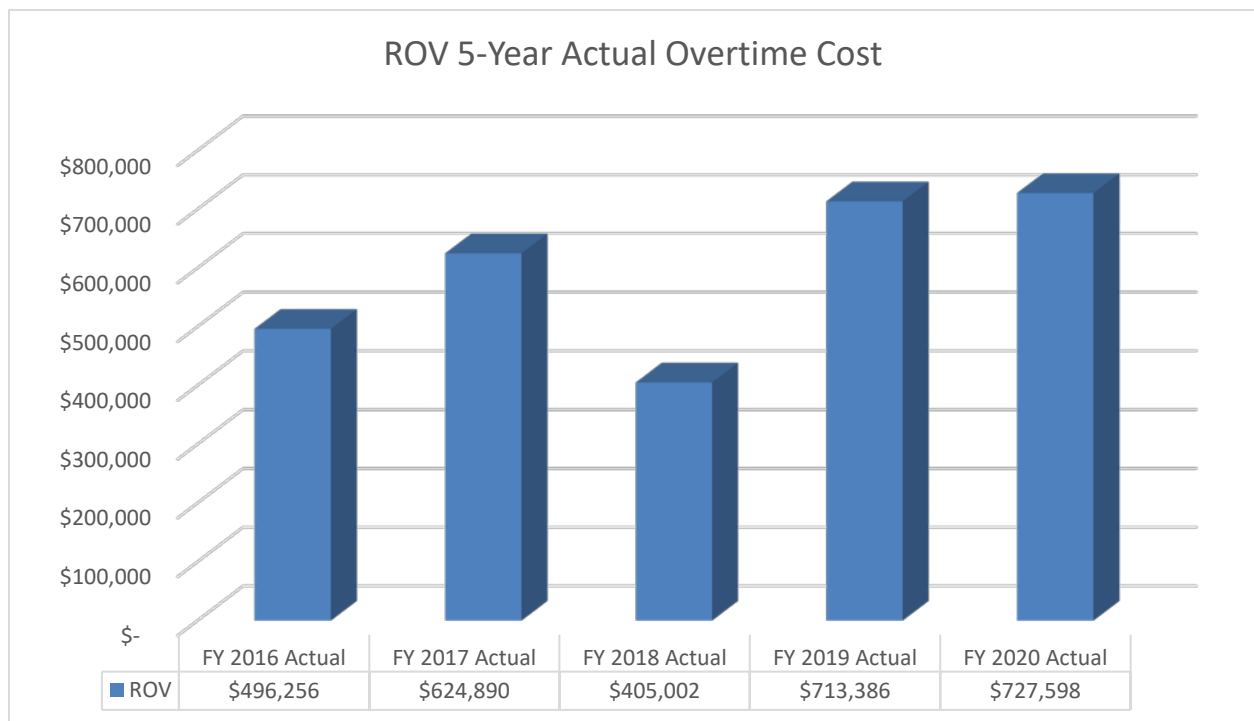
RIVERSIDE COUNTY REGISTRAR OF VOTERS

The Registrar of Voters (ROV) conducts elections for federal, state, and local government entities. They have one office in Riverside County which is comprised of 37 full time employees. To conduct the various elections throughout the County, the department relies on temporary employees/poll workers.

In fiscal year 2019-20, Registrar of Voters reported \$6,184,515 in labor costs, of which \$727,598, or 11.8%, was incurred for paid overtime. This was an increase of \$14,212, or 2.0%, more than the overtime expense of \$713,386 for fiscal year 2018-19. The following chart displays Registrar of Voter’s overtime expenses for the past five fiscal years.

Summary of overtime expenditures for the last five fiscal years:

Graph 19. Overtime expense incurred by ROV for the most recent five fiscal years.

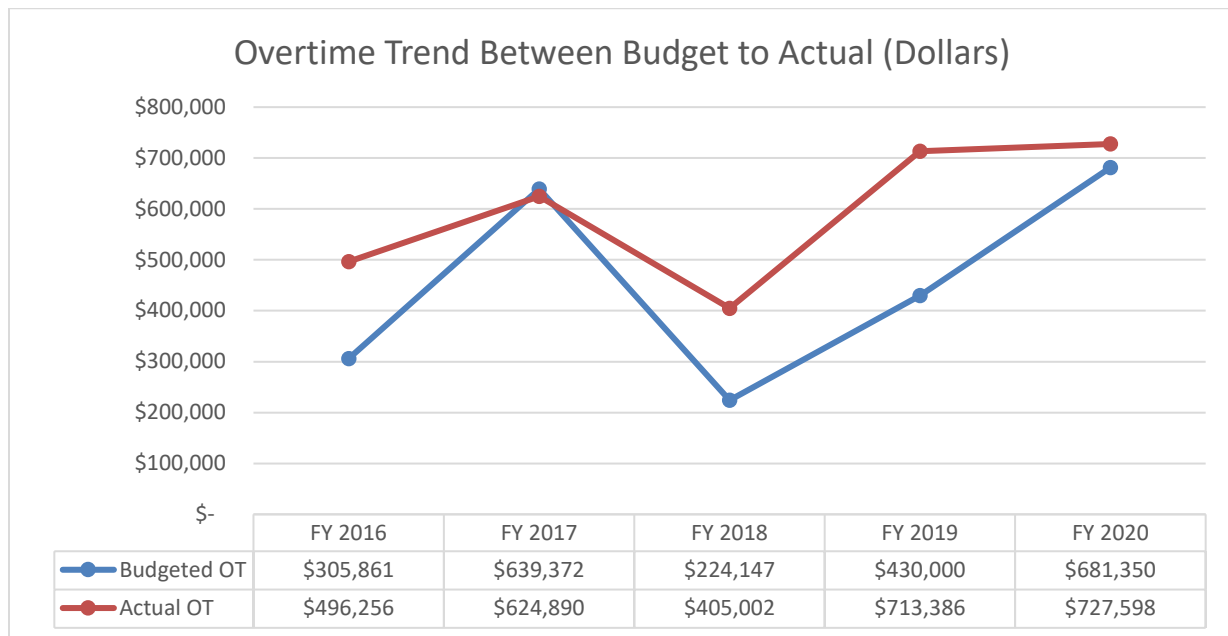


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Table 10. ROV's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Labor*	\$3,910,547	4,915,099	4,199,341	5,159,075	6,184,515
Regular Salary	\$1,537,159	1,759,540	1,783,919	1,825,337	1,993,548
Overtime	\$496,256	624,890	405,002	713,386	727,598
Overtime % to Total Labor	12.7%	12.7%	9.6%	13.8%	11.8%
Overtime % to Regular Salary	32.3%	35.5%	22.7%	39.1%	36.5%
Overtime % change from prior FY		25.9%	-35.2%	76.1%	2.0%

Graph 20. ROV's comparison between budgeted vs. actual overtime expense in dollars



ROV's response to overtime inquiry:

“All overtime in the Registrar of Voters department must be approved in advance by a member of the management team. All ROV managers review staff timesheets and make sure that only authorized overtime is approved. I review a spreadsheet of all overtime for every pay period and make sure that only authorized overtime is listed. We try to limit our overtime to specific election period timeframes. Overtime is not usually authorized during non-election period timeframes.”

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RIVERSIDE COUNTY EMERGENCY MANAGEMENT DEPARTMENT

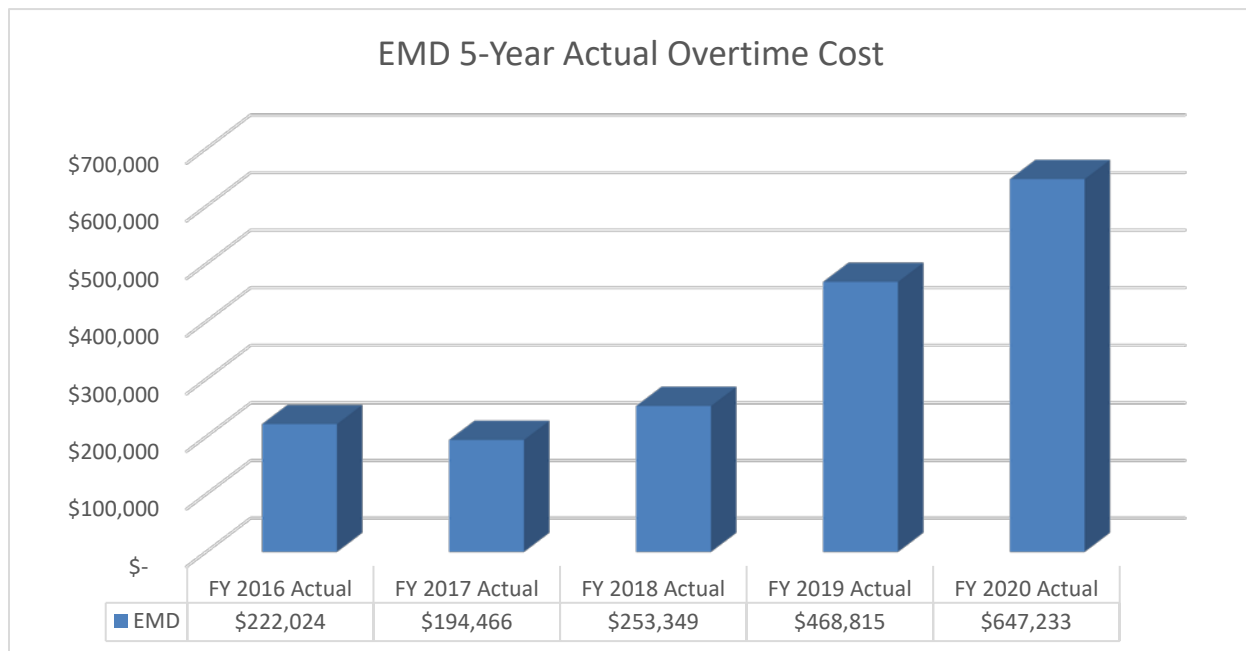
The Riverside County Emergency Management Department (EMD) was established in July of 2015. It has the following four divisions: Business and Finance, Operations, Preparedness, and Riverside County Emergency Medical Services Agency. Through this divisions, the department provides coordination and oversight of emergency management and disaster response services for the residents of the Riverside County. This department is comprised of 74 full-time employees and operates with a budget of 20,871,666.

In fiscal year 2019-20, the Emergency Management Department reported \$8,277,174 in labor costs, of which \$647,233, or 7.8%, was incurred for paid overtime. This was an increase of \$178,417, or 38%, more than the overtime expense of \$468,815 for fiscal year 2018-19. The following chart displays Emergency Management Department’s overtime expenses for the past five fiscal years.

Note: The Riverside County Auditor-Controller understands the use of overtime increased due to Covid-19 Virus. However, to be consistent across-the-board, we included this department in the report.

Summary of overtime expenditures for the last five fiscal years:

Graph 21. Overtime expense incurred by EMD for the most recent five fiscal years.



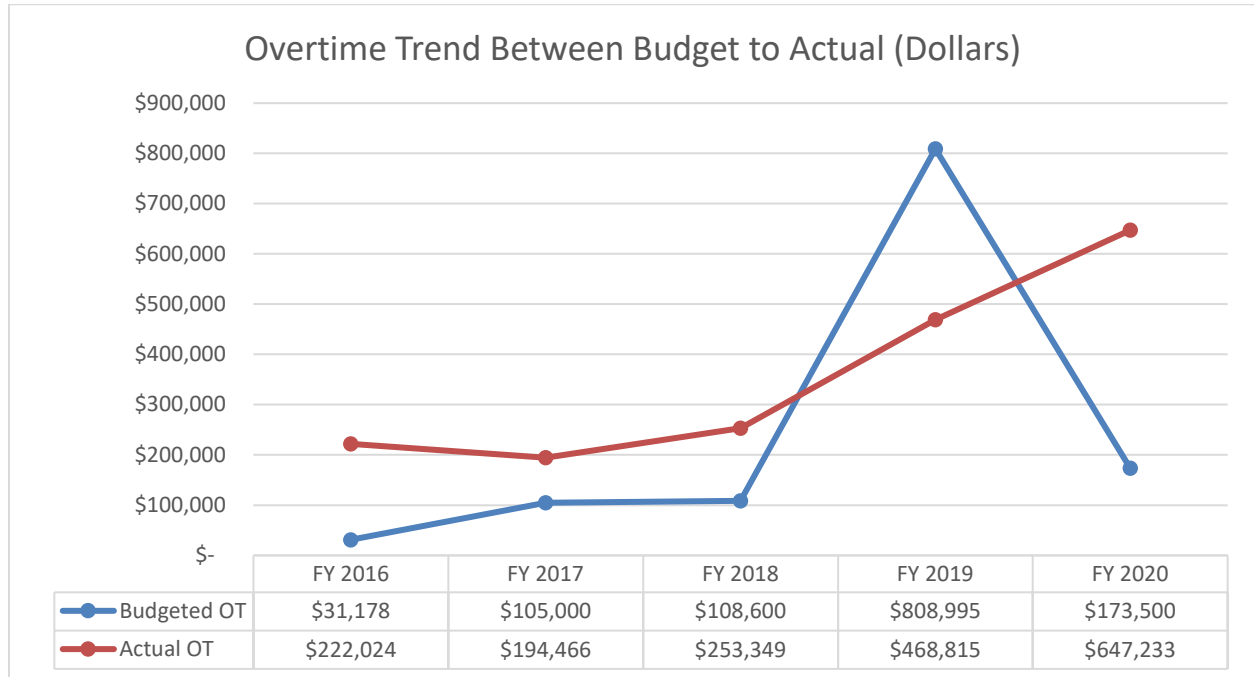
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Table 11. EMD's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Labor*	\$6,408,933	7,022,527	7,076,841	7,166,300	8,277,174
Regular Salary	\$3,998,615	4,396,889	4,454,898	4,234,071	4,747,733
Overtime	\$222,024	194,466	253,349	468,815	647,233
Overtime % to Total Labor	3.5%	2.8%	3.6%	6.5%	7.8%
Overtime % to Regular Salary	5.6%	4.4%	5.7%	11.1%	13.6%
Overtime % change from prior FY		-12.4%	30.3%	85.0%	38.1%

*Includes all benefits and labor taxes paid

Graph 22. EMD's comparison between budgeted vs. actual overtime expense in dollars



EMD's response to overtime inquiry

"The purpose of this letter is to respond to the letter received by your office on July 14, 2020, regarding the countywide overtime monitoring program. The Emergency Management Department (EMD) is aware of the increase in overtime claims by our department staff. FY 19/20 was an exceptionally unique year with numerous activations that required the Emergency

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Operations Center (EOC) and our Department staff to activate and respond to the events. EMD overtime is directly proportional to the number of emergency responses and EOC activations that occurred at record levels in the second half of the 19/20 fiscal year and are continuing in FY 20/21 due to the COVID-19 pandemic.

In response to the specific questions, please see our response below:

1. What management controls exist to limit the use of overtime to emergency and non-routine purposes that are critical to department operational goals?

Answer: EMD has a 24/7 Duty Officer Program. Duty Officer staff cover any response needed during work hours and after-hours, including the weekend. The weekly schedule includes 3-4 (non-exempt) employees and two managers (exempt). All non-exempt employees claiming overtime or standby pay must submit their timesheet to their respective supervisors for approval. The supervisor is responsible for validating the time claimed by their employee.

All response activity is documented/recorded by the responding Duty Officer, on web-based platforms managed by EMD (e.g., LiveProcess, WebEOC). These platforms are accessible at any given time and serve as our monitoring control, which will be discussed in question two. In addition, each response is tracked by a unique 'Project Code' to monitor the activity or involvement of staff by incident.

It is not common for staff to request overtime for non-response activity. Overtime claims for non-response activity are approved on a case by case basis by the management team.

2. What monitoring controls do you have to prevent the abuse of overtime?

Answer: As mentioned in the answer to question one, EMD utilizes web-based platforms to document/ track all response activity. The response activity is entered on the platforms by the responding staff. The date, time, and a brief description of activity are recorded. Management has access to the platforms to validate timesheet submittals. When the Emergency Operations Center is activated, more staff is brought in to support the incident, not only the duty officers. The staff sign in and out electronically on the WebEOC platform and are required to complete an activity log of work performed during their shift.

In addition, the Business and Finance Division submits monthly labor reports to management for review and approval.

3. What plans, if any, does your Department have to reduce overtime costs?

Answer: The management team has analyzed schedules within the Department to identify if there would be a reduction in costs. The cost analysis is ongoing, but there are complications with the concept. EMD has a total of 12 duty officers and three additional currently in training. Among the challenges the Department faces, is the staff depth in our Department and the County's geography of over 7,300 square miles. Any given day, the duty officers may need to respond to multiple events throughout the County, and the Department will need to increase the number of duty officers in the rotation."

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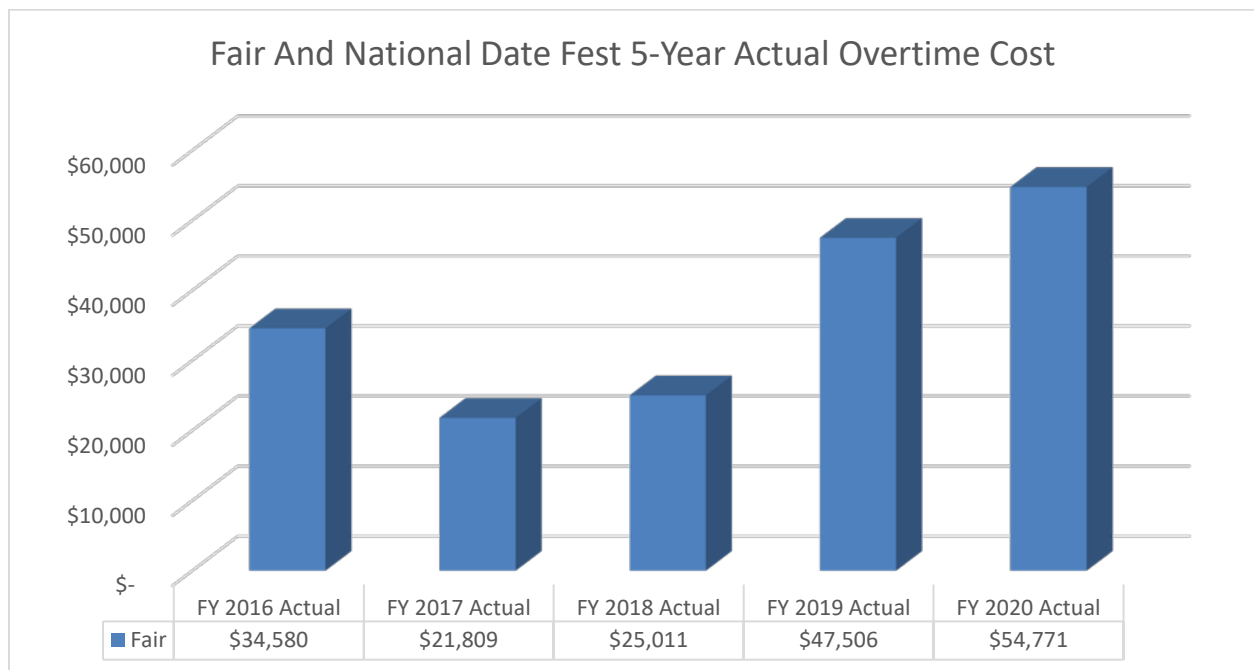
RIVERSIDE COUNTY FAIR AND NATIONAL DATE FESTIVAL

The Riverside County and National Date Festival (Fair) provides year-round maximum use of the fairgrounds located in Coachella to meet social, cultural, and economic needs of the community. The Fair has been an annual community event and tradition for over 70 years in the Coachella Valley. It is a 10-day event featuring concerts, carnival rides, among other forms of entertainment. This department is comprised of 10 full time employees and operates with a budget of \$4,794,456.

In fiscal year 2019-20, the Fair reported \$929,049 in labor costs, of which \$54,771, or 5.9%, was incurred for paid overtime. This was an increase of \$7,264, or 15.3%, more than the overtime expense of \$47,506 for fiscal year 2018-19. The following chart displays the Fair’s overtime expenses for the past five fiscal years.

Summary of overtime expenditures for the last five fiscal years:

Graph 23. Overtime expense incurred by Fair for the most recent five fiscal years



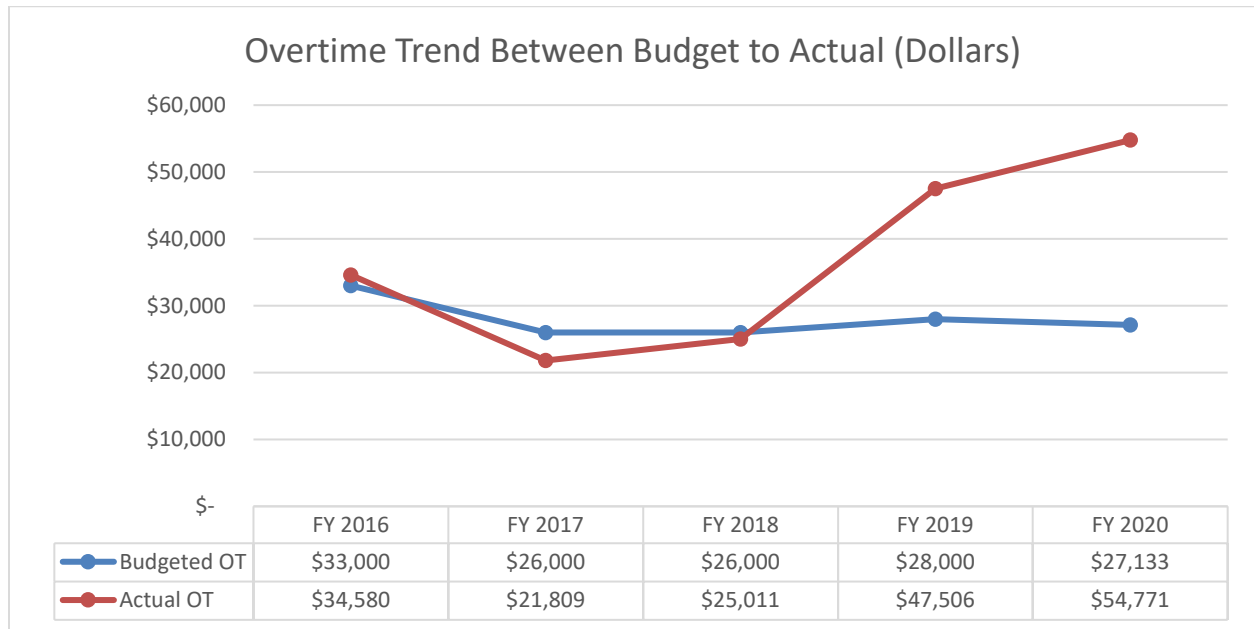
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Table 12. Fair's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Total Labor*	\$874,502	830,501	915,182	931,331	929,049
Regular Salary	\$401,130	433,208	434,228	427,319	384,696
Overtime	\$34,580	21,809	25,011	47,506	54,771
Overtime % to Total Labor	4.0%	2.6%	2.7%	5.1%	5.9%
Overtime % to Regular Salary	8.6%	5.0%	5.8%	11.1%	14.2%
Overtime % change from prior FY		-36.9%	14.7%	89.9%	15.3%

*Includes all benefits and labor taxes paid

Graph 24. Fair's comparison between budgeted vs. actual overtime expense in dollars



Fair's response to overtime inquiry

“Over the past year, the Fair division has had increased overtime costs primarily due to the SEIU imposed agreement, which prevented staff from accruing Comp Time and mandated all overtime be paid. The new SEIU agreement was not effective until after the February Fair event, which forced all overtime for the Fair event to be paid out to staff. The total overtime costs incurred as a direct result of the Fair event in the months of February and March was 4.9% of the total salaries.

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The overtime hours booked were consistent with prior years and are necessary for the pre-fair preparation and extended hours of operation.

The total overtime costs incurred during all other months was 1.3% of total salaries. Included in this is the overtime costs incurred in April, which were primarily emergency staffing assistance to the Emergency Management Department to set up the Federal Medical Station at the Indio Fairgrounds which will take overflows of patients if needed during the Covid pandemic.

Please find the responses to your requested questions below:

1. What management controls exist to limit the use of overtime to emergency and non-routine purposes that are critical to department operational goals?

DEPARTMENT RESPONSE

To help control non-emergency overtime, the Fair uses calendared planning of due dates and project completion needs to ensure progress is being met to eliminate overtime. Staff meetings are regularly held to review work progress and help manage time of staff to ensure overtime is minimal. In addition, schedules are made flexible when necessary for staff to attend interim events scheduled outside of normal working hours.

2. What monitoring controls do you have to prevent the abuse of overtime?

DEPARTMENT RESPONSE

Staff are required to have prior approval for all overtime at a minimum of verbally and are asked to share deadline concerns with managers to avoid urgent overtime needs. A Time Off/Overtime Request Form is used by staff that must be turned in with their time sheets. Work needs foreseen to require overtime due to work volume, deadlines, or events is to be requested in advance on the Request Form.

3. What plans, if any, does your department have to reduce overtime costs?

DEPARTMENT RESPONSE

Non-Fair time overtime is kept to a minimum. Staff will again be asked to accrue Comp Time whenever appropriate. For Fair Time, staffing schedules will be reviewed carefully to provide appropriate coverage without overtime.”

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Schedule A
Full Transparency Schedule
Countywide Overtime by Department: Fiscal Year 2019-20

Department	Total Employee Salaries and Benefits	Overtime FY 2019-20	Pct OT/S&B
Agricultural Commissioner	5,469,238	41,790	0.8%
Assessor County Clerk-Recorder	39,622,974	503,811	1.3%
Auditor-Controller	8,468,910	28,330	0.3%
Board of Supervisors	7,623,135	55	0.0%
Business and Community Services	7,253,495	63,154	0.9%
Children and Family First Commission	4,050,659	40,265	1.0%
County Airports	961,073	16,965	1.8%
County Counsel	14,294,702	42,988	0.3%
County Executive Office	723,205,766	169	0.0%
County Service Areas	3,215,460	118,285	3.7%
Department Code Enforcement	5,074,773	11,060	0.2%
Department of Animal Control	16,411,572	653,545	4.0%
Department of Building & Safety	3,695,265	49,341	1.3%
Department of Community Action	4,269,565	26,966	0.6%
Department of Environmental Health	21,663,293	200,912	0.9%
Department of Planning	3,006,921	391	0.0%
Department of Public Social Services	355,515,052	8,506,739	2.4%
Department of Transportation	47,910,445	620,317	1.3%
Department of Waste Resources	22,283,686	870,591	3.9%
Department of Child Services	29,596,381	71,983	0.2%
District Attorney	114,490,914	1,891,575	1.7%
Edgemont Community Services	78,229	296	0.4%
Edward Dean Museum	206,828	219	0.1%
Emergency Management Department	8,277,174	647,233	7.8%
Facilities Management	39,796,265	957,770	2.4%
Fair and National Date Fest	929,049	54,771	5.9%
Fire Protection	29,621,636	2,386,223	8.1%
Flood Control District	35,934,982	383,505	1.1%
Housing, Homelessness Prevention, and Workforce Solutions	17,182,933	139,650	0.8%
Human Resources	42,824,784	32,167	0.1%
In-Home Support Services Public Authority	4,308,077	30,492	0.7%
Law Library	478,040	294	0.1%
Office on Aging	6,894,836	9,560	0.1%

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Schedule A
Full Transparency Schedule
Countywide Overtime by Department: Fiscal Year 2019-20

Department	Total Employee Salaries and Benefits	Overtime FY 2019-20	Pct OT/S&B
Probation	92,329,725	2,694,814	2.9%
Public Defender	37,299,243	8,726	0.0%
Purchasing & Fleet Services Department	10,144,504	92,468	0.9%
Regional Parks & Open Space District	9,314,757	89,858	1.0%
Registrar of Voters	6,184,515	727,598	11.8%
Riverside County Information Technology	59,179,854	1,130,720	1.9%
RUHS - Behavioral Health	172,077,101	2,487,294	1.3%
RUHS - Medical Center	424,566,885	19,833,852	4.7%
RUHS - Public Health	65,187,580	1,505,346	2.3%
RUHS-Community Health Clinics	45,249,548	815,937	1.8%
Sheriff	617,761,351	68,550,553	11.1%
Transportation Land Management Agency	7,787,897	42,353	0.5%
Treasurer-Tax Collector	9,722,203	14,677	0.2%
Veteran Services	1,378,564	964	0.1%
Waste Resources Management District	1,815,669	16,402	0.9%
Grand Total	3,184,615,511	116,412,974	3.7%