

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



ITEM
2.11
(ID # 10712)

MEETING DATE:

Tuesday, August 27, 2019

FROM : AUDITOR CONTROLLER:

SUBJECT: AUDITOR-CONTROLLER: Fiscal Year 2018-19 Full Transparency Countywide
Overtime Monitoring Report, District: All. [\$0]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Receive and file the Fiscal Year 2018-19 Full Transparency Countywide Overtime Monitoring Report

ACTION:Consent


Paul A. Angulo, County Auditor-Controller 8/19/2019

MINUTES OF THE BOARD OF SUPERVISORS

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

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

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.

The attached report presents our completion of the overtime monitoring report. Eight Riverside County Departments with reported overtime in excess of \$1 million 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 2018-19 Full Transparency Countywide Overtime Monitoring Report


 Stephanie Perez, Principal Management Analyst 8/19/2019



Fiscal Year 2018-19
Full Transparency
Countywide
Overtime Monitoring

Paul Angulo, CPA, MA
Auditor-Controller

*“Creating Value and
Making a Difference”*

Overtime Monitoring Report

Table of Contents

	Page
Executive Summary	2

Results:

Department of Public Social Services	4
Probation Department.....	7
Riverside County District Attorney.....	12
Riverside County Economic Development Agency.....	15
Riverside County Fire Department.....	19
Riverside County Sheriff's Department	22
Riverside University Health System – Behavioral Health.....	25
Riverside University Health System – Medical Center.....	28

Schedules:

A. Countywide Overtime By Department: Fiscal Year 2018-19	31
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Attachments:

1. Maintenance Division Overtime Response	33
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Overtime Monitoring Report

EXECUTIVE SUMMARY

Over one hundred and five million dollars (\$105,000,000) in overtime was incurred by county departments for Fiscal Year 2018-19. Eight departments exceeding \$1 million in overtime expense were selected for monitoring in this report, representing 92% 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 Economic Development Agency (EDA), Riverside County Fire Department (Fire), Riverside County Sheriff's Department (Sheriff), Riverside University Health System (RUHS) – Behavioral Health and RUHS – Medical Center. See *Schedule A* for a complete list of overtime compared to total salaries and benefits by department for Fiscal Year 2018-19.

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 enables the county to continue to provide services despite labor shortages due to vacancies, leaves, changed mandated service levels, 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 2018, the number of Riverside County employees earning at least 50% of their base pay in overtime totaled 350, with the highest employee earning 142% of their base pay in overtime. Employees continual clocking extra hours to accrue overtime is a common fraud scheme that can cost taxpayers millions of dollars annually. It 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.

SCOPE

Eight Riverside County departments with reported overtime in excess of \$1 million 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.

Overtime Monitoring Report

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 by department.

Overtime Monitoring Report

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 and is comprised of five divisions; Administrative Services, Adult Services, Children’s Services, Self-Sufficiency and Public Authority. In fiscal year 2018-19, the department had over \$1 billion combined budget and 5,100 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 2018-19, DPSS reported \$339,667,545 in labor cost, of which \$6,071,556, 1.8% was incurred for paid overtime. Compared to the \$5,437,201 overtime expense in fiscal year 2017-18, overtime expense increased \$634,355 in fiscal year 2018-19. Following are the past five fiscal year’s overtime expense incurred by the Department of Public Social Services.

Summary of overtime expenditures for the last five fiscal years:

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

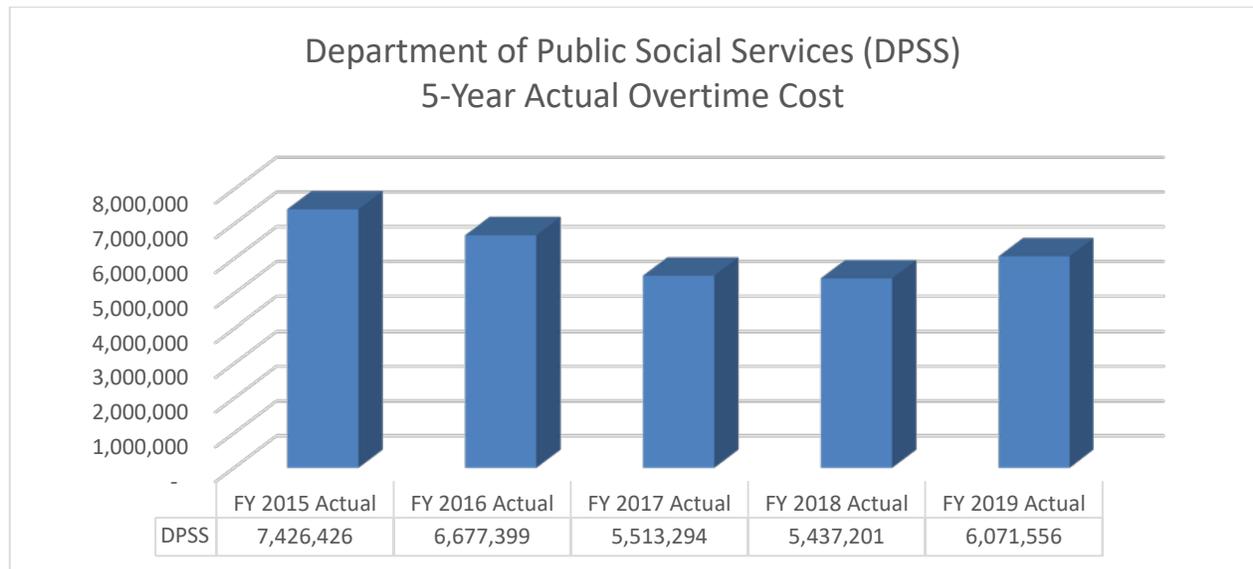


Table 1. DPSS’s total overtime cost to total labor cost in dollars.

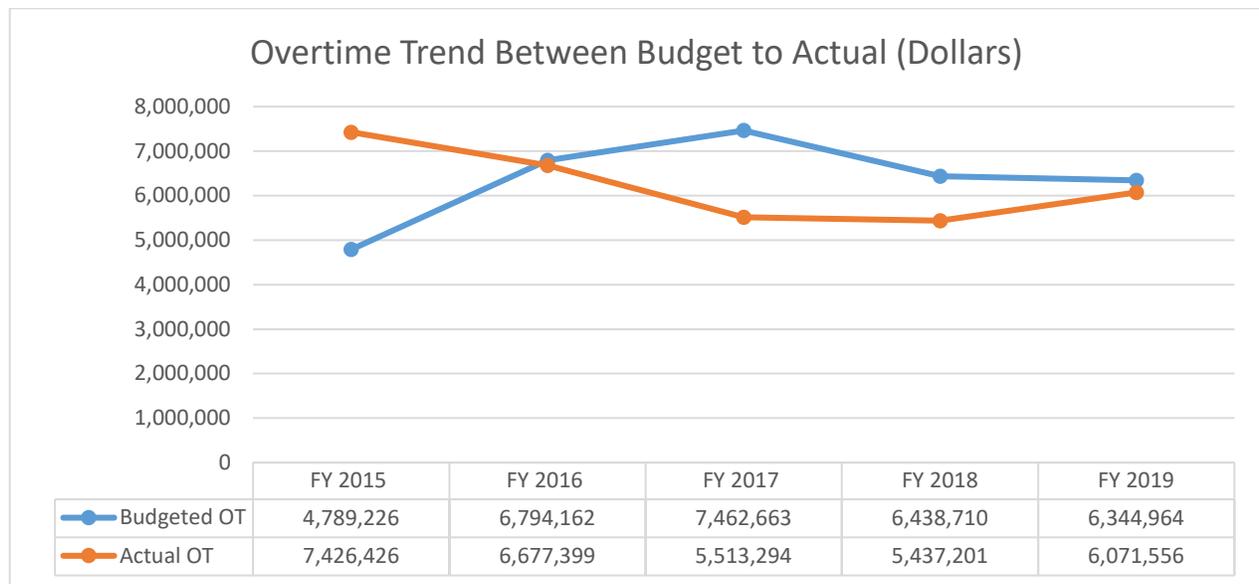
Total overtime cost to total labor cost in dollars (includes all benefits and labor taxes paid)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	7,426,426	6,677,399	5,513,294	5,437,201	6,071,556
Total Labor	294,093,587	336,242,530	342,210,474	332,720,391	339,667,545

Overtime Monitoring Report

Table 2. DPSS’s overtime cost to regular salary cost in dollars.

Total overtime cost to regular salary cost (only includes regular salary data)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	7,426,426	6,677,399	5,513,294	5,437,201	6,071,556
Regular salary	183,879,121	213,888,069	219,659,958	213,918,397	215,687,745

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 and the inability to fill vacant funded positions due to the County hiring freeze. DPSS continues to experience high caseloads in the Medi-Cal, Cal-Fresh, In-Home Supportive Services, Adult Protective Services and Children’s Services programs. In addition, overtime is necessary to respond timely to protective service referrals and changes in State and Federal program policy. 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

Overtime Monitoring Report

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 5.9% when compared to the prior fiscal year. To also put this in context, overtime expenditures represent only 3.14% 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 time lines.”

Overtime Monitoring Report

PROBATION DEPARTMENT

The Probation Department had 1,089 authorized positions with a combined budget \$132 million in fiscal year 2018-19. 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 2018-19, Probation reported \$90,719,554 in labor cost, of which \$2,148,401, 2.4% was incurred for paid overtime. Compared to the \$1,722,036 overtime expense in fiscal year 2017-18, overtime expense increased \$426,365 in fiscal year 2018-19. Following are the past five fiscal year's overtime expense incurred by the Probation Department.

Summary of overtime expenditures for the last five fiscal years:

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

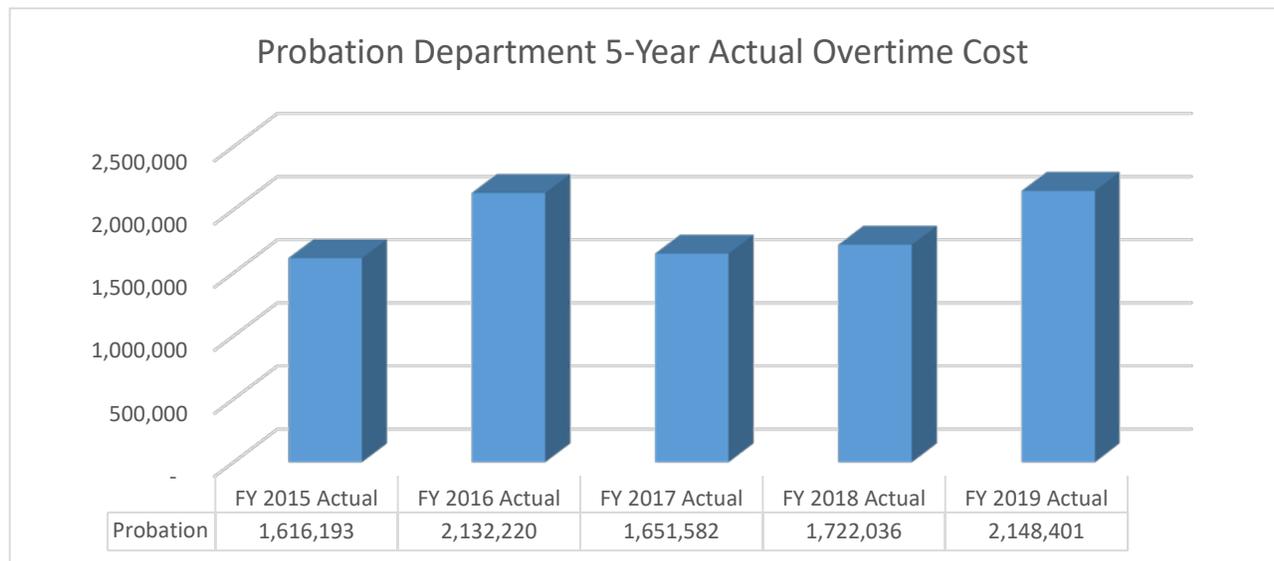


Table 3. Probation's total overtime cost to total labor cost in dollars.

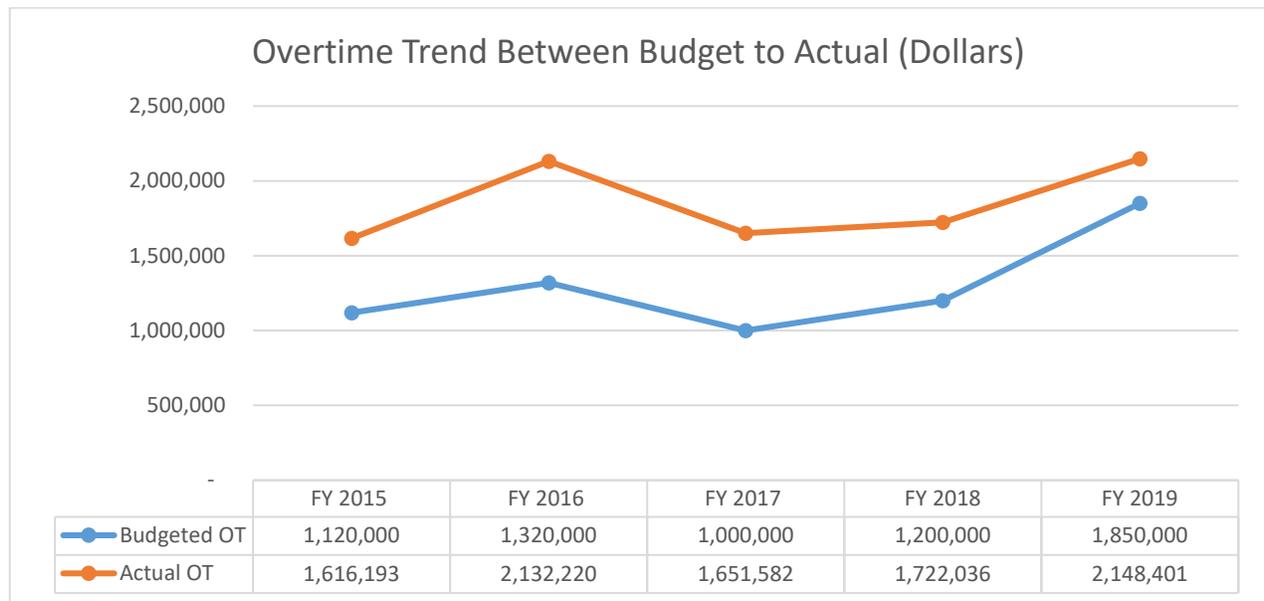
Total overtime cost to total labor cost in dollars (includes all benefits and labor taxes paid)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	1,616,193	2,132,220	1,651,582	1,722,036	2,148,401
Total Labor	73,986,614	87,845,549	94,691,141	92,480,514	90,719,554

Overtime Monitoring Report

Table 4. Probation’s overtime cost to regular salary cost in dollars.

Total overtime cost to regular salary cost (only includes regular salary data)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	1,616,193	2,132,220	1,651,582	1,722,036	2,148,401
Regular salary	47,754,321	56,419,394	60,311,460	58,488,585	55,611,257

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 16, 2019, and according to your office’s collected data from July 1, 2018 through June 30, 2019, Probation Department staff recorded actual overtime costs of \$2,148,401, a 25% increase from fiscal year 2017/18. 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.

Overview

The Probation Department has three major budget units that contain authorized positions; Juvenile Institutions, Field Services and Administration. The Probation Department has 1,089 authorized positions with a current department wide vacancy rate of 25.16%, or 274 positions, an increase from the previous overtime audit response vacancy rate of 21.65%, or 247 positions. The current vacancies are allocated as follows:

- Juvenile Institutions – 403 authorized positions, vacancy rate – 32.51%* (131 positions)
- Field Services – 598 authorized positions, vacancy rate – 20.40%* (122 positions)
- Administration – 88 authorized positions, vacancy rate – 23.86%* (21 positions)

Overtime Monitoring Report

***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. This is evident in the total number of applicants being successfully hired compared to the total number of applicants. During fiscal year 2017/18, the department had a total of 3,735 applicants for its Probation Correction Officer and Deputy Probation Officer positions, however, only 7 applicants or 0.19% were successfully hired.

During the last 18 months the department has commenced a Lean Transformation to increase efficiency and eliminate waste within our organization. One of the top priority projects identified 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 fulfills the department's needs while maintaining a thorough background. Under the current system for every 100 applicant, 87 fail to make it to the proctored test. Based on data provided by Board of State and Community Corrections (BSCC), Riverside County is one of three probation departments within the state that does not use the state approved standardize test. By switching to the state testing system, there is a potential to increase the percentage of applicants entering our orientation and ultimately the number of applicants hired. The department is currently working with County Human Resources to implement the state testing system.

In addition to the changes to our testing process, the department continues to work on reducing the number of existing funded vacant positions by streamlining the background process and increasing recruitment efforts by targeting populations that are most likely to successfully complete the stringent background process. The department also continues to work closely with County Human Resources to implement programs such as Difficult to Recruit (DTR); Retention Bonus; Class and Comp Study; and referral bonuses for key positions within the department, such as Probation Correction Officers (Juvenile Institutions) and Deputy Probation Officers (Field Services).

Overtime Budget and Oversight

The majority of the fiscal year 2018/19 Probation Department budgeted overtime of \$1.85M is within the Juvenile Institutions budget unit, which accounted for \$1.5M, or 81%. The remaining portion of the \$0.35M budgeted overtime is allocated to Field Services \$0.3M, and Administration \$0.05M.

For each office within the Probation Department and on the back of each time sheet signed by employees and supervisors, overtime must be detailed with the purpose for the overtime and the amount of hours worked and signed off by the appropriate supervisor before it is processed and paid. 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.

Overtime Monitoring Report

Field Services and Administration Budget Units: Approximately 42% 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 Riverside, Murrieta, and Indio, and a secured 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 32.51% 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 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 6% of the overtime budgeted cost for Juvenile Institutions is reimbursed via the Standards for Training and Corrections (STC) funding.** The STC funding is utilized for juvenile institution staff required to attend training associated with their job duties and responsibilities.

Overtime Monitoring Report

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 \$2,148,401 for fiscal year 2018/19, is only 1.52% of the department's budget. In addition, this cost is offset by grant funding and other revenues by approximately 10% or \$216,172 resulting in a net overtime cost of \$1,932,229 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."**

Overtime Monitoring Report

RIVERSIDE COUNTY DISTRICT ATTORNEY

The Riverside County District Attorney (DA) has six offices throughout Riverside County, comprised of 851 authorized positions, including attorneys and support staff, and a budget of \$124.8 million in fiscal year 2018-19. The DA provides public protection through criminal prosecution, investigation and victim services.

In fiscal year 2018-19, the DA reported \$107,257,599 in labor cost, of which \$1,955,883, 1.8%, was incurred for paid overtime. Compared to the \$1,553,939 overtime expense in fiscal year 2017-18, overtime expense increased by \$401,944 in fiscal year 2018-19. Following are the past five fiscal year's overtime expense incurred by the Riverside County District Attorney.

Summary of overtime expenditures for the last five fiscal years:

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

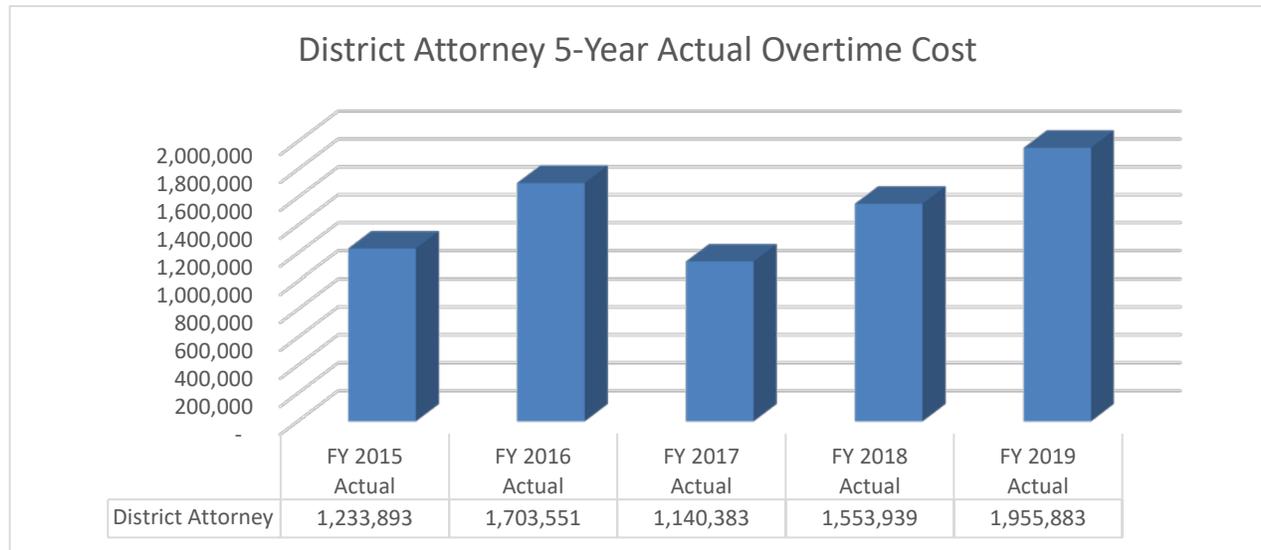


Table 5. DA's total overtime cost to total labor cost in dollars.

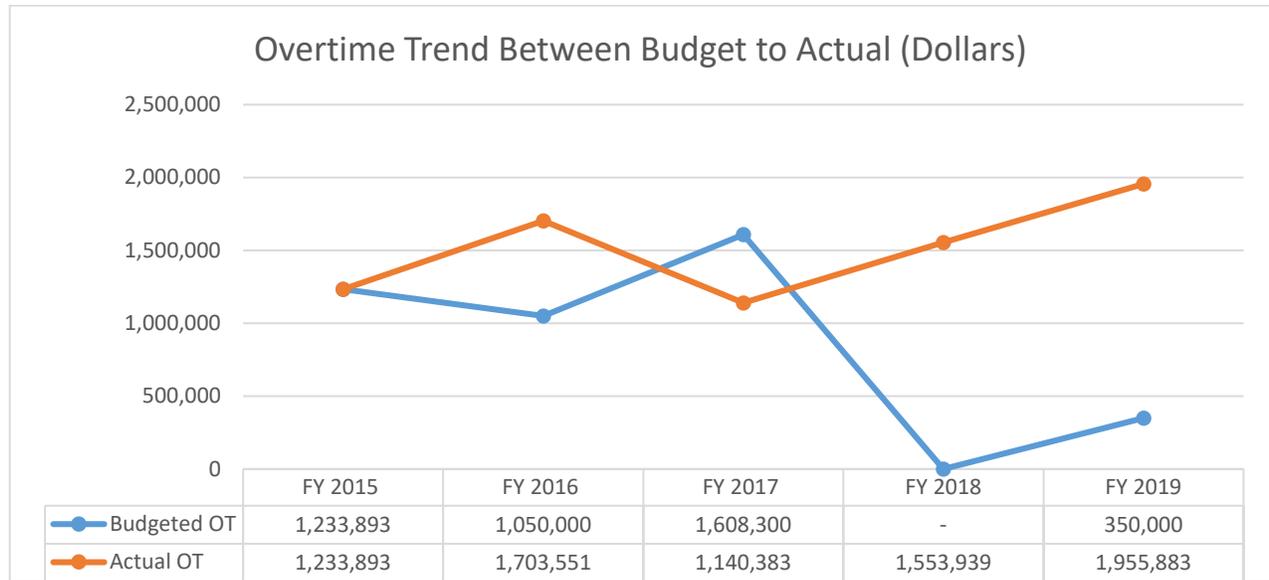
Total overtime cost to total labor cost in dollars (includes all benefits and labor taxes paid)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	1,233,893	1,703,551	1,140,383	1,553,939	1,955,883
Total Labor	96,041,434	103,394,509	105,695,422	107,239,863	107,257,599

Table 6. DA's overtime cost to regular salary cost in dollars.

Total overtime cost to regular salary cost (only includes regular salary data)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	1,233,893	1,703,551	1,140,383	1,553,939	1,955,883
Regular salary	66,129,400	70,143,401	71,409,712	71,260,731	71,278,467

Overtime Monitoring Report

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, 2019, as \$1,955,883. This represents only 1.8% of total labor costs, demonstrating a commitment to the use of overtime only when emergent situations arise. Of this \$1,955,883 a total of \$1,170,884, or 60%, 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 general fund *discretionary* NCC dollars is approximately 40% or \$784,998, well below the County’s million-dollar limit.

While the DAO’s office saw an increase in overtime in FY 2018/19, the office continues to ensure that fiscal responsibility is still the ultimate target without compromising the primary countywide objective of public safety. The increase in overtime from the prior fiscal year is attributable to several necessary expenditures. These expenditures included the investigation of multiple high-profile critical cases such as *People v. Turpin (RIF1800348)* and *People v. Felix (INI1601497)* as well as the significant number of investigative hours necessary to exonerate an innocent man (Horace Roberts). There were also increased activities in the homicide, domestic violence, child recovery and special task force arenas. Fortunately, many of these increases (60% or \$1,170,885) were offset by the department’s aggressive pursuit of alternative non-county funding sources.

Background

Of the \$1,955,883 in total OT costs, 92% (or \$1,802,631) was attributable to our Bureau of Investigations (the Bureau). Of this, 64% (or \$1,159,716) were either grant related or directly reimbursable with no cost to the County. The Bureau serves as the law enforcement arm of the DAO.

Overtime Monitoring Report

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 \$1,955,883 60% (or \$1,170,884), 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. In addition, \$548,444, or 28%, of the total reported OT cost was attributable to direct reimbursement from the City of Indio for requested investigative coverage during the Coachella and Stage Coach festivals. The Net County Cost (NCC) effect after consideration of all of our various federal, state, local and festival reimbursement was just under 40% of total OT costs, or \$784,998.

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 that often work after hours. Often times 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 provides a verbal and written report to the Executive Staff at all Executive Monthly Report presentations. This report analyzes year-to-year trending, year-to-date costs, and year-end projections of DAO overtime usage."

Overtime Monitoring Report

RIVERSIDE COUNTY ECONOMIC DEVELOPMENT AGENCY

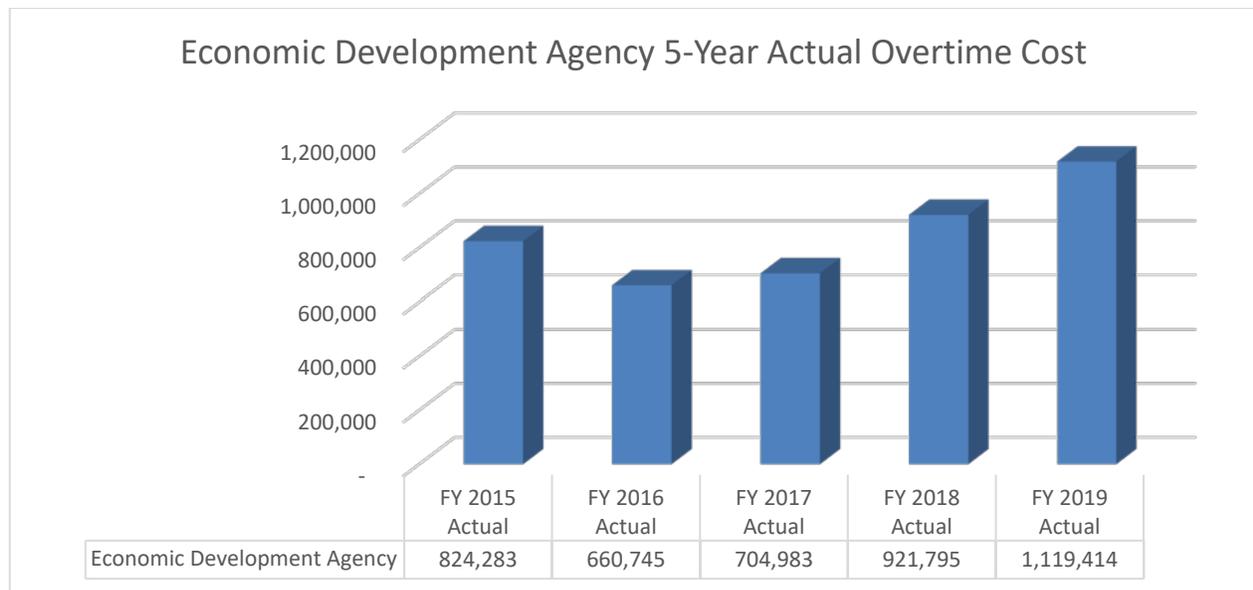
Riverside County Economic Development Agency (EDA) promotes the county and the business opportunities for the following: Office of Economic Development, Project Management, Energy, Libraries, Aviation, Community Services, Riverside County Fair & Fairgrounds, Facilities Management, Edward Dean Museum, Special Districts, Workforce Development, and Housing Authority. In fiscal year 2018-19, the department had over \$119 million adopted budget.

In fiscal year 2018-19, EDA reported \$26,921,151 in labor cost, of which \$1,119,414, 4.2%, was incurred for paid overtime. Compared to the \$921,795 overtime expense in fiscal year 2017-18, overtime expense increased \$197,619 in fiscal year 2018-19. Following are the past five fiscal year's overtime expense incurred by the Riverside County Economic Development Agency.

Table 7. EDA's total overtime cost to total labor cost in dollars.

Total overtime cost to total labor cost in dollars (includes all benefits and labor taxes paid)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	824,283	660,745	704,983	921,795	1,119,414
Total Labor	25,781,343	28,763,335	27,816,502	26,984,848	26,921,151

Table 7. EDA's total overtime cost to total labor cost in dollars.

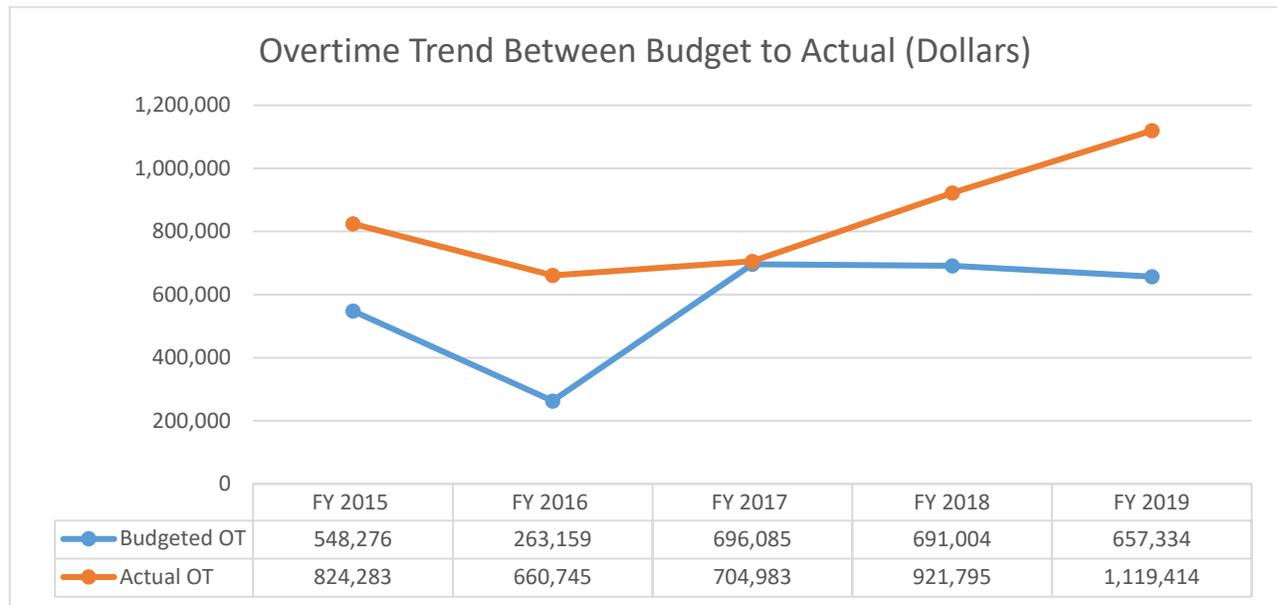


Overtime Monitoring Report

Table 8. EDA’s overtime cost to regular salary cost in dollars.

Total overtime cost to regular salary cost (only includes regular salary data)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	824,283	660,745	704,983	921,795	1,119,414
Regular salary	17,433,349	19,560,679	18,406,293	18,022,355	16,884,877

Graph 8. EDA’s comparison between budgeted vs. actual overtime expense in dollars.



EDA’s response to overtime inquiry:

“In compliance with the countywide overtime monitoring program and in response to your inquiry, the Economic Development Agency conducted a review of the department use of overtime for FY 18/19. As of June 30, 2019, EDA departments overtime labor cost totaled approximately \$1.3 million compared to \$718,506 in FY 17/18. Overall, EDA was \$625,917 over budget in overtime costs in FY 18/19.

Justification

EDA has almost 800 employees responsible for facilities management, business development, and community and cultural services. In order to meet the needs of internal departments, businesses, and the residents of Riverside County our employees are committed to performing work beyond their normal work schedule to avoid service interruptions.

The Maintenance Services Division (MSD) incurred \$786,569 in overtime due to unplanned emergency response or scheduled preventative work that was either seasonal, driven by regulatory compliance, and/or fire life safety and health protocols. Detailed information is attached (Attachment 1).

Overtime Monitoring Report

The Community Service Areas (CSA) incurred \$119,551 in overtime primarily due to providing recreational services in the form of special events for the public throughout the year. Events are held outside of normal business hours, typically nights and weekends in order to benefit the public. The staff who work these events also carry out critical assignments during their regular working hours, thus, flexing regular work hours to offset after-hours work would have a significant negative impact on daily operations.

The Project Management Office authorized \$108,939 in overtime primarily for the Inspector of Record of the Benoit Detention Center at the expressed advice of the Deputy Building Official under the auspices that supplementing this staff member with another employee or contracted party would cause coordination hazards that could affect compliance and cause delays. Additionally, overtime has been authorized in select circumstances when afterhours work needed to be performed, such as the various service shutdowns at the hospital (medical gas, domestic water, etc.)

EDA/FM Administration incurred \$100,404 in overtime due to additional workload demands, coverage for vacancies, leave of absences, critical accounting processing and financial reporting requirements.

The Housing Authority authorized \$58,044 in overtime for emergency maintenance repairs for properties owned and operated by the Housing Authority; homeless outreach work that occurs outside of normal business hours; and overtime hours for the Section 8 team to process large-scale releases or selections from the Section 8 waiting list. This OT was necessary to provide services to the public and was still within the agency's budget. The costs associated with the OT hours are far less than employing additional staff or vendors to complete the work.

The Economic Development Division comprised of Marketing, Film and Television, and Business Intelligence and Economic Development (ED) incurred a combined \$37,747 in overtime due to marketing events that required early morning, late evening and weekends for setup, tear down, and multiple day event management. These included ED tradeshow or conference attendance, beyond their normal scheduled work week. Film & TV occasionally incurred overtime when a film production is using County property on a weekend.

Overall, all divisions with SEIU members were impacted by the imposed MOU effective December 20, 2018 which revoked the option for employees to accrue compensatory time off in lieu of receiving payment of overtime wages.

Management Controls

EDA has internal controls in place to limit the use of overtime for emergency and non-routine purposes that are critical to departmental goals. All overtime requests for routine work must be submitted and pre-approved in writing by the supervisor, manager, and/or Deputy Director. Divisions monitor overtime work and adjust schedules when feasible to prevent non-emergency related overtime. Overtime hours are limited to critical operational goals.

Monitoring Controls

Overtime requests are reviewed internally by supervisors and managers on an ongoing basis and expenditures are reviewed by Accounting & Finance and department analysts and department management teams on a monthly and quarterly basis. Abuse is prevented by adhering to the pre-approval process.

Overtime Monitoring Report

Overtime Reduction Plans

The Maintenance Services Division incurred 59% of the overall EDA overtime. MSD is currently evaluating the following to reduce OT costs:

1. Mitigate facility risk by performing capital improvements and major repairs in buildings that cause most unplanned emergency work tasks.
2. Install Security Systems if financially feasible to deter theft, vandalism, and graffiti that require maintenance repairs.
3. Review and implement work schedule changes for 24/7 facilities or for routine maintenance work that is performed after regular business hours or on weekends and holidays.

The EDA budget reporting team will continue to review overtime trends with divisions to ensure we follow internal controls.

Overtime Monitoring Report

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 280 authorized positions with over a \$325 million budget in fiscal year 2018-19.

In fiscal year 2018-19, Fire reported \$27,616,066 in labor cost, of which \$2,213,568, 8%, was incurred for paid overtime. Compared to the \$2,206,214 overtime expense in fiscal year 2017-18, overtime expense increased \$7,354 in fiscal year 2018-19. Following are the past five fiscal year's overtime expense incurred by the Riverside County Fire Department.

Summary of overtime expenditures for the last five fiscal years:

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

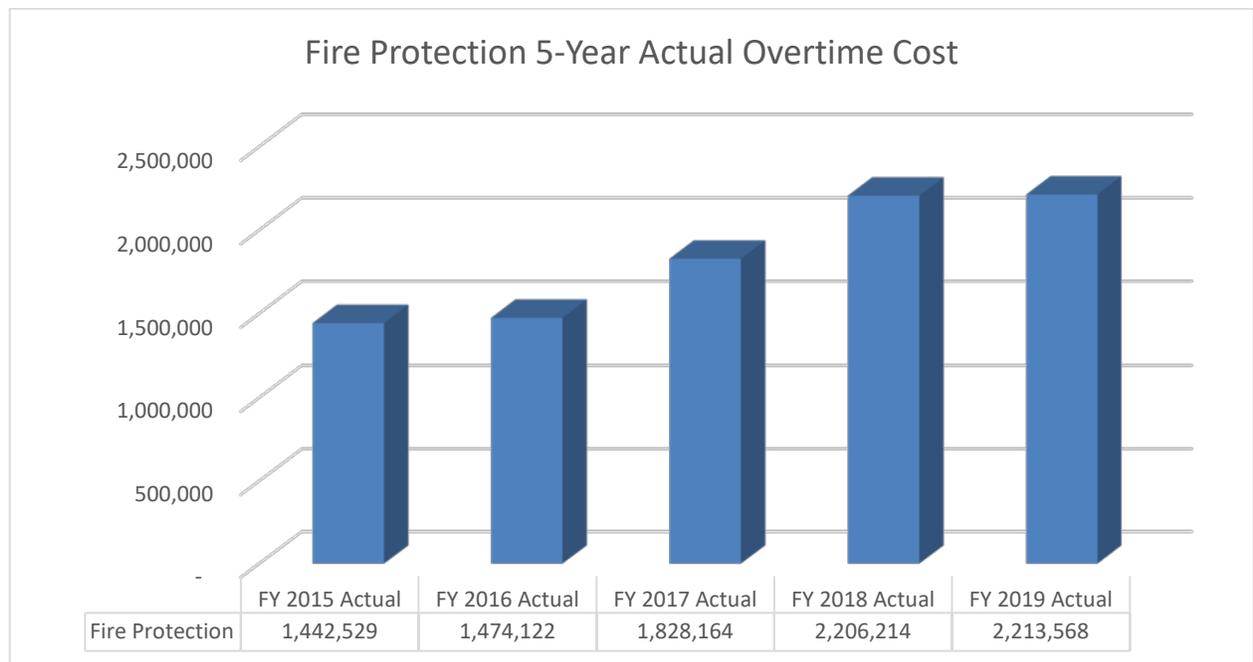


Table 9. Fire's total overtime cost to total labor cost in dollars.

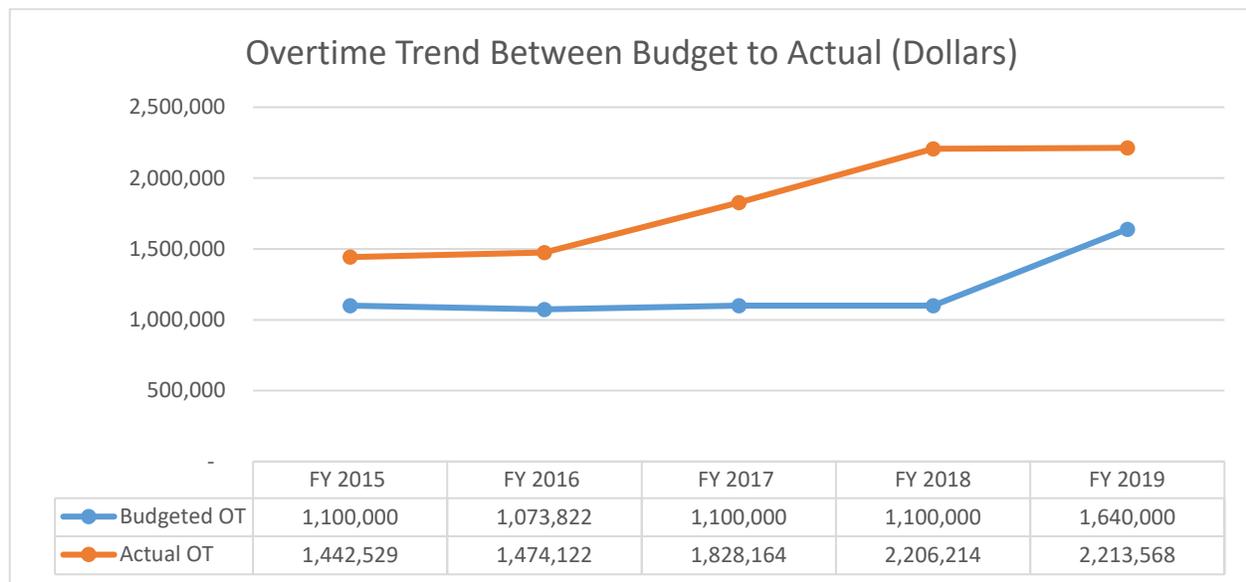
Total overtime cost to total labor cost in dollars (includes all benefits and labor taxes paid)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	1,442,529	1,474,122	1,828,164	2,206,214	2,213,568
Total Labor	22,282,460	22,797,513	24,817,402	26,524,424	27,616,066

Overtime Monitoring Report

Table 10. Fire’s overtime cost to regular salary cost in dollars.

Total overtime cost to regular salary cost (only includes regular salary data)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	1,442,529	1,474,122	1,828,164	2,206,214	2,213,568
Regular salary	13,666,715	14,310,892	15,290,491	16,045,501	16,443,550

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 16, 2019, 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.

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. To help mitigate the overtime and the workload of our current staff, we added three (3) Fire Communication Dispatcher positions in FY 18/19. The additional budgeted positions have not mitigated our overtime costs because we continued to have a very high turnover during the fiscal year. We had an average of ten (10) positions or 18% of our ECC workforce vacant for FY 18/19. As of July 2019, we have ten vacancies and we continue to hire. We will continue to work with Human Resources on solutions for our high turnover.

Overtime Monitoring Report

The overtime in our Fleet, Facility Maintenance and Communications/IT Bureaus is due to necessary maintenance issues. We must always have our fleet well maintained even on evenings and weekends. The Fire Department, as you can imagine, is a 7/24/365 operation. All our fire stations must be operational at all times day and night and our Facility Maintenance staff does respond to issues on call back overtime. It is critical that our Communications/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 and vehicles.

Overtime is reviewed with each timesheet submittal and again after every pay period. All overtime on timesheets require separate signature approval. In addition, a report of overtime and banked overtime is provided to management after every pay period for review. The Executive Team and particularly the Fire Chief monitors the biweekly overtime report.”

Overtime Monitoring Report

RIVERSIDE COUNTY SHERIFF'S DEPARTMENT

The Riverside County Sheriff's Department (Sheriff) is a public safety agency with 5,214 authorized positions including law enforcement professionals, administrative and support staff and a combined budget of over \$710 million in fiscal year 2018-19. The Sheriff provides court security, service of civil process and execution of court orders, maintaining and operating correctional facilities and law enforcement service, including crime investigation, detection and prevention. In addition, the Sheriff is responsible for the Corner investigation and Public Administrator estate functions. The Sheriff has ten stations and five correctional facilities providing services to county unincorporated areas, seventeen cities, one tribal community and one community college district.

In fiscal year 2018-19, the Sheriff reported \$556,245,429 in labor cost, of which \$61,439,718, 11%, was incurred for paid overtime. Compared to the \$43,065,379 overtime expense in fiscal year 2017-18, overtime expense increased \$18,374,339 in fiscal year 2018-19. Following are the past five fiscal year's overtime expense incurred by the Riverside County Sheriff's Department.

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.

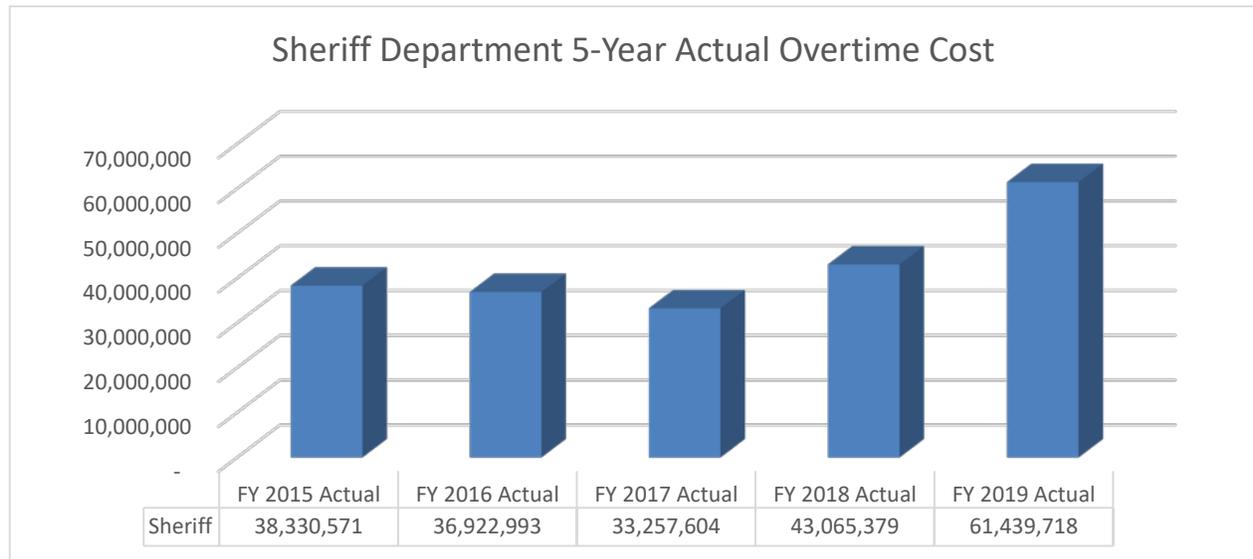


Table 11. The Sheriff's total overtime cost to total labor cost in dollars.

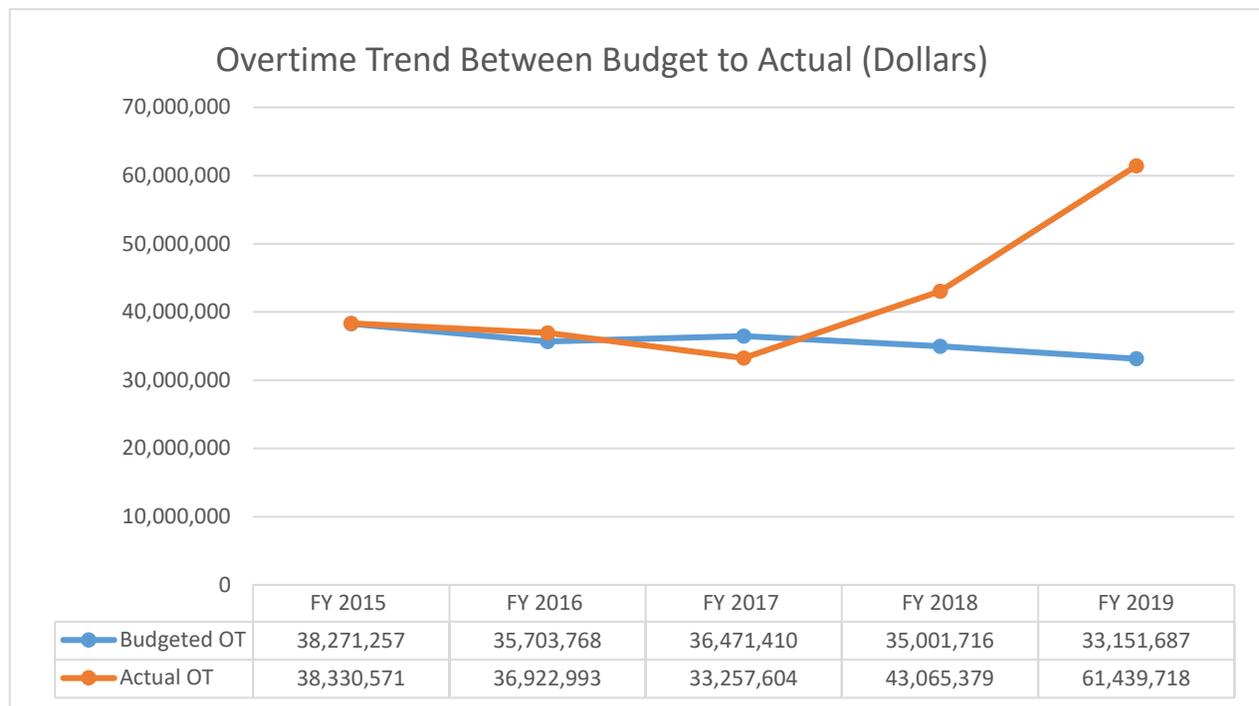
Total overtime cost to total labor cost in dollars (includes all benefits and labor taxes paid)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	38,330,571	36,922,993	33,257,604	43,065,379	61,439,718
Total Labor	523,946,813	555,295,139	557,846,100	682,327,777	556,245,429

Overtime Monitoring Report

Table 12. The Sheriff's overtime cost to regular salary cost in dollars.

Total overtime cost to regular salary cost (only includes regular salary data)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	38,330,571	36,922,993	33,257,604	43,065,379	61,439,718
Regular salary	318,743,964	337,999,526	331,339,547	312,784,557	303,427,907

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



Sheriff's response to overtime inquiry:

"On July 16, 2019, I received your request concerning the countywide overtime monitoring program conducted by the Auditor-Controller.

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.

A review of gross numbers fails to appropriately reflect 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 \$25.7 million of overtime costs were anticipated and built into the budgets approved by each jurisdiction reimbursing those costs. So,

Overtime Monitoring Report

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 19/20 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. Overtime costs associated with events like minimum staffing required for officer safety, unforeseen critical incidents, unfunded costs of the Prison Law Office consent decree (PLO), catastrophic fires and flooding, extended shifts due to complex criminal investigations, court overtime, call outs, training requirements that take deputies out of their primary assignment, intermittent county-directed hiring curbs, employee sick time and leaves of absence are unavoidable. Additionally, utilizing overtime is less expensive than a full-time employee and allows for flexibility in staffing.

Overtime at the Sheriff’s Department is by any standard well within existing professional parameters. According to a recent study by California Watch, law enforcement agencies in California typically 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 4.2% last year fiscal year.

For the current FY, the Board of Supervisors recognized that staffing has fallen to critically low levels, and authorized additional funding to hire new positions. 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.”

Overtime Monitoring Report

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 use addiction and children who are seriously emotionally disturbed. Services are provided by 2,217 authorized positions including Psychiatrists, Clinicians, Peer Specialists, and paraprofessionals provided in clinics, County detention centers, and by contract providers throughout Riverside County with a combined budget of over \$498 million in fiscal year 2018-19.

In fiscal year 2018-19, Behavioral Health reported \$170,321,603 in labor cost, of which \$2,313,693, 1.4%, was incurred for paid overtime. Compared to the \$2,264,126 in fiscal year 2017-18, overtime expense increased \$49,567 in fiscal year 2018-19. Following are the past five fiscal year’s overtime expense incurred by the Riverside University Health System – Behavioral Health.

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.

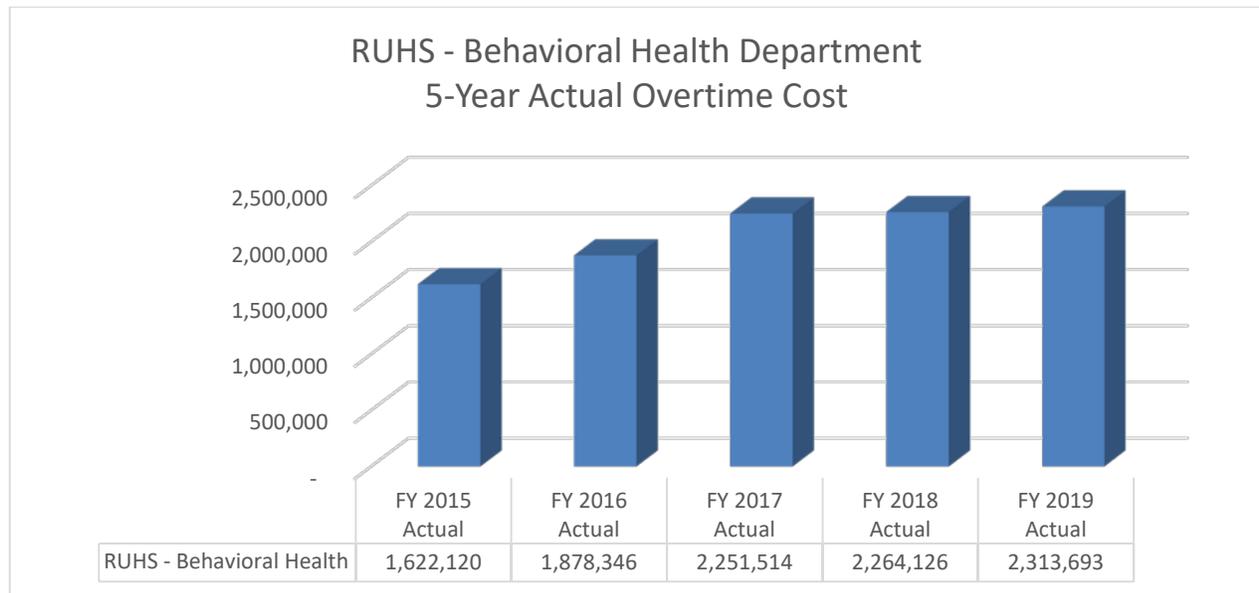


Table 13. RUHS-BH’s total overtime cost to total labor cost in dollars.

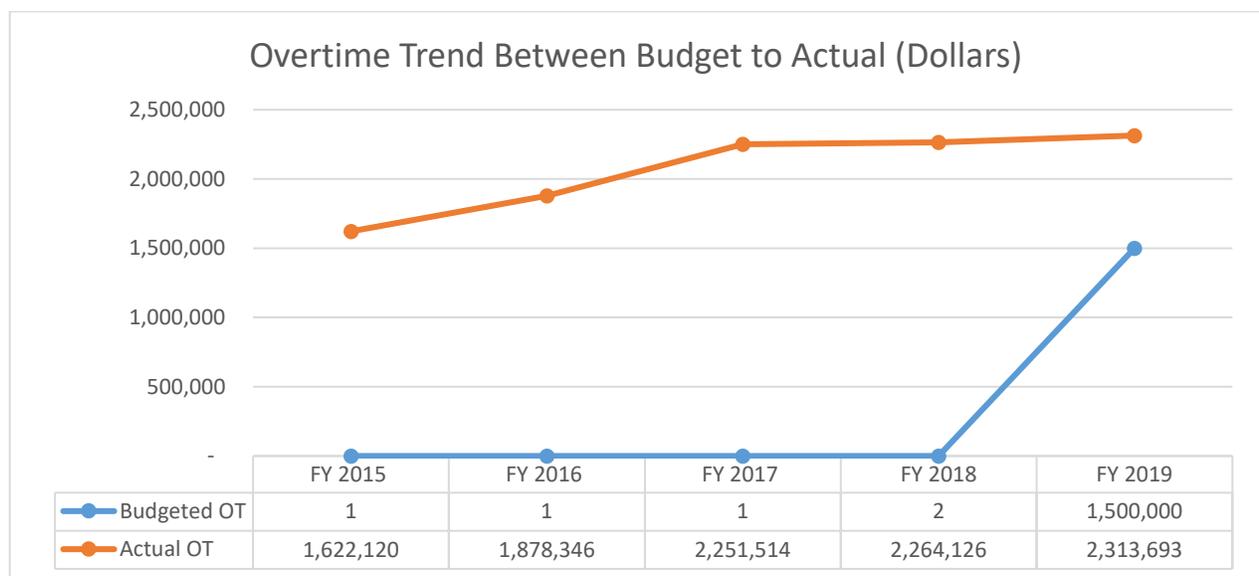
Total overtime cost to total labor cost in dollars (includes all benefits and labor taxes paid)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	1,622,120	1,878,346	2,251,514	2,264,126	2,313,693
Total Labor	124,580,791	141,818,061	161,278,453	170,938,599	170,321,603

Overtime Monitoring Report

Table 14. RUHS-BH's total overtime cost to regular salary cost in dollars.

Total overtime cost to regular salary cost in dollars (only includes regular salary data)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	1,622,120	1,878,346	2,251,514	2,264,126	2,313,693
Regular Salary	78,874,395	89,971,907	101,281,174	107,324,233	107,324,233

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



RUHS-BH's response to overtime inquiry:

"In FY 18/19 the Behavioral Health Department (RUHS-BH) recorded overtime amounting to \$2,313,693.

Overtime is utilized in the case of excessive consumer service workload or other emergency use that exceeds the timeframes required for completing the work. The \$2,313,693 of overtime was predominately used by Detention, Psychiatric, and Clinical Staff, including Psychiatrists, Clinical Therapists, Behavioral Health Specialists and Nurses. Approximately \$2.1million (92%) of the overtime worked was 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 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

Overtime Monitoring Report

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 filing positions, overtime will continue to be utilized to meet client service needs.”

Overtime Monitoring Report

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 are provided by 3,248 authorized positions with a budget of \$687 million in fiscal year 2018-19. The facility has 12 operating rooms with the capacity to manage 200,000 patient visits in specialty outpatient clinics, the Emergency Room/Trauma Unit has the capacity to manage 100,000 patient visits annually. The Medical Center also includes medical services to adult inmates, juvenile detainees incarcerated in county facilities and uninsured medically indigent eligible residents of the county.

In fiscal year 2018-19, the Medical Center reported \$457,376,152 in labor cost, of which \$20,247,860, 4.4%, was incurred for paid overtime. Compared to the \$20,506,800 expense in fiscal year 2017-18, overtime decreased \$258,940 in fiscal year 2018-19. Following are the past five fiscal year’s overtime expense incurred by RUHS – MC.

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.

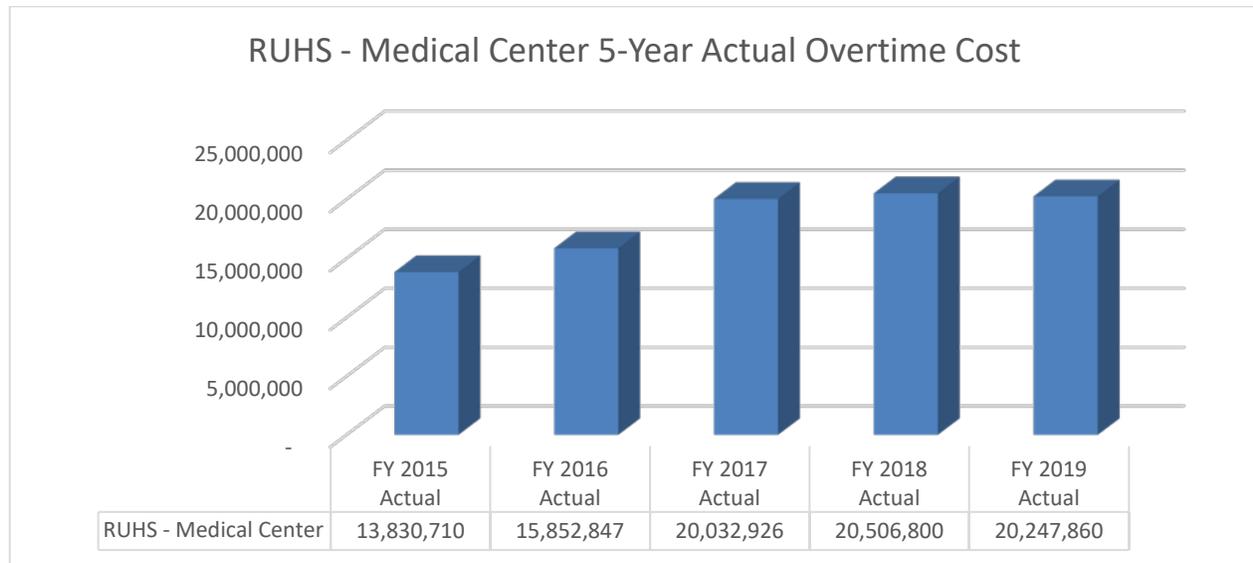


Table 15. RUHS-MC's total overtime cost to total labor cost in dollars.

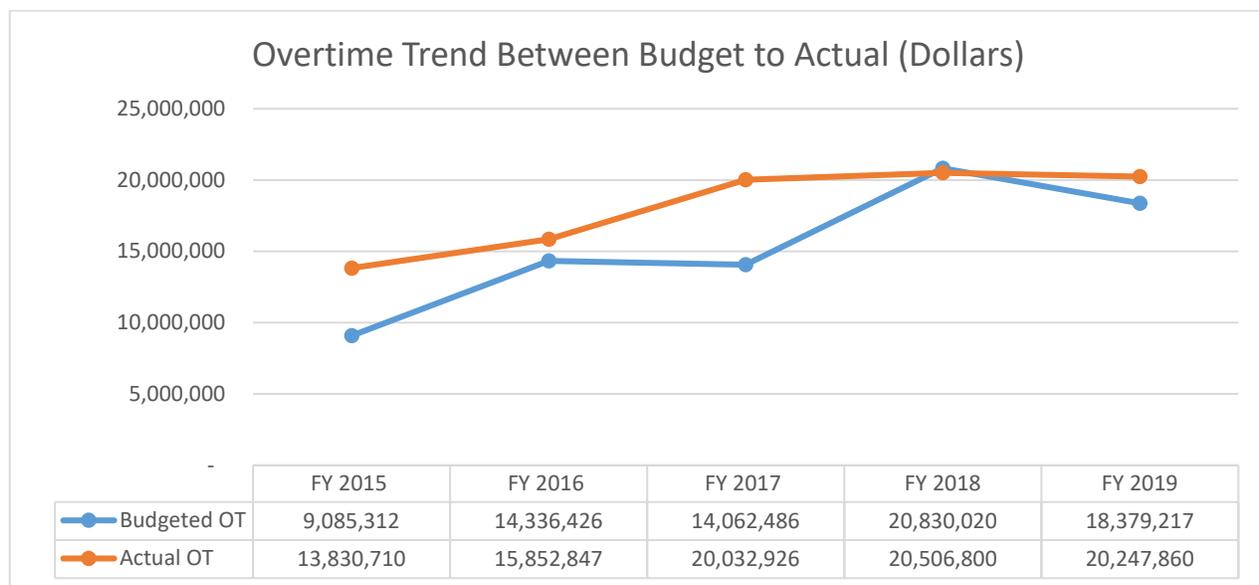
Total overtime cost to total labor cost in dollars (includes all benefits and labor taxes paid)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	13,830,710	15,852,847	20,032,926	20,506,800	20,247,860
Total Labor	275,728,087	311,011,103	360,640,607	371,766,735	457,376,152

Overtime Monitoring Report

Table 16. RUHS-MC's total overtime cost to regular salary cost in dollars.

Total overtime cost to regular salary cost in dollars (only includes regular salary data)					
Cost	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Overtime	13,830,710	15,852,847	20,032,926	20,506,800	20,247,860
Regular Salary	160,479,412	184,737,595	202,048,370	214,816,174	237,924,829

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



RUHS-MC's response to overtime inquiry:

"Riverside University Health System – Medical Center utilized overtime in FY 18/19 to provide the required staffing necessary to meet the patient care needs and workload associated with FY 18/19 patient volumes and the 7.2% increase in patient volume RUHS – MC experienced over the prior fiscal year. The ability to operate a full service hospital on a 24 hour a day, seven days a week basis providing tertiary care, level II trauma center, emergency department, intensive care units, and other specialty care utilizing overtime is an industry best practice. Overtime is utilized to meet minimum staffing requirements and patient care needs in the event of vacancies, vacations, sick leaves, and in response to fluctuations in patient service demands that can occur especially during flu season. Use of overtime to meet these service demands and fluctuations can be a more cost effective response compared to hiring additional permanent employees.

In order to ensure the cost effective use of overtime, internal controls and monitoring by supervisors and management has been established. RUHS – MC utilizes Kronos, an electronic payroll and timekeeping system, to require staff and supervisors to document and approve overtime. The Kronos system provides biweekly management overtime reports to monitor usage on an individual,

Overtime Monitoring Report

department, and hospital-wide basis. These reports are used by department managers who meet with the RUHS – CFO to identify trends, variances, and any necessary plans for correction. These efforts allowed RUHS – MC to keep overtime relatively flat for the first time in five years despite rising labor rates and actually resulted in lower overtime costs to total labor costs from 5.1% to 4.8% despite the 7.2% increase in patient volume.

RUHS – MC will continue to monitor and report on overtime utilization to ensure overtime usage is part of a best practice approach to staffing of patient care.”

Overtime Monitoring Report

Schedule A
Full Transparency Schedule
Countywide Overtime By Department: Fiscal Year 2018-19

Department	Total Employee Salaries and Benefits	Overtime FY 2018-19	Pct OT/S&B
Agricultural Commissioner	5,192,571	123,738	2.38%
Assessor County Clerk-Recorder	38,221,940	776,039	2.03%
Auditor-Controller	8,728,748	16,511	0.19%
Banning Libr Dist General Fund	420,000	-	0.00%
Beaumont Library	1,062,978	-	0.00%
Board Of Supervisors	7,396,400	3,750	0.05%
Children and Family First Commission	3,919,579	29,969	0.76%
Coachella Valley Assoc Of Gov	26,147,174	-	0.00%
Coachella Valley Cemetery	885,872	-	0.00%
Cooperative Extension	350,318	-	0.00%
County Airports	977,185	11,393	1.17%
County Counsel	13,323,666	21,328	0.16%
County Executive Office	6,318,947	-	0.00%
County Facilities Districts	454,406	-	0.00%
County Service Areas	3,112,616	115,245	3.70%
CV Mosquito & Vector Cntrl Dst	6,406,213	-	0.00%
Department Code Enforcement	4,707,307	28,968	0.62%
Department of Animal Control	16,913,991	732,440	4.33%
Department of Building & Safety	3,450,876	35,997	1.04%
Department of Community Action	4,275,642	10,168	0.24%
Department of Environmental Health	20,415,524	178,193	0.87%
Department of Planning	3,017,051	1,119	0.04%
Department of Public Social Services	338,495,681	6,071,556	1.79%
Department of Transportation	45,873,993	718,768	1.57%
Department of Waste Resources	22,251,892	744,836	3.35%
Department Of Child Services	26,227,939	479,204	1.83%
District Attorney	109,013,251	1,955,883	1.79%
Economic Development Agency	65,109,495	1,119,414	1.72%
Edgemont Community Services	72,658	-	0.00%
Edward Dean Museum	129,623	126	0.10%
Elsinore Valley Cemetery	412,728	-	0.00%
Emergency Management Department	7,165,556	462,645	6.46%
Fair And National Date Fest	932,030	48,735	5.23%
Fire Protection	27,651,549	2,213,568	8.01%
Flood Control District	27,801,654	833,864	3.00%
Habitat Consvr Agency-JPA	180,722	-	0.00%
Human Resources	44,002,283	3,341	0.01%
In-Home Support Services Public Authority	4,560,181	70,424	1.54%
Law Library	504,938	-	0.00%

Schedule A
Full Transparency Schedule
Countywide Overtime By Department: Fiscal Year 2018-19

Department	Total Employee Salaries and Benefits	Overtime FY 2018-19	Pct OT/S&B
Local Agency Formation Comm	748,570	-	0.00%
Murrieta Cemetery District	249,273	-	0.00%
Northwest Mosquito Abatement	-	-	0.00%
Office On Aging	5,858,491	1,874	0.03%
Palm Springs Public Cemetery	430,426	-	0.00%
Palo Verde Cemetery	148,376	601	0.41%
Palo Verde Valley Library	269,939	-	0.00%
Probation	90,419,768	2,148,401	2.38%
Public Defender	36,093,956	5,666	0.02%
Purchasing & Fleet Services Department	9,380,252	91,583	0.98%
Regional Parks & Open Space District	8,906,895	86,811	0.97%
Registrar Of Voters	5,161,617	713,275	13.82%
Riverside County Information Technology	55,063,405	754,863	1.37%
RUHS - Behavioral Health	171,352,820	2,313,693	1.35%
RUHS - Medical Center	400,829,655	20,247,860	5.05%
RUHS - Public Health	60,636,438	153,803	0.25%
RUHS-Community Health Clinics	43,521,373	715,384	1.64%
Salton Sea Authority	194,405	-	0.00%
San Jacinto Valley Cemetery	464,444	-	0.00%
Sheriff	560,961,347	61,439,718	10.95%
Summit Cemetery District	837,870	-	0.00%
Temecula Cemetery Endow ACO	359,964	-	0.00%
Transportation Land Management Agency	7,128,103	19,881	0.28%
Treasurer-Tax Collector	9,363,788	92,144	0.98%
Veteran Services	1,257,785	164	0.01%
Waste Resources Management District	2,293,267	32,333	1.41%
West Riv Co Regional Conservation Authority	2,530,158	-	0.00%
Total FY 2018-19	2,370,547,559	105,625,275	4.46%

Overtime Monitoring Report

Attachment 1
Maintenance Services Division
Overtime Response

What is the justification for overtime use in your department?

“The Maintenance Services Division (MSD) is responsible for the operation and maintenance of approximately 7.6M square feet of county owned buildings 24/7/365, this figure will rise to 8.2M in the near future. The division operates under the guise of industry best practices, numerous fire, health safety and building codes, and multi-agency regulatory compliance standards. The MSD diverse building portfolio includes a multitude of county; detention and administration centers, libraries, sheriff stations, public health clinics, courthouses, law enforcement, social service, information technology, emergency operation, mental health and hospital facilities, totaling (330), spanning 7,200 square miles with the majority of these buildings in operation 24/7. Our customers are comprised of; county constituents and employees, state and federal employees (and their customers) along with private sector businesses.

Overtime (OT) is comprised of unscheduled and scheduled work. Unscheduled OT can be; a building system and/or system component failure, impact of storm, power outage, or waste line stoppage at a Detention Center. All emergencies at a facility require prompt response and adequate resources to ensure the facility emergency is stabilized. It is paramount to resolve the issue to ensure continuity of county government and mitigate liabilities. Virtually all unscheduled OT calls occur at the customer’s request via after-hour customer-service line and sent to respective on-call personnel, supervisors, management. Emergency calls (unscheduled OT) are more prominent at 24/7 operated facilities. However, another significant contributor to unscheduled OT are seasonal and unforeseen events such as; wind, fire and rain storms, earthquakes, and EOC activation events. The frequency and duration of the aforementioned events has direct relationship to the manpower and resources dispatched to mitigate the given scenario. More example scenarios are:

- Emergency plumbing calls at Detention Centers
- Emergency facility issues at Mental Health Treatment Hospital
- Removal of debris and sand from county facilities during desert wind storms
- Respond to facility water intrusion issues during heavy rain incidents
- Inspections of county facilities due to earthquake occurrences
- Implementation of Half-Staff flag advisories (Sunrise to Sundown)
- Theft and Vandalism incidents
- Power Outages

Scheduled OT is comprised of a variety of maintenance activities required at most county facilities. Many of these activities are seasonal related or driven by regulatory compliance and or fire life safety and health protocols. In addition, specific corrective, preventive, and predictive maintenance activities cannot be performed during normal county business hours, as this would be disruptive in nature and or require entire building system components to be “out of service” which is not feasible. Scheduled OT is more prevalent in high-rise structures and other similar buildings with more complex and/or “aged” building mechanical, electrical, plumbing (MEP) and fire suppression/monitoring systems. Also, scheduled OT occurs for tenant improvement projects, construction type activities, time sensitive requests and special events. A few example scenarios are:

Overtime Monitoring Report

- Summer preventive / predictive maintenance on HVAC systems and components such as Chillers, Cooling Towers, Air Handlers, Pumping systems
- Winter preventive maintenance of Heating system and components such as Boilers, Pumping systems and Heat Exchangers
- Predictive maintenance on MEP systems (Vibration, Thermal, Oil Sampling Testing)
- Fire Life Safety Suppression and Monitoring system inspections, testing and repairs
- Implementation of Half-Staff Flag advisories (Sunrise to Sundown)
- Special Events (weekend/seasonal) at Community Centers
- Major repairs, retrofits, replacement of equipment
- Regular (monthly) preventive maintenance that cannot occur during business hours
- Emergency Power Generator Testing and Repairs
- Parking lot / structure cleaning and repairs
- Fire Watch
- Regulatory Compliance work; Fire, Life Safety, Backflow device testing, repair and certification

Lastly, there are studies regarding the correlation of facility / maintenance resources, expenses, with both scheduled and unscheduled maintenance. Building systems, the age-condition as related to its life-cycle or know as Facility Condition Index (FCI) and the facility history regarding capital improvements has an impact. Statistically, industry standard facility capital improvements reduce overall schedule and unscheduled maintenance needs and related costs.”

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

“Unscheduled OT or Emergency calls requires immediate response by qualified on-call personnel. If an emergency situation warrants additional support due to risk and degree of issue, supervisors and or managers are contacted accordingly to discuss and determine not only the best method to mitigate the issue at the time, however, to do so with consideration of efficiency and cost. There are emergency scenarios whereby the issue can be and is “stabilized”. Then addressed / resolved during normal business hours, thereby minimizing OT expenses.

Scheduled OT or planned maintenance is discussed prior to implementation by respective supervisors and managers to determine the need, manpower, target and expectation of completion. Scheduled OT cost can vary per region / shop based on these factors;

- Number of 24/7 operating facilities and type
- Type of building
- Age and Condition
- Geographic location
- Seasonal Events

The MSD uses the attached “Overtime Justification Form” and “Overtime Regional Chart” to assist in managing OT. These documents are generally reviewed and discussed per pay-period.”

Overtime Monitoring Report 2019-001

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

“The MSD has managerial meetings each pay-period to review, discuss, monitor, track OT. These meetings review the attached “Overtime Entries Report” and “Overtime Staff Report”. The “Entries” report provides specific information regarding the individuals performing the OT task per maintenance shop, the time involved, building location, and date, with task description / scope of work. The “Staff” report illustrates each employee, per shop with the accumulative OT hours generated for a specific pay-period.

In addition, supervisors and manager receive daily OT Emergency after-hours reports from county after-hours service vendor. These daily emails are reviewed for follow-up discussion on a daily basis and shared with senior management as seen fit by regional-level managers.”

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

“The MSD currently performs and is evaluating the following to reduce OT costs

- Utilize whatever financial resources are available to strategically mitigate facility risk and OT costs in the form of capital improvements and major repairs. Example; a multitude of roof replacements will minimize water intrusion during heavy rains. Hence, in turn will significantly reduce OT expenses to mitigate damages on multiple occasions.
- Install Security Systems as financially feasible to deter theft, vandalism, graffiti to minimize the OT cost to respond and mitigate.
- Adjust personnel FLSA scheduling (as possible without diminishing current services) to provide additional weekend and or evening shifts to reduce the need for on-call personnel/ OT response in some areas.”