

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

927



FROM: Auditor-Controller

SUBMITTAL DATE:

March 25, 2014

SUBJECT: Overtime Monitoring Report for: Riverside County Regional Medical Center, Department of Public Social Services and Probation Department [All Districts] [\$0]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Receive and file Overtime Monitoring Report for: Riverside County Regional Medical Center, Department of Public Social Services and Probation Department

BACKGROUND:

Summary

The Auditor-Controller has initiated a monitoring program with the intent of informing the Board of Supervisors, management, and Riverside County citizens of significant transactions and trends. This report on overtime includes the Riverside County Regional Medical Center (RCRMC), Department of Public Social Services (DPSS) and Probation Department. We selected these departments because they incurred overtime costs in excess of \$1.5 million.

Paul Angulo

Paul Angulo, CPA, MA
County Auditor-Controller

| FINANCIAL DATA | Current Fiscal Year: | Next Fiscal Year: | Total Cost: | Ongoing Cost: | POLICY/CONSENT (per Exec. Office) |
|----------------------|----------------------|-------------------|-------------|------------------------|-----------------------------------------------------------------------------|
| COST | \$ 0.0 | \$ 0.0 | \$ 0.0 | \$ 0.0 | Consent <input checked="" type="checkbox"/> Policy <input type="checkbox"/> |
| NET COUNTY COST | \$ 0.0 | \$ 0.0 | \$ 0.0 | \$ 0.0 | |
| SOURCE OF FUNDS: N/A | | | | Budget Adjustment: No | |
| | | | | For Fiscal Year: 13/14 | |

C.E.O. RECOMMENDATION:

APPROVE

BY: *Samuel Wong* 4/3/14
Samuel Wong

County Executive Office Signature

MINUTES OF THE BOARD OF SUPERVISORS

☐ A-30
☐ 4/5 Vote
☐ Positions Added
☐ Change Order

Prev. Agn. Ref.:

District: ALL

Agenda Number:

2-24

BACKGROUND:
Summary (continued)

The goal of this monitoring report is to raise awareness that opportunities exist for significant cost avoidance with improvements in management oversight and controls over overtime. The data was neither benchmarked to other agencies or surveys nor subject to audit procedures. Therefore, we do not offer an opinion or conclusion on the information therein.

Impact on Citizens and Businesses

Provide information on significant transactions and trends occurring in County Government.

Attachments

- A. Overtime Monitoring Report for: Riverside County Medical Center, Department of Public Social Services and Probation



Overtime Monitoring Report

Internal Audit Division



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OFFICE OF THE
AUDITOR-CONTROLLER

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Paul Angulo, CPA, MA
AUDITOR-CONTROLLER

March 25, 2014

Board of Supervisors

Subject: Overtime Monitoring Report for: Riverside County Regional Medical Center,
Department of Public Social Services and Probation Department

Honorable board members:

The Riverside County Office of the Auditor-Controller monitors a wide range of payments made to vendors and employees. The Auditor-Controller monitors county finances and maintains the integrity of the county's "checkbook." As a result, the Auditor-Controller has initiated a monitoring program with the intent of informing the Board of Supervisors, management, and Riverside County citizens of significant transactions and trends.

This report includes the Riverside County Regional Medical Center (RCRMC), Department of Public Social Services (DPSS), and Probation Department. We selected these departments because of their reported overtime costs in excess of \$1.5 million. Expenditures from the county's financial system were compiled and forwarded to the departments for a written response. We requested detailed reasons for the use of overtime, protocol to approve the overtime and if they have identified ways to reduce the use of overtime. Their responses are included in the attached report.

This report was prepared to highlight the use of overtime and other significant temporary labor to provide services to County of Riverside residents. The data was neither benchmarked to other agencies or surveys nor was it subject to audit procedures. Therefore, we do not offer an opinion or conclusion on the information herein.

Summary of Results:

The table below provides the overtime incurred by each of the departments over a 5-year period.

| | FY 2009 | FY2010 | FY2011 | FY2012 | FY2013 |
|-----------|--------------|--------------|--------------|--------------|--------------|
| RCRMC | \$28,808,110 | \$35,025,621 | \$37,784,017 | \$40,742,397 | \$39,374,419 |
| Probation | \$730,294 | \$924,485 | \$1,439,784 | \$1,803,790 | \$1,838,231 |
| DPSS | \$2,538,126 | \$2,414,387 | \$4,336,094 | \$4,518,944 | \$3,860,998 |

Overtime is a management response for when demand for services exceed the available staff. It can be a more cost effective response than establishing staffing levels to meet peak demand without overtime. Temporary labor increases, including overtime, are a short-term solution when increased demand for service is temporary, seasonal, or cyclical. The usefulness of overtime diminishes as increased workloads become permanent. Studies have documented that employees lose their mental edge, which may lead to productivity losses and increased illnesses and injuries. When these effects materialize, it becomes costlier for an organization to

operate and hiring new staff becomes more cost effective in the end. Finally, unnecessary overtime is wasteful and may obscure fraudulent overtime.

In their responses, the departments address the reasons for incurring overtime costs including legislative demands/changes as well as operational inefficiencies. Solutions to address the increased service demands and reduce overtime were provided by the departments, which include the reduction of vacancy rates by hiring new staff, developing a more efficient process, training existing staff, and obtaining new tools to help streamline inefficient processes.

As stewards of the citizens' money, operating efficiently and avoiding unnecessary expenses should be a primary concern for all government agencies. We encourage county departments' to evaluate their overtime cost and assess any potential risk that may arise from its use.

Paul Angulo, CPA, MA
County Auditor-Controller



By: Mark Cousineau, CPA, CIA, CFE
Chief Internal Auditor

cc: Jay Orr, CEO

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EXECUTIVE SUMMARY

Riverside County's Regional Medical Center (RCRMC), Department of Public Social Services (DPSS), and Probation Department combined overtime was 448,680 hours, or \$25.9 million for the fiscal year ending June 30, 2013, without including per diem expense. RCRMC's per diem expense was an additional \$19 million, for a total of \$45 million overtime expense for these departments for the fiscal year. RCRMC accounted for over 87 percent of the \$45 million of combined expenses for overtime and per diem.

INTRODUCTION

The Riverside County Office of the Auditor-Controller (Auditor-Controller) monitors a wide range of payments made to vendors and employees. The Auditor-Controller also provides assurance that sound checks and balances are in place through the internal audit function. It is the Auditor-Controller's duty to monitor county finances and maintain the integrity of the county's "checkbook." The Auditor-Controller initiated a monitoring program with the intent of informing the Board of Supervisors, management, and Riverside County citizens on a regular basis of significant transactions and trends.

Reasonable and necessary expenditures for overtime and substitute labor enables the County to continue to provide services despite labor shortages due to vacancies, leaves, changed mandated service levels, and operational and seasonal workload spikes. In some cases, overtime can be cost-effective. However, long-term overtime and substitute labor, or indiscriminant use of overtime represent significant risks of unnecessary increased direct and indirect costs.

Direct costs include unnecessary and unreasonable overtime that may have been 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 control and service delivery to all employees. In addition, long-term overtime may help obscure fraudulent overtime.

Indirect costs from long-term use of overtime to address staffing issues include increased employee turnover, reduced employee productivity, increased workers' compensation costs, and increased litigation costs. High turnover rates combined with short employment tenures can increase recruitment, background, training costs, and continuity of operations. Operating and legal costs may increase due to employee errors or omissions arising from fatigue that leads to avoidable additional services, personal injury claims, and employee injuries.

The following report presents the reported overtime departments have incurred for the last five fiscal years.

SCOPE

Three Riverside County departments with reported overtime cost in excess of more than \$1.5 million were selected for this initial monitoring report. The selected departments are presented in highest to lowest overtime expenditures and included herein are the Riverside County Regional Medical Center, Department of Public Social Services, and the Probation Department.

Expenditure data from the county's financial system was compiled and the information forwarded to the departments. Each department was asked to provide a written response detailing the reasons for the use of overtime, protocol to approve overtime and if they have identified ways to reduce the use of overtime. Their responses are included in the report.

ASSUMPTIONS AND LIMITATIONS

The cost data was compiled using the county's financial system. With the cost data of RCRMC, per diem cost was included in the overtime cost compilation for the purpose of also monitoring its incurred cost. This cost data was assumed to have been incurred to hire temporary medical staff to meet the demand for medical care.

This report was compiled for reporting and information purposes only. The information was not benchmarked or compared to any statistical national averages nor did the office's Internal Audit Division perform an audit on the departments' reported overtime for compliance with bargaining units' MOUs, county ordinances or assess for operational inefficiencies. Thus, the responses provided by each of the departments in this report were included as presented by each respective department.

CONCLUSION

The Auditor-Controller Office will continue monitoring reported overtime on an as needed basis, and will report as warranted with the intent of making this information visible and available to the Board of Supervisors, management and the Riverside County citizens.

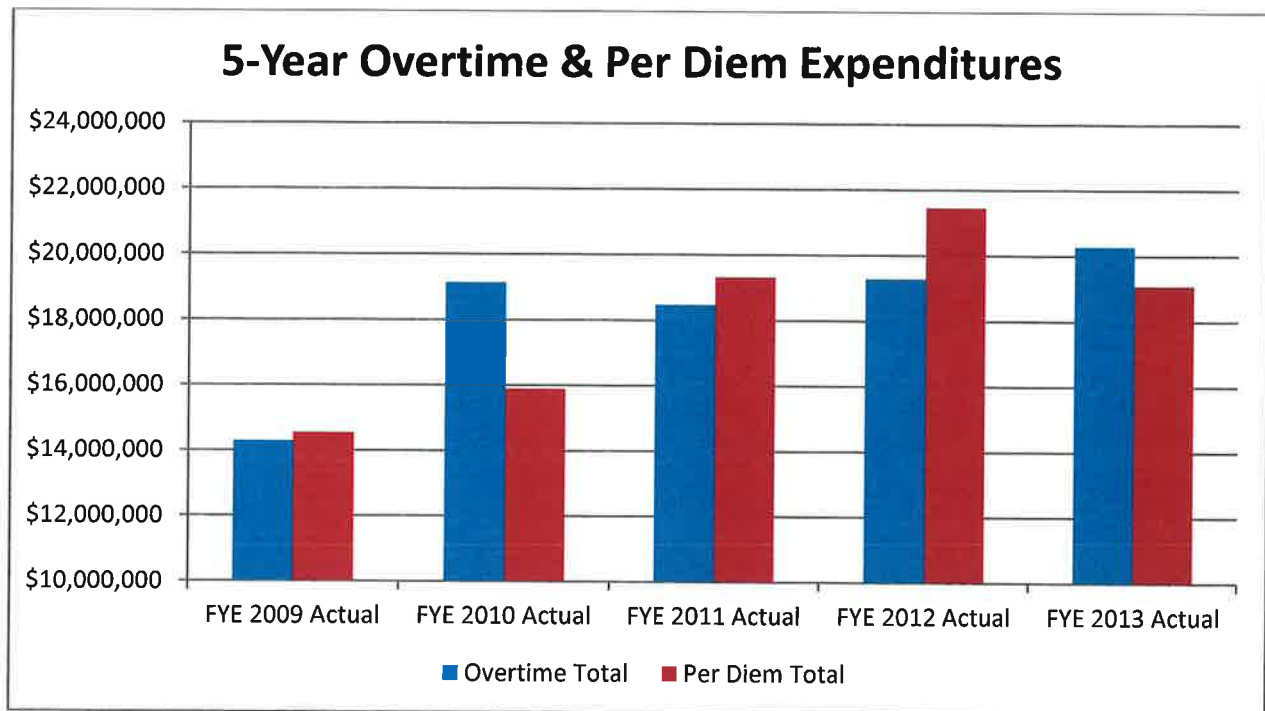
RIVERSIDE COUNTY REGIONAL MEDICAL CENTER (RCRMC)

RCRMC is a centrally located facility in the City of Moreno Valley and is staffed with more than 2,400 professionals. In fiscal year 2013, RCRMC incurred a total of \$267,084,743 in labor cost. The data below summarizes the expenditures over a five-year period.

Summary of overtime expenditures for the last five fiscal years:

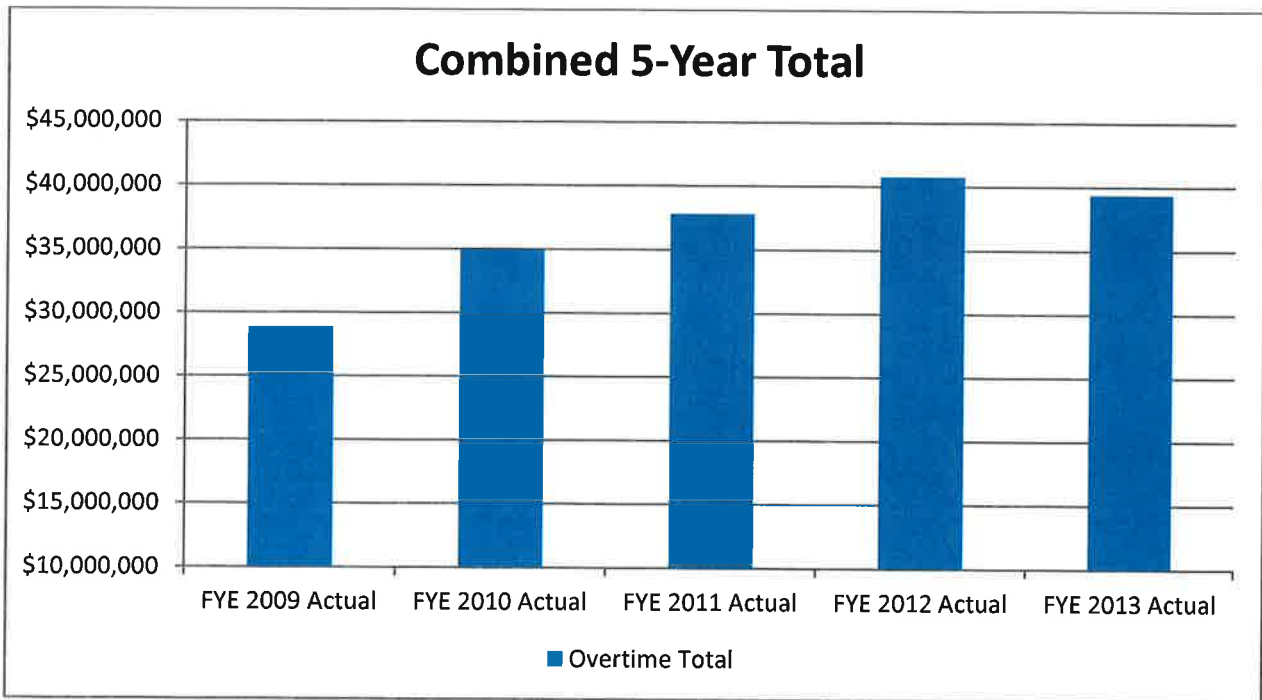
In our collected data of RCRMC's five-year overtime expenditures, per-diem expenditures were included with the assumption that most of the per diem cost was for temporary medical staff hired as needed to meet the demand. Graph 1 illustrates both overtime and per diem expenditures over a five-year period while Graph 2 is the combined total of both expenditures.

Graph 1. RCRMC's overtime and per diem expenditures



| <i>Graph 1 Data</i> | FY 2009 | FY 2010 | FY 2011 | FY2012 | FY 2013 |
|---------------------|----------------|----------------|----------------|---------------|----------------|
| Actual Overtime | \$14,276,128 | \$19,131,503 | \$18,468,820 | \$19,283,271 | \$20,278,268 |
| Actual Per Diem | \$14,531,982 | \$15,894,118 | \$19,315,197 | \$21,459,127 | \$19,096,151 |

Graph 2. RCRMC's Combined total



| Graph 2 Data | FY 2009 | FY 2010 | FY 2011 | FY2012 | FY 2013 |
|-----------------|--------------|--------------|--------------|--------------|--------------|
| Actual Combined | \$28,808,110 | \$35,025,621 | \$37,784,017 | \$40,742,397 | \$39,374,419 |

The percentage of total cost of overtime and per diem to the total cost of labor is presented in Table 1 below.

Table 1. RCRMC's total overtime cost to total labor cost

| Percentage of total overtime cost to total labor cost (includes all benefits and labor taxes paid) | | | | | |
|----------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 |
| Per-Diem To Total Labor Cost | 6.6% | 7.1% | 8.2% | 8.6% | 7.2% |
| Overtime To Total Labor Cost | 6.5% | 8.5% | 7.9% | 7.8% | 7.6% |
| Percentages Total | 13.0% | 15.5% | 16.0% | 16.4% | 14.7% |
| Data | | | | | |
| Per-Diem Cost | \$14,531,982 | \$15,894,118 | \$19,315,197 | \$21,459,127 | \$19,096,151 |
| Overtime Cost | \$14,276,128 | \$19,131,503 | \$18,468,820 | \$19,283,271 | \$20,278,268 |
| Total Labor Cost | \$220,854,100 | \$225,320,553 | \$234,359,351 | \$248,575,848 | \$267,084,744 |

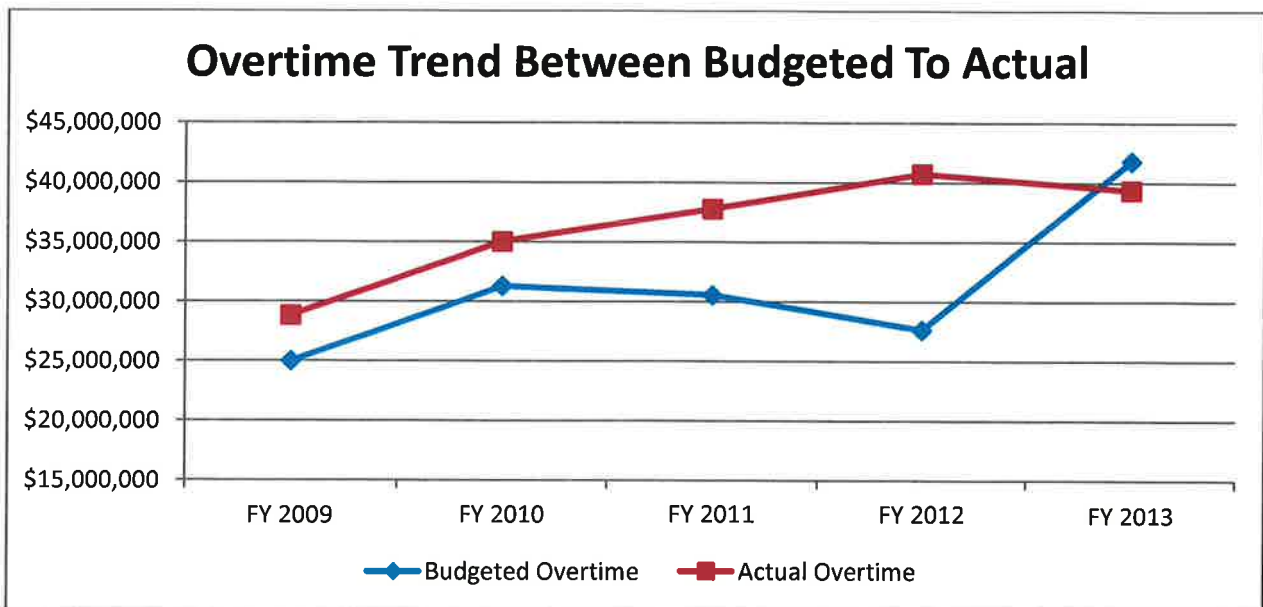
The percentage of total overtime and per diem cost to total regular salaries cost is presented in Table 2 below.

Table 2. RCRMC's overtime cost to regular salaries cost

| Percentage of overtime cost to regular salaries cost (only includes regular salaries data) | | | | | |
|--------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 |
| Per-Diem To Total Regular Pay Cost | 12.0% | 13.6% | 15.8% | 16.7% | 13.1% |
| Overtime To Total Regular Pay Cost - | 11.8% | 16.3% | 15.1% | 15.0% | 13.9% |
| Sum of Percentages | 23.9% | 29.9% | 30.9% | 31.6% | 27.0% |
| Data | | | | | |
| Per-Diem Cost | \$14,531,982 | \$15,894,118 | \$19,315,197 | \$21,459,127 | \$19,096,151 |
| Overtime Cost | \$14,276,128 | \$19,131,503 | \$18,468,820 | \$19,283,271 | \$20,278,268 |
| Regular Pay Cost | \$120,748,417 | \$117,037,355 | \$122,241,328 | \$128,753,210 | \$146,052,026 |

Graph 3 below is a comparison of budgeted and actual overtime cost. In this graph, the overtime and the per diem cost are added as one total and shown as overtime cost.

Graph 3. RCRMC's comparison between budgeted expenditures vs. actual expenditures



| <i>Graph 3 Data</i> | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 |
|---------------------|--------------|--------------|--------------|--------------|--------------|
| Budgeted Overtime | \$24,978,426 | \$31,301,272 | \$30,557,975 | \$27,646,780 | \$41,798,474 |
| Actual Overtime | \$28,808,110 | \$35,025,621 | \$37,784,017 | \$40,742,397 | \$39,374,418 |

Response from Department to overtime inquiry:

New hospital management certainly shares the concern about what look like unnecessarily high use of overtime, and we are committed to reducing it as a part of the County-Huron initiative that is in its fourth month.

Initial analysis of the situation has revealed a number of areas that can and will be improved over the remainder of this fiscal year. First, our managers have not received the kind of training and tools to control staffing levels. New training and scheduling tools will help managers to make staffing adjustments every four hours. Line staff are getting training to help them do their jobs more efficiently. Coordination between employees and between departments will be improved. The thinking of course that this improved efficiency will help each of us to get our essential duties done without going outside a normal workday. Support departments like Information Technology are getting the directive and the resources to maintain systems proactively, rather than fixing one emergency after another with overtime.

These are just a handful of examples of the many initiatives underway that will improve operations here, reduce overtime and help us move back to a solid fiscal position. We have already seen a downward trend in overtime usage.

DEPARTMENT OF PUBLIC SOCIAL SERVICES (DPSS)

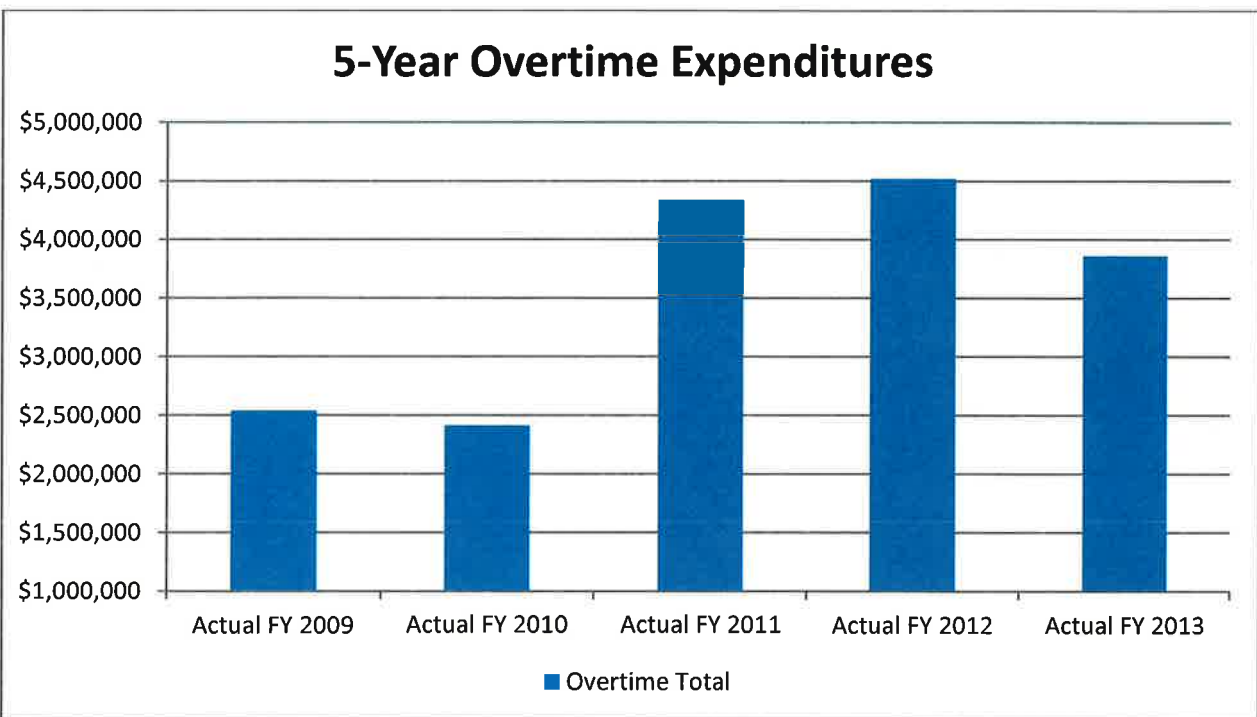
With several offices spread throughout the Riverside County, DPSS is comprised of more than 3,800 employees who work collectively and in partnership with community-based organizations to serve the needs of the community.

In fiscal year end 2013, DPSS reported total labor cost of \$244,205,312. The data below summarizes the expenditures over a five-year period.

Summary of overtime expenditures for the last five fiscal years:

Graph 4 below illustrates five-years of overtime expenditures incurred by DPSS. The department shows increases in overtime expenditures over the five-year period.

Graph 4. DPSS' overtime and per diem expenditures



| <i>Graph 4 Data</i> | FY 2009 | FY 2010 | FY 2011 | FY2012 | FY 2013 |
|---------------------|----------------|----------------|----------------|---------------|----------------|
| Actual Overtime | \$2,538,126 | \$2,414,387 | \$4,336,094 | \$4,518,944 | \$3,860,998 |

The percentage of total cost of overtime to the total cost of labor is presented in table 3.

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

| Percentage of total overtime cost to total labor cost (includes all benefits and labor taxes paid) | | | | | |
|----------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 |
| Overtime To Total Labor Cost | 1.1% | 1.1% | 1.9% | 1.9% | 1.6% |
| Data | | | | | |
| Overtime Cost | \$2,538,126 | \$2,414,387 | \$4,336,094 | \$4,518,944 | \$3,860,998 |
| Total Labor Cost | \$230,798,953 | \$214,331,010 | \$225,207,857 | \$238,649,158 | \$244,205,312 |

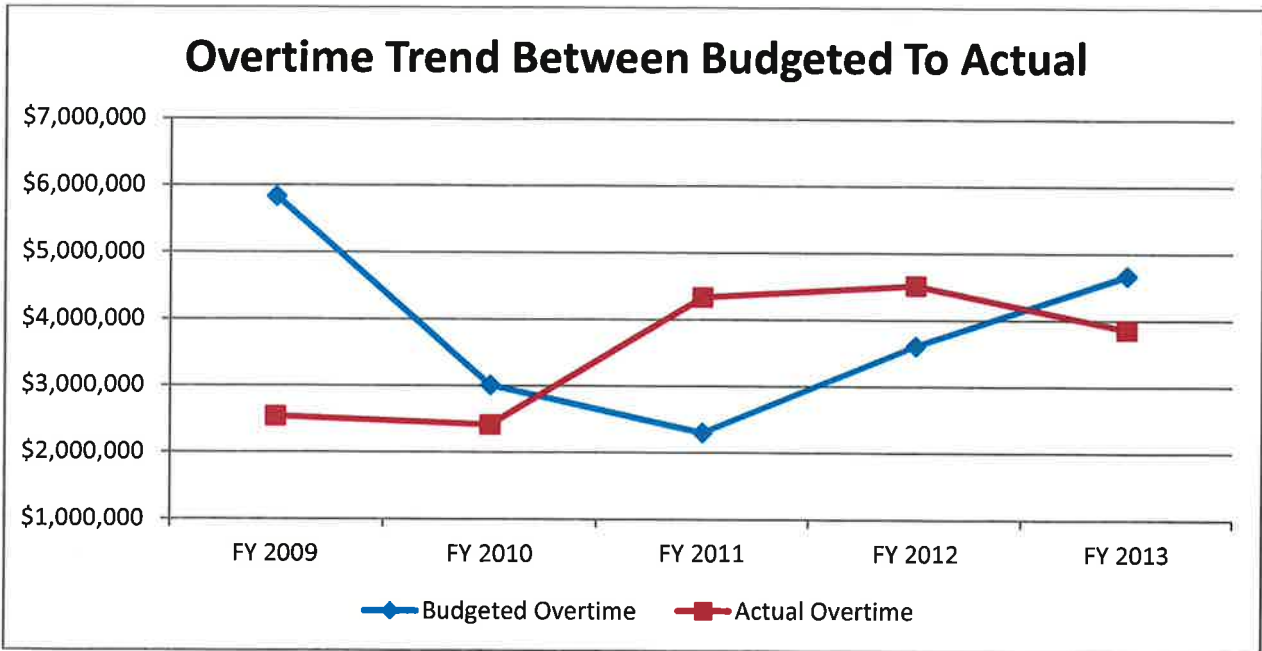
The percentage of total overtime cost to total cost of regular salaries is presented in table 4.

Table 4. DPSS' overtime cost to regular salaries cost

| Percentage of total overtime cost to regular pay cost (only includes regular salaries data) | | | | | |
|---------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 |
| Overtime To Total Regular Pay Cost | 1.7% | 1.7% | 3.1% | 3.0% | 2.5% |
| Data | | | | | |
| Overtime Cost | \$2,538,126 | \$2,414,387 | \$4,336,094 | \$4,518,944 | \$3,860,998 |
| Total Labor Cost | \$150,624,007 | \$139,639,468 | \$142,008,435 | \$148,355,262 | \$154,937,498 |

Comparison between budgeted and actual overtime cost is shown in Graph 5 below.

Graph 5. DPSS' comparison between budgeted expenditures vs. actual expenditures



| <i>Graph 5 Data</i> | FY 2009 | FY 2010 | FY 2011 | FY2012 | FY 2013 |
|---------------------|-------------|-------------|-------------|-------------|-------------|
| Budgeted Overtime | \$5,833,271 | \$3,007,652 | \$2,299,222 | \$3,611,127 | \$4,668,954 |
| Actual Overtime | \$2,538,126 | \$2,414,387 | \$4,336,094 | \$4,518,944 | \$3,860,998 |

DPSS' response to overtime inquiry:

1. Reasons and justifications for use of overtime:

- Over the past several years DPSS has managed numerous legislative and programmatic changes, such as the Affordable Care Act and the Coordinated Care Initiative, while working with reduced and uncertain funding sources. This limited the department's ability to retain and hire permanent positions to support the Department's program responsibilities.
- These financial constraints were compounded by an unprecedented period of increased caseload growth and State mandated requirements to process public assistance applications within specified timeframes.
- Reduced county funding from 2008 — 2011 also limited our ability to hire staff in Children's Services, which also operates with specific response timeframes.

2. Protocol followed to approve overtime for DPSS staff during the period in question:

- The need for overtime is identified by program management due to workload or new regulatory mandates.

- To manage these activities, overtime was authorized, monitored and controlled through regular reporting of overtime expenditures.
 - Quarterly updates of overtime expenditures and budgets were provided and reviewed with Department Executives.
3. Ways to reduce overtime:
- As additional funding has been made available, in FY 12/ 13, DPSS added approximately 80 new positions, and filled over 600 vacancies.
 - DPSS is on track to add 300 additional positions in FY 13/14.

While DPSS is diligently adding staff based upon the continuous caseload growth, counties continue to get tasked with additional duties resulting from the implementation of the Affordable Care Act, Expanded Foster Care, and other program and policy changes. These tasks are coming on an almost daily basis, and in many cases cannot be forecasted or planned for in advance. In conjunction with the California Welfare Directors Association, DPSS is monitoring this workload for impacts to the overall operations and funding opportunities.

PROBATION DEPARTMENT

The Probation Department has three major budget units that contain authorized positions; Juvenile Institutions, Field Services and the Administration. It has 1,097 authorized positions with a current department wide vacancy rate of 26.43% or 290 positions; allocated as follows (this information was obtained directly from the department's letter dated February 7th, 2014 in response to our overtime inquiry):

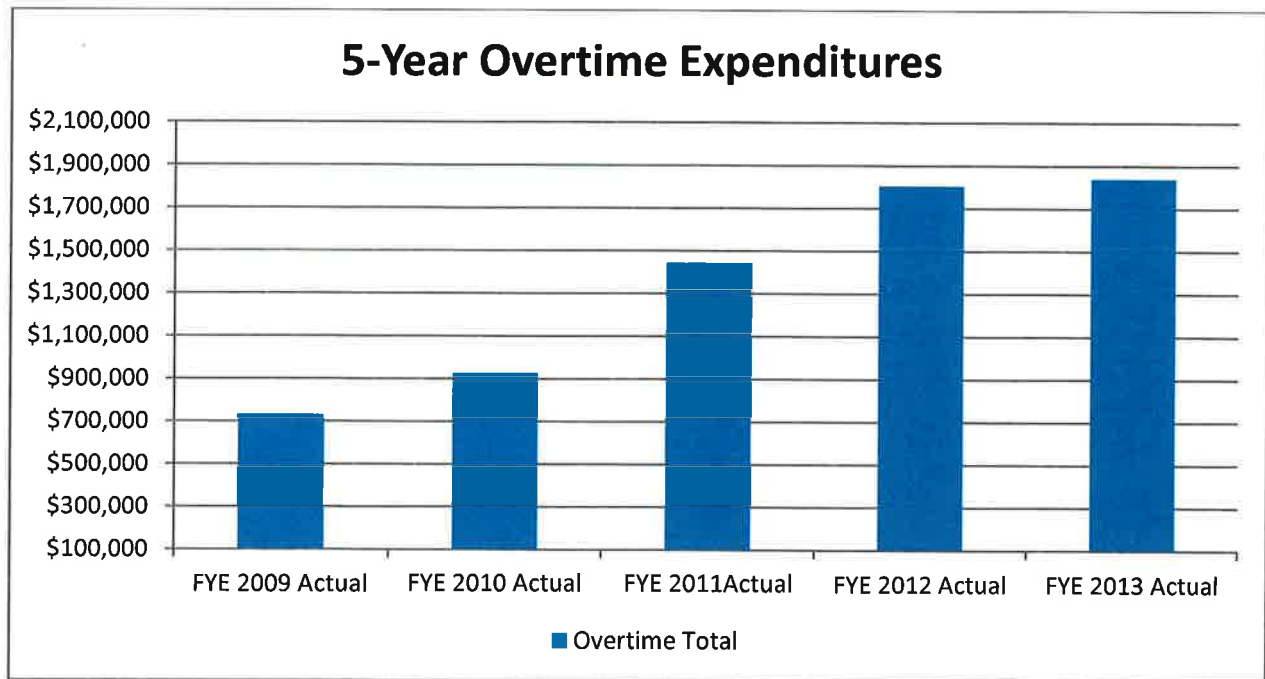
- Juvenile Institutions — 415 authorized positions, vacancy rate 27.47% (114 positions)
- Field Services — 590 authorized positions, vacancy rate — 26.78% (158 positions)
- Administration — 92 authorized positions, vacancy rate — 19.57% (18 positions)

As of the end of fiscal year 2013, the Probation Department reported total labor cost of \$66,909,623. The data below summarizes the expenditures over a five-year period.

Summary of overtime expenditures for the last five fiscal years:

Graph 6 below illustrates five-years of overtime expenditures incurred by the Probation Department. The department shows progressive increases in overtime expenditures over the five-year period with a 152% total increase from 2009 to 2013.

Graph 6. Probation's Department overtime and per diem expenditures



| <i>Graph 6 Data</i> | FY 2009 | FY 2010 | FY 2011 | FY2012 | FY 2013 |
|---------------------|-----------|-----------|-------------|-------------|-------------|
| Actual Overtime | \$730,294 | \$924,485 | \$1,439,784 | \$1,803,790 | \$1,838,231 |

The percentage of total cost of overtime to the total cost of labor is illustrated in table 5 below.

Table 5. Probation's Department total overtime cost to total labor cost

| Percentage of total overtime cost to total labor cost (includes all benefits and labor taxes paid) | | | | | |
|----------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 |
| Overtime To Total Labor Cost | 1.0% | 1.4% | 2.3% | 2.8% | 2.7% |
| Data | | | | | |
| Overtime Cost | \$730,294 | \$924,485 | \$1,439,784 | \$1,803,790 | \$1,838,231 |
| Total Labor Cost | \$70,976,842 | \$66,336,626 | \$61,790,040 | \$63,398,737 | \$66,909,624 |

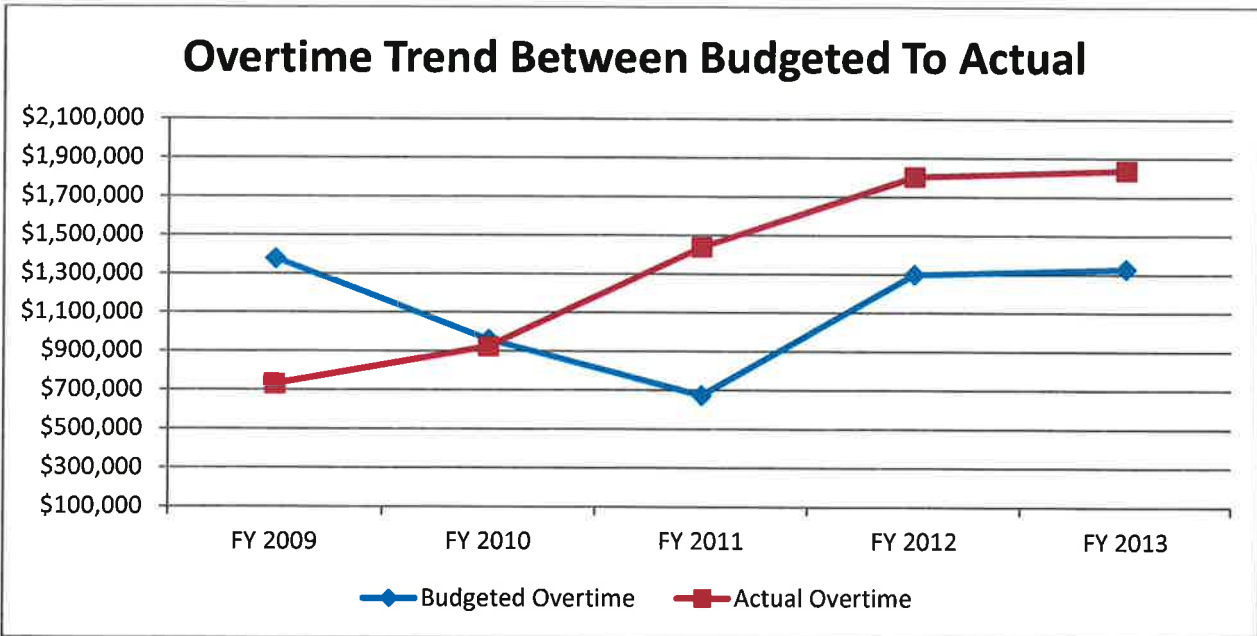
The percentage of total overtime cost to total cost of regular salaries is illustrated in Table 6 below.

Table 6. Probation's Department overtime cost to regular salaries cost

| Percentage of overtime cost to regular salaries cost (only includes regular salaries data) | | | | | |
|--------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 |
| Overtime To Total Regular Salaries Cost | 1.6% | 2.2% | 3.6% | 4.5% | 4.4% |
| Data | | | | | |
| Overtime Cost | \$730,294 | \$924,485 | \$1,439,782 | \$1,803,790 | \$1,838,231 |
| Regular Salaries Cost | \$45,560,546 | \$42,460,707 | \$40,539,616 | \$40,308,021 | \$42,254,218 |

Comparison between budgeted and actual overtime cost is shown in graph 7 below.

Graph 7. Probation's Department comparison between budgeted expenditures vs. actual expenditures



| | | | | | |
|---------------------|----------------|----------------|----------------|---------------|----------------|
| <i>Graph 7 Data</i> | FY 2009 | FY 2010 | FY 2011 | FY2012 | FY 2013 |
| Budgeted Overtime | \$1,378,048 | \$959,939 | \$672,697 | \$1,298,243 | \$1,328,066 |
| Actual Overtime | \$730,294 | \$924,485 | \$1,439,784 | \$1,803,790 | \$1,838,231 |

Probation Department's response to overtime inquiry:

Overtime Budget and Oversight

The majority of the fiscal year 2013/14 Probation Department budgeted overtime of \$1.37M is within the Juvenile Institutions budget unit. The Juvenile Institutions account for \$1.2M, or 88%, of the total overtime budget of \$1.37M in the current fiscal year. The remaining portion of the \$1.37M budgeted overtime is allocated to Field Services \$0.15M and Administration \$0.02M.

For each office within the Probation Department and on the back of each time sheet signed by employees and supervisors, overtime must be detailed with a purpose for the overtime and the amount of hours worked, and signed off by the appropriate supervisor before it is processed and paid. As included in the attached department policy referencing Overtime, Section IV Policy "Overtime work is discouraged and is limited to emergencies and the performance of urgent necessary functions. Whenever possible, overtime is to be authorized in advance by the immediate

supervisor." This method of internal control ensures that the supervisor is aware of the overtime being worked and that it was previously authorized by the supervisor prior to being worked.

Field Services and Administration Budget Units: A significant portion of the Field Services and Administration overtime expenditures are reimbursed via outside funding and other revenue streams. For the Field Services budget unit, the overtime expenditures are typically for specific task force functions and specialized operations, such as the Sexual Assault Felony Enforcement (SAFE) teams, Gang Task Force operations. All of which are funded via grant allocations and memorandum of understandings with outside agencies specifically reimbursing the Probation Department for overtime activities associated with these operations.

The Administration overtime expenditures are similarly reimbursed via external grant allocations, such as the Kiosk offender reporting system grant. The majority of the overtime expenditures for the Administration budget unit is in relation to information technology work performed with the implementation and operation associated with the Kiosk system throughout the Riverside County Probation Department Field Services Divisions.

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 function associated with the child custody and care duties, transportation requirements, court hearings, medical appointments, mandated training, etc. of the Probation Department juvenile institutions. The code section specifically details the requirements for the minimum staffing levels associated with the operations of the juvenile detention facilities located in Riverside, Murrieta, and Indio; plus the Banning treatment facility (Twin Pines Ranch).

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 and the Title 15 Section 1321 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 facility schedulers to minimize overtime usage and ensure that all detention facilities maintain compliance with Title 15 staffing requirements. The department has implemented an electronic scheduling system within each detention 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. This is 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. Additionally, the department Executive Team and division managers receive regular overtime reports detailing overtime by location each pay period. The Executive Team also receives an overall monthly budget update that includes an overtime recap report, year to date figures in comparison to prior years activity/costs, and end of year projections for overtime. This high-level briefing allows the Executive Team to stay on top of any anomalies with overtime usage and take immediate and swift action to stem possible over expenditures.

Additionally, within the past twelve months, the Probation Department has implemented a pilot program whereby the institutions are offering the opportunity for field services staff to work a limited number of institution overtime shifts. While this pilot program is currently still being evaluated as to the effectiveness of controlling overtime costs, it has already yielded significant employee morale benefits and minimized the need for mandating overtime for existing institution staff.

And finally, similar to the Field Services and Administration budget units, there is a revenue offset/reimbursement factor associated with the Juvenile Institutions overtime expenditures. Approximately 35% of the overtime budgeted cost for Juvenile Institutions is reimbursed via the Standards for Training and Corrections (STC) funding. The STC funding is utilized for juvenile institution staff required to attend training associated with their job duties and responsibilities.

In summary, it is the opinion of the Probation Department, that the department continues to be cutting edge and prudent in maximizing available staffing resources, and the latest technology and tools to establish and maintain effective internal controls designed to safeguard county resources while ensuring compliance with established laws, regulations and policies minimizing overtime within its budget units.