



Fiscal Year 2020-21
Full Transparency
Countywide
Overtime Monitoring

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Auditor-Controller

*“Creating Value and
Making a Difference”*

Overtime Monitoring Report

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EXECUTIVE SUMMARY

In Fiscal Year 2020-21, one hundred eleven million dollars (\$111,113,815) in overtime was incurred by county departments. Eleven 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 Riverside County Sheriff's Department (Sheriff), RUHS – Medical Center, Department of Public Social Services (DPSS), RUHS – Public Health, Probation Department (Probation), Riverside County District Attorney (DA), Riverside County Fire Department (Fire), Riverside University Health System (RUHS) – Behavioral Health, Riverside County Emergency Management Department (Emergency Management), Riverside County Information Technology (RCIT), and Riverside University Health System (RUHS) – Community Health Clinics. Two additional departments, Riverside County Assessor County Clerk-Recorder and Riverside County Transportation and Land Management Agency were also selected for monitoring based on the criteria of overtime expense exceeding fifty percent (50%) of prior year overtime expense along with Riverside County Housing, Homelessness, Workforce Solutions since it has been on a steady overtime cost increase year over year. In addition to the overtime costs that was paid to county employees, we have also included costs for overtime hours that were banked¹ through the fiscal year. These costs were converted from hours to overtime costs using the hourly rate paid to respective county employees and is reflected in the total overtime cost documented throughout this report. See *Schedule A* for a complete list of overtime, and the percentage of overtime to total salaries and benefits by department for Fiscal Year 2020-21.

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.

¹ Banked overtime refers to the hours worked by county employees, accumulated at one and a half times the hours worked by respective employees, and used in the future at the choosing of the employee. These hours are paid at the regular hourly rate.

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In calendar year 2020, the number of Riverside County employees earning at least 50% of their base pay in overtime totaled 311, with the highest employee earning 145% of their base pay in overtime (See Schedule B for the list of employees). Overtime is an area of high fraud risk that needs continuous monitoring and strong internal controls.

This report also includes charts to compare actual versus budgeted overtime. These charts can be used as a tool to determine if departments are accurately budgeting based on historical trends of actual overtime expenses.

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

Eleven Riverside County departments with reported overtime in excess of \$1 million and three with overtime increase in excess of fifty percent of previous year overtime costs 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.

This report includes overtime, salary and total labor costs paid by county departments as well as any accrued overtime balances (in dollars) that will be of impact (in the future) in cost to the county.

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RIVERSIDE COUNTY SHERIFF'S DEPARTMENT

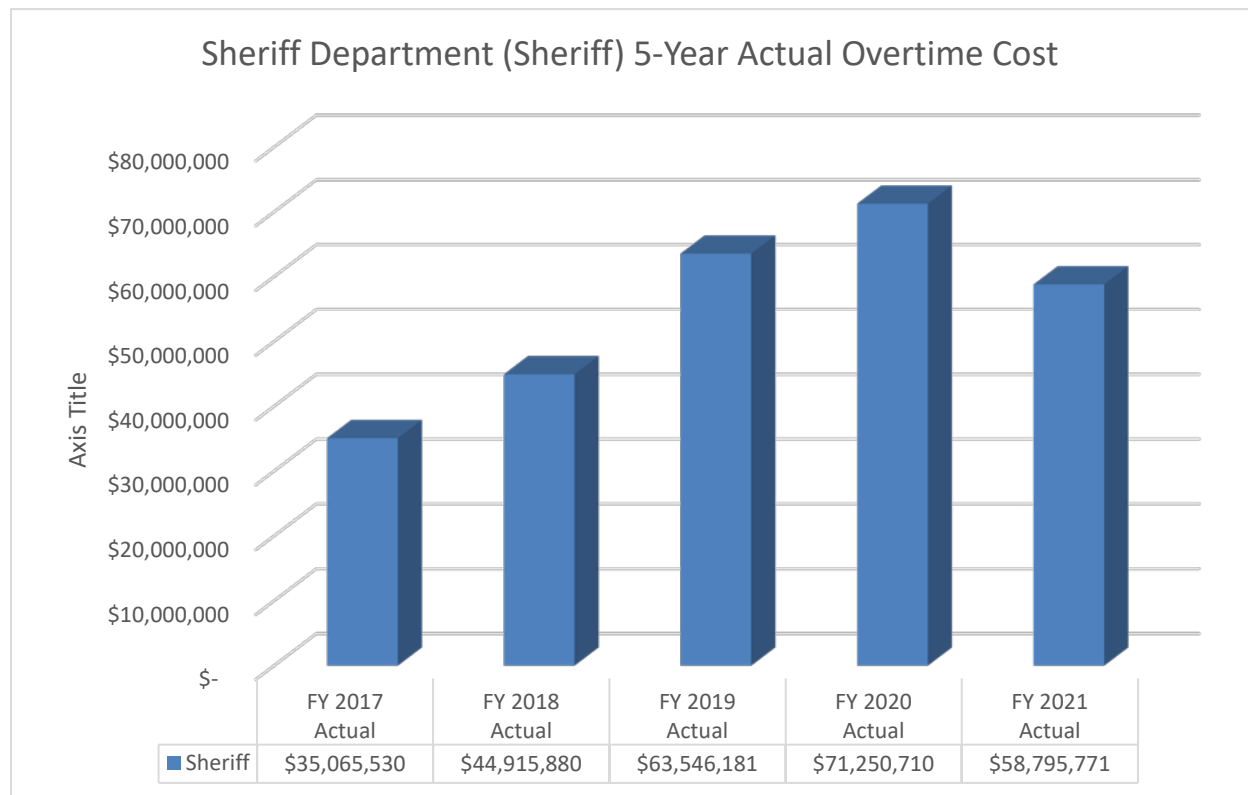
The Riverside County Sheriff's Department (Sheriff) is a public safety agency with 4,905 authorized positions including law enforcement professionals, administrative and support staff, with a combined budget of over \$825 million in fiscal year 2020-21. The Sheriff provides court security, civil process 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 2020-21, the Sheriff reported \$620,493,943 in labor costs, of which \$58,795,771, or 9.5%, was incurred for paid overtime. This was a decrease of \$12,454,935 or -17.5%, less than the overtime expense of \$71,250,710 for fiscal year 2019-20. Furthermore, of the 311 employees who earned at least 50% of their base pay in overtime, 227 or 73% are Sheriff employees earning an average of 70% over their base pay in overtime, with the highest earning 145% over base pay.

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



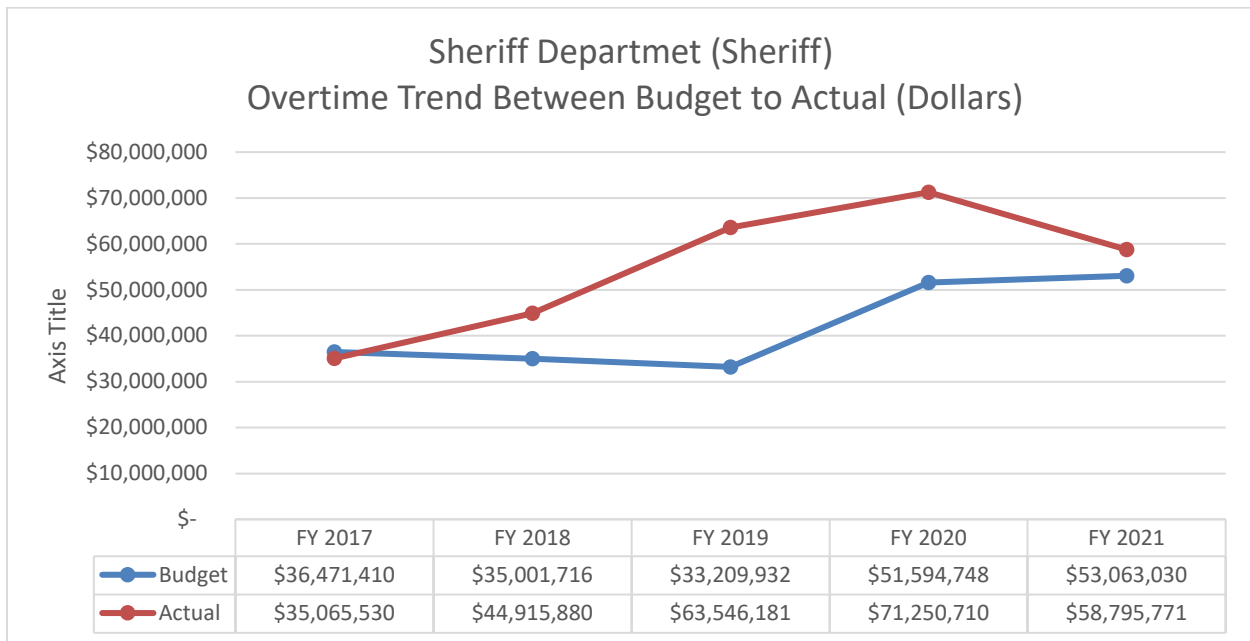
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Table 1. The Sheriff's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 557,846,100	\$ 544,401,119	\$ 562,327,237	\$ 617,778,021	\$ 620,493,943
Regular Salaries	\$ 331,339,547	\$ 312,784,557	\$ 305,578,440	\$ 319,345,145	\$ 313,501,895
Overtime Paid	\$ 33,257,604	\$ 43,065,379	\$ 61,439,718	\$ 68,550,553	\$ 56,162,664
Overtime Banked	\$ 1,807,925	\$ 1,850,502	\$ 2,106,463	\$ 2,700,157	\$ 2,633,107
Total Overtime	\$ 35,065,530	\$ 44,915,880	\$ 63,546,181	\$ 71,250,710	\$ 58,795,771
Overtime % to Total Labor	6.3%	8.3%	11.3%	11.5%	9.5%
Overtime % to Regular Salary	10.6%	14.4%	20.8%	22.3%	18.8%
Overtime \$ Change From Prior FY		\$ 9,850,351	\$ 18,630,301	\$ 7,704,528	\$ (12,454,938)
Overtime % change from prior FY		28.1%	41.5%	12.1%	-17.5%

* Includes all benefits and labor taxes paid.

Graph 2. The Sheriff's comparison between budgeted vs. actual overtime expense in dollars.



Sheriff's response to overtime inquiry:

"On July 21st, 2021, we received email correspondence from your office in which there was an inquiry regarding our Department's monitoring of overtime usage. We were asked to respond to the following three questions:

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1. What management controls exist to limit the use of overtime to emergency and non-routine purposes that are critical to department operational goals?
2. What monitoring controls do you have to prevent the abuse of overtime?
3. What plans, if any, does your department have to reduce overtime costs?

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. 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 21/22 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 events fall into the non-reimbursed category but were budgeted for and monitored accordingly and did not impact Net County 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.

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. As a result of ongoing Department efficiencies, non-reimbursed overtime was approximately \$8 million dollars less than in FY 19/20.

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 – MEDICAL CENTER

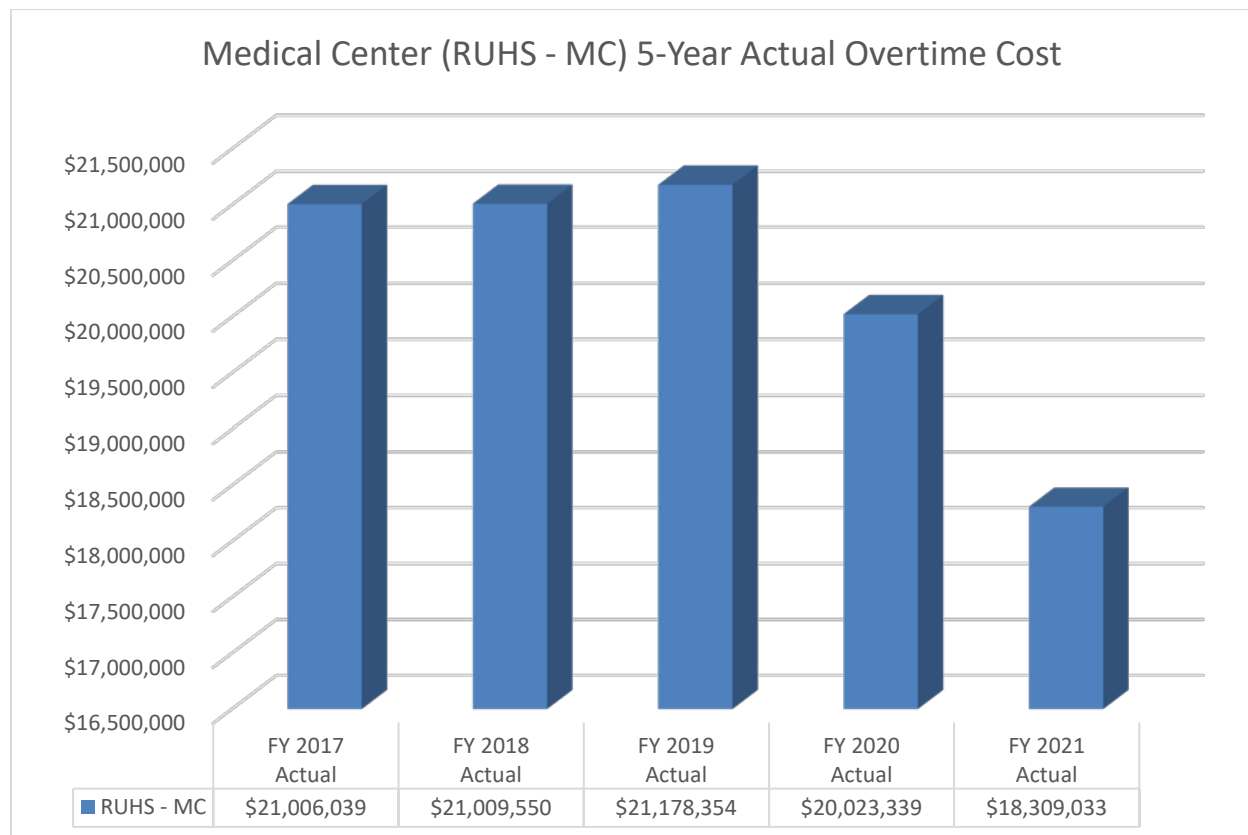
The Riverside University Health System – Medical Center (RUHS-MC) is a full-service hospital offering occupational and physical therapy, complete laboratory testing, pulmonary treatment and diagnostic services. As a 439-bed teaching hospital located in the City of Moreno Valley, the Medical Center offers training programs for nursing students, medical residents, and allied health professionals. Medical services were provided by 3,671 authorized positions with a budget of \$735 million in fiscal year 2020-21.

In fiscal year 2020-21, RUHS-MC reported \$388,628,905 in labor costs, of which \$18,309,033, or 4.7%, was incurred for paid overtime. This was a decreased of \$1,714,307, or -8.6%, less than the overtime expense of \$20,023,339 for fiscal year 2019-20. Furthermore, of the 311 employees who earned at least 50% of their base pay in overtime, 40 or 13% are RUHS-MC employees earning an average of 65% over their base pay in overtime, with the highest earning 139% over base pay.

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



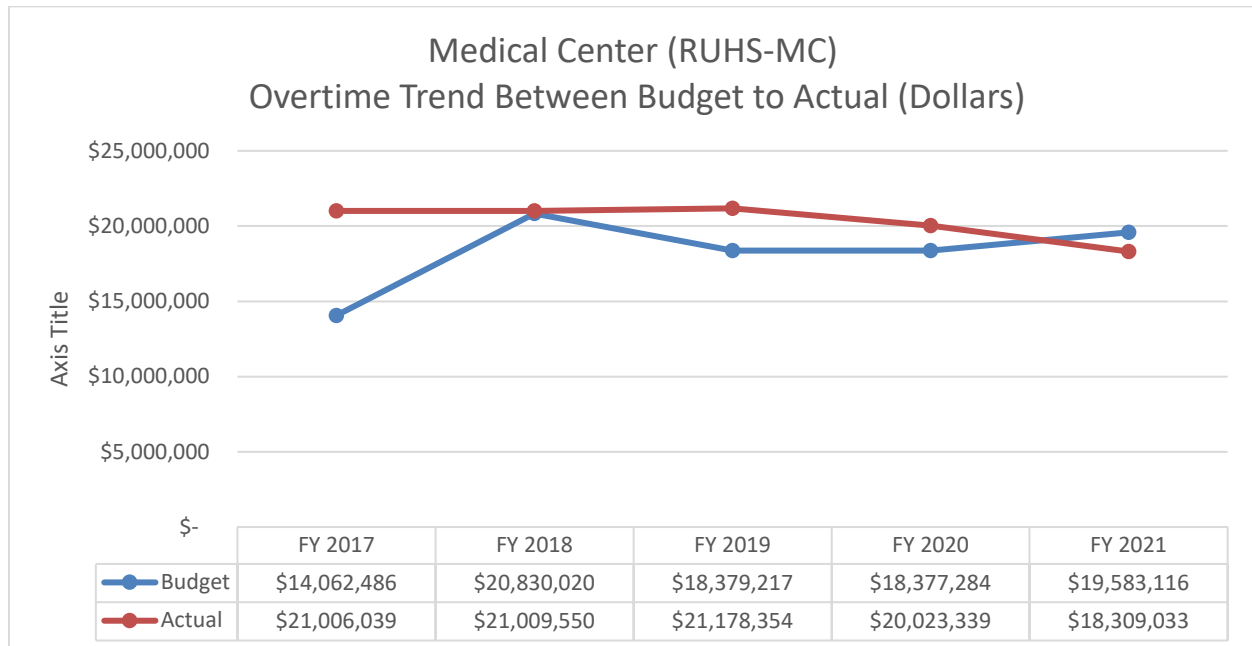
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Table 2. RUHS-MC's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 360,640,607	\$ 419,207,189	\$ 442,731,427	\$ 478,004,611	\$ 388,628,905
Regular Salaries	\$ 202,048,370	\$ 214,816,174	\$ 231,519,232	\$ 243,433,649	\$ 241,968,701
Overtime Paid	\$ 20,032,926	\$ 20,506,800	\$ 20,861,320	\$ 19,830,398	\$ 18,088,602
Overtime Banked	\$ 973,113	\$ 502,750	\$ 317,034	\$ 192,941	\$ 220,431
Total Overtime	\$ 21,006,039	\$ 21,009,550	\$ 21,178,354	\$ 20,023,339	\$ 18,309,033
Overtime % to Total Labor	5.8%	5.0%	4.8%	4.2%	4.7%
Overtime % to Regular Salary	10.4%	9.8%	9.1%	8.2%	7.6%
Overtime \$ Change From Prior FY		\$ 3,511	\$ 168,803	\$ (1,155,014)	\$ (1,714,307)
Overtime % change from prior FY		0.0%	0.8%	-5.5%	-8.6%

* Includes all benefits and labor taxes paid.

Graph 4. RUHS-MC's comparison between budgeted vs. actual overtime expense in dollars.



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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 2021.

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

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 negative trends are noted, managers are asked to explain any significant variances and develop a plan of correction.

2. What monitoring controls 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 Finance Director also monitors overtime daily and by pay period to safeguard that the facilities overtime is within 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 Medical Center the ability to decrease overtime consistently for each of the last three years despite rising labor costs when based on patient volumes. The overtime costs as a percent of regular labor costs have decreased from 4.4% two years ago, to 4.1% last year, and are at 3.6% this fiscal year.

Due to the structure of the pay system, the facility is reaching a floor in overtime hours. We will continue to keep overtime at a minimum by guaranteeing all overtime used is necessary."

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DEPARTMENT OF PUBLIC SOCIAL SERVICES

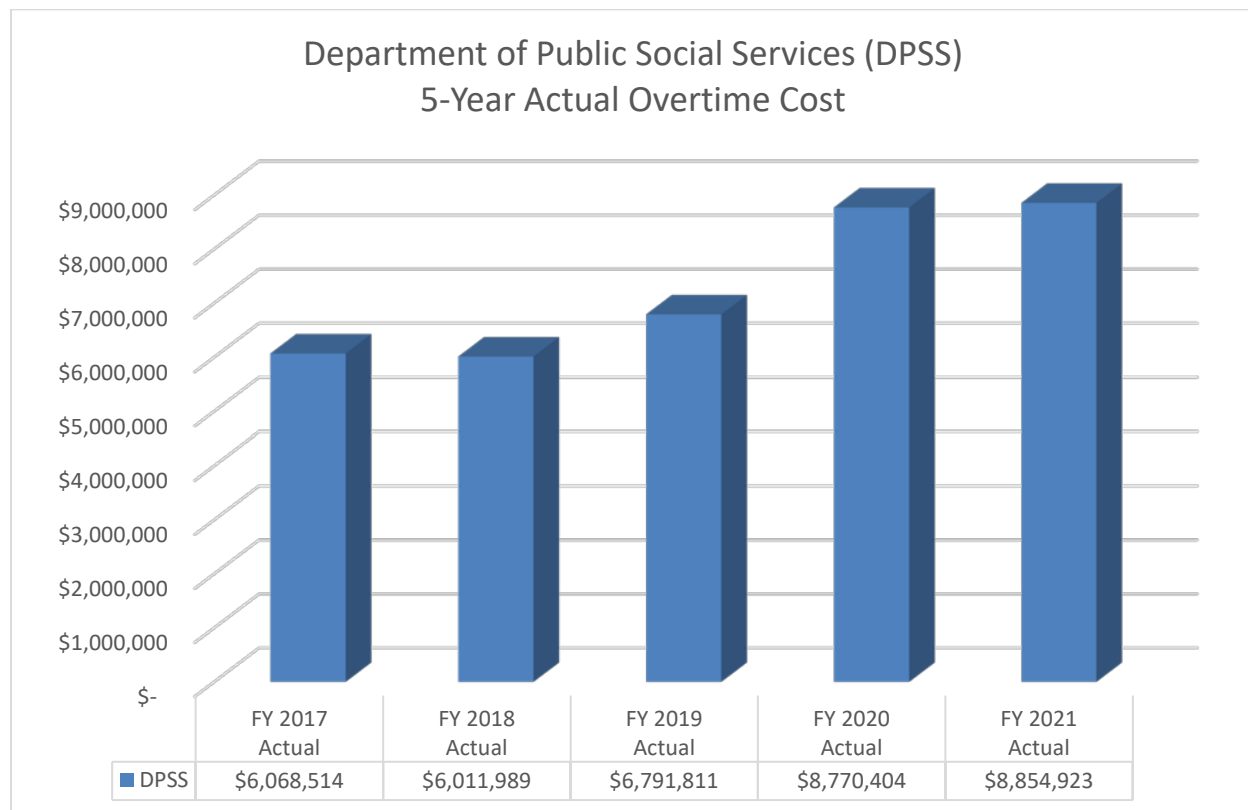
The Department of Public Social Services (DPSS) provides federal and state mandated services and assistance with offices throughout Riverside County. The department is comprised of five divisions as follows: Administrative Services, Adult Services, Children's Services, Self-Sufficiency and Public Authority. In fiscal year 2020-21, the department had over \$1.1 billion combined budget and 4,971 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 2020-21, DPSS reported \$ 367,670,797 in labor costs, of which \$8,854,923, or 2.4% was incurred for paid overtime. This was an increase of \$84,520, or 1% more than the overtime expense of \$8,770,404 for fiscal year 2019-20. Furthermore, of the 311 employees who earned at least 50% of their base pay in overtime, 10 or 3% are DPSS employees earning an average of 61% over their base pay in overtime, with the highest earning 75% over base pay.

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



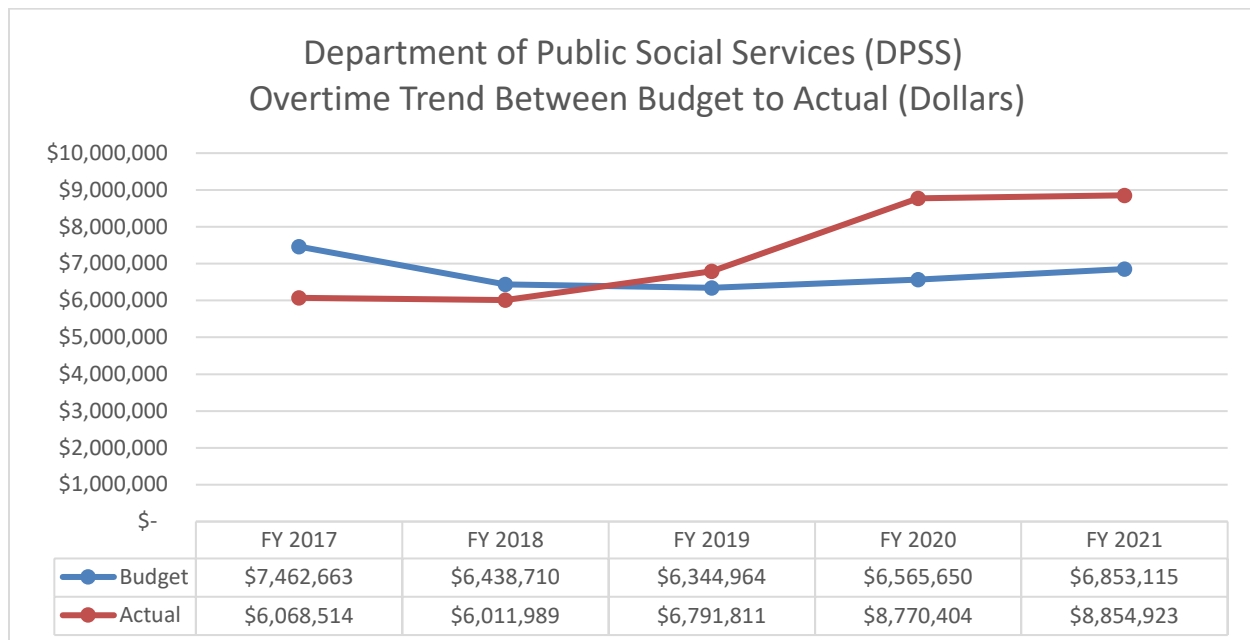
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Table 3. DPSS' total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 342,210,474	\$ 332,720,391	\$ 338,609,725	\$ 355,477,162	\$ 367,670,797
Regular Salaries	\$ 219,659,958	\$ 213,918,398	\$ 215,687,745	\$ 219,599,997	\$ 222,411,140
Overtime Paid	\$ 5,513,294	\$ 5,437,201	\$ 6,367,041	\$ 8,506,739	\$ 8,606,263
Overtime Banked	\$ 555,219	\$ 574,788	\$ 424,770	\$ 263,665	\$ 248,661
Total Overtime	\$ 6,068,514	\$ 6,011,989	\$ 6,791,811	\$ 8,770,404	\$ 8,854,923
Overtime % to Total Labor	1.8%	1.8%	2.0%	2.5%	2.4%
Overtime % to Regular Salary	2.8%	2.8%	3.1%	4.0%	4.0%
Overtime \$ Change From Prior FY		\$ (56,524)	\$ 779,822	\$ 1,978,592	\$ 84,520
Overtime % change from prior FY		-0.9%	13.0%	29.1%	1.0%

Includes all benefits and labor taxes paid

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



DPSS's response to overtime inquiry:

"The below information is in response to your request, dated July 9, 2021, regarding the use of overtime during the 2020-2021 fiscal year:

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The Department of Public Social Services (DPSS) utilized overtime to mitigate workload associated with continuing high caseload levels, much of which was the result of the COVID-19 Pandemic. DPSS continues to experience high caseloads in the Medi-Cal, CalFresh, General Assistance, In-Home Supportive Services, Adult Protective Services, and Children Services programs. 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. High attrition rates have caused gaps in workload which were temporarily bridged through the use of overtime. Finally, DPSS helped with the county-wide response to COVID-19, including the emergency operations center and vaccination assistance hotlines, which contributed to overtime levels for the reporting period.

Internal controls to ensure proper authorization and utilization of overtime include management review and preapproval of overtime requests. 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 employee retention to meet workload demands and the statutory requirements associated with our programs. Additionally, the department continues to pursue business process changes and utilize technology to achieve efficiencies in managing workloads. For the report period, hours charged to overtime decreased by 9.9% when compared to the prior fiscal year. To also put this in context, overtime expenditures represent only 3.75% 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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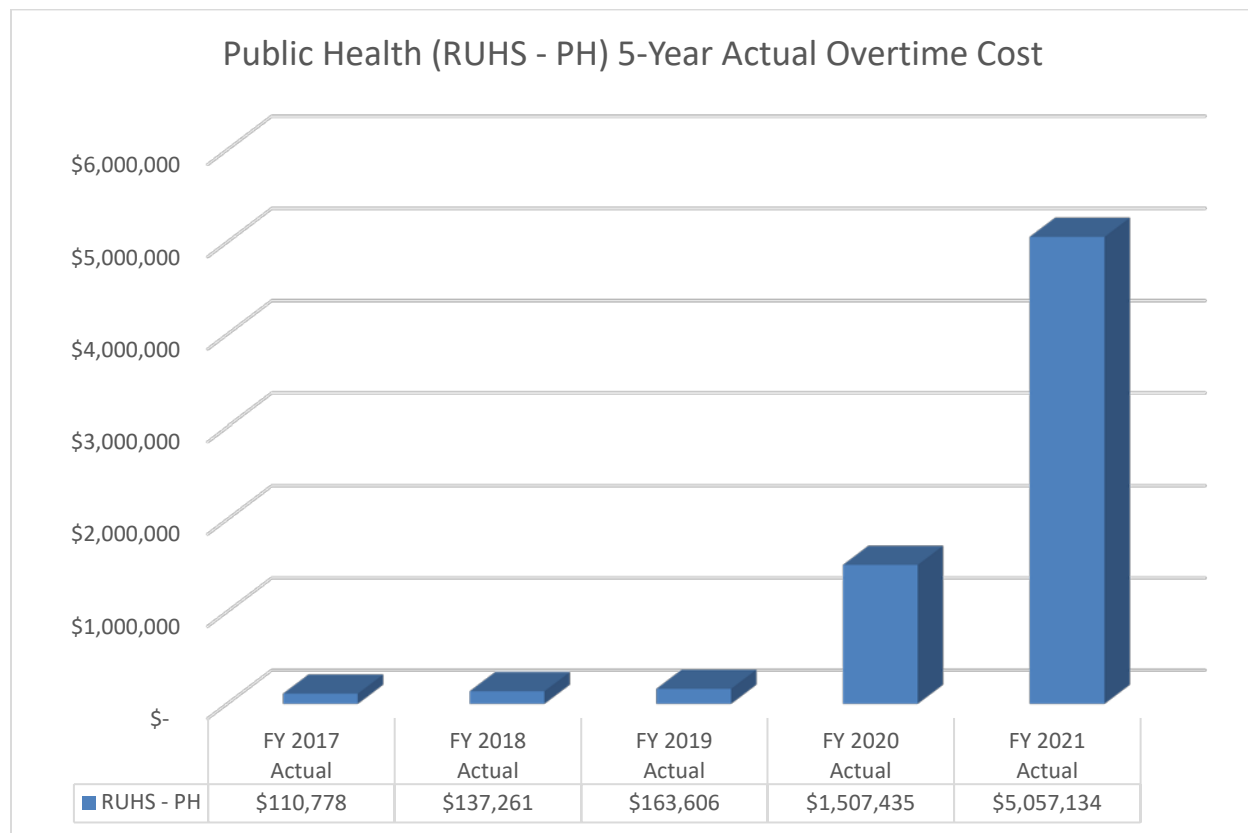
RIVERSIDE UNIVERSITY HEALTH SYSTEM – PUBLIC HEALTH

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 805 authorized positions with a budget of over \$85 million in fiscal year 2020-21.

In fiscal year 2020-21, Public Health reported \$88,450,484 in labor costs, of which \$5,057,134, or 5.7%, was incurred for paid overtime. This was an increase of \$3,549,699, or 235.5% more than the overtime expense of \$1,507,435 for fiscal year 2019-20. 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 7. Overtime expense incurred by RUHS-PH for the most recent five fiscal years.



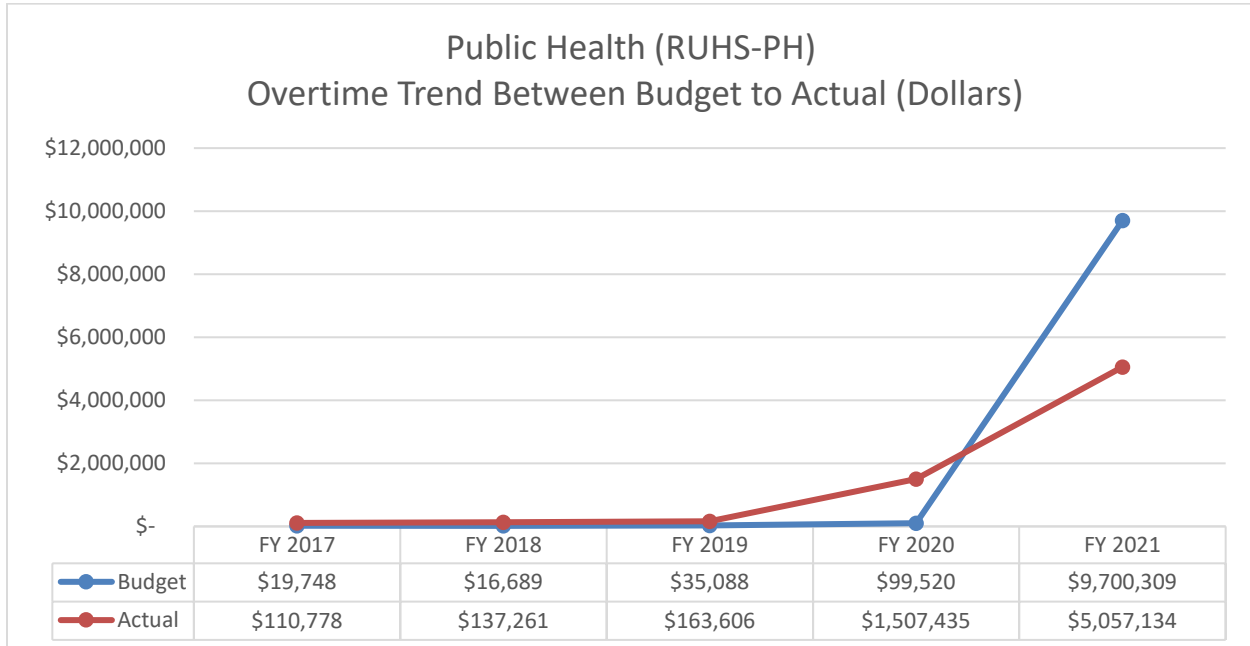
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Table 4. RUHS-PH's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 59,508,041	\$ 60,920,239	\$ 60,636,923	\$ 65,213,168	\$ 88,450,484
Regular Salaries	\$ 39,328,364	\$ 40,018,455	\$ 39,717,255	\$ 40,669,367	\$ 40,650,440
Overtime Paid	\$ 102,263	\$ 130,105	\$ 161,249	\$ 1,505,346	\$ 5,053,407
Overtime Banked	\$ 8,515	\$ 7,157	\$ 2,357	\$ 2,090	\$ 3,727
Total Overtime	\$ 110,778	\$ 137,261	\$ 163,606	\$ 1,507,435	\$ 5,057,134
Overtime % to Total Labor	0.2%	0.2%	0.3%	2.3%	5.7%
Overtime % to Regular Salary	0.3%	0.3%	0.4%	3.7%	12.4%
Overtime \$ Change From Prior FY		\$ 26,483	\$ 26,345	\$ 1,343,829	\$ 3,549,699
Overtime % change from prior FY		23.9%	19.2%	821.4%	235.5%

* Includes all benefits and labor taxes paid.

Graph 8. 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

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tracing; data analysis; and coordination with skilled nursing facilities, hospitals, schools, cities, community-based organizations and other 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 state and federal grant funding."

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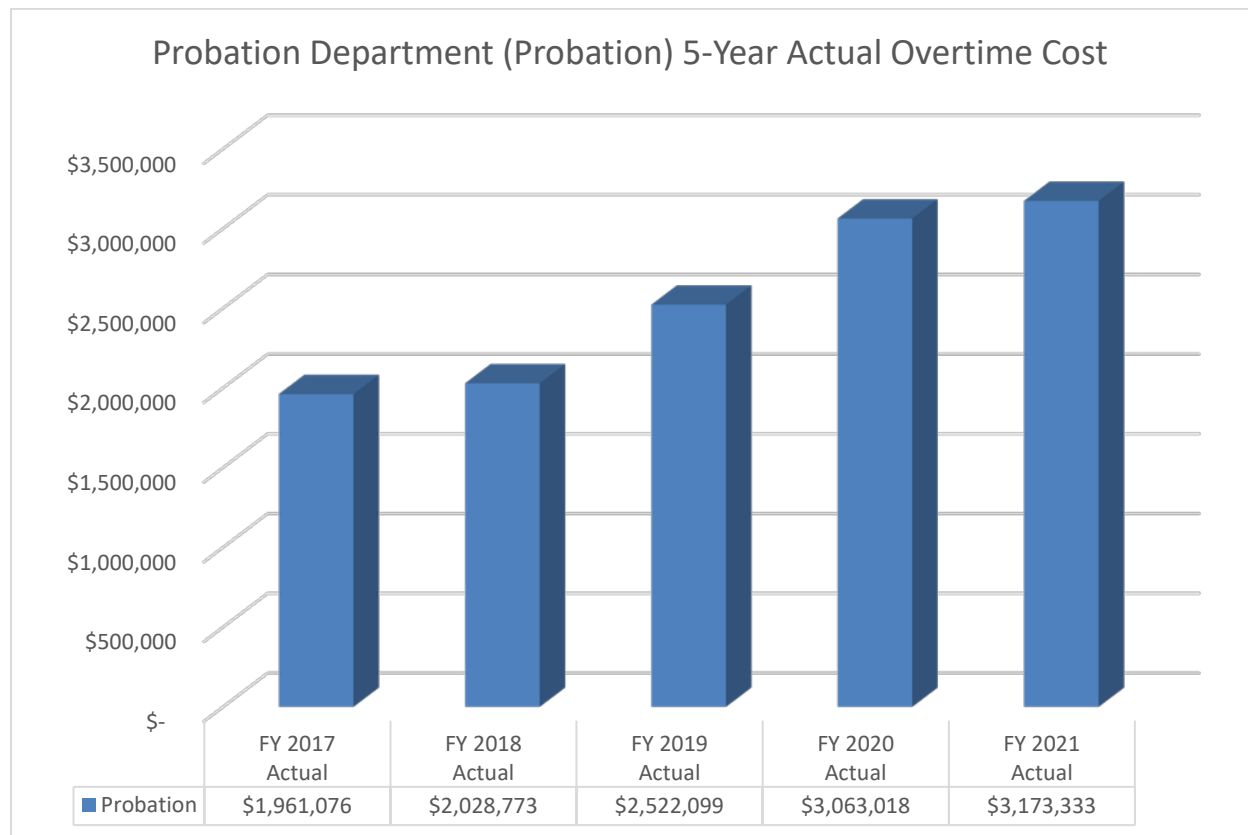
PROBATION DEPARTMENT

The Probation Department had 918 authorized positions with a combined budget of over \$142 million in fiscal year 2020-21. 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 2020-21, Probation reported \$90,694,649 in labor costs, of which \$3,173,333, or 3.5%, was incurred for paid overtime. This was an increase of \$110,315, or 3.6% more than the overtime expense of \$3,063,018 for fiscal year 2019-20. 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 9. Overtime expense incurred by Probation for the most recent five fiscal years.



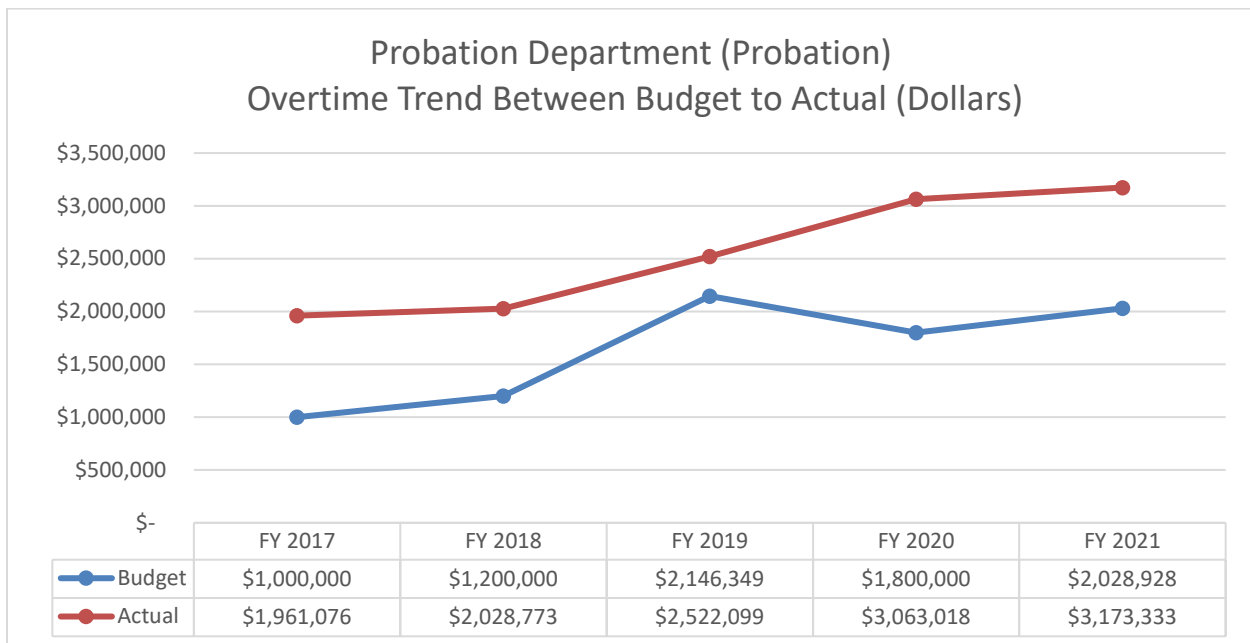
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Table 5. Probation's total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 94,691,141	\$ 92,480,514	\$ 90,570,904	\$ 92,333,908	\$ 90,694,649
Regular Salaries	\$ 60,311,460	\$ 58,488,585	\$ 55,611,257	\$ 53,862,187	\$ 51,332,089
Overtime Paid	\$ 1,651,582	\$ 1,722,036	\$ 2,148,401	\$ 2,694,816	\$ 2,773,499
Overtime Banked	\$ 309,494	\$ 306,737	\$ 373,698	\$ 368,203	\$ 399,834
Total Overtime	\$ 1,961,076	\$ 2,028,773	\$ 2,522,099	\$ 3,063,018	\$ 3,173,333
Overtime % to Total Labor	2.1%	2.2%	2.8%	3.3%	3.5%
Overtime % to Regular Salary	3.3%	3.5%	4.5%	5.7%	6.2%
Overtime \$ Change From Prior FY		\$ 67,697	\$ 493,326	\$ 540,919	\$ 110,315
Overtime % change from prior FY		3.5%	24.3%	21.4%	3.6%

*Includes all benefits and labor taxes paid.

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



Probation's response to overtime inquiry:

"As disclosed in your letter dated July 9, 2021, and according to your office's collected data from July 1, 2020 through June 30, 2021, Probation Department staff recorded actual overtime costs

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of \$2,892,832, a 7% increase from fiscal year 2019/20. 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 921 authorized positions with a current department wide vacancy rate of 16.50%, or 152 positions, a decrease from the previous overtime audit response vacancy rate of 26.94%, or 295 positions. The current vacancies are allocated as follows:

Juvenile Institutions - 321 authorized positions, vacancy rate - 19.00%* (61 positions) Field Services - 501 authorized positions, vacancy rate - 14.97%* (75 positions) Administration - 99 authorized positions, vacancy rate - 16.16%* (16 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 2020/21, the department had a total of 1,186 applicants for its Probation Correction Officer and Deputy Probation Officer positions, which is a reduction of 50% from prior fiscal years applicants. Of the 1,186 applicants 341 were tested and 27 applicants were successfully hired. Throughout the fiscal year the department has had a net increase of 27 vacant positions.

Overtime Budget and Oversight

In fiscal year 2020/21 Probation Department budgeted overtime of \$2.03M included

\$1.6M, or 79% for Juvenile Institutions. The remaining portion of the \$0.43M budgeted overtime is allocated to Field Services \$0.38M 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 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

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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 Budget Units: Approximately 44% of the Field Services overtime expenditures are reimbursed via outside funding and other revenue streams. For the Field Services budget unit, the overtime expenditures are for specialized operations, such as the Public Safety Realignment (AB109), Community Corrections Performance Incentive Act (CCPIA), Youthful Offender Block Grant (YOBG) Aftercare Program, and JJCPA-Successful Short-Term Supervision (SSTS) operations, which are funded via grant allocations and reimburse the Probation Department for overtime activities.

Administration Budget Units: Approximately 17% of the Administrative overtime expenditures are reimbursed via other revenue streams such as AB109, CCPIA, and JJCPA operations. The remaining overtime expenditures for the Administration budget unit are for various operations 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 19.00%, 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

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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 19% of the overtime expenditures are reimbursed via outside funding and other revenue streams (i.e. Standards for Training and Corrections "STC" and YOBG). 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 and 2020/21, 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 10% increase in overtime costs. The department is currently tracking the overtime costs and has been reimbursement through the CARES Funding for all current and ongoing increases in overtime costs due to COVID-19. The total overtime reimbursed as of June 30, 2021 was \$283,020.

In summary, the Probation Department continues to be prudent in maximizing available staffing resources 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 \$2,892,832 for fiscal year 2020/ 21, is only 1.99% of the department's budget. In addition, this cost is offset by grant funding and other revenues by approximately 31% or \$889,006 resulting in a net overtime cost of \$2,003,826 which is under the requested budget of \$2.03M 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 Fiscal Year 2020-21

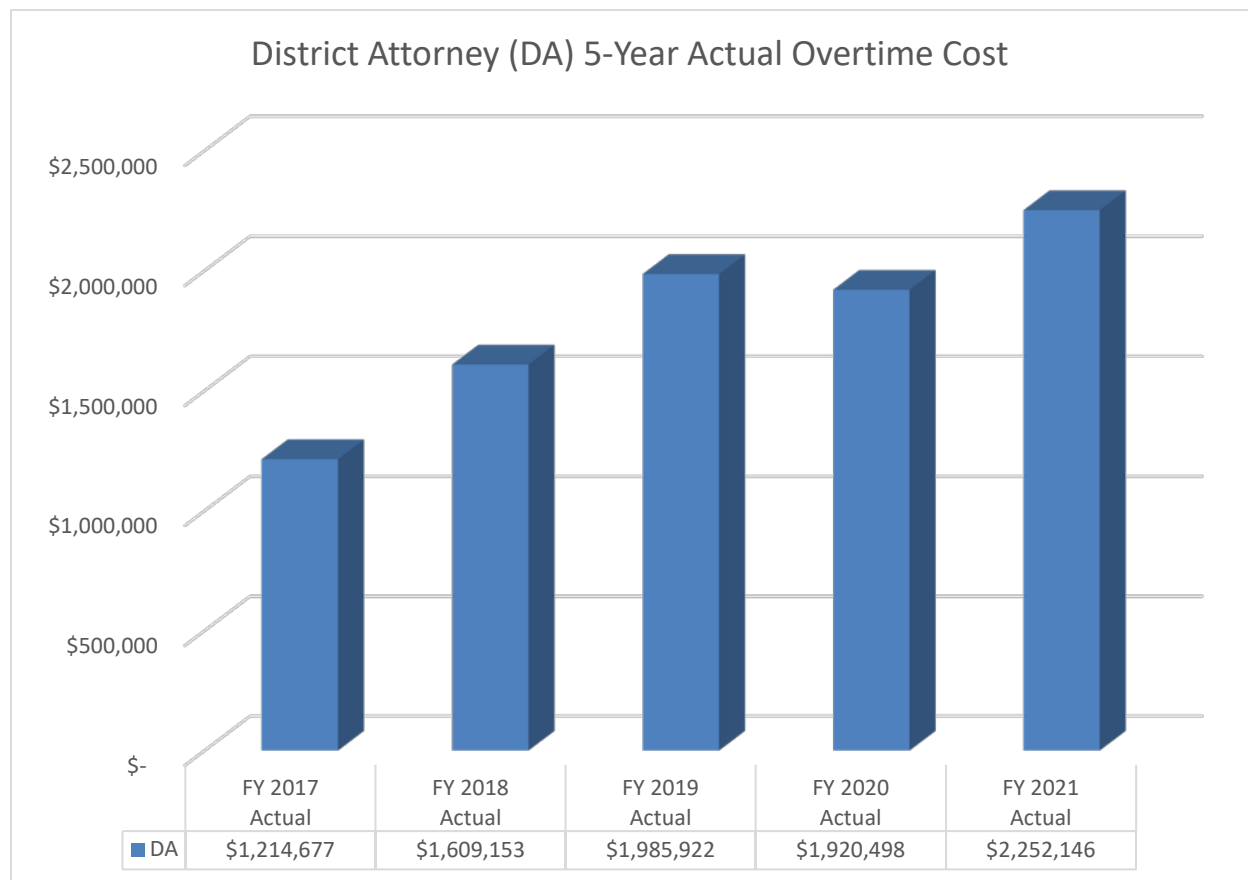
RIVERSIDE COUNTY DISTRICT ATTORNEY

The Riverside County District Attorney (DA) has six offices throughout Riverside County, comprised of 784 authorized positions, including attorneys and support staff, and a budget of over \$138 million in fiscal year 2020-21. The DA provides public protection through criminal prosecution, investigation and victim services.

In fiscal year 2020-21, the DA reported \$115,868,188 in labor costs, of which \$2,252,146, or 1.9%, was incurred for paid overtime. This was an increase of \$331,648, or 17.3% more than the overtime expense of \$1,920,498 for fiscal year 2019-20. 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 11. Overtime expense incurred by DA for the most recent five fiscal years.



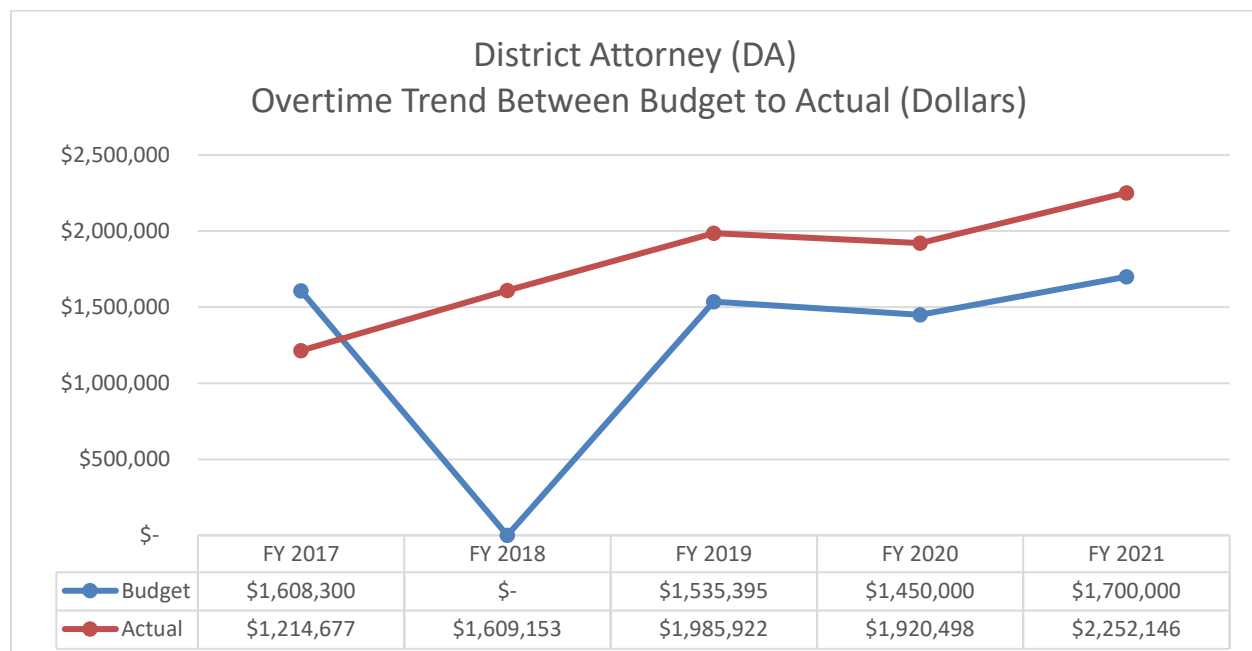
Overtime Monitoring Report Fiscal Year 2020-21

Table 6. 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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 105,695,422	\$ 107,257,599	\$ 109,133,980	\$ 114,502,236	\$ 115,868,188
Regular Salaries	\$ 71,419,712	\$ 71,278,467	\$ 70,487,731	\$ 71,608,203	\$ 70,907,837
Overtime Paid	\$ 1,140,383	\$ 1,553,939	\$ 1,959,197	\$ 1,891,575	\$ 2,210,237
Overtime Banked	\$ 74,294	\$ 55,215	\$ 26,725	\$ 28,923	\$ 41,910
Total Overtime	\$ 1,214,677	\$ 1,609,153	\$ 1,985,922	\$ 1,920,498	\$ 2,252,146
Overtime % to Total Labor	1.1%	1.5%	1.8%	1.7%	1.9%
Overtime % to Regular Salary	1.7%	2.3%	2.8%	2.7%	3.2%
Overtime \$ Change From Prior FY		\$ 394,476	\$ 376,769	\$ (65,424)	\$ 331,648
Overtime % change from prior FY		32.5%	23.4%	-3.3%	17.3%

*Includes all benefits and labor taxes paid.

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



DA's response to overtime inquiry:

"The District Attorney's Office (DAO) is reporting total overtime for the fiscal year ending June 30, 2021 (as of PP14), as \$2,287,041. This represents only 1.9% of DAO total labor costs,

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demonstrating a commitment to the use of overtime only when emergent situations arise. Of this \$2,287,041 a total of \$947,832, or 41%, 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 59% or \$1,339,209.

The DAO's has seen an increase in overtime in FY 2020/21 due to increased criminal activity and reduced staffing levels. As discussed below, DAO's Bureau of Investigation (the Bureau) has deployed Countywide teams and vertically assigned investigators in an effort to stem this criminal activity. The DAO's office has seen an increase in overtime in FY 2020/21 in large part due to the various special operations within the county as a result of increased criminal activity. 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 \$2,287,041 in total OT costs, 91% (or \$2,072,711) was attributable to the Bureau. Of this, 45% (or \$931,366) 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 conducts both primary and supplemental investigative activities (surveillance, search and arrest warrant service, suspect transport, witness interviews, suspect interrogation, witness/attorney/dignitary protection) and provides 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).

GIT, a Bureau led task force, has grown over the past fiscal year to respond to emerging criminal threats. GIT accounts for a significant overtime cost, as that team is deployed to assist multiple agencies throughout Riverside County. These investigations are primarily used to apprehend highly dangerous fugitives that are responsible for significant criminal activity and pose a continuing danger to the citizens of Riverside County. Among the fugitives apprehended by GIT during this fiscal year are over 50 known Homicide Suspects.

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 \$2,287,040 41% (or \$947,832), 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.

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The Net County Cost (NCC) effect after consideration of all of our various federal, state and reimbursement were just under 59% of total OT costs, or \$1,339,209.

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 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 FIRE DEPARTMENT

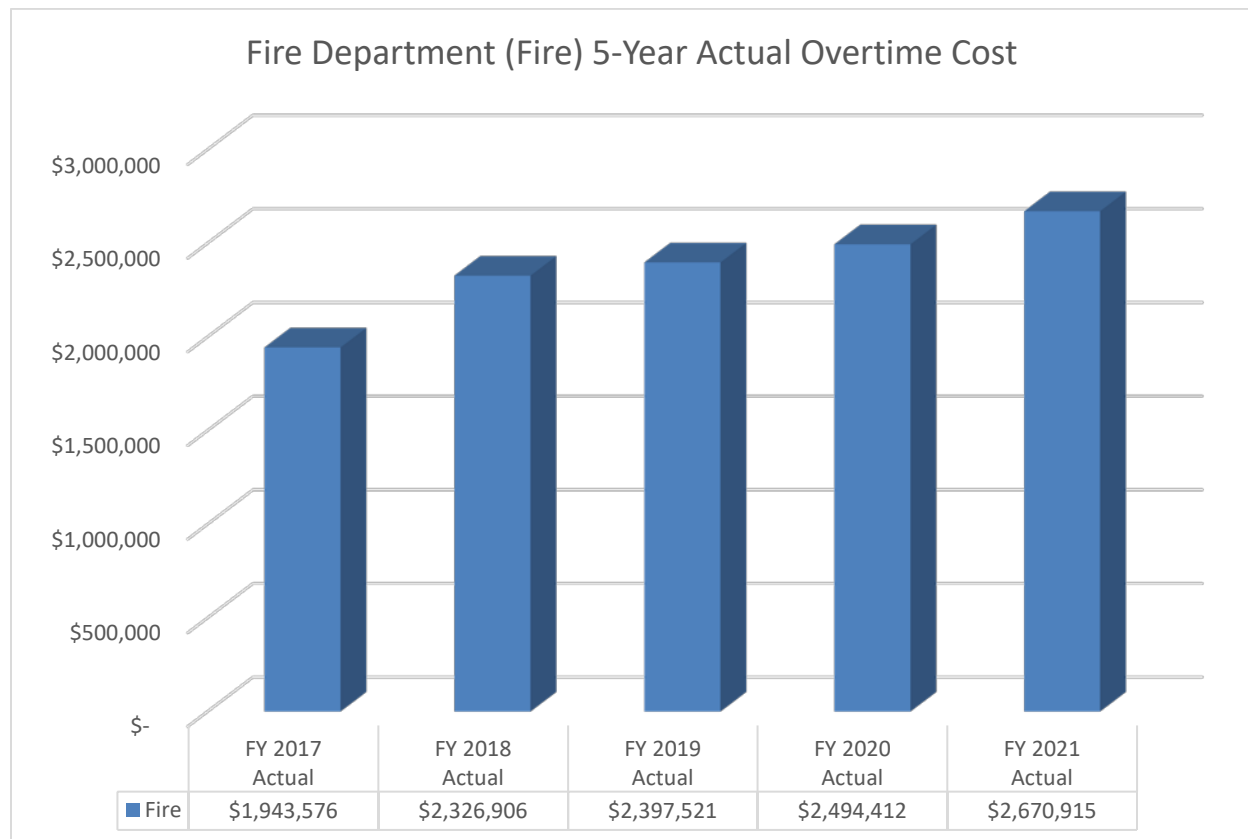
The Riverside County Fire Department (Fire), in cooperation with the California Department of Forestry and Fire Protection, operates ninety-two county, volunteer, city and state fire stations, providing fire protection, fire prevention, rescue and medical emergency services to county unincorporated areas, twenty-one cities and one community services district. The department is comprised of 281 authorized positions with over a \$364 million budget in fiscal year 2020-21.

In fiscal year 2020-21, Fire reported \$29,439,766 in labor costs, of which \$2,670,915, or 9.1%, was incurred for paid overtime. This was an increase of \$176,503, or 7.1% more than the overtime expense of \$2,494,412 for fiscal year 2019-20. Furthermore, of the 311 employees who earned at least 50% of their base pay in overtime, 14 or 5% are Fire employees earning an average of 61% over their base pay in overtime.

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



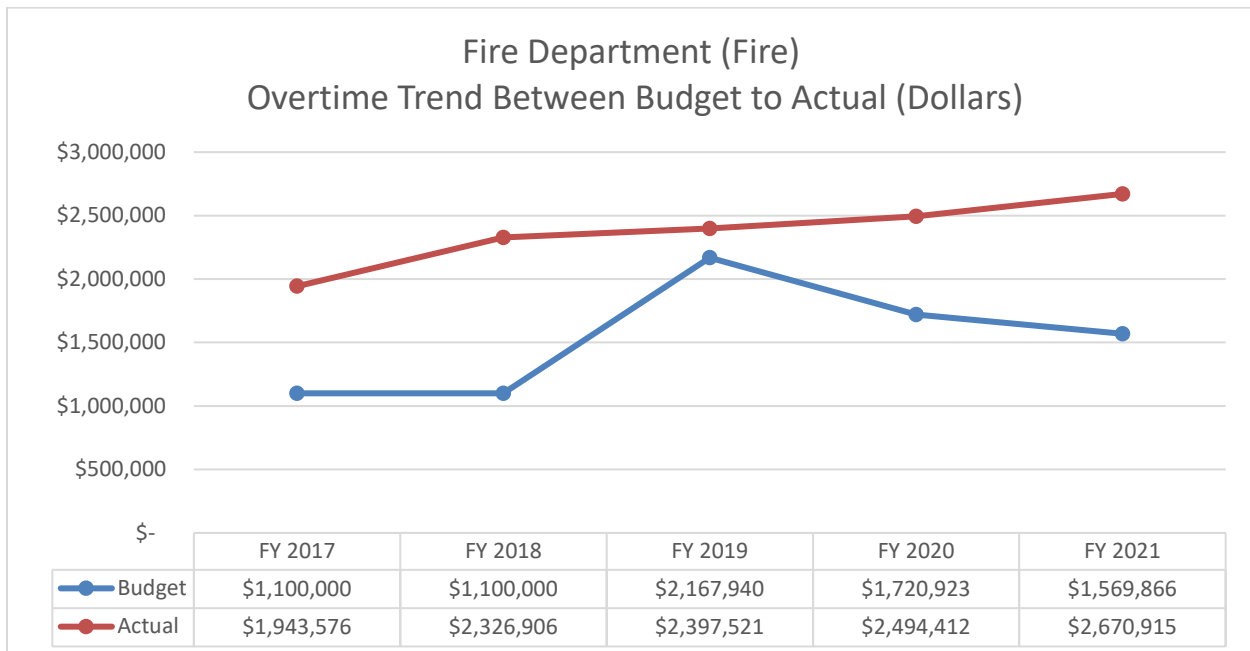
Overtime Monitoring Report Fiscal Year 2020-21

Table 7. 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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 24,817,402	\$ 26,524,424	\$ 27,665,300	\$ 29,626,670	\$ 29,439,766
Regular Salaries	\$ 15,290,491	\$ 16,045,501	\$ 16,443,550	\$ 17,134,353	\$ 16,666,678
Overtime Paid	\$ 1,828,164	\$ 2,206,214	\$ 2,275,079	\$ 2,386,223	\$ 2,528,166
Overtime Banked	\$ 115,413	\$ 120,692	\$ 122,443	\$ 108,189	\$ 142,749
Total Overtime	\$ 1,943,576	\$ 2,326,906	\$ 2,397,521	\$ 2,494,412	\$ 2,670,915
Overtime % to Total Labor	7.8%	8.8%	8.7%	8.4%	9.1%
Overtime % to Regular Salary	12.7%	14.5%	14.6%	14.6%	16.0%
Overtime \$ Change From Prior FY		\$ 383,330	\$ 70,616	\$ 96,891	\$ 176,503
Overtime % change from prior FY		19.7%	3.0%	4.0%	7.1%

* Includes all benefits and labor taxes paid.

Graph 14. Fire's comparison between budgeted vs. actual overtime expense in dollars.



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Fire's response to overtime inquiry:

"In response to your letter dated July 9, 2021, 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 four (4) Fire Communication Dispatcher positions and one (1) Senior Fire Communication Dispatcher position in FY 21/22. These additional positions may mitigate the overtime related to vacancies for the future; however, it will not eliminate the need to use overtime during emergency incidents. We had an average of eight (8) positions or 13% of our ECC workforce vacant for FY 20/21. As of July 2021, we have eleven vacancies, and we continue to hire. The additional budgeted positions may not mitigate our overtime costs because we continued to have a very high turnover during the fiscal year. We continue to collaborate with County Human Resources on recruitment and retention of our dispatchers.

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. 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."

Overtime Monitoring Report Fiscal Year 2020-21

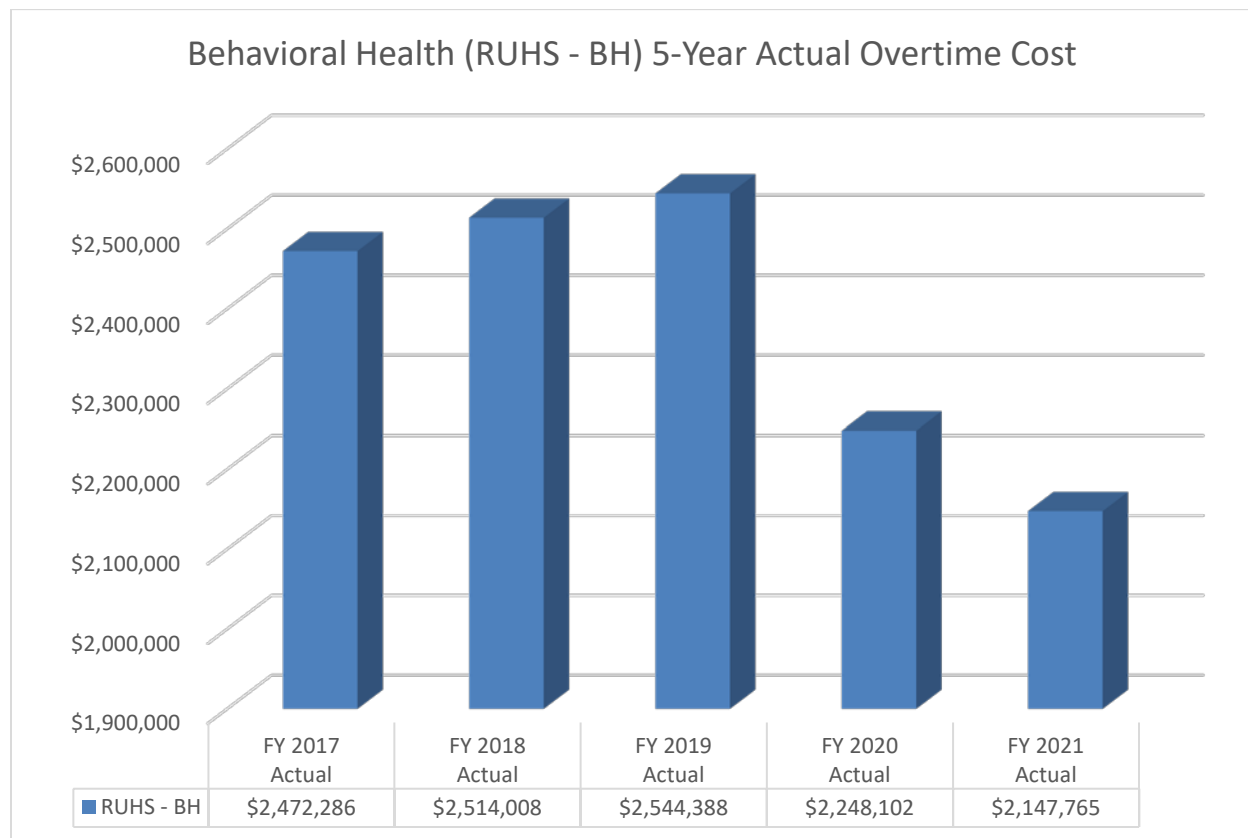
RIVERSIDE UNIVERSITY HEALTH SYSTEM – BEHAVIORAL HEALTH

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 2,149 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 \$562 million in fiscal year 2020-21.

In fiscal year 2020-21, Behavioral Health reported \$173,504,609 in labor costs, of which \$2,147,765, or 1.2%, was incurred for paid overtime. This was a decrease of \$100,337, or -4.5% less than the overtime expense of \$2,248,102 for fiscal year 2019-20. 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 15. Overtime expense incurred by RUHS-BH for the most recent five fiscal years.



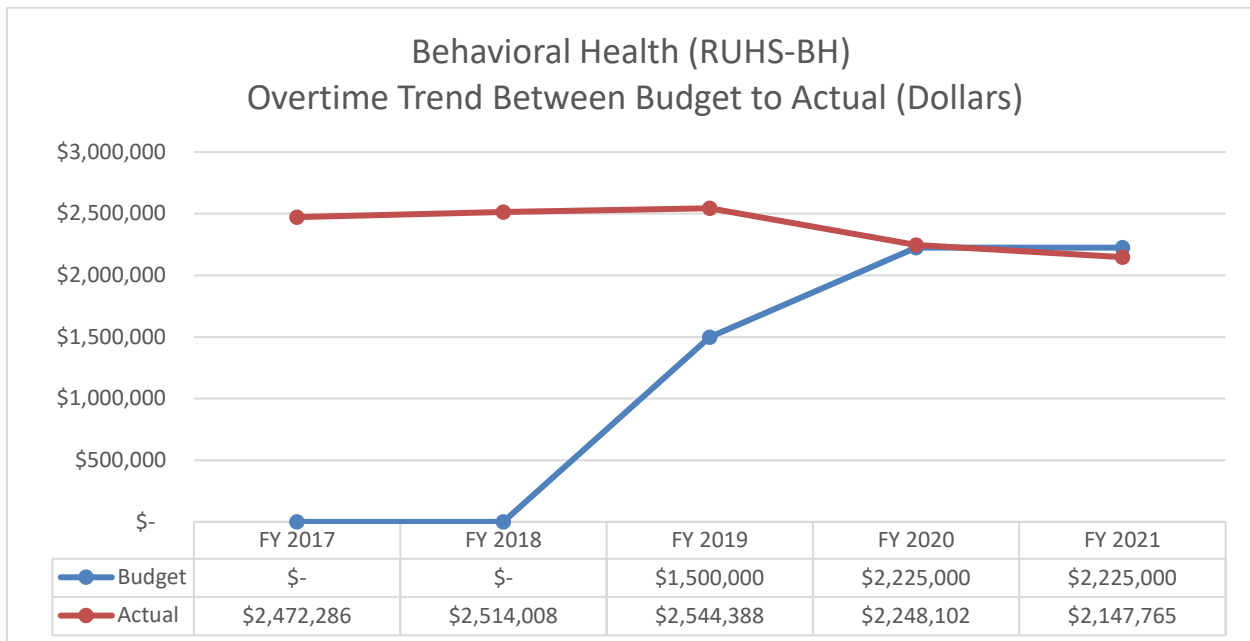
Overtime Monitoring Report Fiscal Year 2020-21

Table 8. 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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 161,278,453	\$ 170,938,599	\$ 171,400,857	\$ 172,144,406	\$ 173,504,609
Regular Salaries	\$ 101,281,174	\$ 107,324,233	\$ 107,441,701	\$ 105,589,514	\$ 103,333,608
Overtime Paid	\$ 2,251,514	\$ 2,264,126	\$ 2,368,066	\$ 2,170,651	\$ 2,034,884
Overtime Banked	\$ 220,772	\$ 249,882	\$ 176,322	\$ 77,451	\$ 112,881
Total Overtime	\$ 2,472,286	\$ 2,514,008	\$ 2,544,388	\$ 2,248,102	\$ 2,147,765
Overtime % to Total Labor	1.5%	1.5%	1.5%	1.3%	1.2%
Overtime % to Regular Salary	2.4%	2.3%	2.4%	2.1%	2.1%
Overtime \$ Change From Prior FY		\$ 41,721	\$ 30,381	\$ (296,286)	\$ (100,337)
Overtime % change from prior FY		1.7%	1.2%	-11.6%	-4.5%

* Includes all benefits and labor taxes paid.

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



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RUHS-BH's response to overtime inquiry:

"In FY 20/21 the Behavioral Health Department (RUHS-BH) recorded overtime amounting to \$2,568,142.

Overtime is utilized in the case of excessive consumer service workload or other emergency use that exceeds the timeframes required for completing the work. \$2,568,142 of overtime was predominately used by Detention, Psychiatric, and Clinical Staff, including Psychiatrists, Clinical Therapists, Behavioral Health Specialists, and Nurses. Approximately \$2.2 million (85%) 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 COUNTY EMERGENCY MANAGEMENT DEPARTMENT

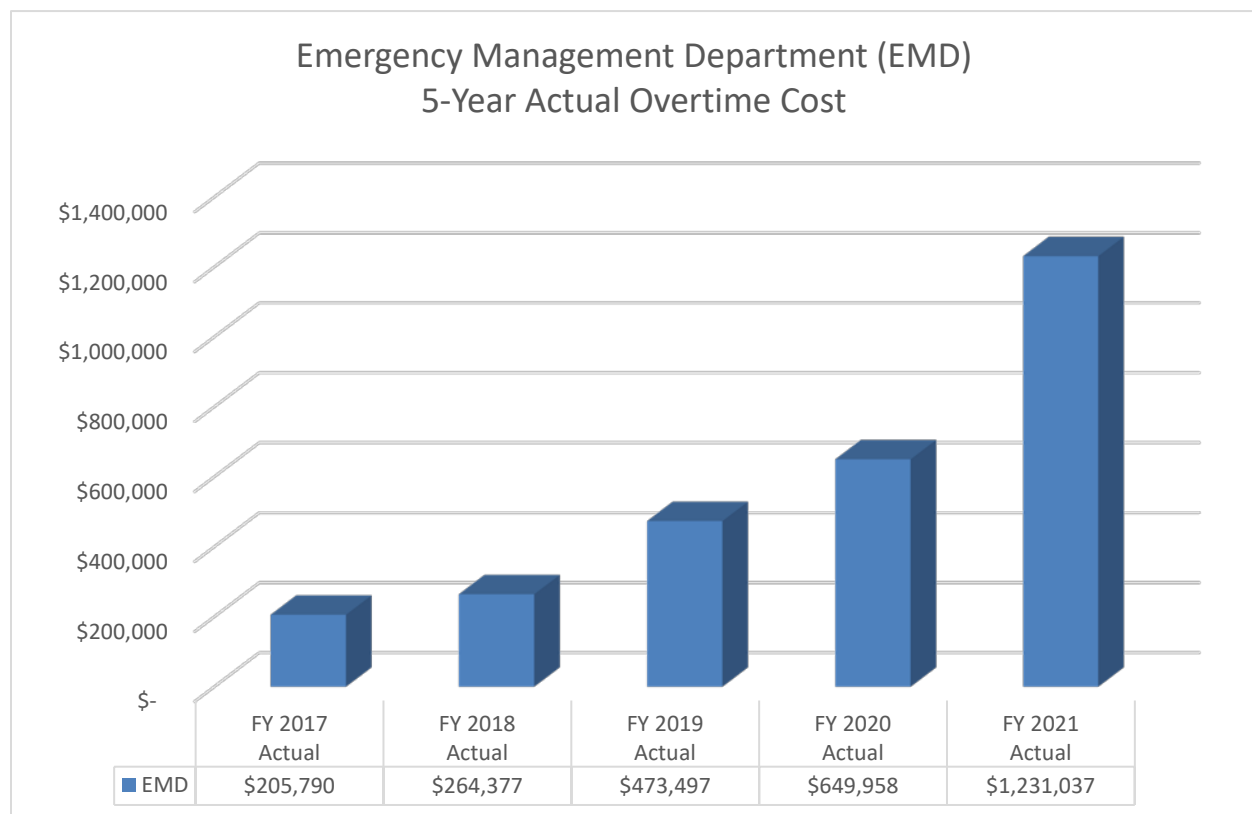
The Riverside County Emergency Management Department (EMD) was established in July of 2015. It has the following four divisions: Business and Finance, Operations, Preparedness, and Riverside County Emergency Medical Services Agency. Through this divisions, the department provides coordination and oversight of emergency management and disaster response services for the residents of the Riverside County. This department is comprised of 77 full-time employees and operates with a budget of \$21,844,120.

In fiscal year 2020-21, the Emergency Management Department reported \$10,238,773 in labor costs, of which \$1,231,037, or 12.0%, was incurred for paid overtime. This was an increase of \$581,079, or 89.5% more than the overtime expense of \$649,958 for fiscal year 2019-20. 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 response. 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 17. Overtime expense incurred by EMD for the most recent five fiscal years.



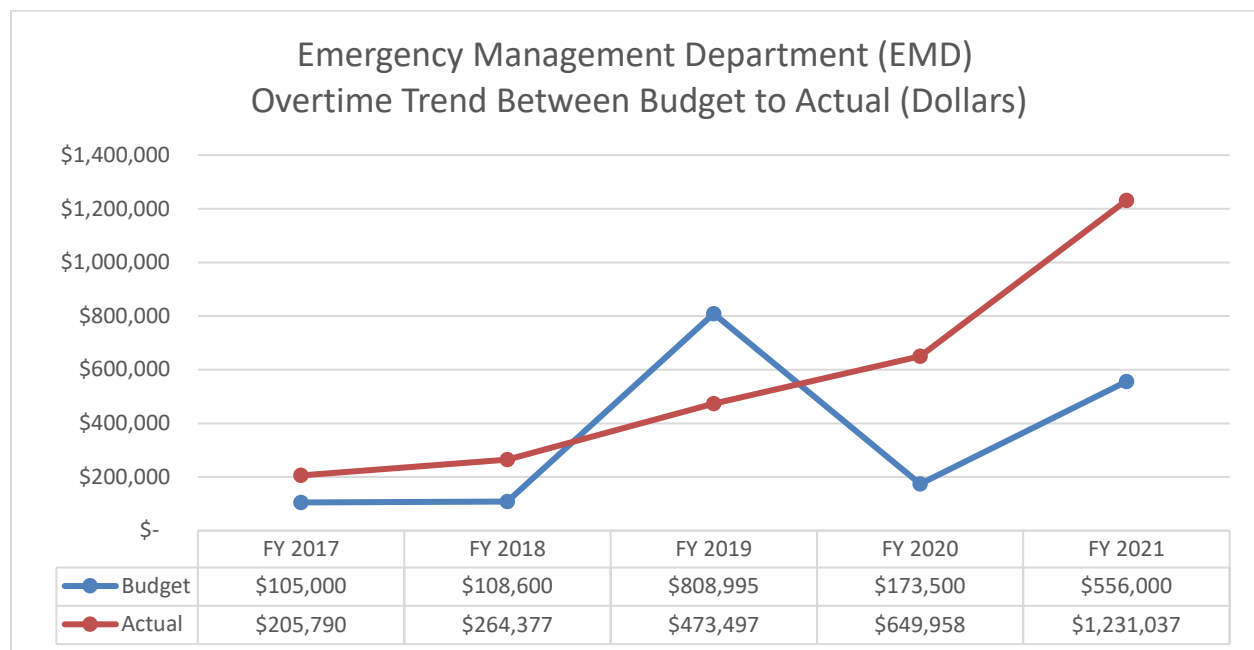
Overtime Monitoring Report Fiscal Year 2020-21

Table 18. 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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 7,022,528	\$ 7,076,841	\$ 7,166,300	\$ 8,280,105	\$ 10,238,773
Regular Salaries	\$ 4,396,890	\$ 4,454,898	\$ 4,234,072	\$ 4,747,734	\$ 5,082,756
Overtime Paid	\$ 194,466	\$ 253,349	\$ 468,815	\$ 647,233	\$ 1,226,461
Overtime Banked	\$ 11,323	\$ 11,028	\$ 4,682	\$ 2,726	\$ 4,576
Total Overtime	\$ 205,790	\$ 264,377	\$ 473,497	\$ 649,958	\$ 1,231,037
Overtime % to Total Labor	2.9%	3.7%	6.6%	7.8%	12.0%
Overtime % to Regular Salary	4.7%	5.9%	11.2%	13.7%	24.2%
Overtime \$ Change From Prior FY		\$ 58,588	\$ 209,120	\$ 176,461	\$ 581,079
Overtime % change from prior FY		30.3%	85.0%	38.1%	89.5%

* 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

"This letter is in response to the countywide overtime monitoring program letter received by your office on July 9, 2021. The Emergency Management Department (EMO) is aware of the increase in overtime claims by our department staff during the FY 20/21. Since January 2020, the County

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and many worldwide have been affected by the COVID-19 response. This response continues to require staff Countywide to plan and respond to COVID-19. As we continue working through the recovery phase, EMO and the County will continue to support all areas of the response in order to minimize the long-term effects from the event.

Below are some facts that increased our overtime usage during the FY 20/21:

- Over 40 staff from the Temporary Assignment Program (TAP) coded their overtime to EMD (over 300 TAP employees supported this operation Countywide).
- Over 19,000 overtime hours were dedicated towards after hours or weekend activity related to COVID.
- A total of \$904,000 was attributed to the COVID Response, approximately 80% of the departments OVT for the FY.

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-routing purposes that are critical to department operational goals?

EMO has a 24/7 Duty Officer Program (Duty Officer and Duty Chief) to cover any response needed during work hours and after-hours, including the weekend. The program is staff by 3-4 (non-exempt) employees and a manager (exempt). All overtime requires approval by their respective supervisor or on-call duty chief. All timesheets are validated by the employee's supervisor or manager.

It is not common for staff to request overtime for non-response activity. Overtime claims for nonresponse 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?

All response activity is documented/recorded by the responding Duty Officer, on web-based platforms managed by EMO (e.g., LiveProcess, WebEOC). These platforms are accessible at any given time and serve as monitoring control platforms. In addition, each response is tracked by a unique 'Project Code' to monitor the activity or involvement of staff by incident. 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 and are helpful to validate timesheet submittals.

When the Emergency Operations Center is activated, staff supporting the incident sign in and out electronically on the WebEOC platform and are required to complete a daily activity log and is signed *off* by their section lead.

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?

The management team has analyzed schedules within the department to identify strategies to reducing costs. EMDs core mission includes planning, preparedness, response and recovery for

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all-hazard emergencies to mitigate the impacts of those emergencies on our residents and visitors. Staff schedules are carefully scrutinized, and overtime is managed effectively for department activities supporting the planning and preparedness phases however staff overtime generated by response and recovery efforts are dependent upon the frequency, size, scope and duration of emergency events. This dynamic means that staff overtime commensurate with these event dynamics is, to an extent, inevitable if EMO is to achieve it's mission priorities. Any given day, duty officers and support staff may need to respond to multiple events throughout the 7,300 square mile County."

Overtime Monitoring Report Fiscal Year 2020-21

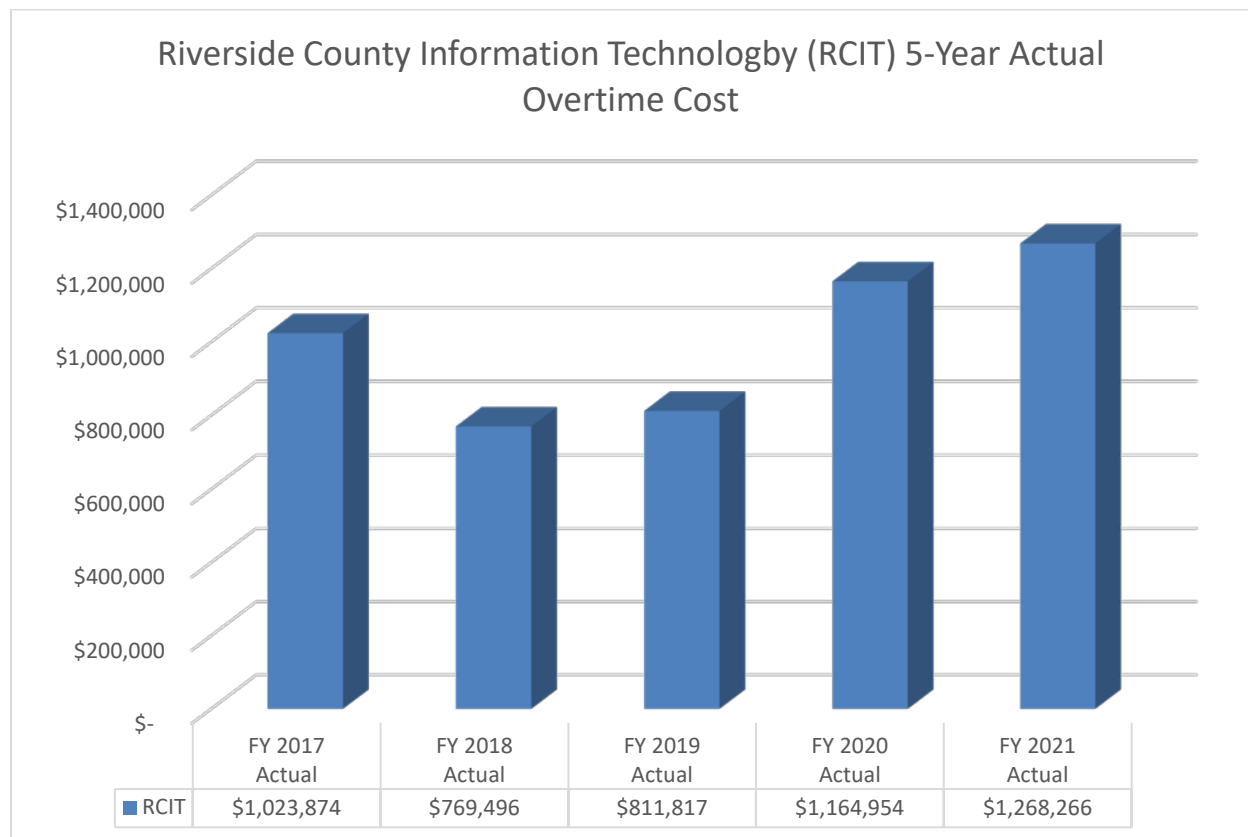
RIVERSIDE COUNTY INFORMATION TECHNOLOGY

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 2020-21, RCIT had 432 authorized positions and operated with a total budget of over \$112 million.

In fiscal year 2020-21, RCIT reported \$53,716,342 in total labor costs, of which \$1,268,266, or 2.4%, was incurred for paid overtime. This was an increase of \$103,312, or 8.9% more than the overtime expense of \$1,164,954 for fiscal year 2019-20. 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 19. Overtime expense incurred by RCIT for the most recent five fiscal years.



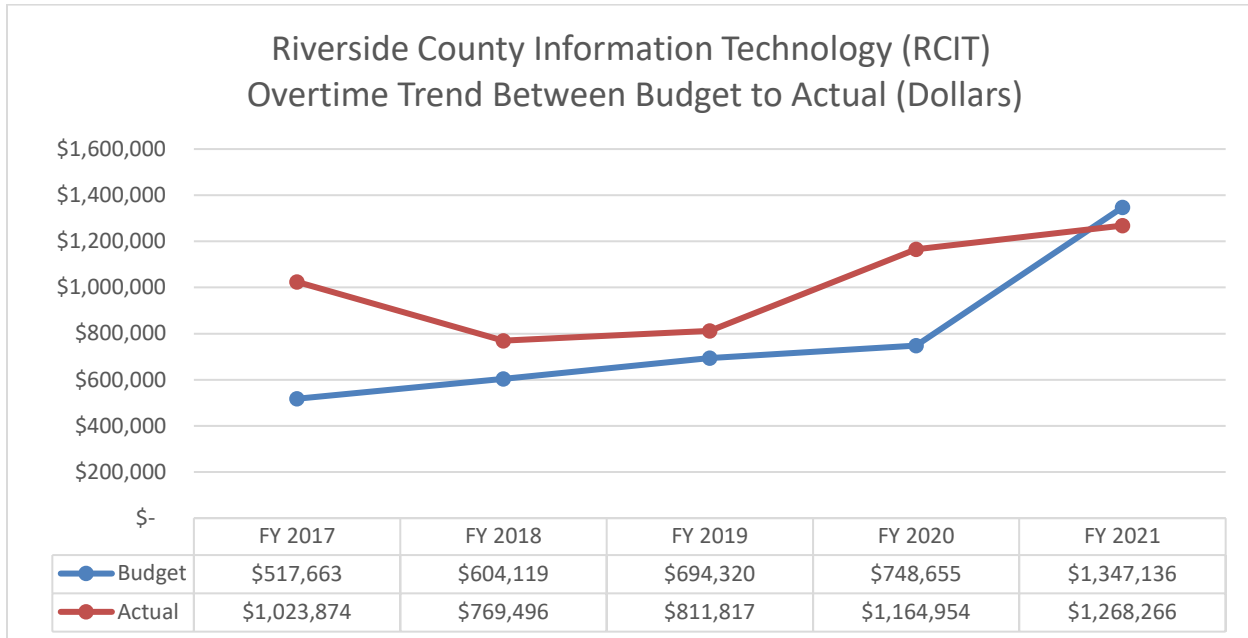
Overtime Monitoring Report Fiscal Year 2020-21

Table 10. 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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 61,029,948	\$ 65,251,909	\$ 62,953,094	\$ 68,407,375	\$ 53,716,342
Regular Salaries	\$ 38,909,043	\$ 37,170,289	\$ 36,748,521	\$ 37,678,991	\$ 36,697,059
Overtime Paid	\$ 976,759	\$ 720,042	\$ 784,912	\$ 1,130,720	\$ 1,222,941
Overtime Banked	\$ 47,115	\$ 49,455	\$ 26,904	\$ 34,234	\$ 45,325
Total Overtime	\$ 1,023,874	\$ 769,496	\$ 811,817	\$ 1,164,954	\$ 1,268,266
Overtime % to Total Labor	1.7%	1.2%	1.3%	1.7%	2.4%
Overtime % to Regular Salary	2.6%	2.1%	2.2%	3.1%	3.5%
Overtime \$ Change From Prior FY		\$ (254,378)	\$ 42,320	\$ 353,137	\$ 103,312
Overtime % change from prior FY		-24.8%	5.5%	43.5%	8.9%

*Includes all benefits and labor taxes paid.

Graph 20. 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. Unfortunately, unplanned outages and customer issues are an annual occurrence in the IT business. COVID-19 is an

Overtime Monitoring Report Fiscal Year 2020-21

unpredictable event that could not be factored into our regular IT operations. Overtime is appropriate and cost-effective response to short-term labor shortages or spikes in service demands. In FY20/21, COVID-19 was still active and email migration projects, website projects, and assisting an outside agency with PC imaging for Universal Health Service also contributed to our overtime. Urgent requests continue to come in daily as the situation changes, so overtime is expected to continue. It is critical that our communications/IT services continue supporting the county.

In Fiscal Year 2021, Riverside County Information Technology (RCIT) responded to our customers' requests and incurred more than \$1M of overtime cost, of which \$164K was reimbursed from CARES funding due to COVID-19 and approximately \$157K was reimbursed from the customers that requested the overtime work. Please note these reimbursements will take RCIT under the \$1M 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.

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 Fiscal Year 2020-21

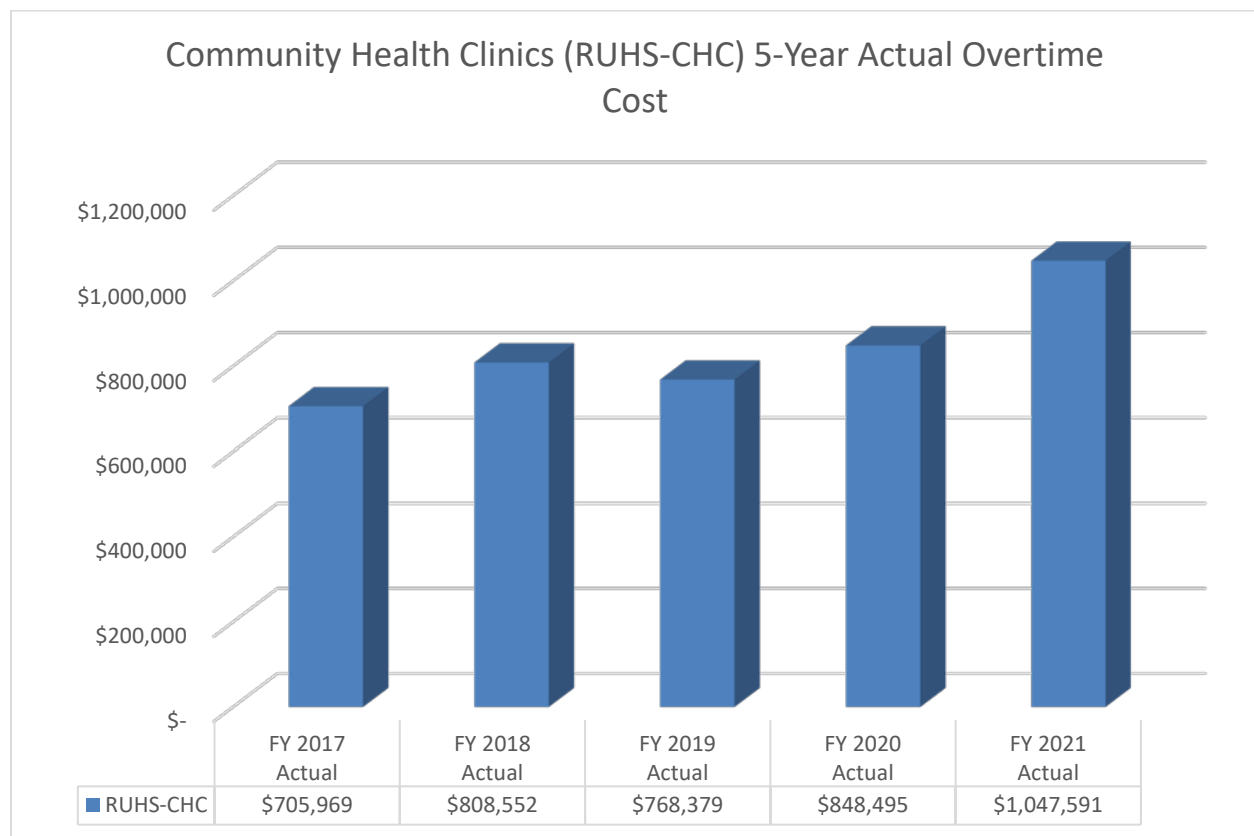
RIVERSIDE UNIVERSITY HEALTH SYSTEM – COMMUNITY HEALTH CLINICS

The Riverside University Health System – Community Health Clinics (RUHS-CHC) are community-based centers and provide primary care service in underserved areas. Services provided through the care centers include cancer screening, child health services, family planning & exams, immunizations, nutrition counseling, primary care, pregnancy care, medical prescription services, confidential Sexually Transmitted Infections testing, senior medical services, and more. Services are provided by 641 authorized positions and had an operating budget of over \$118 million in fiscal year 2020-21.

In fiscal year 2020-21, Community Health Clinics reported \$39,532,147 in labor costs, of which \$1,047,591, or 2.6%, was incurred for paid overtime. This was an increase of \$199,096, or 23.5% more than the overtime expense of \$848,495 for fiscal year 2019-20. The following chart displays the Community Health Clinic's overtime expenses for the past five fiscal years.

Summary of overtime expenditures for the last five fiscal years:

Graph 21. Overtime expense incurred by RUHS-CHC for the most recent five fiscal years



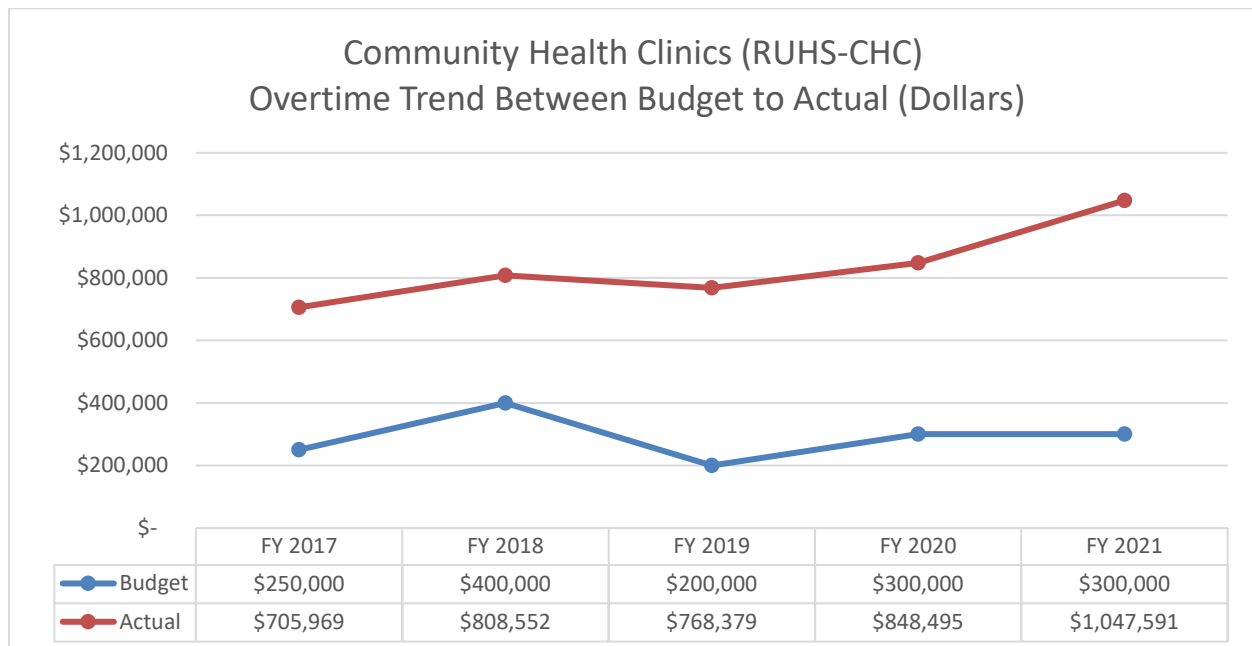
Overtime Monitoring Report Fiscal Year 2020-21

Table 11. RUHS-CHC'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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 30,944,709	\$ 38,516,263	\$ 48,343,673	\$ 53,215,568	\$ 39,532,147
Regular Salaries	\$ 20,283,383	\$ 23,108,655	\$ 27,058,545	\$ 28,214,738	\$ 31,331,533
Overtime Paid	\$ 612,565	\$ 747,933	\$ 738,632	\$ 815,937	\$ 1,015,980
Overtime Banked	\$ 93,403	\$ 60,619	\$ 29,747	\$ 32,558	\$ 31,612
Total Overtime	\$ 705,969	\$ 808,552	\$ 768,379	\$ 848,495	\$ 1,047,591
Overtime % to Total Labor	2.3%	2.1%	1.6%	1.6%	2.6%
Overtime % to Regular Salary	3.5%	3.5%	2.8%	3.0%	3.3%
Overtime \$ Change From Prior FY		\$ 102,584	\$ (40,173)	\$ 80,116	\$ 199,096
Overtime % change from prior FY		14.5%	-5.0%	10.4%	23.5%

*Includes all benefits and labor taxes paid.

Graph 22. RUHS-CHC's comparison between budgeted vs. actual overtime expense in dollars.



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RUHS – CHC's response to overtime inquiry:

"Below are the responses requested to be included in the overtime monitoring program being conducted for Fiscal Year 2021.

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

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 negative trends are noted, managers are asked to explain any significant variances and develop a plan of correction.

2. What monitoring controls 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 Finance Director also monitors overtime daily and by pay period to safeguard that the facilities overtime is within normal limits based on available staffing and hospital volumes.

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

The Federally Qualified Health Centers have seen a growth in overtime due to the addition of the entire third floor dedicated to the Federally Qualified Health Clinics, which were transferred from the Medical Center Facility to the Federally Qualified Health Center.

Due to the structure of the pay system, the facility is reaching a floor in overtime hours. We will continue to keep overtime at a minimum by guaranteeing all overtime used is necessary."

Overtime Monitoring Report Fiscal Year 2020-21

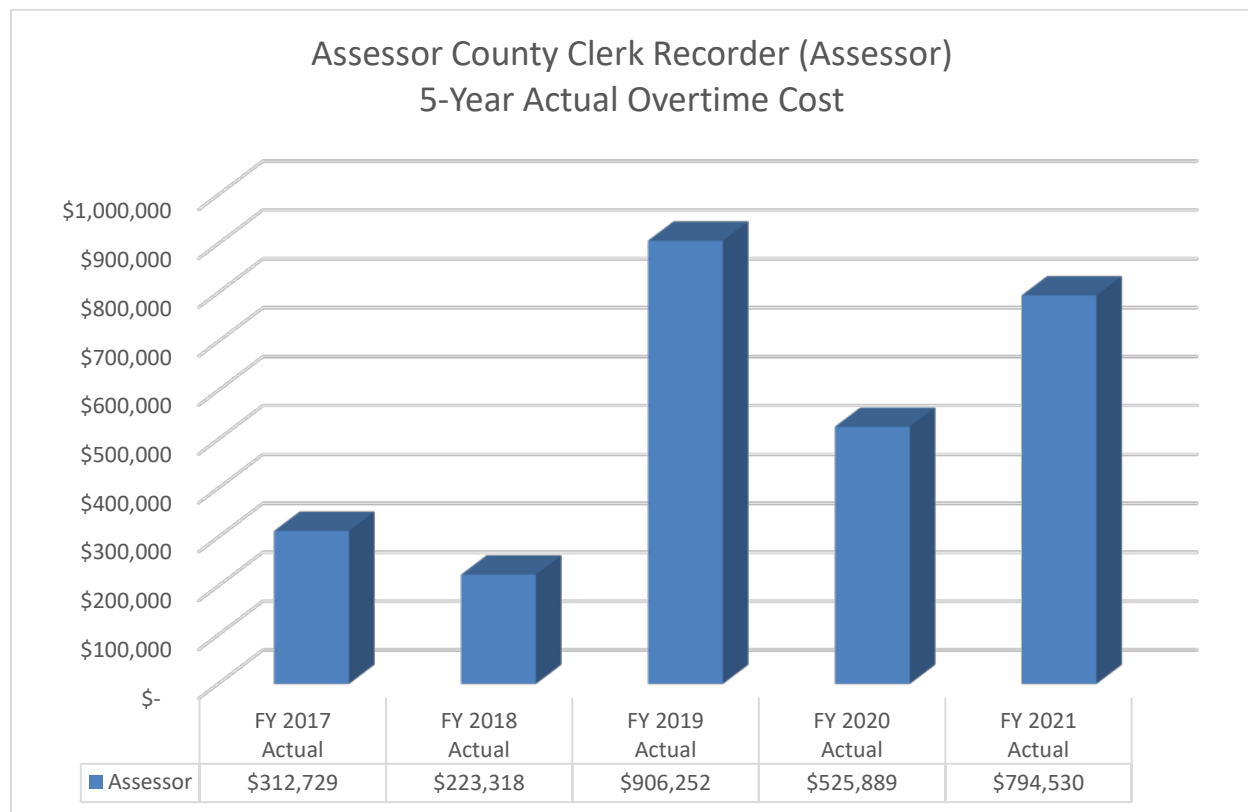
ASSESSOR COUNTY CLERK-RECORDER

Riverside County Assessor County Clerk-Recorder (Assessor) locates all taxable property in the County of Riverside, identify the owners, and describe the property. The Assessor must determine a value for all taxable property and apply all legal exemptions and exclusions. The Assessor must also complete an assessment roll showing the assessed values for all taxable property in Riverside County. The Assessor's Office consists of the following divisions that address and serve the specific needs of the property taxpayers: Agriculture, Business Personal Property, Commercial, Manufactured Homes, and Residential. The Assessor Division is part of the 'Assessor - County Clerk - Recorder' Business Unit (ACR). In fiscal year 2020-21, the Assessor's department had 210 authorized positions and operated with a total budget of over \$41 million.

In fiscal year 2020-21, Assessor reported \$40,567,009 in total labor costs, of which \$794,530, or 2.0%, was incurred for paid overtime. This was an increase of \$268,641, or 51.1%, more than the overtime expense of \$525,889 for fiscal year 2019-20. The following chart displays the Assessor'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 Assessor for the most recent five fiscal years



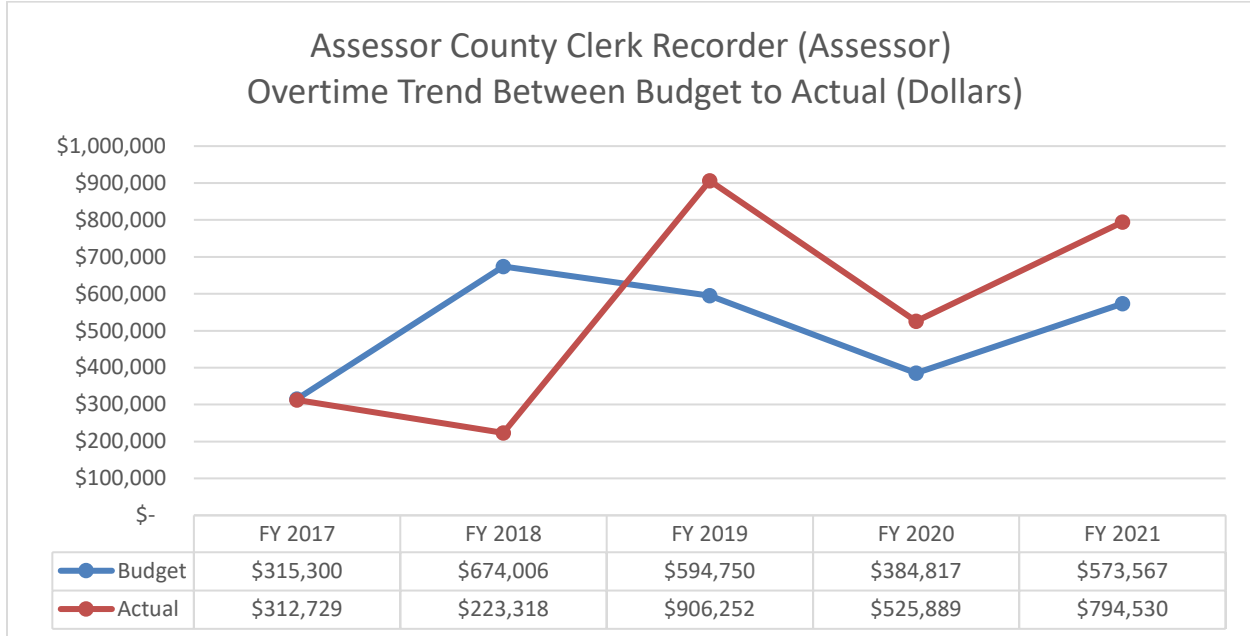
Overtime Monitoring Report Fiscal Year 2020-21

Table 12. Assessor'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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 39,885,582	\$ 37,794,937	\$ 38,303,422	\$ 39,636,956	\$ 40,567,009
Regular Salaries	\$ 26,190,490	\$ 25,107,878	\$ 24,374,954	\$ 24,831,781	\$ 24,531,207
Overtime Paid	\$ 297,242	\$ 215,647	\$ 883,273	\$ 503,811	\$ 762,860
Overtime Banked	\$ 15,487	\$ 7,671	\$ 22,979	\$ 22,077	\$ 31,670
Total Overtime	\$ 312,729	\$ 223,318	\$ 906,252	\$ 525,889	\$ 794,530
Overtime % to Total Labor	0.8%	0.6%	2.4%	1.3%	2.0%
Overtime % to Regular Salary	1.2%	0.9%	3.7%	2.1%	3.2%
Overtime \$ Change From Prior FY		\$ (89,411)	\$ 682,934	\$ (380,364)	\$ 268,641
Overtime % change from prior FY		-28.6%	305.8%	-42.0%	51.1%

*Includes all benefits and labor taxes paid.

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



Assessor's response to overtime inquiry:

"The Auditor Controller has asked us to answer three questions within their review of department overtime usage:

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

1.1. Department response:

- 1.1.1. Management approval is required before overtime can be worked. Management evaluates data evidence of increased workload or reduced staffing, balanced against the resulting delay to departmental deliverables and public services before granting approval.
- 1.1.2. Departmental leadership staff monitors real time reports on division level workload metrics, productive hours and nonproductive hours to gain operational insights effecting overtime use.

2. What monitoring controls are critical to department operational goals?

2.1. Department Response:

- 2.1.1. Power BI is used to report real time division metrics and peak demand periods. The metrics are referenced on a regular basis to assess current workloads and predict future service level demands, staffing is adjusted accordingly.
- 2.1.2. Payroll FTP reports are reviewed each pay period for incorrect postings and irregular surges to catch errors and ensure budget congruence.

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

3.1. Department Response:

- 3.1.1. Overtime use is limited to workload surges that are not consistent enough to require increased temporary or permanent staff.
- 3.1.2. Overtime use is limited to workloads that will delay mandated services past mandated deadlines and unacceptable public service delays as determined by policy or law.
- 3.1.3. Temporary staff are hired in lieu of overtime when workloads are large enough to realize benefit after training is completed.
- 3.1.4. Continuous cross training allows staff experiencing lower workloads to support units during higher workloads to reduce the need for overtime.
- 3.1.5. Pandemic responses are anticipated to decrease, thus reducing emergency and non-routine responses using overtime.”

Overtime Monitoring Report Fiscal Year 2020-21

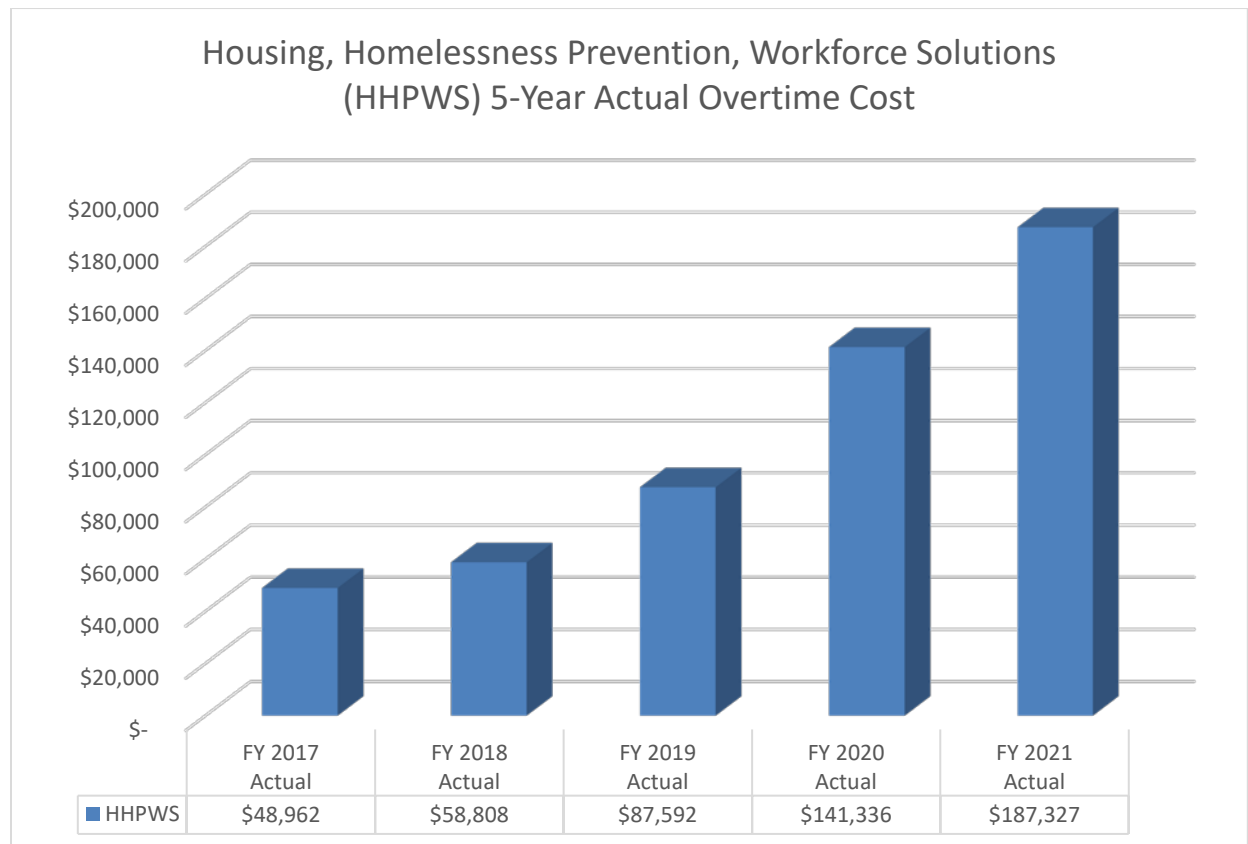
RIVERSIDE COUNTY HOUSING, HOMELESSNESS PREVENTION, WORKFORCE SOLUTIONS

Riverside County Housing, Homelessness Prevention, Workforce Solutions (HHPWS) provides services to the underserved constituents for the county. Their services include providing affordable housing to low- and moderate-income families, development of viable urban communities through economic opportunities, assistance to persons experiencing homelessness, and professional development, and development of programs to help strengthen the county's workforce. In fiscal year 2020-21, HHPWS had 250 authorized positions and operated with a total budget of over \$78.8 million.

In fiscal year 2020-21, HHPWS reported \$15,378,282 in total labor costs, of which \$187,327, or 1.2%, was incurred for paid overtime. This was an increase of \$45,991, or 32.5%, more than the overtime expense of \$141,336 for fiscal year 2019-20. The following chart displays HHPWS' overtime expenses for the past five fiscal years.

Summary of overtime expenditures for the last five fiscal years:

Graph 25. Overtime expense incurred by HHPWS for the most recent five fiscal years



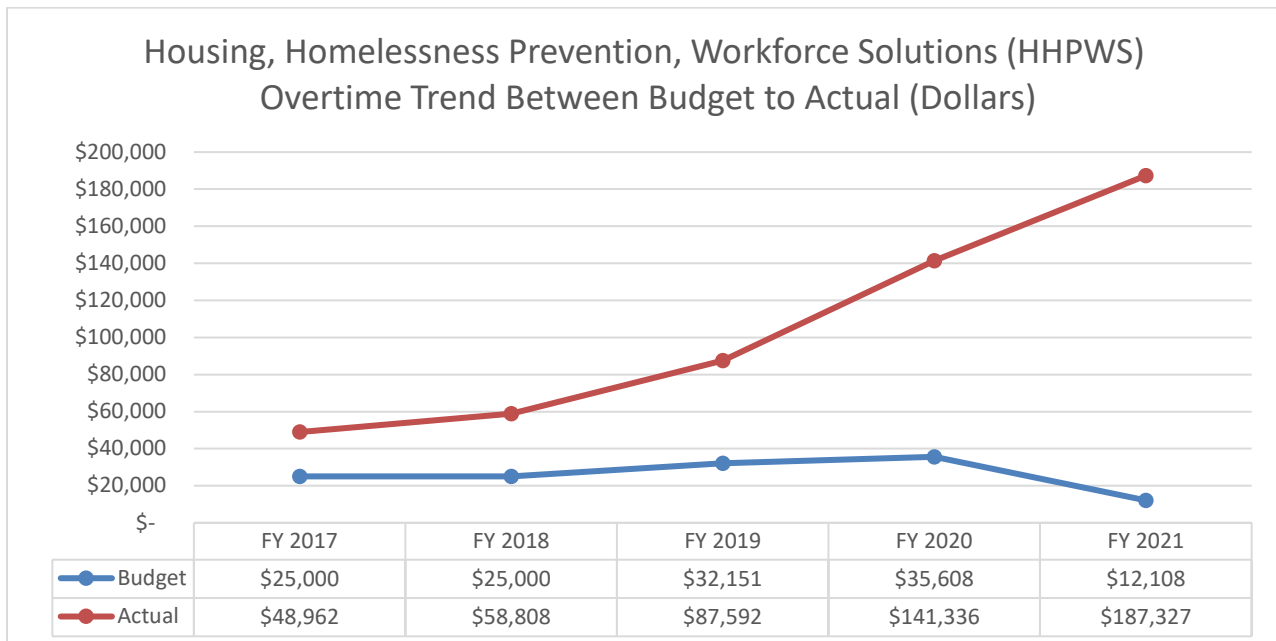
Overtime Monitoring Report Fiscal Year 2020-21

Table 13. HHPWS' total overtime cost to total labor cost in dollars.

Total overtime costs to total labor and as a percentage of regular salaries					
Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 19,849,564	\$ 17,916,410	\$ 17,434,599	\$ 17,185,699	\$ 15,378,282
Regular Salaries	\$ 12,876,575	\$ 11,617,818	\$ 11,161,510	\$ 10,445,971	\$ 8,812,711
Overtime Paid	\$ 36,946	\$ 46,443	\$ 80,648	\$ 139,650	\$ 186,087
Overtime Banked	\$ 12,016	\$ 12,365	\$ 6,944	\$ 1,686	\$ 1,240
Total Overtime	\$ 48,962	\$ 58,808	\$ 87,592	\$ 141,336	\$ 187,327
Overtime % to Total Labor	0.2%	0.3%	0.5%	0.8%	1.2%
Overtime % to Regular Salary	0.4%	0.5%	0.8%	1.4%	2.1%
Overtime \$ Change From Prior FY		\$ 9,846	\$ 28,784	\$ 53,744	\$ 45,991
Overtime % change from prior FY		20.1%	48.9%	61.4%	32.5%

*Includes all benefits and labor taxes paid.

Graph 26. HHPWS' comparison between budgeted vs. actual overtime expense in dollars.



HHPWS's response to overtime inquiry:

"Thank you for sharing the overtime monitoring usage report pertaining to the Department of Housing, Homelessness Prevention and Workforce Solutions (HHPWS). The Fiscal Year 2021,

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which the report references, was a year that challenged us to deliver services in a variety of different ways. The pandemic had numerous effects on the population we serve and as such we found ourselves focusing on addressing such impacts on our customer base.

Most notably, HHPWS took a proactive role in addressing homelessness, housing instability, unemployment, the digital divide and the needs of the nonprofit community during the pandemic. A significant number of new programs, 10 to be exact, were launched during this period of time, utilizing CARES Act funding.

These 10 new programs included:

1. Project Roomkey – a non-congregate sheltering program for vulnerable homeless individuals.
2. Project Homekey – a program to acquire, convert and rehabilitate properties to expand housing options for homeless residents.
3. Rental Relief Program known as United Lift – to address the needs of struggling renters impacted by COVID.
4. Homes for the Harvest – a housing and financial support program for farmworkers required to isolate or quarantine due to COVID.
5. Youth Community Corps – a program that provided young adults with an opportunity to earn a stipend while working to support the community response to COVID.
6. Pathways to Employment – a program that provided adult unemployed persons with a stipend and work opportunity.
7. Riverside Co Office of Education “All for One” Campaign – a partnership that ensured that all public school students had access to a computer device and internet connectivity.
8. Private School Device Program – a program that provided grants to private schools to acquire computer devices and hotspots for students participating in distance learning.
9. Nonprofit Assistance Fund – a program that provided grants to nonprofits impacted by COVID.
10. Adult Public School Device Program – a program that supported adult school students in their distance learning pursuits.

All these new programs were funded by the CARES Act dollars, as was the additional staff time that was required to coordinate and execute the new programs. Our department was still expected to ensure the continuity of our regular operations, and we successfully managed our existing programs including:

CAP: cooling and warming centers, court mediation program, utility assistance, income tax preparation, laptop distribution and youth mentoring programs.

Community Solutions: coordination of community development and emergency sheltering grant projects

Continuum of Care: oversight and administration of federal, State and local homeless funding to facilitate homeless outreach, emergency sheltering, rapid rehousing and supportive housing programs.

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Housing Authority: Section 8; affordable housing development; targeted special needs housing programs; management of affordable housing developments owned and operated by the Housing Authority.

Workforce Development: Career Services; Business Services; Youth Services; Rapid Response to large-scale layoffs; Layoff Aversion and assistance with accessing Unemployment Insurance Benefits (UIB).

These programs were all in operation while our team rallied to launch the 10 new CARES Act initiatives. While only some of these programs continue in operation, our department is continuing to play a significant role in assisting the increasing number of individuals seeking asylum in the U.S. as they are released from custody in our county and in need of connecting with their sponsors.

Please see answers to your questions directly below each one.

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

- **Housing:** To ensure that overtime is limited to emergency and non-routine purposes that are critical to department operational goals only a Deputy Director or higher has the ability to authorize the use of overtime. Overtime requests must be made in advance and cannot be used for individual staff who are behind in routine assignments. Overtime is reserved for operational uses to support large scale leasing initiatives, emergency maintenance request, special projects and/or uncovered caseloads.
- **Workforce:** Overtime is generally discouraged unless needed as an option of last resort. Employees are then required to request overtime in advance with their supervisor.
- **Continuum of Care:** Overtime requests must be approved in advance by the staff's supervisor and the Deputy Director. The overtime request form includes space for the staff to provide an overtime justification, which allows the supervisor and Deputy Director to consider the urgency of the tasks described and determine whether or not the overtime should be approved.

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

- **Housing:** Overtime use is monitored on a monthly basis to ensure that it is within the scope of budget and to determine if operational or staffing adjustments (such as new hires) are needed. Overtime use is also monitored at the individual staff level to ensure that there are no trends or abuses that could pertain to an individual staff member.
- **Workforce:** Employees are required to request overtime in advance with their supervisor. Supervisors then assess overtime requests in relation to relevant deadlines and workloads. As an example, a Fiscal supervisor would determine if an overtime request corresponds to a grant deadline or is related to an influx of invoices from a sub-recipient that must be paid within a certain timeframe, making overtime necessary. The supervisor would also discuss with staff whether the activity (e.g., processing invoices) could reasonably be accomplished without the use of overtime. Overtime is monitored monthly at the Deputy Director level in relation to the budget and operational needs. Staffing levels

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are also reviewed to determine if additional staffing is needed to support routine operations.

- **Continuum of Care:** Our updated Over Time Policy requires all employees to discuss overtime requests with their supervisor for preliminary approval and obtain final approval from Deputy Director. Before approving or denying the request, the supervisor and Deputy Director take into account the urgency of the tasks for which overtime is being requested, as well as any potential alternate methods of completing tasks without using overtime, such as rescheduling dates or reassigning tasks to a different staff member. CoC and HHPWS management conduct a monthly budget to actual meeting, including a review of overtime expenditures for the month and for the fiscal year to date.

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

- **Housing:** The majority of overtime requests that were approved last year were due to staff attrition. The department has already increased permanent staffing to fill these vacant positions and is reviewing the budget and caseloads to determine if additional assistance is needed.
- **Workforce:** Overtime worked during Fiscal Year 2020/21 was primarily related to two factors: 1) the restructuring of EDA and 2) special grant programs which required additional staff support to meet expenditure deadlines. As the Continuum of Care (COC) transitioned to HHPWS following EDA's restructure, they experienced a high vacancy rate in positions, particularly on their fiscal team. To support continuity of COC's operations, members of the Workforce Development Division's (WDD) fiscal team assisted in processing invoices for COC programs (in addition to continuing to manage their existing workloads). WDD fiscal staff also experienced an increase in invoice processing related to special grant programs. Those programs include CARES-Act funded activities (e.g., the Youth Community Corps and Distance Learning programs for public K-12 students, public adult school students, and private school students) as well as programs funded by other special grants (e.g., additional WIOA funding from EDD to respond to COVID, Prison to Employment grant, the Veterans Employment Assistance Program grant, and the Anthem Foundation grant for RivCo Promise). Overtime expenses incurred by WDD during FY 2020/21 did not impact Net County Costs and were allocable to related grants, including WDD's primary funding source, the federal Workforce Innovation and Opportunity Act.

As the COC continues to fill vacant positions, we anticipate that related overtime will decrease and no longer be necessary. Further, the influx of special grants and related increases in fiscal activity were largely related to COVID response. As the need for COVID response decreases, we expect to see a corresponding decrease in fiscal activities and related overtime costs. WDD will continue its efforts to reduce overtime costs in general by continuously improving methods for receiving and processing invoices in a timely and efficient manner; and providing operations staff and sub-recipients ample notice in advance of fiscal cutoff dates and deadlines.

- **Continuum of Care:** Staffing levels are being increased to reduce overtime and support administrative levels for emergency and other COVID-19 related projects (i.e. Migrant Family Response, ESG Coronavirus Funding and Project Roomkey). This includes

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matching staff to demand and adjusting work schedules to support coverage after hours (e.g. Hiring a TAP Analyst II to cover weekend hours). This division experienced higher overtime levels during the transition of this team, which was previously housed under a different county department. During our first year, we had 50% vacant positions that needed to be filled due to former CoC staff remaining with the prior department. In addition to emergency projects, we have determined that a large portion of overtime is used by our contracts team due to the complexity of our contracting and amendment processes. We are working to streamline the contracting process to lower the number of contract amendments needed, and we are shifting some contracting tasks to existing and new program staff as their schedules permit. We are also expanding permanent and temporary staff for our contracts, programs, fiscal, planning, and Homeless Management Information System (HMIS) teams, and increasing coordination between the teams, to substantially reduce the amount of overtime worked for regular operations.

We hope this information provides additional context for the significant increase in overtime for FY 2021 which was incurred by our department. As noted in our response, this increase can be attributed to three primary factors:

1. The formation of the new department and the staffing vacancies that resulted due to staff transitions.
2. The impact of COVID-19 on our customer base and the expansion of traditional services due increases in federal and state funding; and
3. The launch of 10 new projects on behalf of our department to support the County's COVID response efforts.

It should also be noted that the overtime costs incurred by our department are covered by federal, state or special grant funds. There were no General Funds used by our department to cover any overtime costs described in the Fiscal Year 2021 report. Our department will continue to be diligent in our efforts to monitor overtime use and to prevent any abuse. We are also committed to reducing the use of overtime in Fiscal Year 2022 as we increase regular staffing levels and wind down our emergency COVID-19 response efforts."

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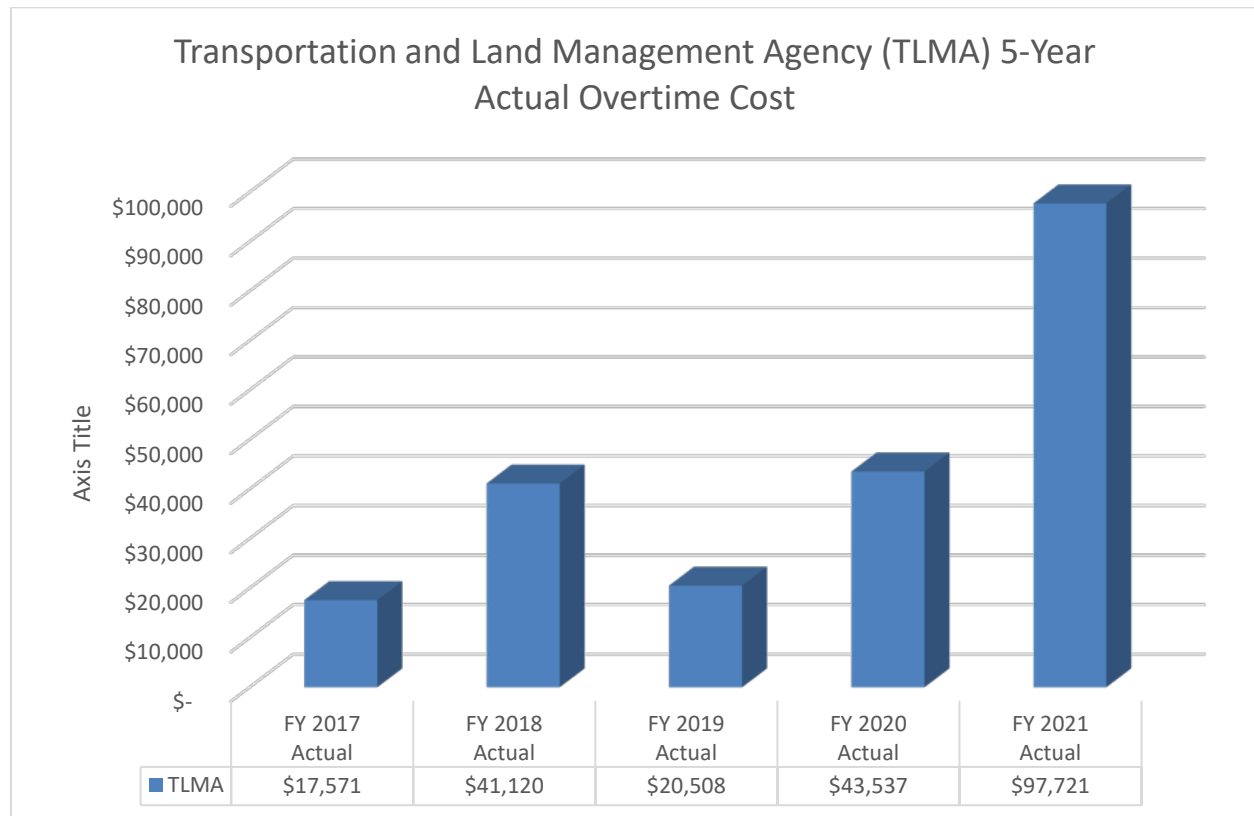
RIVERSIDE COUNTY TRANSPORTATION & LAND MANAGEMENT AGENCY

Riverside County Transportation & Land Management Agency (TLMA) consists of the Transportation, Planning, Building and Safety, Code Enforcement, Surveyor, Administration, Counter Services, and Aviation. This agency oversees the design, operation, and maintenance of county-maintained roads and bridges, is responsible for land surveying functions, manages five county airports, reviews, and processes land use applications, provides construction permit related services, assists in the county's development efforts for orderly growth, and ensures compliance with county ordinances. In fiscal year 2020-21, TLMA as an overall agency had 655 authorized positions and operated with a total budget of over \$314 million.

This section of the monitoring only focuses on TLMA's surveyor and administrative budgetary units as these two sections overtime cost increase the most as a percentage in comparison to its other sections. In fiscal year 2020-21, these sections of TLMA reported \$7,733,452 in total labor costs, of which \$97,721, or 1.3% was incurred for paid overtime. This was an increase of \$54,184, or 124.5% more than the overtime expense of \$43,537 for fiscal year 2019-20. The following chart displays the overtime expenses for the past five years.

Summary of overtime expenditures for the last five fiscal years:

Graph 27. Overtime expense incurred by TLMA for the most recent five fiscal years



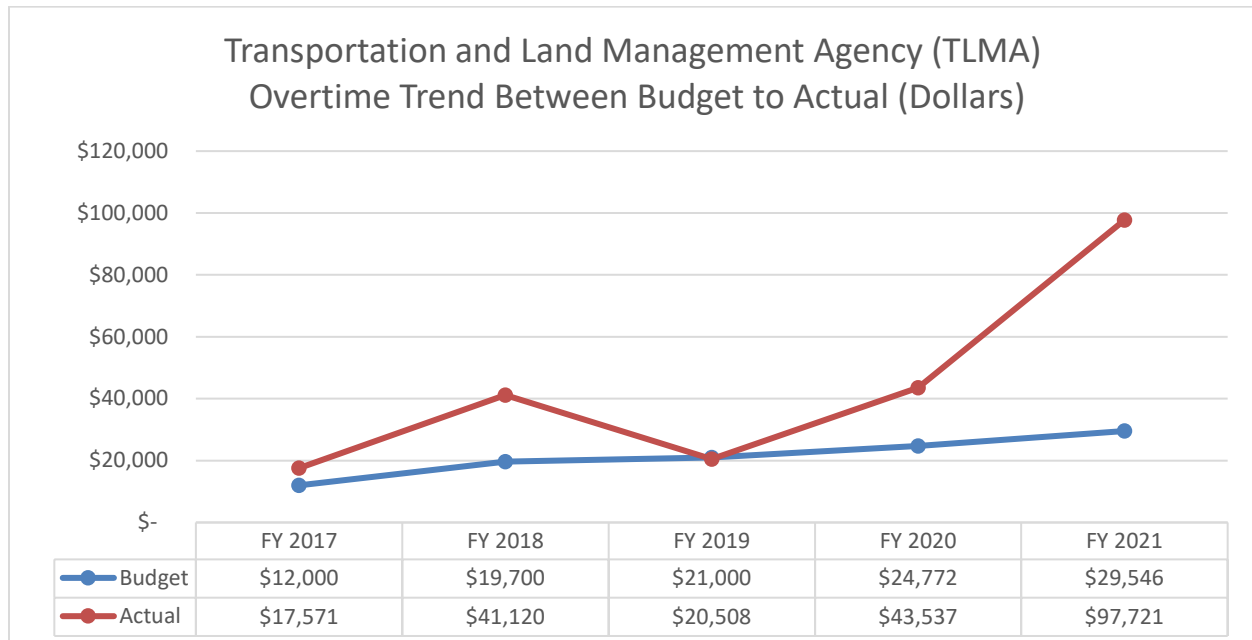
Overtime Monitoring Report Fiscal Year 2020-21

Table 14. TLMA'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 2017	FY 2018	FY 2019	FY 2020	FY 2021
Total Labor*	\$ 7,453,311	\$ 7,189,459	\$ 7,130,619	\$ 7,789,989	\$ 7,733,452
Regular Salaries	\$ 4,698,113	\$ 4,618,606	\$ 4,609,030	\$ 4,954,805	\$ 4,653,099
Overtime Paid	\$ 17,536	\$ 41,037	\$ 20,226	\$ 42,353	\$ 96,949
Overtime Banked	\$ 35	\$ 83	\$ 282	\$ 1,184	\$ 772
Total Overtime	\$ 17,571	\$ 41,120	\$ 20,508	\$ 43,537	\$ 97,721
Overtime % to Total Labor	0.2%	0.6%	0.3%	0.6%	1.3%
Overtime % to Regular Salary	0.4%	0.9%	0.4%	0.9%	2.1%
Overtime \$ Change From Prior FY		\$ 23,549	\$ (20,611)	\$ 23,029	\$ 54,184
Overtime % change from prior FY		134.0%	-50.1%	112.3%	124.5%

*Includes all benefits and labor taxes paid.

Graph 28. TLMA's comparison between budgeted vs. actual overtime expense in dollars.



TLMA's response to overtime inquiry:

"Below is our response to the questions you posed related to more overtime cost in Fiscal Year 20/21 than last fiscal year. Transportation and Land Management Agency's overall overtime cost

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went down by 1.5 percent in FY 20/21 compared to last fiscal year. However, Administration's cost went up to \$41 K from \$23K, an increase of \$17K, Counter Services cost went up to \$56K from \$18K, an increase of \$38K; and Survey cost went up to \$103K from \$77K, an increase of \$26K.

The increase in Administration was attributed mainly to a carpet installation project for all TLMA floors to replace years old worn out carpet. We initiated this project during the pandemic since the CAC was closed for public. We utilized our internal Support Services team to assist vendors, RCIT and Facilities Management teams with the coordination efforts instead of utilizing outside contractors, which saved TLMA thousands of dollars from external cost.

Our Permitting Center's goal is to process new permits in 2 to 3 days, but the backlog was building up due to several vacancies, falling us behind 13 to 14 days. Overtime was necessary in Counter Services department to meet the demand.

Overtime was required in Survey to meet the operational goals and project deadlines.

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

Management first reviews the workloads and determines if there is a need for overtime. If staff are available for overtime, they are to notify their supervisor or manager and let them know they are interested in overtime, including which days and how many hours. Management then approves the hours in advance and reviews which assignments are eligible for overtime. Overtime also gets validated through timesheet approvals. In unforeseen events and unpredictable circumstances, the employee is required to contact their supervisor so they are aware and can approve the overtime request.

Highway Operations Department responds to emergency situations such as signal knock down, storm damage barricading, debris removal, etc., and cannot plan for overtime. However, when the emergency occurs, overtime must be approved by the supervisor.

Most common Overtime in Building and Safety is from customers requesting inspections. Due to staff shortage and a high volume of construction, the overtime request is a common practice for the Department. These overtime hours are charged to billable permits at the request and knowledge of the customer.

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

Close project management and coordination with staff to ensure the overtime is needed to meet the operational goals and/or project deadlines. All overtime is approved by a Manager / Supervisor prior to being used.

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

All departments within TLMA try to fill vacancies timely but that doesn't always occur due to several reasons beyond our control. We try to manage and distribute workloads among staff

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members to avoid overtime. When possible, we utilize On-Call consultants to supplement staff and reduce overtime costs.

As mentioned, Overtime during Emergency Situation is unavoidable.”

Overtime Monitoring Report Fiscal Year 2020-21

Schedule A
Full Transparency Schedule
Countywide Overtime by Department: Fiscal Year 2020-21

Department	Total Employee Salaries and Benefits	Overtime FY 2020-21	Pct OT/S&B
Sheriff	\$620,493,943	\$58,795,771	9.5%
RUHS - Medical Center	\$388,628,905	\$18,309,033	4.7%
Department of Public Social Services	\$367,670,797	\$8,854,923	2.4%
RUHS - Public Health	\$88,450,484	\$5,057,134	5.7%
Probation	\$90,694,649	\$3,173,333	3.5%
Fire Protection	\$29,439,766	\$2,670,915	9.1%
District Attorney	\$115,868,188	\$2,252,146	1.9%
RUHS - Behavioral Health	\$173,504,609	\$2,147,765	1.2%
Riverside County Information Technology	\$53,716,342	\$1,268,266	2.4%
Emergency Management Department	\$10,238,773	\$1,231,037	12.0%
RUHS - Community Health Clinics	\$39,532,147	\$1,047,591	2.6%
Facilities Management	\$33,901,636	\$897,712	2.6%
Registrar of Voters	\$7,231,078	\$866,836	12.0%
Department of Waste Resources	\$20,141,540	\$821,651	4.1%
Assessor County Clerk-Recorder	\$40,567,009	\$794,530	2.0%
Department of Transportation	\$50,004,610	\$608,782	1.2%
Flood Control District	\$44,044,297	\$577,277	1.3%
Department of Animal Services	\$14,329,479	\$492,194	3.4%
Housing, Homelessness Prevention, and Workforce Solutions	\$15,378,282	\$187,327	1.2%
Department of Environmental Health	\$21,152,245	\$183,727	0.9%
County Service Areas	\$3,079,259	\$119,408	3.9%
Department of Child Services	\$30,032,041	\$106,282	0.4%
Transportation Land Management Agency	\$7,733,452	\$97,721	1.3%
Purchasing & Fleet Services Department	\$9,165,183	\$67,056	0.7%
Department of Building & Safety	\$3,377,729	\$66,333	2.0%
Housing Authority	\$9,958,529	\$63,310	0.6%
Regional Parks & Open Space District	\$8,000,907	\$58,380	0.7%
Human Resources	\$37,522,014	\$52,192	0.1%
In-Home Support Services Public Authority	\$4,686,182	\$42,253	0.9%
County Counsel	\$14,245,344	\$36,955	0.3%
Children and Family First Commission	\$5,186,404	\$35,829	0.7%

Overtime Monitoring Report Fiscal Year 2020-21

Schedule A
Full Transparency Schedule
Countywide Overtime by Department: Fiscal Year 2020-21

Department	Total Employee Salaries and Benefits	Overtime FY 2020-21	Pct OT/S&B
Office on Aging	\$6,987,419	\$28,807	0.4%
Auditor-Controller	\$8,269,875	\$26,859	0.3%
Treasurer-Tax Collector	\$9,231,980	\$20,647	0.2%
Waste Resources Management District	\$1,635,417	\$16,425	1.0%
Public Defender	\$38,548,350	\$13,136	0.0%
Office of Economic Development	\$4,594,213	\$10,777	0.2%
Department of Planning	\$2,712,313	\$2,766	0.1%
County Airports	\$974,434	\$2,280	0.2%
Department of Code Enforcement	\$5,543,455	\$2,275	0.0%
County Executive Office	\$8,640,797	\$1,801	-
County Executive Office	\$22,473	\$1,801	8.0%
Veteran Services	\$1,423,351	\$1,408	0.1%
Board of Supervisors	\$7,440,668	\$606	0.0%
Fair And National Date Fest	\$606,012	\$278	0.0%
Agricultural Commissioner	\$4,920,617	\$237	0.0%
Palo Verde Cemetery	\$146,791	\$42	0.0%
Banning Library District General Fund	-	\$0	-
Beaumont Library	\$992,172	\$0	-
Coachella Valley Assoc Of Gov	\$20,681,519	\$0	-
Coachella Valley Cemetery	\$1,004,905	\$0	-
Cooperative Extension	\$174,334	\$0	-
County Facilities Districts	-	\$0	-
County Trust Fund	-	\$0	-
CV Mosquito & Vector Control District	\$6,502,328	\$0	-
Department of Community Action	-	\$0	-
Edgemont Comm. Svc District III #1	-	\$0	-
Edgemont Community Services	\$60,976	\$0	-
Edward Dean Museum	\$216,530	\$0	-
Elsinore Valley Cemetery	\$376,839	\$0	-
Habitat Conservation Agency-JPA	-	\$0	-
Law Library	\$487,161	\$0	-
Local Agency Formation Comm	\$646,061	\$0	-

Overtime Monitoring Report Fiscal Year 2020-21

Schedule A
Full Transparency Schedule
Countywide Overtime by Department: Fiscal Year 2020-21

Department	Total Employee Salaries and Benefits	Overtime FY 2020-21	Pct OT/S&B
Murrieta Cemetery District	\$299,130	\$0	-
Northwest Mosquito Abatement	-	\$0	-
Palm Springs Public Cemetery	\$393,961	\$0	-
Palo Verde Valley Library	\$268,241	\$0	-
Perris Valley Cemetery District	-	\$0	-
Salton Sea Authority	\$361,244	\$0	-
San Jacinto Valley Cemetery	\$425,946	\$0	-
Summit Cemetery District	\$716,500	\$0	-
Temecula Cemetery Endow ACO	\$346,035	\$0	-
West Riverside Co Regional Conservation Authority	\$5,994,175	\$0	-

\$2,499,622,049	\$111,113,815	4.4%
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Overtime Monitoring Report Fiscal Year 2020-21

Schedule B

Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 1	Deputy Sheriff	Sheriff	\$94,875	\$137,480	145%
Emp 2	Temporary Assistant - Per Diem - SEIU	RUHS - Medical Center	\$15,400	\$21,413	139%
Emp 3	Deputy Sheriff B	Sheriff	\$105,937	\$141,302	133%
Emp 4	Sheriff's Investigator II B	Sheriff	\$116,764	\$153,943	132%
Emp 5	Sheriff's Master Investigator IV B	Sheriff	\$129,991	\$169,231	130%
Emp 6	Sheriff's 911 Communication Officer II A	Sheriff	\$70,879	\$91,727	129%
Emp 7	Deputy Sheriff B (OS)	Sheriff	\$111,030	\$138,576	125%
Emp 8	Sheriff's Master Investigator IV B	Sheriff	\$137,981	\$167,719	122%
Emp 9	Sheriff's Sergeant B	Sheriff	\$143,324	\$169,444	118%
Emp 10	Sheriff's Investigator II B	Sheriff	\$117,204	\$138,311	118%
Emp 11	Sheriff's Communication Supervisor B (D)	Sheriff	\$118,456	\$139,208	118%
Emp 12	Sheriff's Master Investigator IV B (OS)	Sheriff	\$144,030	\$167,519	116%
Emp 13	Sheriff's Master Investigator IV B	Sheriff	\$136,962	\$154,943	113%
Emp 14	Deputy Sheriff	Sheriff	\$81,786	\$90,432	111%
Emp 15	Deputy Sheriff B (OS)	Sheriff	\$111,853	\$123,067	110%
Emp 16	Sheriff's Lead Investigator III B	Sheriff	\$128,718	\$141,517	110%
Emp 17	Deputy Sheriff B	Sheriff	\$107,551	\$118,227	110%
Emp 18	Administrative Services Supervisor	Registrar of Voters	\$86,880	\$94,243	108%
Emp 19	Deputy Sheriff B (OS)	Sheriff	\$110,586	\$119,309	108%
Emp 20	Deputy Sheriff A	Sheriff	\$102,344	\$109,392	107%
Emp 21	Supervising Office Assistant I	RUHS - Medical Center	\$39,625	\$42,149	106%
Emp 22	Sheriff's Lead Investigator III B	Sheriff	\$127,298	\$129,261	102%
Emp 23	Community Services Officer II	Sheriff	\$70,375	\$71,095	101%
Emp 24	Deputy Sheriff B (OS)	Sheriff	\$111,441	\$110,696	99%

Overtime Monitoring Report Fiscal Year 2020-21

Schedule B

Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 25	Sheriff's Investigator II B	Sheriff	\$117,974	\$117,158	99%
Emp 26	Sheriff's Sergeant B	Sheriff	\$141,160	\$139,611	99%
Emp 27	Correctional Deputy II (OS)	Sheriff	\$84,489	\$82,947	98%
Emp 28	Deputy Sheriff B (OS)	Sheriff	\$108,901	\$103,870	95%
Emp 29	Clinical Laboratory Scientist - I	RUHS - Medical Center	\$97,988	\$92,853	95%
Emp 30	Temporary Assistant - Per Diem - SEIU	RUHS - Medical Center	\$125,326	\$118,602	95%
Emp 31	Emergency Management Program Supervisor	Emergency Management Department	\$94,918	\$88,226	93%
Emp 32	Deputy Sheriff B (OS)	Sheriff	\$107,167	\$99,442	93%
Emp 33	Sheriff's Sergeant B	Sheriff	\$130,955	\$119,635	91%
Emp 34	Sheriff's Lead Investigator III B (OS)	Sheriff	\$122,617	\$111,885	91%
Emp 35	Community Services Officer II	Sheriff	\$73,623	\$66,595	90%
Emp 36	Information Technology Systems Administrator III	Riverside County Information Technology	\$126,886	\$113,940	90%
Emp 37	Sheriff's Investigator II B (OS)	Sheriff	\$121,435	\$107,269	88%
Emp 38	Sheriff's Sergeant B	Sheriff	\$140,727	\$123,712	88%
Emp 39	Sheriff's Lead Investigator III B (OS)	Sheriff	\$130,361	\$113,165	87%
Emp 40	Correctional Deputy II	Sheriff	\$70,445	\$60,697	86%
Emp 41	Correctional Deputy II-S (OS)	Sheriff	\$90,572	\$77,904	86%
Emp 42	Correctional Deputy II (OS)	Sheriff	\$86,300	\$72,996	85%
Emp 43	Deputy Sheriff A	Sheriff	\$88,934	\$74,309	84%
Emp 44	Sheriff's Lead Investigator III B	Sheriff	\$128,718	\$107,092	83%
Emp 45	Sheriff's Lead Investigator III B (OS)	Sheriff	\$127,070	\$104,908	83%
Emp 46	Registered Nurse III - Medical Center/CHC	RUHS - Medical Center	\$102,018	\$83,844	82%

Overtime Monitoring Report Fiscal Year 2020-21

Schedule B

Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 47	Sheriff's Master Investigator IV B (OS)	Sheriff	\$140,809	\$114,662	81%
Emp 48	Deputy Sheriff A	Sheriff	\$80,765	\$65,714	81%
Emp 49	Sheriff's Sergeant B	Sheriff	\$117,714	\$95,666	81%
Emp 50	Sheriff's Sergeant B	Sheriff	\$145,487	\$117,912	81%
Emp 51	Sheriff's Master Investigator IV B (OS)	Sheriff	\$144,030	\$115,630	80%
Emp 52	Office Assistant III	Sheriff	\$49,100	\$39,386	80%
Emp 53	Deputy Sheriff B	Sheriff	\$104,015	\$83,125	80%
Emp 54	Nursing Assistant	RUHS - Medical Center	\$36,919	\$29,278	79%
Emp 55	Deputy Sheriff B	Sheriff	\$101,663	\$80,517	79%
Emp 56	Sheriff's Sergeant B	Sheriff	\$144,946	\$114,580	79%
Emp 57	Sheriff Corporal B	Sheriff	\$101,432	\$80,181	79%
Emp 58	Registered Nurse III - Medical Center/CHC	RUHS - Medical Center	\$110,480	\$86,576	78%
Emp 59	Temporary Assistant - Per Diem - SEIU	RUHS - Medical Center	\$53,751	\$42,088	78%
Emp 60	Information Technology Support Technician III	Riverside County Information Technology	\$93,783	\$73,397	78%
Emp 61	Deputy Sheriff B (OS)	Sheriff	\$111,458	\$87,211	78%
Emp 62	Deputy Sheriff B	Sheriff	\$106,348	\$82,821	78%
Emp 63	Community Services Officer II	Sheriff	\$73,623	\$57,234	78%
Emp 64	Deputy Sheriff B (OS)	Sheriff	\$110,586	\$85,231	77%
Emp 65	Deputy Sheriff B (OS)	Sheriff	\$110,174	\$84,571	77%
Emp 66	Sheriff Corporal B	Sheriff	\$107,649	\$82,041	76%
Emp 67	Temporary Assistant - Per Diem	RUHS - Medical Center	\$37,835	\$28,764	76%
Emp 68	Sheriff's Lead Investigator III B (OS)	Sheriff	\$130,361	\$98,992	76%
Emp 69	Deputy Sheriff B	Sheriff	\$105,953	\$80,217	76%
Emp 70	Sheriff's Master Investigator IV B (OS)	Sheriff	\$136,911	\$103,307	75%

Overtime Monitoring Report Fiscal Year 2020-21

Schedule B

Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 71	Eligibility Technician II	Department of Public Social Services	\$57,651	\$43,482	75%
Emp 72	Service Area Manager III	Office of Economic Development	\$80,447	\$60,444	75%
Emp 73	Licensed Vocational Nurse III	RUHS - Medical Center	\$54,135	\$40,404	75%
Emp 74	Senior Public Information Specialist	Fire Protection	\$101,397	\$75,163	74%
Emp 75	Sheriff's 911 Communication Officer II A	Sheriff	\$61,845	\$45,639	74%
Emp 76	Deputy Sheriff B	Sheriff	\$104,906	\$77,362	74%
Emp 77	Office Assistant III	RUHS - Medical Center	\$47,475	\$34,936	74%
Emp 78	Deputy Sheriff A (OS)	Sheriff	\$105,197	\$76,969	73%
Emp 79	Deputy Sheriff B	Sheriff	\$106,744	\$76,862	72%
Emp 80	Sheriff's Corrections Assistant I	Sheriff	\$52,182	\$37,477	72%
Emp 81	Deputy Sheriff B (OS)	Sheriff	\$111,441	\$79,992	72%
Emp 82	Sheriff's Lead Investigator III B (OS)	Sheriff	\$131,365	\$94,265	72%
Emp 83	Social Services Supervisor II	Department of Public Social Services	\$92,929	\$66,505	72%
Emp 84	Correctional Deputy II (OS)	Sheriff	\$85,688	\$61,231	71%
Emp 85	Deputy Sheriff	Sheriff	\$72,153	\$51,452	71%
Emp 86	Deputy Sheriff	Sheriff	\$95,581	\$67,427	71%
Emp 87	Fire Apparatus Technician II	Fire Protection	\$68,768	\$48,358	70%
Emp 88	Senior Emergency Medical Services Specialist	Emergency Management Department	\$62,995	\$44,191	70%
Emp 89	Sheriff's Sergeant B	Sheriff	\$143,500	\$100,506	70%
Emp 90	Correctional Deputy II	Sheriff	\$82,051	\$57,075	70%
Emp 91	Correctional Deputy II	Sheriff	\$53,937	\$37,475	69%
Emp 92	Deputy Sheriff B (OS)	Sheriff	\$94,819	\$65,878	69%

Overtime Monitoring Report Fiscal Year 2020-21

Schedule B

Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 93	Sheriff's Lead Investigator III B	Sheriff	\$125,840	\$87,302	69%
Emp 94	Office Assistant II	Department of Public Social Services	\$14,917	\$10,327	69%
Emp 95	Deputy Sheriff B (OS)	Sheriff	\$111,836	\$77,404	69%
Emp 96	Sheriff Corporal A	Sheriff	\$39,879	\$27,487	69%
Emp 97	Deputy Sheriff B	Sheriff	\$106,333	\$73,042	69%
Emp 98	Sheriff's Master Investigator IV B	Sheriff	\$130,983	\$89,603	68%
Emp 99	Sheriff's Sergeant B	Sheriff	\$131,911	\$90,168	68%
Emp 100	Sheriff Corporal B (OS)	Sheriff	\$112,366	\$76,594	68%
Emp 101	Community Services Officer II	Sheriff	\$70,375	\$47,761	68%
Emp 102	Deputy Sheriff B	Sheriff	\$64,375	\$43,569	68%
Emp 103	Deputy Sheriff A	Sheriff	\$78,692	\$53,173	68%
Emp 104	Public Safety Info Specialist	Fire Protection	\$79,420	\$53,647	68%
Emp 105	Social Services Practitioner III	Department of Public Social Services	\$69,505	\$46,811	67%
Emp 106	Sheriff's Sergeant B	Sheriff	\$116,363	\$78,297	67%
Emp 107	Registered Nurse III - Medical Center/CHC	RUHS - Medical Center	\$108,927	\$73,254	67%
Emp 108	Correctional Deputy II (OS)	Sheriff	\$82,274	\$55,125	67%
Emp 109	Correctional Deputy II	Sheriff	\$82,970	\$55,525	67%
Emp 110	Social Services Practitioner III	Department of Public Social Services	\$92,929	\$62,170	67%
Emp 111	Deputy Sheriff	Sheriff	\$72,153	\$48,250	67%
Emp 112	Deputy Sheriff B (OS)	Sheriff	\$110,191	\$73,585	67%
Emp 113	Sheriff's Sergeant B	Sheriff	\$137,000	\$91,390	67%
Emp 114	Emergency Services Coordinator	Emergency Management Department	\$85,187	\$56,533	66%
Emp 115	Supervising District Attorney Investigator	District Attorney	\$146,667	\$96,969	66%

Overtime Monitoring Report Fiscal Year 2020-21

Schedule B

Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 116	Senior District Attorney Investigator B-III (OS)	District Attorney	\$154,733	\$102,213	66%
Emp 117	Correctional Deputy II	Sheriff	\$55,780	\$36,775	66%
Emp 118	Sheriff's Sergeant B	Sheriff	\$135,031	\$88,998	66%
Emp 119	Housekeeper	RUHS - Medical Center	\$29,492	\$19,416	66%
Emp 120	Correctional Deputy II-S (OS)	Sheriff	\$89,935	\$59,058	66%
Emp 121	Sheriff's Master Investigator IV B	Sheriff	\$136,942	\$89,751	66%
Emp 122	Maintenance Plumber	Facilities Management	\$58,716	\$38,412	65%
Emp 123	Sheriff's Investigator II B	Sheriff	\$116,747	\$76,204	65%
Emp 124	Sheriff's Sergeant B	Sheriff	\$109,446	\$71,322	65%
Emp 125	Sheriff's Sergeant B	Sheriff	\$116,321	\$75,452	65%
Emp 126	Deputy Sheriff B	Sheriff	\$105,953	\$68,579	65%
Emp 127	Deputy Sheriff	Sheriff	\$72,023	\$46,561	65%
Emp 128	Supervising District Attorney Investigator	District Attorney	\$154,170	\$99,627	65%
Emp 129	Deputy Sheriff B (OS)	Sheriff	\$111,441	\$71,837	64%
Emp 130	Emergency Services Coordinator	Emergency Management Department	\$87,047	\$56,086	64%
Emp 131	Deputy Sheriff B (OS)	Sheriff	\$111,441	\$71,794	64%
Emp 132	Sheriff's Corrections Assistant I	Sheriff	\$49,706	\$31,953	64%
Emp 133	Deputy Sheriff B (OS)	Sheriff	\$110,602	\$71,061	64%
Emp 134	Correctional Deputy II	Sheriff	\$63,614	\$40,828	64%
Emp 135	Deputy Sheriff A	Sheriff	\$83,781	\$53,747	64%
Emp 136	Public Safety Info Specialist	Fire Protection	\$75,695	\$48,471	64%
Emp 137	Correctional Deputy II	Sheriff	\$79,404	\$50,828	64%
Emp 138	Correctional Corporal-S (OS)	Sheriff	\$105,097	\$67,263	64%
Emp 139	Sheriff's Records/Warrants Assistant II	Sheriff	\$45,061	\$28,750	64%

Overtime Monitoring Report Fiscal Year 2020-21

Schedule B

Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 140	Sheriff's Lead Investigator III B (OS)	Sheriff	\$130,361	\$83,152	64%
Emp 141	Deputy Sheriff A	Sheriff	\$70,339	\$44,860	64%
Emp 142	Sheriff's Sergeant B	Sheriff	\$128,582	\$81,943	64%
Emp 143	Deputy Sheriff B	Sheriff	\$96,739	\$61,563	64%
Emp 144	Correctional Deputy II-S (OS)	Sheriff	\$90,263	\$57,395	64%
Emp 145	Sheriff's Lead Investigator III B	Sheriff	\$125,347	\$79,566	63%
Emp 146	Deputy Sheriff (OS)	Sheriff	\$103,176	\$65,454	63%
Emp 147	Temporary Assistant - Per Diem	RUHS - Medical Center	\$36,853	\$23,368	63%
Emp 148	Office Assistant II	RUHS - Medical Center	\$29,306	\$18,540	63%
Emp 149	Correctional Deputy II	Sheriff	\$82,981	\$52,484	63%
Emp 150	Fire Apparatus Technician II	Fire Protection	\$65,580	\$41,475	63%
Emp 151	Correctional Deputy II	Sheriff	\$69,778	\$44,070	63%
Emp 152	Deputy Sheriff A	Sheriff	\$100,788	\$63,510	63%
Emp 153	Deputy Sheriff	Sheriff	\$76,927	\$48,307	63%
Emp 154	Correctional Corporal (OS)	Sheriff	\$100,242	\$62,846	63%
Emp 155	Deputy Sheriff B (OS)	Sheriff	\$111,441	\$69,833	63%
Emp 156	Nursing Assistant	RUHS - Medical Center	\$36,719	\$22,952	63%
Emp 157	Deputy Sheriff	Sheriff	\$79,316	\$49,544	62%
Emp 158	Registered Nurse III - Medical Center/CHC	RUHS - Medical Center	\$103,764	\$64,702	62%
Emp 159	Sheriff's Service Officer II	Sheriff	\$48,358	\$30,105	62%
Emp 160	Sheriff's Investigator II B (OS)	Sheriff	\$118,444	\$73,589	62%
Emp 161	Clinical Laboratory Scientist - I	RUHS - Medical Center	\$97,753	\$60,674	62%
Emp 162	Deputy Sheriff B	Sheriff	\$87,742	\$54,439	62%
Emp 163	Senior Emergency Medical Services Specialist	Emergency Management Department	\$67,168	\$41,672	62%
Emp 164	Deputy Sheriff A	Sheriff	\$106,545	\$66,046	62%

Overtime Monitoring Report Fiscal Year 2020-21

Schedule B

Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 165	Sheriff's Master Investigator IV B (OS)	Sheriff	\$143,500	\$88,856	62%
Emp 166	Sheriff's Sergeant B	Sheriff	\$142,783	\$88,107	62%
Emp 167	Assistant Nurse Manager	RUHS - Medical Center	\$123,789	\$76,353	62%
Emp 168	Temporary Assistant - Per Diem - SEIU	RUHS - Medical Center	\$52,050	\$32,105	62%
Emp 169	Public Safety Info Specialist	Fire Protection	\$78,212	\$48,206	62%
Emp 170	Deputy Sheriff B (OS)	Sheriff	\$107,590	\$66,300	62%
Emp 171	Registered Nurse III - Medical Center/CHC	RUHS - Medical Center	\$94,094	\$57,525	61%
Emp 172	Senior Fire Communication Dispatcher	Fire Protection	\$83,029	\$50,698	61%
Emp 173	Correctional Deputy II	Sheriff	\$55,846	\$34,060	61%
Emp 174	Sheriff's Sergeant B	Sheriff	\$139,236	\$84,920	61%
Emp 175	Sheriff's Investigator II A (OS)	Sheriff	\$112,888	\$68,806	61%
Emp 176	Sheriff's Lead Investigator III B (OS)	Sheriff	\$124,915	\$75,996	61%
Emp 177	Sheriff's Lead Investigator III B	Sheriff	\$127,279	\$77,263	61%
Emp 178	Deputy Sheriff B	Sheriff	\$99,807	\$60,530	61%
Emp 179	Sheriff's Investigator II B (OS)	Sheriff	\$122,348	\$74,195	61%
Emp 180	Institutional Nurse	RUHS - Medical Center	\$103,496	\$62,611	60%
Emp 181	Correctional Corporal (OS)	Sheriff	\$83,988	\$50,670	60%
Emp 182	Sheriff's Sergeant B	Sheriff	\$126,625	\$76,160	60%
Emp 183	Sheriff's Investigator II B	Sheriff	\$116,308	\$69,854	60%
Emp 184	Sheriff Corporal B (OS)	Sheriff	\$102,398	\$61,078	60%
Emp 185	Senior District Attorney Investigator B-III (OS)	District Attorney	\$154,733	\$92,123	60%
Emp 186	Sheriff's Master Investigator IV B	Sheriff	\$135,903	\$80,848	59%
Emp 187	Deputy Sheriff A	Sheriff	\$91,684	\$54,524	59%

Overtime Monitoring Report Fiscal Year 2020-21

Schedule B

Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 188	Deputy Sheriff	Sheriff	\$72,412	\$43,054	59%
Emp 189	Social Services Supervisor II	Department of Public Social Services	\$90,855	\$53,944	59%
Emp 190	Office Assistant III	RUHS - Medical Center	\$47,245	\$28,029	59%
Emp 191	Sheriff's Investigator I B (OS)	Sheriff	\$110,688	\$65,327	59%
Emp 192	Deputy Sheriff B (OS)	Sheriff	\$111,458	\$65,570	59%
Emp 193	Sheriff's Lead Investigator III B (OS)	Sheriff	\$79,654	\$46,822	59%
Emp 194	Sheriff's Lead Investigator III B (OS)	Sheriff	\$131,365	\$77,050	59%
Emp 195	Community Services Officer II	Sheriff	\$70,375	\$41,236	59%
Emp 196	Senior Emergency Medical Services Specialist	RUHS - Medical Center	\$88,815	\$52,041	59%
Emp 197	Correctional Deputy II (OS)	Sheriff	\$81,532	\$47,743	59%
Emp 198	Temporary Assistant - Per Diem	RUHS - Behavioral Health	\$37,471	\$21,936	59%
Emp 199	Deputy Coroner II	Sheriff	\$62,940	\$36,831	59%
Emp 200	Temporary Assistant - Per Diem	RUHS - Medical Center	\$37,259	\$21,716	58%
Emp 201	Deputy Sheriff B (OS)	Sheriff	\$110,602	\$64,370	58%
Emp 202	Temporary Assistant - Per Diem	RUHS - Medical Center	\$37,011	\$21,473	58%
Emp 203	Deputy Sheriff B (OS)	Sheriff	\$106,165	\$61,490	58%
Emp 204	Correctional Deputy II-S	Sheriff	\$82,722	\$47,853	58%
Emp 205	Sheriff's Sergeant B	Sheriff	\$114,853	\$66,428	58%
Emp 206	Fire Communications Dispatcher II	Fire Protection	\$50,772	\$29,361	58%
Emp 207	Correctional Deputy II	Sheriff	\$79,699	\$46,073	58%
Emp 208	Sheriff's Corrections Assistant II	Sheriff	\$54,858	\$31,708	58%
Emp 209	Sheriff's Sergeant B	Sheriff	\$113,964	\$65,795	58%

Overtime Monitoring Report Fiscal Year 2020-21

Schedule B

Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 210	Temporary Assistant - Per Diem	RUHS - Medical Center	\$37,180	\$21,400	58%
Emp 211	Sheriff's Sergeant B	Sheriff	\$112,452	\$64,651	57%
Emp 212	Temporary Assistant - Per Diem	RUHS - Medical Center	\$12,815	\$7,367	57%
Emp 213	Deputy Sheriff B	Sheriff	\$107,140	\$61,476	57%
Emp 214	Supervising Storekeeper	Fire Protection	\$48,012	\$27,457	57%
Emp 215	Supervising Sheriff Corrections Assistant	Sheriff	\$58,200	\$33,278	57%
Emp 216	Deputy Sheriff B (OS)	Sheriff	\$111,853	\$63,904	57%
Emp 217	Deputy Sheriff B	Sheriff	\$107,567	\$61,074	57%
Emp 218	Correctional Deputy II (OS)	Sheriff	\$81,035	\$45,936	57%
Emp 219	Temporary Assistant - Per Diem	RUHS - Medical Center	\$13,324	\$7,534	57%
Emp 220	Temporary Assistant - Per Diem	RUHS - Medical Center	\$35,983	\$20,300	56%
Emp 221	Correctional Deputy II	Sheriff	\$73,599	\$41,457	56%
Emp 222	Sheriff Corporal B (OS)	Sheriff	\$119,099	\$67,028	56%
Emp 223	Fire Apparatus Technician I	Fire Protection	\$74,337	\$41,808	56%
Emp 224	Sheriff's Sergeant B	Sheriff	\$142,242	\$79,860	56%
Emp 225	Sheriff's Master Investigator IV B (OS)	Sheriff	\$143,500	\$80,534	56%
Emp 226	Sheriff's Sergeant B	Sheriff	\$142,783	\$80,021	56%
Emp 227	Sheriff's Master Investigator IV B (OS)	Sheriff	\$140,809	\$78,764	56%
Emp 228	Correctional Deputy II	Sheriff	\$62,676	\$34,951	56%
Emp 229	Deputy Sheriff B (OS)	Sheriff	\$102,467	\$57,128	56%
Emp 230	Deputy Sheriff B	Sheriff	\$89,757	\$49,884	56%
Emp 231	Sheriff Corporal B	Sheriff	\$108,435	\$60,228	56%
Emp 232	Supervising District Attorney Investigator	District Attorney	\$154,170	\$85,625	56%
Emp 233	Fire Apparatus Fleet Supervisor	Fire Protection	\$77,067	\$42,734	55%
Emp 234	Deputy Sheriff B (OS)	Sheriff	\$107,716	\$59,342	55%

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Schedule B

Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 235	Sheriff's Corrections Assistant II	Sheriff	\$55,069	\$30,313	55%
Emp 236	Fire Communications Dispatcher II	Fire Protection	\$52,895	\$29,054	55%
Emp 237	Deputy Sheriff	Sheriff	\$68,130	\$37,372	55%
Emp 238	Social Services Practitioner III	Department of Public Social Services	\$81,803	\$44,767	55%
Emp 239	Sheriff's Investigator I B (OS)	Sheriff	\$111,156	\$60,816	55%
Emp 240	Sheriff's Corrections Assistant I	Sheriff	\$41,512	\$22,698	55%
Emp 241	Temporary Assistant - Per Diem - SEIU	RUHS - Medical Center	\$34,800	\$19,025	55%
Emp 242	Correctional Deputy II	Sheriff	\$49,449	\$27,025	55%
Emp 243	Senior District Attorney Investigator B-III	Sheriff	\$148,782	\$81,292	55%
Emp 244	Behavioral Health Specialist III	RUHS - Behavioral Health	\$41,646	\$22,742	55%
Emp 245	Deputy Sheriff A	Sheriff	\$91,474	\$49,782	54%
Emp 246	Sheriff's Corrections Assistant I	Sheriff	\$36,145	\$19,630	54%
Emp 247	Deputy Sheriff B	Sheriff	\$105,114	\$56,977	54%
Emp 248	Sheriff's Master Investigator IV B (OS)	Sheriff	\$140,809	\$76,306	54%
Emp 249	Deputy Sheriff B (OS)	Sheriff	\$107,283	\$58,107	54%
Emp 250	Licensed Vocational Nurse II	RUHS - Medical Center	\$49,090	\$26,547	54%
Emp 251	Deputy Sheriff B (OS)	Sheriff	\$100,220	\$54,114	54%
Emp 252	Correctional Deputy II	Sheriff	\$81,260	\$43,851	54%
Emp 253	Deputy Sheriff B (OS)	Sheriff	\$108,382	\$58,360	54%
Emp 254	Deputy Sheriff A (OS)	Sheriff	\$105,389	\$56,667	54%
Emp 255	Deputy Sheriff	Sheriff	\$69,817	\$37,533	54%
Emp 256	Registered Nurse III - Medical Center/CHC	RUHS - Medical Center	\$112,593	\$60,414	54%
Emp 257	Deputy Sheriff B (OS)	Sheriff	\$108,485	\$58,201	54%
Emp 258	Correctional Deputy II	Sheriff	\$59,659	\$32,005	54%

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Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 259	Registered Nurse III - Medical Center/CHC	RUHS - Medical Center	\$103,253	\$55,389	54%
Emp 260	Deputy Sheriff B (OS)	Sheriff	\$110,586	\$59,037	53%
Emp 261	Temporary Assistant - Per Diem	RUHS - Medical Center	\$33,080	\$17,656	53%
Emp 262	Deputy Sheriff A	Sheriff	\$78,989	\$42,107	53%
Emp 263	Sheriff's Investigator II B	Sheriff	\$118,100	\$62,815	53%
Emp 264	Deputy Sheriff B (OS)	Sheriff	\$111,425	\$59,233	53%
Emp 265	Correctional Deputy II-S	Sheriff	\$86,464	\$45,914	53%
Emp 266	Deputy Sheriff B	Sheriff	\$101,938	\$53,819	53%
Emp 267	Sheriff's Investigator II B	Sheriff	\$116,747	\$61,545	53%
Emp 268	Sheriff's Investigator I B (OS)	Sheriff	\$109,786	\$57,771	53%
Emp 269	Sheriff's Sergeant B	Sheriff	\$91,778	\$48,229	53%
Emp 270	Sheriff's Lead Investigator III B (OS)	Sheriff	\$130,353	\$68,409	52%
Emp 271	Deputy Sheriff B (OS)	Sheriff	\$110,174	\$57,694	52%
Emp 272	Deputy Sheriff B (OS)	Sheriff	\$97,029	\$50,742	52%
Emp 273	Senior Clinical Laboratory Scientist	RUHS - Medical Center	\$98,032	\$51,186	52%
Emp 274	Deputy Sheriff B (OS)	Sheriff	\$108,447	\$56,601	52%
Emp 275	Senior Fire Communication Dispatcher	Fire Protection	\$82,717	\$43,124	52%
Emp 276	Administrative Services Analyst II	Riverside County Information Technology	\$69,596	\$36,215	52%
Emp 277	Sheriff's Sergeant B	Sheriff	\$72,388	\$37,633	52%
Emp 278	Community Services Officer II	Sheriff	\$55,958	\$29,088	52%
Emp 279	Deputy Sheriff A (OS)	Sheriff	\$106,799	\$55,492	52%
Emp 280	Sheriff's Lead Investigator III B (OS)	Sheriff	\$119,628	\$62,080	52%
Emp 281	Deputy Sheriff A	Sheriff	\$92,381	\$47,850	52%
Emp 282	Sheriff's Sergeant B	Sheriff	\$141,701	\$73,237	52%
Emp 283	Deputy Sheriff A (OS)	Sheriff	\$102,819	\$53,103	52%

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Schedule B

Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 284	Social Services Practitioner III	Department of Public Social Services	\$54,052	\$27,905	52%
Emp 285	Deputy Sheriff B	Sheriff	\$94,552	\$48,798	52%
Emp 286	Sheriff's Lead Investigator III B (OS)	Sheriff	\$131,877	\$68,034	52%
Emp 287	Registered Nurse III - Medical Center/CHC	RUHS - Medical Center	\$102,751	\$52,764	51%
Emp 288	Social Services Supervisor II	Department of Public Social Services	\$92,929	\$47,718	51%
Emp 289	Deputy Sheriff A	Sheriff	\$92,032	\$47,119	51%
Emp 290	Deputy Sheriff B (OS)	Sheriff	\$106,020	\$54,068	51%
Emp 291	Correctional Deputy II	Sheriff	\$71,495	\$36,454	51%
Emp 292	Sheriff's Sergeant B	Sheriff	\$143,324	\$73,070	51%
Emp 293	Deputy Sheriff B (OS)	Sheriff	\$110,997	\$56,453	51%
Emp 294	Public Works Operator II	Transportation Land Management Agency	\$60,472	\$30,742	51%
Emp 295	Sheriff's 911 Communication Officer I	Sheriff	\$68,364	\$34,754	51%
Emp 296	Sheriff's Master Investigator IV B (OS)	Sheriff	\$135,219	\$68,695	51%
Emp 297	Deputy Sheriff	Sheriff	\$69,038	\$35,059	51%
Emp 298	Fire Apparatus Technician II	Fire Protection	\$79,417	\$40,187	51%
Emp 299	Sheriff's Investigator I B (OS)	Sheriff	\$110,688	\$56,009	51%
Emp 300	Sheriff's Master Investigator IV B (OS)	Sheriff	\$141,857	\$71,730	51%
Emp 301	Correctional Corporal	Sheriff	\$85,638	\$43,297	51%
Emp 302	Sheriff's Corrections Assistant I	Sheriff	\$51,146	\$25,841	51%
Emp 303	Deputy Sheriff B (OS)	Sheriff	\$106,867	\$53,964	50%
Emp 304	Clinical Laboratory Scientist - I	RUHS - Medical Center	\$98,038	\$49,392	50%
Emp 305	Correctional Deputy II	Sheriff	\$83,565	\$42,035	50%
Emp 306	Deputy Sheriff	Sheriff	\$96,286	\$48,395	50%

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Riverside County Employees Earning More Than 50% of Their Base Pay in Overtime Pay

County Employee*	Job Title	Department	Total Regular Pay	Overtime Pay	Pct of Overtime over Base Pay
Emp 307	Maintenance and Construction Worker	Transportation Land Management Agency	\$57,878	\$29,061	50%
Emp 308	Registered Nurse III - Medical Center/CHC	RUHS - Medical Center	\$101,619	\$50,913	50%
Emp 309	Sheriff Corporal B	Sheriff	\$107,748	\$53,951	50%
Emp 310	Registered Nurse III - Medical Center/CHC	RUHS - Medical Center	\$84,009	\$42,060	50%
Emp 311	Social Services Supervisor II	Department of Public Social Services	\$88,343	\$44,188	50%

*Employee names are not included in this table to maintain privacy.