

THE ZAPPIA LAW FIRM, A Professional Corporation

— Labor & Employment Law —
Defending Employers' Rights

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VIA EMAIL ONLY

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Re: *PERB MMBA Factfinding, Case No. LA-IM-250-M*
County of Riverside and LIUNA, Local 777
County Comments to Chair's Preliminary Draft Findings and Recommendations

Dear Panel Members,

I. Recommendations and Dissent

After consideration of the facts and evidence presented by the parties during factfinding, as applied to the mandatory factfinding factors set forth in Cal. Govt. Code sections 2535.4(d)(1)-(8), employer County of Riverside-appointed Factfinding Panel Member Ed Zappia hereby:

1. Recommends implementation of the Last Best and Final Offer ("LBFO") without change;
2. Dissents from the Chairman's approach regarding the burden of persuasion;
3. Dissents from the Chair's Recommendations for: (1) the reversion to the expired MOU for all non-economic proposals; (2) two merit step increases at a time; (3) a "me too" provision for Flex Benefits; (4) the wholesale rejection of the County's "non-substantial" economic proposals; and (5) providing medical subsidies to new hires.

II. Findings of Fact

Factfinding Panel Member Zappia makes the following findings of law and fact, each fact as supported by attached evidentiary exhibits.

A. Riverside County

1. Riverside County is an arm of the State of California responsible for providing its citizens and constituents with substantial and essential public services including, and in no way limited to: law enforcement, health care, emergency care, mental health care, social services, and economic aid. (California Constitution Article XI, Section 1.)
2. The County has the exclusive right to manage and control its budget and employee compensation without interference. (California Constitution, Article XI, Section 11)
3. The County of Riverside has approximately 22,532 public employees as of November 2016. (Tab A, Exh. 26 at page 1)¹
4. Based on the County's FY 2017/18 budget, the County's total annual budget is about \$5.5 billion, with revenues of less than \$5.3 billion. (Tab B, Exh. 1; County CFO Don Kent testimony.) The County is thus currently operating at about a \$200,000,000.00 structural deficit, and its reserves are trending downwards. (Tab B, C, Exhs. 1, 6, 7; Don Kent Testimony.)
5. Of the County's total \$5.5 billion budget, about \$4.5 billion is comprised of restricted or Special Funds outside of the County's discretion ("pass through funds"), while only about \$800 million (or about 20%) is within the County's discretion, referred to as "Net County Cost." ("NCC") (Tab C, Exhs. 6-7; Don Kent Testimony)
6. County Board Policy No. 30 requires the County to maintain a minimum of 25% of NCC in reserves. (Tab D, Exh. 5). The County seeks to maintain reserves above \$200 million for best practices, including concerns for projected substantial increasing costs and, another economic downturn in the financial and/or housing markets. (Don Kent testimony.)
7. In addition to the County's \$200 million structural deficit and downward trending reserves, the County is facing hundreds of millions of dollars in increases in financial obligations, including, and not limited to:
 - a. Building and operating a new Detention Center.
 - b. Building and operating a new Medical Office Building.
 - c. Escalating CalPERS contributions.
 - d. Increasing IHSS funds.
 - e. Continuing costs of the Gray/prisoner conditions lawsuit settlement.

¹ Attached exhibits are consecutively tabbed as "A" through "L." Each tab is also identified by the exhibit number in which it was presented during factfinding.

- f. Numerous other increasing financial obligations. (Tab C, Exhs. 6-7; Don Kent testimony)

B. LIUNA, Local No. 777 in Riverside County

1. LIUNA members' collective annual compensation costs the County about \$353 million per year. (Tab A, County Exh. 26 as of November, 2016 at page 1)
2. LIUNA, Local 777 represents approximately 7,476 of Riverside County's 22,532 public employees. (Tab A, Exh. 26 as of November, 2016 at page 1)
3. LIUNA members have received, on average, a 45% increase in compensation over the past 5 years, with a base wage increase of approximately 41% (Tab E, Exh. 25) LIUNA presented no evidence to rebut this fact.
4. LIUNA member/Riverside County public employees' total current compensation is comprised of over 37 forms of compensation, benefits and perks. (Tab F, Exhibit to County's Factfinding Brief)
5. LIUNA members total compensation is, on average, over \$63,000 per year, not including pension benefits and other non-monetary benefits. (Testimony of Aaron Cyr) This is nearly triple the Riverside County per capita income and roughly equivalent to the median family income. (Tab G, County Exh. 24)
6. LIUNA members compensation at top step is, on average, over 20% above market. (Tabs A, Exh. 26 at p. 3) LIUNA did not rebut this fact, and, indeed, acknowledged that its members were well-compensated, in that its Business Manager, Steve Switzer, stated that LIUNA had "completely turned that [lower compensation situation] around." (Tab H, Exh. 22 at p. 8)

C. Riverside County/LIUNA 2016-2017 Negotiations for a Successor to the 2012-2016 MOU

7. Considering LIUNA member employees' substantial increases in compensation over the past 5 years, combined with the County's current structural deficit, decreasing reserves, and increasing financial obligations, the County's goal heading into negotiations for a successor to the 2012-2016 County-LIUNA MOU was to slow down the rate of escalating increases in compensation. (Tab I, County Exh. 4; Cacho testimony)
8. The County's key economic terms addressed in the MOU to achieve cost savings were:
 - a. Retain as expired the 2% COLAs, which expired per the terms of the prior MOU. (Tab I; Exh. 29-A at p. 79)

- b. Cease the “cash back” option for unused amounts of the \$823 per month flexible benefit used by employees to purchase health insurance and other insurance. (Tab I; Exh. 29-A at p. 70)
 - c. End payment of additional County subsidies for certain employee medical benefits. (Tab I; Exh. 29-A at pp. 70)
 - d. Reducing annual 2.71% merit increases from 2 or 3 steps at a time (5.42% or 8.13%), to 1 step at a time. (Tab I; Exh. 29-A at pp. 21.)
9. The County had a secondary goal to clean up or modify numerous non-economic terms in the successor MOU to either: (1) address prior disputes over specific terms; and/or (2) to achieve consistency with other County MOUs/bargaining units. (Cacho testimony)
10. Negotiations for a successor to the 2012-2016 MOU lasted about 10 months and 9 bargaining sessions, between October 2016 and August 2017. (Tab L, Exh. 10)
11. During negotiations, the County acquiesced and withdrew its cost-saving proposal to eliminate the \$425.40 per month Medical Waiver for those hired prior to 11/13/2003 who opt out of the County’s health care plan. (Tab J, Exh. 29-B at p. 93)
12. The County also acquiesced and withdrew its cost-saving proposal to eliminate health care subsidies of \$25 per month for two-party and \$100 per month for a family plan, and applied it only to new hires. (Tab J, Exh. 29-B at p. 94)
13. The County also acquiesced and withdrew its cost-saving proposal to eliminate cash back on any unused portion of an employee’s \$823 per month Flex Benefit. (Tab J, Exh. 29-C at p. 95-96)
14. The County’s LBFO ultimately only sought to reduce the rate of escalating compensation increases by reducing employees’ annual merit increases from 2 or 3 steps at a time to 1 step at a time. (Tab F; Tab K, Exh. 29-C at p. 30.)
15. The County issued its LBFO on July 12, 2017 and declared impasse on August 31, 2017. (Tab K, Exh. 29-C, Tab L, Exh. 11)
16. During factfinding, LIUNA proposed that the County go into a debt by issuing a bond to pay for increases. (Jeffrey Segol Testimony)
17. Under the LBFO, the County would do the following for LIUNA members:

- a. Increase base pay in the first year by one step of 2.71% for employees who have not yet reached the highest step. (Tab K, Exh. 29-C at p. 30.)
- b. Increase base pay in the second year by another step of 2.71% for employees who have not yet reached the highest step. (Tab K, Exh. 29-C at p. 30.)
- c. Continue to provide an \$823 per month flex benefit, and allow for the cash back of any unused portion of that benefit. (Tab K, Exh. 29-C at p. 95)
- d. Continue to provide medical subsidies of \$25 or \$100 per month for eligible employees. (Exh. 29-C at p. 97)
- e. Continue to provide a \$425.40 per month Medical Waiver payment for eligible employees to opt out of the County's health care plan. (Tab K, Exh. 29-C at p. 96)
- f. Continue to provide all of the other valuable job protections, perks, benefits and a pension.

III. Dissent from Chairperson's Recommendations:

The Panel Chair recommends additional increases in compensation and the elimination of all of the County's non-economic and "non-substantial" economic proposals in the LBFO. The Chair uses an incorrect burden and does not make sufficient findings on the mandatory factors to warrant the recommendations, for the following reasons:

1. The Chair improperly places the burden of persuasion on the party seeking a change from the expired MOU. (Rpt. at pp. 5-7) There is no presumption of the status quo set out by Government Code section 3505.4. Rather, the Code directs that the panel be "guided" by the factfinding criteria of section 3505.4(d) and that it "consider" and "weigh" the presented evidence and arguments in the application of the criteria. A burden of persuasion standard places the County in an affirmative evidentiary position which is not required, much less even contemplated by the Code. Instead, the LBFO should be viewed in the context of the criteria and weighed and considered accordingly.

In looking at the criteria, it is not disputed that the County has exclusive control over its budget and employee compensation. (See, Cal. Const. art. XI, sec. 11; *County of Riverside v. Superior Court*, 30 Cal. 4th 278, 285 (2003)). The County exercised its discretion in this regard and presented the LBFO. Thus, if there is a presumption to be applied, it is in favor of the County and its LBFO as an exercise of its Constitutional discretionary authority. LIUNA has the burden of overcoming the presumptively valid exercise of that authority.

Further, placing a burden of persuasion on the County and its LBFO misses the practical fact that the prior MOU was negotiated over six years ago and expired in 2016 – over 20 months ago. The expired MOU should not be a baseline against which current terms and conditions should be evaluated. Instead, the panel is required to evaluate the LBFO based on the factfinding criteria.

2. The Chair insufficiently considers LIUNA's failure to present any evidence responsive to the County's compensation studies. (Rpt. at p. 17.) The County outlined the skyrocketing increase in compensation that LIUNA members enjoyed during the prior MOU and that overall LIUNA members compensation during the prior MOU rose over 45%. Not only did LIUNA fail to rebut this, its business manager readily admitted that LIUNA members are now well paid. (Tab H, Exh. 22 at p. 8)
3. The Chair improperly credits LIUNA's contention that entry level salaries are below those of comparable counties (Rpt. at p. 17.) The only data that was provided to the panel regarding comparative compensation was that LIUNA members are above their peers at top step and do well at the entry level positions. (Rpt. at pp. 17-18.) LIUNA presented absolutely no evidence of comparable compensation, other than an RSD Dispatcher who stated that dispatchers are paid "much more comparable now." (Testimony of Richard Dickenson)

The report's perception regarding entry level salaries as below comparable counties misses key undisputed facts. First, Los Angeles County often skews the trend average. Secondly, and more importantly, the County ranks above several comparable counties in many studied classifications. (Tab A, Exh. 26) A quick look at the starting salaries for numerous studied classifications shows that the draft report misinterprets the data at the entry level. For example, the minimum salary for an Air Conditioning Mechanic in the County is over \$4,000 higher than in San Bernardino County. The Accounting Assistant II starting salary for Riverside is above Los Angeles, San Bernardino and Ventura Counties. A starting Animal Control Officer in the County of Riverside is paid more than the same starting positions in San Bernardino and Ventura Counties, and is nearly on par with the starting salary in San Diego County. A Riverside County Child Support Specialist starts at a higher salary than all comparable counties except Los Angeles. Community Services Officer IIs in Riverside start at a higher salary than all comparable counties. An Eligibility Technician II starts at a higher salary than two other comparable counties. A Health Services Assistant – DOPH starts at a salary above all comparable counties. A Legal Support Assistant II starts at a higher wage than all but Los Angeles and Orange Counties. Maintenance Carpenters, Electricians and Plumbers have entry level salaries above peers in San Bernardino County. (Tab A, Exh. 26)

The County's un rebutted studies showed that LIUNA members are well paid in comparison to public sector peers and County residents overall. Thus, all the evidence was that the County has valid financial concerns and that LIUNA members are on average paid more than comparable counties.

4. The Chair fails to analyze the implications of LIUNA's argument that the County should take on bond measure/debt to fund pay increases for LIUNA members. (Rpt. at p. 16.) While she does not base her recommendations on this argument, this proposal

is nevertheless unprecedented and irresponsible, and corroborates the County's inability to pay such increases.

5. While acknowledging that the County faces significant, growing, non-discretionary expenses (Rpt. at p. 15), the Chair nevertheless recommends two annual merit step increases that will cost up to \$4.5 million per year (Rpt. at pp. 21-22). These increases are unjustified considering the cost in the face of increasing County obligations and already existing high total current and comparable compensation.
6. In the context of the financial issues faced by the County and reasonable comparable compensation, there should be no departure from the single annual merit step increases proposed by the County in the LBFO. The County's Overview of Market Position (Tab A, Exh. 26, p. 2) notes that the annual LIUNA payroll was approximately \$353 million and that a one percent pay increase would cost the County approximately \$4.5 million each year given the pay increase and associated "roll up" costs (*e.g.*, taxes, PERS, etc.). This annual cost would be nearly tripled if an additional step of 2.71% was applicable across the board. Based on the financial challenges facing the County, which LIUNA admitted are real (Rpt. at p. 20; Tab H, Exh. 22), the LBFO's single merit step is reasonable, and should be recommended.
7. With respect to Flex Benefits, the Chair inappropriately recommends a "me too" clause whereby the Flex Benefit for LIUNA members would increase to match that of other units if those other units receive a higher monthly Flex Benefit. (Rpt. at p. 23). Even while recommending this clause, the Chair acknowledges that the similar clause in the prior MOU sunsets by mutual agreement and is not part of the status quo. (Rpt. at p. 24.) There is thus no justification for this recommendation here.

Moreover, the draft report also fails to adequately consider the impact of a "me too" clause on future bargaining. (Rpt. at pp. 23-24.) The County has multiple bargaining units with different representation. Each unit has different sizes, compositions, circumstances, priorities and goals. Each unit approaches negotiations based on the priorities of the membership of the unit. These are not the same across each unit. The give and take of negotiations allow for the priorities of the unit to be addressed along with the priorities and goals of the County. This is the very reason that different units have different representation. The inclusion of a "me too" clause requires the County to consider the impact of negotiations with one unit as directly impacting other units with "me too" clauses. This is a disincentive to bargaining based on the priorities of the unit. Stated another way, a "me too" clause requires a "one size fits all" approach in bargaining and detracts from creative solutions to address what may be of importance to any unit and the County.

8. The Chair inappropriately recommends that medical insurance subsidies be available for new employees as they are for existing employees. (Rpt. at p. 25) The County's financial challenges are real and need to be addressed. The LBFO's proposal on this

point is modest and reasonable, especially as new employees remain eligible for substantial Flex Benefits.

9. While applying an improper burden of persuasion, the Chair inappropriately recommends that all non-economic proposals in the LBFO revert to the prior MOU, while incorrectly characterizing the County's legitimate attempt to address non-economic matters as "over-reaching." (Rpt. p. 10) This approach is inconsistent with the goals of fact-finding and misapplies the fact-finding criteria set forth in the Code.

While much of the bargaining and testimony addressed financial issues, the financial bargaining should not detract from the justification provided for non-economic matters in the LBFO. The County presented testimony and written evidence setting out the justification for the LBFO. For example, the County set out that grant funded positions require certain terms and conditions on the use of grant funds. Thus, complying with the grant's terms should be addressed in the LBFO. Similarly, the LBFO's removal of poll training and the drug and alcohol policy were non-material changes as those terms were already set out in County policies.

10. Applying a faulty burden of persuasion, the Chair improperly rejects the LBFO's "non-substantial" economic proposals in favor of the expired MOU's applicable terms. (Rpt. pp. 25-26). To the contrary, the Chair's very classification of the proposals as "non-substantial" weighs in favor of recommending them as set forth in the LBFO. Rather than dismissing these proposals wholesale, each should be considered on their individual merit.

For example, the LBFO's proposal to have inconvenience pay for periods in which an employee resides away from home rests upon the sound proposition that such pay applies when the reason for the pay occurs – the employee is not able to commute to work. Similarly, the LBFO's approach to call back pay, where the employee is not required to travel to get back to work (i.e., can work from home remotely), is also reasonable. Remote work does not dislocate the employee from their home, and thus payment for the actual time worked is appropriate.

IV. CONCLUSION

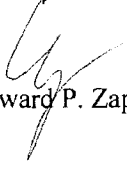
Based on the above, this Panel Member: (1) dissents from the Chair's Recommendations; and (2) recommends implementing the County's LBFO as written and without change, for the following reasons:

1. The County has an inability to pay continuing escalating increases in LIUNA members' already high compensation due to its structural deficit, declining reserves, and projected substantially increasing financial obligations.

2. Riverside County LIUNA members' average total compensation is already high at over \$63,000 annually, on the heels of substantial increases totaling 45% over the past five years.
3. LIUNA's presentation failed to provide any rebuttal evidence to the County's compensation studies or to the fact the County currently has a structural deficit, decreasing reserves, and increasing financial obligations.
4. LIUNA's presentation was substantially irrelevant or improper in urging the County to incur debt through a bond measure in order to fund compensation increases.

Sincerely,

THE ZAPPIA LAW FIRM
A Professional Corporation



Edward P. Zappia

EXHIBIT A

2016 Negotiations Between the County of
Riverside and Laborers' International Union
of North America , Local 777 (LIUNA)

OVERVIEW OF MARKET POSITION

NOVEMBER 29, 2016

LIUNA Unit Overview

- County Employees: 22,456
- County Classifications: 1,926
- County Payroll: \$1,537,624,101
- County 1% Cost: ~\$19.4 Million/Year
- LIUNA Represented Employees: 7,476
- LIUNA Represented Classifications: 390
- LIUNA Represented Payroll: \$353,275,998
- LIUNA Represented 1% Cost: ~\$4.5 Million/Year

Average County Benefit Rollup: 25.26%
LIUNA Benefit Rollup: 27.92%
Includes Employer Contributions for: PERS, Soc Sec, UI, LTD/STD, and Medicare.

Market Survey Process

- **Journey Level**
 - Incumbents are expected to perform the full range of duties with only occasional instruction or assistance. Positions at this level frequently work outside the immediate proximity of a supervisor.
- **5 County Comparison**
 - Los Angeles County
 - Orange County
 - San Bernardino County
 - San Diego County
 - Ventura County

Cyclical Study Schedule Overview

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct-Dec
2015					Health and Allied 172 Active Classes (LUNA, SERJ, Mgmt)					
2016	LT. 49 Active Classes (LUNA, SERJ, Mgmt)		Community and Human Services 134 Active Classes (LUNA, SERJ, Mgmt, Probation)				Admin 150 Active Classes (LUNA, SERJ, Mgmt)			
2017	Admin (Cont.)				Executive Management 140 Active Classes (Mgmt., Law Enf Exec Mgmt)					
2018	Exec Mgmt (Cont.)	Fiscal 75 Active Classes (LUNA, SERJ, Mgmt)		Legal 42 Active Classes (LUNA, SERJ, Mgmt, PSA, S BAA)		Protective Services 130 Active Classes (LUNA, SERJ, Mgmt, Law Enf Exec Mgmt, PSA, LEIMU, Probation)				
2019	Inspection and Technical 69 Active Classes (LUNA, SERJ, Mgmt)			Environmental and Public Works 107 Active Classes (LUNA, SERJ, Mgmt)				Custodial, Maintenance, Trade 148 Active Classes (LUNA, SERJ, Mgmt)		
2020	Custodial, Maintenance, Trade (Cont.)									

Market Survey Overview

- Summary of Market Surveys (LIUNA)
 - 390 Total Classifications
 - 313 Active (Filled) Classifications
 - 21 Journey Level Classifications Surveyed
 - Approximately 4,283 Incumbents Represented (57%)
 - Average Market Position, Minimum Step: 4.82% Below
 - Average Market Position, Maximum Step: 20.18% Above

Market Survey Data

Class Title	Incumbents in Series	% Above/Below Market Min	% Above/Below Market Max
AC Mechanic	23	-10.31%	12.64%
Accounting Assistant II	232	3.23%	30.12%
Animal Control Officer II	33	-1.61%	21.42%
Animal License Inspector	8	-4.87%	14.95%
Building Maintenance Mechanic	33	-11.33%	13.21%
Building Maintenance Worker	26	-5.19%	19.76%
Child Support Specialist	100	3.84%	26.78%
Community Services Officer II	132	29.50%	63.07%
Custodian	92	-10.42%	12.67%
Eligibility Technician II	1261	-6.89%	21.22%

Market Survey Data

Class Title	Incumbents in Series	% Above/Below Market Min	% Above/Below Market Max
Health Services Assistant - DDPH	114	4.16%	28.92%
Housekeeper	136	-10.51%	12.88%
Legal Support Assistant II	167	-1.69%	22.09%
Maintenance Carpenter	6	-9.14%	17.79%
Maintenance Electrician	16	-12.58%	10.32%
Maintenance Plumber	18	-8.78%	14.65%
Medical Assistant	172	-9.46%	15.64%
Office Assistant II	1651	-7.60%	17.87%
Painter	5	-12.47%	16.98%
Sr Detention Food Svc Worker	43	-7.57%	19.61%
Welfare Fraud Investigator	15	-11.53%	11.90%

External Market Survey Data

Accounting Assistant II		Riv Co Class Code:15912		
Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Account Clerk I	\$30,060	\$40,348	34.22%
Orange County	Accounting Assistant II	\$34,133	\$42,848	25.63%
San Bernardino County	Fiscal Assistant	\$36,182	\$40,080	37.96%
San Diego County	Account Clerk Supervisor	\$34,526	\$42,488	22.66%
San Joaquin County	Fiscal Assistant II	\$27,525	\$38,478	39.79%
	County Mean	\$31,046	\$40,842	31.38%
	County Median	\$30,060	\$40,348	34.22%
Riverside County	Accounting Assistant II	\$32,080	\$39,145	65.61%
	Dollar Difference from Mean	\$1,005	\$12,206	
	Percentage difference from mean	3.23%	30.12%	
	Dollar difference from median	\$2,020	\$12,796	
	Percentage difference from median	6.75%	31.71%	

External Market Survey Data

Animal Control Officer II

Riv Co Class Code:73510

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Animal Control Officer I	\$40,743	\$53,317	30.66%
Orange County	Animal Control Officer	\$48,941	\$67,330	34.62%
San Bernardino County	Animal Control Officer	\$32,594	\$44,720	37.20%
San Diego County	Animal Control Officer	\$38,374	\$50,888	29.27%
Ventura County	Animal Control Officer II	\$28,278	\$51,230	40.69%
County Mean:		\$39,808	\$53,903	34.41%
County Median:		\$38,374	\$51,230	30.10%
Riverside County	Animal Control Officer I	\$38,185	\$64,964	63.97%
Dollar Difference from Mean:		-8620	\$11,681	
Percentage difference from mean:		-1.61%	21.42%	
Dollar difference from median:		-5209	\$13,714	
Percentage difference from median:		-0.53%	28.78%	

External Market Survey Data

Child Support Specialist

Riv Co Class Code:37551

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Child Support Officer II	\$42,358	\$58,460	33.95%
Orange County	Child Support Officer	\$32,782	\$90,948	94.16%
San Bernardino County	Child Support Officer I	\$38,828	\$53,082	37.43%
San Diego County	Child Support Officer	\$32,827	\$58,243	49.47%
Ventura County	Child Support Services Specialist	\$37,860	\$47,911	27.59%
County Mean:		\$38,788	\$52,670	33.90%
County Median:		\$37,782	\$53,082	40.61%
Riverside County	Child Support Specialist	\$46,275	\$88,770	85.80%
Dollar Difference from Mean:		\$1,491	\$14,100	
Percentage difference from mean:		3.84%	26.78%	
Dollar difference from median:		\$8,522	\$13,684	
Percentage difference from median:		6.68%	28.90%	

External Market Survey Data

Community Services Officer II

Riv Co Class Code: 52265

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Community Services Assistant, Sheriff	\$29,905	\$38,988	30.63%
Orange County	Sheriff's Community Services Officer	\$39,211	\$48,941	24.21%
San Bernardino County	Sheriff's Service Specialist	\$30,779	\$48,407	57.68%
San Diego County	Community Services Officer	\$32,677	\$42,227	29.11%
Ventura County	N/A			
	County Mean:	\$32,763	\$43,169	31.63%
	County Median:	\$33,226	\$43,347	30.45%
Riverside County	Community Services Officer II	\$42,469	\$70,370	65.71%
	Dollar Difference from Mean:	\$9,676	\$27,200	
	Percentage difference from mean:	29.50%	63.02%	
	Dollar difference from median:	\$9,241	\$37,024	
	Percentage difference from median:	27.81%	82.35%	

External Market Survey Data

Eligibility Technician II

Riv Co Class Code: 13602

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Eligibility Worker II	\$38,808	\$48,081	23.90%
Orange County	Eligibility Technician	\$35,672	\$46,214	30.18%
San Bernardino County	Eligibility Worker II	\$33,013	\$45,328	37.30%
San Diego County	Human Services Specialist	\$34,070	\$46,306	42.37%
Ventura County	HS Client Services Specialist II	\$44,764	\$46,977	4.74%
	County Mean:	\$37,262	\$47,400	27.21%
	County Median:	\$35,672	\$46,081	34.75%
Riverside County	Eligibility Technician II	\$34,895	\$57,487	66.90%
	Dollar Difference from Mean:	-\$2,566	\$10,157	
	Percentage difference from mean:	-6.89%	21.22%	
	Dollar difference from median:	-\$878	\$19,377	
	Percentage difference from median:	-2.74%	41.50%	

External Market Survey Data

Health Services Assistant - DOPH

Riv Co Class Code: 67793

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	n/a			
Orange County	Community Worker II	\$27,331	\$35,400	29.53%
San Bernardino County	Health Services Assistant	\$25,489	\$36,368	37.21%
San Diego County	Health Services Aide	\$27,373	\$35,318	28.03%
Ventura County	Health Technician II	\$26,624	\$27,535	3.38%
County Mean:		\$27,009	\$35,153	33.68%
County Median:		\$27,082	\$35,080	22.48%
Riverside County	Health Services Assistant - DOPH	\$26,132	\$48,010	65.89%
Dollar Difference from Mean:		\$1,122	\$10,453	
Percentage difference from mean:		4.16%	29.92%	
Dollar Difference from median:		\$1,049	\$10,730	
Percentage difference from median:		3.87%	29.91%	

External Market Survey Data

Legal Support Assistant II

Riv Co Class Code: 13931

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Legal Office Support Assistant II	\$42,722	\$57,930	34.88%
Orange County	Attorney's Clerk	\$34,836	\$46,342	32.48%
San Bernardino County	Legal Document Assistant II	\$32,170	\$44,170	37.30%
San Diego County	Legal Support Assistant II	\$30,728	\$41,517	35.09%
Ventura County	Legal Processing Assistant II	\$34,180	\$47,800	39.85%
County Mean:		\$36,578	\$47,480	33.45%
County Median:		\$34,950	\$46,342	35.68%
Riverside County	Legal Support Assistant II	\$34,679	\$57,900	66.73%
Dollar Difference from Mean:		-\$800	\$10,480	
Percentage difference from mean:		-1.65%	22.09%	
Dollar Difference from median:		\$700	\$11,620	
Percentage difference from median:		2.34%	28.09%	

LIUNA Market Surveys - Summary Page

Class Title	% Above/Below Market Min (Current)	% Above/Below Market Max (Current)	% Above/Below Market Min (2020 Projections)	% Above/Below Market Max (2020 Projections)
AC Mechanic	-10.31%	12.64%	-17.14%	4.06%
Accounting Assistant II	3.23%	30.12%	-4.63%	20.22%
Animal Control Officer II	-1.61%	21.42%	-9.10%	12.17%
Animal License Inspector	-4.87%	14.95%	-12.12%	6.20%
Building Maintenance Mechanic	-11.33%	13.21%	-18.09%	4.59%
Building Maintenance Worker	-5.19%	19.76%	-12.41%	10.64%
Child Support Specialist	3.84%	26.78%	-4.06%	17.13%
Community Services Officer II	29.50%	63.07%	19.64%	50.66%
Custodian	-10.42%	12.67%	-17.24%	4.09%
Eligibility Technician II	-6.89%	21.22%	-13.98%	11.99%
Health Services Assistant - DOPH	4.16%	28.92%	-3.78%	19.10%
Housekeeper	-10.51%	12.38%	-17.32%	3.82%
Child Support Assistant II	-1.69%	22.09%	-9.17%	12.79%
Maintenance Carpenter	-9.14%	17.79%	-16.06%	8.82%
Maintenance Electrician	-12.58%	10.12%	-19.24%	1.74%
Maintenance Plumber	-8.78%	14.65%	-15.73%	5.92%
Medical Assistant	-9.46%	15.64%	-16.36%	6.83%
Office Assistant II	-7.60%	17.87%	-14.64%	8.89%
Painter	-12.47%	16.98%	-19.13%	8.07%
Sr Detention Food Svcs Worker	-7.57%	19.61%	-14.61%	10.50%
Welfare Fraud Investigator	-11.53%	11.90%	-18.27%	3.38%
Average/Total	-4.82%	20.18%	-12.07%	11.03%

Notes:

1. Market Min is defined as the percentage above/below the market average at the bottom of the salary ranges.
2. Market Max is defined as the percentage above/below the market average at the top of the salary ranges.
3. LIUNA represents approximately 7600 active employees. The above market sample represents approximately 53%.

External Market Survey Data

Air Conditioning Mechanic

Riv Co Class Code: 62711

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Refrigeration Mechanic (F)		\$79,225	
Orange County	Air Conditioning Mechanic		\$70,699	
San Bernardino County	Air Conditioning Mechanic	\$44,138	\$60,757	37.65%
San Diego County	Air Conditioning and Refrigeration Mechanic	\$57,075	\$62,920	10.24%
Ventura County	Air Conditioning/Heating Mechanic	\$59,991	\$62,997	5.01%
County Mean:				
		\$53,735	\$67,320	25.28%
County Median:				
		\$57,075	\$62,997	10.38%
Riverside County				
		\$48,193	\$75,827	57.34%
Dollar Difference from Mean:				
		-\$5,542	\$8,508	
Percentage difference from mean:				
		-10.31%	12.64%	
Dollar difference from median:				
		-\$8,882	\$12,831	
Percentage difference from median:				
		-15.56%	20.37%	

Notes:

Run Date: 6/17/2016

Date Prepared/Revised: 6/17/2016

By: AC

External Market Survey Data

Accounting Assistant II

Riv Co Class Code: 15912

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Account Clerk I	\$30,060	\$40,349	34.23%
Orange County	Accounting Assistant II	\$34,133	\$42,848	25.53%
San Bernardino County	Fiscal Assistant	\$29,182	\$40,082	37.35%
San Diego County	Account Clerk Specialist	\$34,528	\$42,453	22.85%
Ventura County	Fiscal Assistant II	\$27,525	\$38,478	39.79%
County Mean:				
		\$31,086	\$40,842	31.39%
County Median:				
		\$30,060	\$40,349	34.23%
Riverside County	Accounting Assistant II	\$32,090	\$53,145	65.61%
Dollar Difference from Mean:				
		\$1,005	\$12,303	
Percentage difference from mean:				
		3.23%	30.12%	
Dollar difference from median:				
		\$2,030	\$12,796	
Percentage difference from median:				
		6.75%	31.71%	

Notes:

Run Date: 5/31/2016

Date Prepared/Revised: 5/31/2016

By: AC

External Market Survey Data

Animal Control Officer II

Riv Co Class Code: 73510

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	<u>Animal Control Officer II</u>	\$40,743	\$53,317	30.86%
Orange County	<u>Animal Control Officer</u>	\$49,941	\$67,330	34.82%
San Bernardino County	<u>Animal Control Officer</u>	\$32,594	\$44,720	37.20%
San Diego County	<u>Animal Control Officer</u>	\$39,374	\$50,898	29.27%
Ventura County	<u>Animal Control Officer III</u>	\$36,376	\$51,250	40.89%
County Mean:				
		\$39,806	\$53,503	34.41%
County Median:				
		\$39,374	\$51,250	30.18%
Riverside County	<u>Animal Control Officer II</u>	\$39,165	\$64,964	65.87%
Dollar Difference from Mean:				
		-\$640	\$11,461	
Percentage difference from mean:				
		-1.61%	21.42%	
Dollar difference from median:				
		-\$209	\$13,714	
Percentage difference from median:				
		-0.53%	26.76%	

Notes: POST info:

COR: Penal Code 832 (POST) cert
LA, SD, SB, Ventura: Completion of Penal Code 832 (POST) cert, no POST pay
Orange: None

Run Date: 6/20/2016

Date Prepared/Revised: 6/20/2016

By: Broy

External Market Survey Data

Animal License Inspector

Riv Co Class Code: 73505

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	<i>No comparable match</i>			
Orange County	<u>Animal Control Services Representative</u>	\$33,821	\$44,949	32.90%
San Bernardino County	<u>Animal License Checker I</u>	\$23,379	\$32,178	37.63%
San Diego County	<i>No comparable match</i>			
Ventura County	<u>Animal Control Officer II</u>	\$33,964	\$47,709	40.47%
County Mean:				
County Median:				
Riverside County	<u>Animal License Inspector</u>	\$28,907	\$47,834	65.47%
Dollar Difference from Mean:				
Percentage difference from mean:				
Dollar difference from median:				
Percentage difference from median:				

Notes: POST info:

Ventura: PC832 course
OC, SB, COR: None

Run Date: 6/20/2016

Date Prepared/Revised: 6/20/2016

By: Broy

External Market Survey Data

Building Maintenance Mechanic

Riv Co Class Code: 62740

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	General Maintenance Worker	\$46,693	\$57,984	24.18%
Orange County	Facilities Mechanic		\$59,654	
San Bernardino County	General Maintenance Mechanic	\$39,083	\$53,789	37.63%
San Diego County	Building Maintenance Engineer	\$45,136	\$54,891	21.61%
Ventura County	Maintenance Engineer	\$50,780	\$53,324	5.01%
County Mean:				
		\$45,423	\$55,928	23.13%
County Median:				
		\$45,915	\$54,891	19.55%
Building Maintenance Mechanic				
		\$40,275	\$63,316	57.21%
Dollar Difference from Mean:				
		-\$5,148	\$7,387	
Percentage difference from mean:				
		-11.33%	13.21%	
Dollar difference from median:				
		-\$5,639	\$8,425	
Percentage difference from median:				
		-12.28%	15.35%	

Notes:

Run Date: 6/17/2016

Date Prepared/Revised: 6/17/2016

By: AC

External Market Survey Data

Building Maintenance Worker

Riv Co Class Code: 62730

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	General Maintenance Worker	\$37,593	\$49,154	30.75%
Orange County	General Maintenance Worker	\$33,010	\$45,323	37.30%
San Bernardino County	Construction and Services Worker	\$32,656	\$40,040	22.61%
San Diego County	Maintenance Worker II	\$32,909	\$44,048	34.25%
Ventura County				
County Mean:				
County Median:				
Building Maintenance Worker				
County Mean:				
County Median:				
Dollar Difference from Mean:				
Percentage difference from mean:				
Dollar difference from median:				
Percentage difference from median:				

Notes:

Run Date: 6/17/2016

Date Prepared/Revised: 6/17/2016

By: AC

External Market Survey Data

Child Support Specialist

Riv Co Class Code: 37551

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Child Support Officer II	\$42,358	\$55,466	30.95%
Orange County	Child Support Officer	\$37,752	\$50,648	34.16%
San Bernardino County	Child Support Officer I	\$38,626	\$53,082	37.43%
San Diego County	Child Support Officer	\$37,627	\$56,243	49.47%
Ventura County	Child Support Services Specialist I	\$37,560	\$47,911	27.56%
County Mean:				
		\$38,785	\$52,670	35.80%
County Median:				
		\$37,752	\$53,082	40.61%
Child Support Specialist				
Riverside County	Child Support Specialist	\$40,275	\$66,776	65.80%
Dollar Difference from Mean:				
		\$1,491	\$14,106	
Percentage difference from mean:				
		3.84%	26.78%	
Dollar difference from median:				
		\$2,523	\$13,694	
Percentage difference from median:				
		6.68%	25.80%	

Notes:

Run Date: 5/31/2016

Date Prepared/Revised: 5/31/2016

By: AC

External Market Survey Data

Community Services Officer II

Riv Co Class Code: 52265

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Community Services Assistant, Sheriff	\$27,505	\$35,986	30.83%
Orange County	Sheriff's Community Services Officer	\$37,211	\$49,941	34.21%
San Bernardino County	Sheriff's Service Specialist	\$33,779	\$46,467	37.56%
San Diego County	Community Services Officer	\$32,877	\$40,227	23.11%
Ventura County	n/a			
Riverside County				
	County Mean:	\$32,793	\$43,155	31.80%
	County Median:	\$33,228	\$43,347	30.45%
	Community Services Officer II	\$42,469	\$70,375	65.71%
	Dollar Difference from Mean:	\$9,676	\$27,220	
	Percentage difference from mean:	29.50%	63.07%	
	Dollar difference from median:	\$9,241	\$27,028	
	Percentage difference from median:	27.81%	62.35%	

Notes:

Run Date: 5/31/2016

Date Prepared/Revised: 5/31/2016

By: AC

External Market Survey Data

Custodian

Riv Co Class Code: 62321

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Custodian	\$25,900	\$33,948	31.07%
Orange County	Custodian	\$29,474	\$37,648	27.73%
San Bernardino County	Custodian II	\$26,499	\$36,358	37.21%
San Diego County	Senior Custodian	\$27,934	\$34,237	22.56%
Ventura County	Custodian II	\$27,347	\$38,139	39.46%
County Mean:				
		\$27,431	\$36,066	31.48%
County Median:				
		\$27,347	\$36,358	32.95%
Riverside County				
		\$24,574	\$40,634	65.36%
Dollar Difference from Mean:				
		-\$2,857	\$4,568	
Percentage difference from mean:				
		-10.42%	12.67%	
Dollar difference from median:				
		-\$2,773	\$4,276	
Percentage difference from median:				
		-10.14%	11.76%	

Notes: SD Senior Custodian: Responsible for the work of a group of custodians. Lead role.

Run Date: 5/31/2016

Date Prepared/Revised: 5/31/2016

By: AC

External Market Survey Data

Eligibility Technician II

Riv Co Class Code: 13602

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	<u>Eligibility Worker II</u>	\$38,805	\$48,081	23.90%
Orange County	<u>Eligibility Technician</u>	\$35,672	\$48,214	35.16%
San Bernardino County	<u>Eligibility Worker II</u>	\$33,010	\$45,323	37.30%
San Diego County	<u>Human Services Specialist</u>	\$34,070	\$48,506	42.37%
Ventura County	<u>HS Client Benefit Specialist II</u>	\$44,754	\$46,877	4.74%
County Mean:				
		\$37,262	\$47,400	27.21%
County Median:				
		\$35,672	\$48,081	34.79%
Riverside County	<u>Eligibility Technician II</u>	\$34,696	\$57,457	65.60%
Dollar Difference from Mean:				
		-\$2,566	\$10,057	
Percentage difference from mean:				
		-6.89%	21.22%	
Dollar difference from median:				
		-\$976	\$9,377	
Percentage difference from median:				
		-2.74%	19.50%	

Notes:

Run Date: 5/31/2016

Date Prepared/Revised: 5/31/2016

By: AC

External Market Survey Data

Health Services Assistant - DOPH

Riv Co Class Code: 57793

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	n/a			
Orange County	Community Worker II	\$27,331	\$35,402	29.53%
San Bernardino County	Health Services Assistant I	\$26,499	\$36,358	37.21%
San Diego County	Social Services Aide	\$27,373	\$35,318	29.03%
Ventura County	Health Technician II	\$26,834	\$37,535	39.88%
County Mean:				
		\$27,009	\$36,153	33.86%
County Median:				
		\$27,082	\$35,880	32.48%
Health Services Assistant - DOPH				
Riverside County		\$28,132	\$46,610	65.69%
Dollar Difference from Mean:				
		\$1,122	\$10,457	
Percentage difference from mean:				
		4.16%	28.92%	
Dollar difference from median:				
		\$1,049	\$10,730	
Percentage difference from median:				
		3.87%	29.91%	

Notes:

Run Date: 5/31/2016

Date Prepared/Revised: 5/31/2016

By: AC

External Market Survey Data

Housekeeper

Riv Co Class Code: 62341

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Housekeeper	\$25,900	\$33,948	31.07%
Orange County	Custodian	\$29,474	\$37,648	27.73%
San Bernardino County	Custodian II	\$26,499	\$36,358	37.21%
San Diego County	Healthcare Agency Housekeeper	\$28,749	\$32,843	22.78%
Ventura County	Health Care Agency Housekeeper I	\$28,671	\$39,996	39.50%
County Mean:				
		\$27,459	\$36,159	31.68%
County Median:				
		\$26,749	\$36,358	35.93%
Riverside County				
		\$24,574	\$40,634	65.36%
Dollar Difference from Mean:				
		-\$2,885	\$4,476	
Percentage difference from mean:				
		-10.51%	12.38%	
Dollar difference from median:				
		-\$2,175	\$4,276	
Percentage difference from median:				
		-8.13%	11.76%	

Notes: This classification is distinguished from the Custodian series by its specialization in healthcare facilities.
Riverside County: Custodian and Housekeeper are on same salary Plan/Grade

Run Date: 5/31/2016

Date Prepared/Revised: 5/31/2016

By: AC

External Market Survey Data

Legal Support Assistant II

Riv Co Class Code: 13931

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	<u>Legal Office Support Assistant II</u>	\$42,772	\$57,555	34.56%
Orange County	<u>Attorney's Clerk</u>	\$34,986	\$46,342	32.46%
San Bernardino County	<u>Legal Document Classifier II</u>	\$32,178	\$44,179	37.30%
San Diego County	<u>Legal Support Assistant II</u>	\$33,779	\$41,517	22.91%
Ventura County	<u>Legal Processing Assistant II</u>	\$34,180	\$47,806	39.86%
County Mean:				
County Median:				
Riverside County	<u>Legal Support Assistant II</u>	\$34,979	\$57,989	65.73%
Dollar Difference from Mean:				
Percentage difference from mean:				
Dollar difference from median:				
Percentage difference from median:				

Notes:

Run Date: 5/31/2016

Date Prepared/Revised: 5/31/2016

By: AC

External Market Survey Data

Maintenance Carpenter

Riv Co Class Code: 62221

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Carpenter (F)		\$63,572	
Orange County	Carpenter		\$59,946	
San Bernardino County	Carpenter	\$38,147	\$52,437	37.46%
San Diego County	Carpenter	\$49,650	\$54,725	10.22%
Ventura County	Maintenance Carpenter	\$54,639	\$57,371	5.00%
County Mean:				
		\$47,479	\$57,610	21.34%
County Median:		\$49,650	\$57,371	15.55%
Maintenance Carpenter				
Riverside County		\$43,138	\$67,859	57.31%
Dollar Difference from Mean:				
		-\$4,341	\$10,249	
Percentage difference from mean:				
		-9.14%	17.79%	
Dollar difference from median:				
		-\$6,512	\$10,489	
Percentage difference from median:				
		-13.12%	18.28%	

Notes:

Run Date: 6/17/2016

Date Prepared/Revised: 6/17/2016

By: AC

External Market Survey Data

Maintenance Electrician

Riv Co Class Code: 62231

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Electrician (F)		\$78,389	
Orange County	Electrician		\$66,830	
San Bernardino County	Electrician	\$42,078	\$57,845	37.47%
San Diego County	Electrician	\$55,994	\$61,734	10.25%
Ventura County	Maintenance Electrician	\$58,791	\$61,737	5.01%
County Mean:				
		\$52,288	\$65,307	24.90%
County Median:		\$55,994	\$61,737	10.26%
Riverside County				
Maintenance Electrician		\$45,710	\$71,919	57.34%
Dollar Difference from Mean:				
		-\$6,578	\$6,812	
Percentage difference from mean:				
		-12.58%	10.12%	
Dollar difference from median:				
		-\$10,284	\$10,182	
Percentage difference from median:				
		-18.37%	16.49%	

Notes:

Run Date: 6/17/2016

Date Prepared/Revised: 6/17/2016

By: AC

External Market Survey Data

Maintenance Plumber

Riv Co Class Code: 62271

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Plumber (F)		\$79,225	
Orange County	Plumber		\$65,645	
San Bernardino County	Plumber	\$42,078	\$57,845	37.47%
San Diego County	Plumber	\$57,075	\$62,920	10.24%
Ventura County	Maintenance Plumber	\$56,882	\$59,731	5.01%
County Mean:				
		\$52,012	\$65,079	25.11%
County Median:				
		\$56,882	\$62,920	10.61%
Maintenance Plumber				
		\$47,444	\$74,604	57.25%
Dollar Difference from Mean:				
		-\$4,568	\$9,531	
Percentage difference from mean:				
		-8.78%	14.65%	
Dollar difference from median:				
		-\$9,438	\$11,684	
Percentage difference from median:				
		-16.59%	18.57%	

Notes:

Run Date: 6/17/2016

Date Prepared/Revised: 6/17/2016

By: AC

External Market Survey Data

Medical Assistant

Riv Co Class Code: 57776

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Certified Medical Assistant	\$35,040	\$45,796	30.70%
Orange County	Medical Assistant	\$36,213	\$43,742	20.79%
San Bernardino County	Clinic Assistant	\$25,792	\$35,526	37.74%
San Diego County	Nursing Assistant - Certified	\$30,077	\$36,982	22.96%
Ventura County	Medical Office Assistant II	\$28,233	\$39,482	39.84%
County Mean:				
		\$31,071	\$40,306	29.72%
County Median:				
		\$30,077	\$39,482	31.27%
Riverside County				
	Medical Assistant	\$28,132	\$46,610	65.69%
	Dollar Difference from Mean:	-\$2,939	\$6,304	
	Percentage difference from mean:	-9.46%	15.64%	
	Dollar difference from median:	-\$1,945	\$7,128	
	Percentage difference from median:	-6.47%	18.05%	

Notes: SD County: Encompasses duties of both Medical Assistant and Nursing Assistant.

Run Date: 5/31/2016

Date Prepared/Revised: 5/31/2016

By: AC

External Market Survey Data

Office Assistant II

Riv Co Class Code: 13865

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	<u>Office Support Assistant</u>	\$26,557	\$35,721	34.51%
Orange County	<u>Office Assistant</u>	\$33,467	\$39,395	17.71%
San Bernardino County	<u>Office Assistant II</u>	\$26,832	\$36,837	37.29%
San Diego County	<u>Office Assistant</u>	\$29,016	\$35,672	22.94%
Ventura County	<u>Office Assistant II</u>	\$28,535	\$39,872	39.73%
County Mean:		\$28,881	\$37,499	29.84%
County Median:		\$28,535	\$36,837	29.09%
Riverside County	<u>Office Assistant II</u>	\$26,687	\$44,200	65.62%
Dollar Difference from Mean:		-\$2,194	\$6,700	
Percentage difference from mean:		-7.60%	17.87%	
Dollar difference from median:		-\$1,848	\$7,363	
Percentage difference from median:		-6.48%	19.99%	

Notes:

Run Date: 5/31/2016

Date Prepared/Revised: 5/31/2016

By: AC

External Market Survey Data

Maintenance Painter

Riv Co Class Code: 62251

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Painter (F)		\$57,762	
Orange County	Painter		\$56,909	
San Bernardino County	Painter I	\$38,147	\$52,437	37.46%
San Diego County	Painter	\$51,085	\$56,326	10.26%
Ventura County	Maintenance Painter	\$53,200	\$55,865	5.01%
County Mean:		\$47,477	\$55,860	17.66%
County Median:		\$51,085	\$56,326	10.26%
Maintenance Painter		\$41,559	\$65,342	57.23%
Dollar Difference from Mean:		-\$5,918	\$9,482	
Percentage difference from mean:		-12.47%	16.98%	
Dollar difference from median:		-\$9,526	\$9,016	
Percentage difference from median:		-18.65%	16.01%	

Notes:

Run Date: 6/17/2016

Date Prepared/Revised: 6/17/2016

By: AC

External Market Survey Data

Correctional Senior Food Service Worker

Riv Co Class Code: 54453

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	<u>Food Service Worker</u>	\$24,759	\$30,803	24.41%
Orange County	<u>Food Service Worker</u>	\$24,502	\$31,429	28.27%
San Bernardino County	<u>Food Service Worker I</u>	\$20,800	\$28,538	37.20%
San Diego County	<u>Food Services Worker</u>	\$23,546	\$28,995	23.14%
Ventura County	<i>No comparable match</i>			
Riverside County				
	County Mean:	\$23,402	\$29,941	27.94%
	County Median:	\$24,024	\$29,899	24.45%
	<u>Food Service Worker</u>	\$21,631	\$35,812	65.56%
	Dollar Difference from Mean:	-\$1,771	\$5,870	
	Percentage difference from mean:	-7.57%	19.61%	
	Dollar difference from median:	-\$2,393	\$5,913	
	Percentage difference from median:	-9.96%	19.77%	

Notes: No comparable matches for COR Correctional Senior Food Service Worker (\$32,598 - \$54,002). Food Service Worker class used for comparison.

Run Date: 6/20/2016

Date Prepared/Revised: 6/20/2016

By: Brov

External Market Survey Data

Welfare Fraud Investigator (LIUNA, Vanilla)

Riv Co Class Code: 37591

Jurisdiction	Title	Min Salary	Max Salary	Spread
Los Angeles County	Welfare Fraud Investigator	\$47,843	\$62,748	31.15%
Orange County	Investigator, Welfare Fraud	\$74,568	\$95,056	27.48%
San Bernardino County	Fraud Investigator	\$55,806	\$78,686	41.00%
San Diego County	Public Assistance Investigator II	\$53,622	\$65,853	22.81%
Ventura County	Welfare Investigator II	\$53,999	\$72,392	34.06%
Riverside County				
	County Mean:	\$57,168	\$74,947	31.10%
	County Median:	\$53,999	\$72,392	34.06%
	Welfare Fraud Investigator	\$50,574	\$83,866	65.83%
	Dollar Difference from Mean:	-\$0,594	\$8,919	
	Percentage difference from mean:	-11.53%	11.90%	
	Dollar difference from median:	-\$3,425	\$11,474	
	Percentage difference from median:	-6.34%	15.85%	

Notes: Ventura: Intermediate (\$133.82), Advanced (\$200.73) - Biweekly

OC: \$150/Mo Intermediate, \$300/Mo Advanced

LA, SD, SB: None

Run Date: 6/6/2016

Date Prepared/Revised: 6/20/2016

By: AC

EXHIBIT B

BUDGET AT A GLANCE

FY 17/18 Budget \$ billions

	Appropriations
Salaries and Benefits	2.377
Services and Supplies	1.647
Other Charges	1.390
Fixed Assets	0.156
Operating Transfers Out	0.144
Approp for Contingencies	0.020
Intrafund Transfers	-0.234
Total Appropriations	5.500

	Sources
Intergovernmental Revenues	2.378
Charges For Current Services	1.701
Taxes	0.429
Other Revenue	0.411
Operating Transfers in	0.119
Rev Fr Use Of Money & Property	0.071
Fines, Forfeitures & Penalties	0.060
Other In-Lieu And Other Govt	0.031
Licenses, Permits & Franchises	0.022
Total Revenues	5.221
Net Use of Fund Balance	0.279
Total Sources	5.500

EXHIBIT C

Riverside County Briefing January 2018

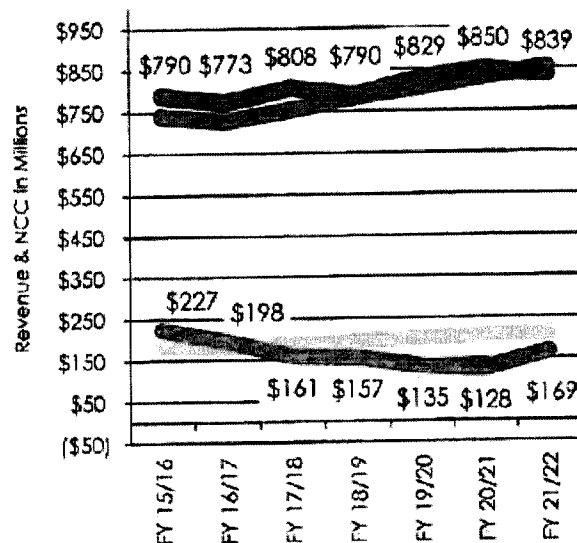
• Overview of County's Financial Position

- Ongoing general fund appropriations exceed ongoing general fund revenues. We are drawing down reserves to fill the gap for the next 2 to 3 years. Internal service funds are struggling to keep pace with rising costs without raising rates. The RUHS medical center will require ongoing base-level support (\$15.9 million). Finally, a Prop 172 sales tax shortfall continues affecting public safety departments.

• Contributing Factors to Financial Challenges

- **Labor and Pension Costs** – Rising labor costs and pension costs will be placing pressure on most departments for the foreseeable future.
- **Economy** – Although unemployment is down and housing prices are rising, Riverside County continues to lag the region economically, keeping revenue growth tepid while demand for services continues to rise.
- **Revenue Growth** – Growth in assessed valuation (approximately 5%) is modestly boosting property tax related revenues. At the same time, the growth rate in sales and use tax and Prop. 172 public safety sales tax are declining. State and federal funding have not kept pace with caseloads, and match requirements have increased. Concern is growing that a cyclic economic downturn or international incident could significantly dampen this growth trend.
- **Inmate Legal Settlement** – Terms of the federal court settlement regarding county jail inmates require hiring additional health and mental health professionals, paying for additional treatment and space office. The increased medical activities in turn trigger additional security needs for both health providers and inmate patients. *(See below for more discussion.)*
- **John J. Benoit Detention Center (JJBDC)** – Funding for staffing to operate the John J. Benoit Detention Center was placed on hold in FY 15/16. The costs for full operations at maximum capacity will cost tens of millions going forward. *(See below for more discussion.)*
- **Insurance Costs** – Higher claim levels in general liability and workers compensation plans have increased costs for insurance plans. Some departments recover such cost increases through reimbursement claims or contract rates; other have no such means to cover these rising costs.
- **Internal Service Costs** – Increasing labor, pension, and insurance costs are placing stress on a number of internal service funds. While most rate increases are recoverable through claiming and contract rates; many departments without such recourse struggle to absorb added costs within limited resources, so ISF rates are being held level to prevent adding further burden on those departments.
- **KPMG Studies** – Identified areas of potentially significant cost savings & avoidance, and engaged to implement those findings to offset unavoidable cost increases.

Multi-Year Discretionary Forecast
With JJBDC



Riverside County Briefing January 2018

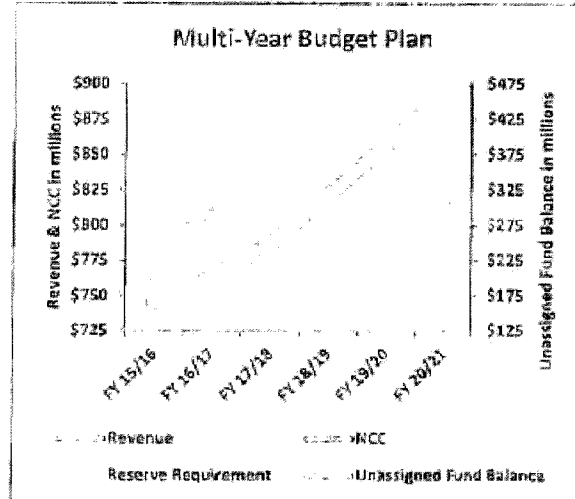
- **Effect of Inmate Lawsuit on County's Financial Position**
 - Establishes a major, permanent ongoing funding commitment for a higher standard of inmate care.
 - Terms of the settlement to increase staffing and capital improvements to serve the inmates is costing tens of millions of dollars annually across several departments.
 - Most of these costs will be paid from departmental and non-departmental resources. Some portion may be expensed thru the Medical Center, but subsidized by the general fund.
- **Effect of JJBDC on the County's Financial Position**
 - Roughly one third of the capital cost of building JJBDC is coming from a state grant. The balance is coming from long-term county financing, the debt service on which is paid with discretionary general fund revenue supplemented by other public safety resources, such as Prop. 172 sales tax, realignment revenue, etc., to the extent available.
 - Ongoing operational costs currently estimated to total over **\$43M** annually by FY 20/21
- **Total FY 17/18 Appropriations & Estimated Revenues**
 - Total appropriations are budgeted at \$5.5 billion
 - Total revenues are estimated at \$5.2 billion
 - The difference is covered by use of fund balance and net assets
- **FY 17/18 General Fund Reserve Balances**
 - Assumed beginning balances:
 - Unassigned general fund beginning fund balance = **\$0**
 - Reserve for budget stabilization = **\$197.9M** with assumed draw of **\$36.5M**
 - Assumed ending balances:
 - Unassigned general fund ending fund balance = **\$0**
 - Reserve for budget stabilization = **\$161M**
 - Projected reserve requirement @ 25% of discretionary revenue = **\$188.6M** (\$33.8M short)

LUINA Briefing
November 28, 2016

To: County of LUINA
11/29/16 2:05 PM
Handwritten by: Dave McDermott

Overall break down of the County's financial position for FY 2016/2017

- Ongoing general fund appropriations exceed ongoing general fund revenues. We are drawing down reserves to fill the gap for the next 2 to 3 years. Internal service funds are struggling to keep pace with rising costs without raising rates. The RUHS medical center will require ongoing base-level support (\$21 million). Finally, a Prop 172 sales tax distribution shortfall of \$23M for this year has been identified.



What are the factors contributing to the County's current financial challenges position

- Labor and Pension Costs** – Rising labor costs and pension costs are placing pressure on most departments.
- Insurance Costs** – Higher claim levels in general liability and workers compensation plans have increased costs for insurance plans. Some departments recover such cost increases through reimbursement claims or contract rates; other have no such means to cover these rising costs.
- Internal Service Costs** – Increasing labor, pension, and insurance costs reached a tipping point for a number of internal service funds, which can no longer sustain core services without rate increases or significant changes to their business model. Most rate increases are recoverable through claiming and contract rates; many departments without such recourse struggle to absorb added costs within limited resources.
- Inmate Legal Settlement** – Terms of the federal court settlement regarding county jail inmates require hiring additional health and mental health professionals, paying for additional treatment and space office. The increased medical activities in turn trigger additional security needs for both health providers and inmate patients. *(See below for more discussion.)*
- East County Detention Center** – Funding for staffing to operate the East County Detention Center was placed on hold in FY 15/16. The costs for full operations at maximum capacity will cost tens of millions going forward. *(See below for more discussion.)*
- Revenue Growth** – Growth in assessed valuation (approximately 5%) is modestly boosting property tax related revenues. At the same time, sales and use tax and Prop. 172 public safety sales tax are declining. State and federal funding have not kept pace with caseloads, and match requirements have increased.
- KPMG and California Forward Studies** – Both studies identified areas of potentially significant cost savings, and are being engaged to implement those findings.
- Economy** – Although unemployment is down and housing prices are rising, Riverside County continues to lag the region economically, keeping revenue growth tepid while demand for services continues to rise.

LUINA Briefing
November 28, 2016

- How has the inmate lawsuit affected the County's financial position? What is the total dollar amount that has to be paid? Will this be paid out over the next fiscal year, 3 years, 5 years etc? What fund/s will the inmate lawsuit be paid from (General Fund, proprietary fund, etc)? Has this expenditure been ear-marked in previous budgets?
 - The settlement establishes a major ongoing commitment to fund a higher standard of care for adult inmates in the jail system. These costs are permanent and ongoing indefinitely. Modest legal expenses were paid for both sides of the case.
 - Implementing the terms of the settlement is already costing tens of millions of dollars per year across several departments for increased staff and capital improvements to serve the inmates.
 - Most of these costs will be paid from general fund departmental and non-departmental resources. Some portion may be expensed thru the medical center (an enterprise fund), but funded with the general fund subsidy.
- How has the completion of ECDC (new jail) affected the County's financial position? Will this be paid out over the next fiscal year, 3 years, 5 years etc? What fund/s will ECDC be paid from (General Fund, proprietary fund, etc)?
 - Roughly one third of the capital cost of building ECDC is coming from a state grant; the balance from a long term county financing, the debt service on which is being paid with discretionary general fund revenue, supplemented with other funds credited to public safety (i.e., 172 sales, realignment funds, etc.), to the extent available.
- What are the projected revenues/expenditures all funds in FY 16/17? Has this expenditure been ear-marked in previous budgets?
 - Total FY 16/17 revenues are estimated at \$5.1 billion, and appropriations are budgeted at \$5.4 billion, with the balance coming from use of fund balance and net assets. The county budgets one year at a time for both one-time and ongoing appropriations.
- What are the projected ending fund balances for all funds in FY 16/17?
 - Awaiting confirmation from ACO (CAFR to be released soon).
- What is the current general fund reserve balance?
 - FY 16/17 beginning balances:
 - Unassigned general fund beginning *fund balance* = \$40.6M, assumed to be completely exhausted by this coming year-end
 - Reserve for budget stabilization = \$50.6M with assumed draw of \$0.6M
 - Reserve for economic uncertainty = \$124.7M
 - Projected total general fund year-end reserve balance = \$174.8M (\$16M short)
 - Projected reserve requirement @ 25% of discretionary revenue = \$190.8M
 - FY 17/18 beginning balances:
 - *Unassigned general fund beginning fund balance* = \$0M
 - Reserve for budget stabilization = \$50M with assumed additional draw of \$26.8M
 - Reserve for economic uncertainty = \$124.7M
 - Projected total year-end reserve balance = \$148M versus policy reserve requirement @ 25% of discretionary revenue = \$196.8M

EXHIBIT D

**COUNTY OF RIVERSIDE, CALIFORNIA
BOARD OF SUPERVISORS POLICY**

Subject:	Policy Number	Page
GOVERNMENTAL FUND BALANCE AND RESERVE POLICY	B-30	1 of 3

Purpose:

Fund balance, the difference between assets and liabilities in a governmental fund, is a widely used component in government financial statements analysis. The Governmental Accounting Standards Board (GASB) issued Statement No. 54 to improve how fund balance information is reported and enhance its decision-making value. This policy applies to the governmental fund type which includes the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.

The purpose of this policy is to establish the guidelines for:

- The use of reserves with a restricted purpose versus an unrestricted purpose when both are available for expenditures.
- The establishment of stabilization arrangements for governmental funds.
- The minimum fund balance allowable for governmental funds.

Policy

Governmental Fund Balance Categories

In accordance with GASB Statement No. 54, all of the county's governmental fund balances will be comprised of the following categories:

	Nonspendable fund balance – amounts that cannot be spent because they are either not in spendable form or they are legally or contractually required to be maintained intact.
--	---

	Restricted fund balance– amounts that are constrained to being used for a specific purpose by external parties such as creditors, grantors, laws, or regulations.
--	---

Unrestricted	Committed fund balance – amounts that are committed for a specific purpose. These funds require action from the Board of Supervisors to remove or change the specified use. <i>Authority to commit: Commitments will only be used for specific purposes pursuant to a formal action by the Board of Supervisors. Board of Supervisors approval is required to establish, change, or remove a commitment.</i>
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	Assigned fund balance – amounts that have been set aside and are <i>intended</i> to be used for a specific purpose but are neither restricted nor committed. Assigned amounts cannot cause a deficit in unassigned fund balance. <i>Authority to assign: Assignments within the general fund must be established by the county Executive Officer or an Executive Officer designee. No formal action is required to remove an assignment.</i>
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	Unassigned fund balance – funds that are not reported in any other category and are available for any purpose within the General Fund. The General Fund is the only fund that will have an unassigned fund balance.
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COUNTY OF RIVERSIDE, CALIFORNIA
BOARD OF SUPERVISORS POLICY

Subject:	<u>Policy</u> <u>Number</u>	<u>Page</u>
GOVERNMENTAL FUND BALANCE AND RESERVE POLICY	B-30	2 of 3

Spending Prioritization for Fund Categories

When an expenditure is incurred for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available, it shall be the policy of the Board to consider restricted amounts to be reduced first. When an expenditure is incurred for purposes for which amounts in any of the unrestricted fund balance classifications could be used, it shall be the policy of the Board that committed amounts would be reduced first, followed by assigned amounts, and then unassigned amounts.

Minimum Fund Balance Policy for Governmental Funds

Establishing guidelines for minimum fund balance for governmental funds is essential to ensuring a prudent level of fund balance is maintained for unanticipated expenditures, delays in revenue receipt, or revenue shortfalls.

Unassigned Fund Balance - General Fund

The county shall maintain a minimum unassigned fund balance in its General Fund of at least 25 percent of the fiscal year's estimated discretionary revenue. A significant portion of the minimum unassigned fund balance may be used for one-time or short term expenditures caused by an economic crisis and should be designated within an "Economic Uncertainty" account. Use of these funds should be as the last resort in balancing the county budget.

During the initial implementation of this policy, the Executive Office will develop a plan to ensure fund balance is at the minimum level within three years. The plan for accomplishing this will be included with the recommended budget submitted to the Board for approval each fiscal year. Following the initial implementation of the policy, if fund balance drops below the established minimum levels, the Executive Office will develop a plan to replenish the balance to established minimum levels within two years and submit the plan to the Board for approval.

Fund Balance – Special Revenue Funds

Special Revenue fund balances shall be kept at the higher of the minimum level dictated by the funding source or an amount that does not fall below zero. In the event that the fund balance drops below the established minimum levels, the department with primary responsibility for expending the special revenue will develop a plan to replenish the balance to established minimum levels within two years and submit the plan to the Board for approval.

**COUNTY OF RIVERSIDE, CALIFORNIA
BOARD OF SUPERVISORS POLICY**

Subject:	<u>Policy Number</u>	<u>Page</u>
GOVERNMENTAL FUND BALANCE AND RESERVE POLICY	B-30	3 of 3

Committed Fund Balance - Disaster Relief

The county shall commit a portion of General Fund for Disaster Relief. The use of these funds will be restricted to one-time or short term expenditures that are the result of a natural disaster or act of terrorism. The funds restricted for this purpose shall be at least two percent of discretionary revenue or \$15 million, whichever is greater.

Reference:
Minute Order 3.15 of 09/13/2011

EXHIBIT E

COLA	
	LIUNA
2012	
2013	2.0%
2014	2.0%
2015	2.0%
2016	2.0%
2017	
Sum	8.0%
Compounded Percentage	8.24%

Merit Increases (Steps on Anniv Date @ 2.71%)	
	LIUNA
2012	1
2013	1
2014	3
2015	3
2016	2
2017	2
Sum	12
Compounded Percentage	37.83%

*Beginning 2014, 1 step increments if EE is currently step 8 or higher.

**Beginning 2013, 1 step increments if EE is currently step 8 or higher.

Flex (Medical Contribution)	
	LIUNA
2012	\$699
2017	\$823
Percent Increase	17.68%



LIUNA Base Wage Increases 2012 to 2017

- Number of LIUNA Employees Continuously Since 2012: **3,899 (54%)**
- Base Wage¹ Increase Since 2012: **41%**
- Number With Base Wage Increase Less Than 20% Since 2012: **24 (<1%)**

BASE WAGE INCREASE SINCE	LIUNA	Average Per Year
Average Increase 2012-Present	40.91%	6.82%
Average Increase 2013-Present	38.61%	7.72%
Average Increase 2014-Present	31.68%	7.92%
Average Increase 2015-Present	20.87%	6.96%
Average Increase 2016-Present	7.77%	3.88%
Average Increase 2017-Present	2.96%	2.96%

¹ Included in the 41% average pay increase includes pay increases/decreases related to promotions/demotions, 8D adjustments, etc.; these cannot be filtered out due to the data size and source. Base Pay does not include any specialty pay, differentials, or bonuses. Present Day is defined as 1/1/2018. All other data is effective January 1st for each respective year

EXHIBIT F

County of Riverside/LIUNA, Local 777, 2018 Factfinding
Summary of Total Compensation and Key Economic Terms in County LBFO

<u>Total Compensation Under LBFO</u>	<u>2012-2016 MOU Key Economic Terms</u>	<u>7/19/2017 LBFO Key Economic Terms</u>
1. Base Pay	Merit Increases (2.71% each)	Merit Increases (2.71% each)
2. Pension (Art.7,§2,p.43)	2012 1 step	1 step per year
3. OT for Non-FLSA (Art.5,§3,p.13)	2013 1 step	
4. Accumulated OT Credit or Pay (Art.5,§3,p.14)	2014 3 steps	
5. Standby Duty Premium (Art.5,§4,p.16)	2015 3 steps	
6. Call Back Premium (Art.5,§4,p.17)	2016 2 steps	
7. Double Time Premium (Art.5,§4,p.17)	2017 2 steps	
8. Shift Differential Premium (Art.5,§4,p.18)	(Ex. 29-A MOU Art. 5 §1.A., p. 21; Ex. 25 p. 1)	(Ex. 29-C LBFO Art. 6 §1.A, p. 30)
9. Bilingual Premium (Art.5,§4,p.20)	Cumulative Increase: 37.83%	Cumulative Increase Over Five Years: +14.3 %
10. Inconvenience Premium (Art.5,§4,p.23)	COLAs	COLAs
11. CTO Differential Premium (Art.5,§4,p.24)	7/11/13: 2%	COLA's that occurred under the prior MOU are not taken back and stay in place. The expired MOU provided for no new COLA's after Dec. 24, 2015 and LBFO retains that.
12. POST Certification Premium (Art.5,§4,p.27)	6/26/14: 2%	(Ex. 29-C LBFO Art. 27 §1, p. 108)
13. Equipment Operator Premium (Art.5,§4,p.29)	6/25/15: 2%	0%
14. Hazardous Waste Premium (Art.5,§4,p.29)	12/24/15: 2%	
15. Step Advance (Art.6,§1,p.30)	(Ex. 29-A MOU Art. 27 §1, p. 79, Ex. 19, p. 1; Ex. 37, p. 1)	
16. Difficult to Recruit Premium (Art.6,§1,p.33)	Cumulative Increase: 8.24%	
17. Life Insurance (Art.6,§4,p.45)	Flex Benefit Per Month	Flex Benefit Per Month
18. VEBA Eligibility (Art.6,§5,p.45)	12/02/09 \$657.88	\$823, status quo. Not reduced.
	11/14/13 \$699.33	
	11/13/14 \$770.32	(Ex. 29-C LBFO Art. 22 §1.B., p. 95)
	11/10/16 \$823.00	
	(Ex. 29-A MOU Art. 28 §3, p.79, Ex. 27, p. 2) Increase Annual Amount: \$1,484.04	
	Flex Benefit/Cash Back	Flex Benefit/Cash Back
	Yes.	Yes, status quo. Not eliminated.
	(Ex. 29-A MOU Art. 21 § 1.E, p. 70)	(Ex. 29-C LBFO Art. 22 §1.E., p. 96)
	Medical Subsidies	Medical Subsidies
	\$25/100	\$25/100 for existing employees. Not eliminated.
	(Ex. 29-A MOU Art. 22 § 1.G, p. 70)	(Ex. 29-C LBFO Art. 22 §1.G, p. 97)
	TOTAL	TOTAL
	46% increase over 5 years, plus \$1,484.04 Flex Benefit	14.3% increase over 5 years
	End.	End.

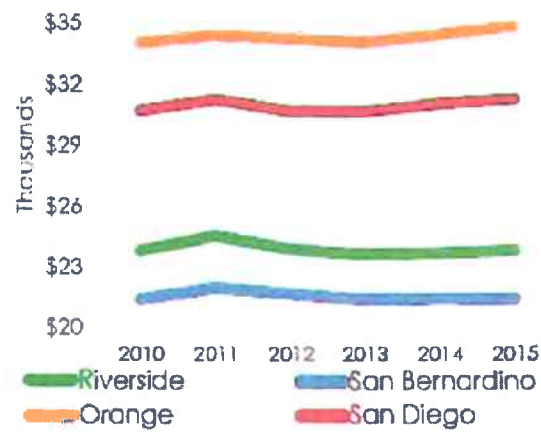
County of Riverside/LIUNA, Local 777, 2018 Factfinding
Summary of Total Compensation and Key Economic Terms in County LBFO

19. Sick Leave Accrual (Art.7,§1,p.47)		
20. Sick Leave Cash Payout (Art.7,§1,p.49)		
21. Bereavement Leave (Art.7,§2,p.51)		
22. Leave of Absence (Art.7,§4,p.52)		
23. Paid Jury Duty (Art.7,§5,p.53)		
24. Vacation 80/120/160 Hours (Art.8,§1,p.56)		
25. Paid Holidays 12+ Days (Art.9,§1,p.58)		
26. Disciplinary Appeal Rights (Art.13,p.63)		
27. Grievance Rights (Art.15,p.74)		
28. Short Term Disability (Art.17,p.80)		
29. Seniority Layoff/Reinstatement (Art.18,§1,p.81)		
30. Voluntary Time-Bank (Art.19,§1,p.86)		
31. Flex Benefit Contribution – Retiree (Art.22,§1,p.95)		
32. Flex Benefit Contributions – Employee (Art.22,§1,p.95)		
33. Health Plan Waiver Cash Back (Art.22,§1,p.96)		
34. Flex Benefit Cash Back (Art.22,§1, p.96)		
35. Medical Subsidies (Art.22,§1,p.97)		
36. Uniform Allowances (Art.24§1,p.99)		
37. Release Time (Art.28,§4,p.111)		
<p>* All references in this column are to Ex. 29-C LBFO</p> <p>** All page references are to the Exhibit's page number in the document.</p>		

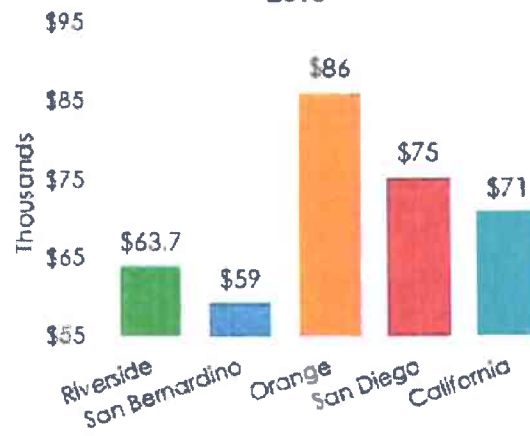
EXHIBIT G

County of Riverside – General Population Income and Unemployment

Per Capita Personal Income



Median Family Income
2015



Unemployment Rates
2017

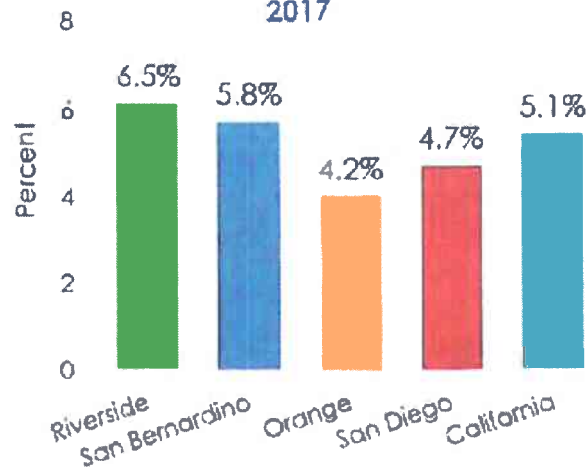


EXHIBIT H

Riverside County Bargaining Update

As many of you are the ending date on our MOU is tomorrow, June 30. I wanted to give everyone an update on what's has been happening as well as what I think we can expect.

First of all I want to say that just because our contract has an end date of June 30, it doesn't mean that we will be working without a contract. The terms of a contract remain in place until either a successor agreement is negotiated or impasse is declared. Neither one of those things has happened, so the terms and conditions in place in our current MOU remain in effect.

You may have heard about the County's budget woes, which are real. We had hoped to negotiate a deal similar to the one we have currently, in which we provided the County some relief in the first two years of the contract, but had reasonable raises and expansions of the salary ranges in the during the final two years. The County appears unwilling to enter into a deal that has any new money. They initially proposed a one year deal with no changes. A one year deal with no COLA's is something we could have lived with as long as we could address some other issues- some classifications we need to have studied, increases in the flex benefit, and a number of other issues specific to certain classifications. I'm not privy to whatever discussion is taking place internally at the County, but their negotiator doesn't yet have clear direction from the Board of Supervisors regarding our proposals, and it is still unclear whether the County is going to try to extract concessions from us. There has been some inflammatory rhetoric from one or two Board members that would cause any reasonable person to expect them to come at us with a meat cleaver. I'm unsure how much of this has been political posturing, and how much is a genuine desire to once again attempt to balance the budget on the backs of the good men and women who do the work of this County.

My next meeting with their negotiator is scheduled for the 12th of July. I expect that she will have received very clear direction from the Board by then.

I can assure you of a couple of things. One, we will not be agreeing to concessions. In 2010 through 2012 we made enough concessions to last several recessions. We are not willing to go down that road again. And, we will not bring any agreement for you to consider unless we are convinced that it is the best deal we can get, and that it is a deal that makes sense for our members.

This process can be stressful for the membership, I know. But it is critical that we are patient, careful, and thorough.

I will post updates as I have new information. If not sooner, I will definitely post after my meeting on the 12th.

This isn't our first rodeo, we've all been through this together before. As long as we maintain our resolve and refuse to enter into an inferior agreement simply because there is pressure to do so, we will come out of this in good shape.

As always, I am proud to serve as your Business Manager, and I am confident that at the end of

July 1, 2016 per website date

this process we will have a deal that we can live with.

In Solidarity,

Stephen Switzer, Business Manager

Riverside County Bargaining Update October 7, 2016

This post will not be brief, so please bear with me.

Yesterday your negotiating team met with the County's negotiating team. Yesterday was actually our first meeting. We had been scheduled to meet last week, but the County cancelled that session.

Yesterday we presented most of our proposals, and we'll be presenting the rest of ours at our next meeting. The County will also present their proposals at the next meeting.

While we haven't yet received the county's proposals, we do know that they are coming to the table committed to making radical alterations in your pay structure. Specifically, we believe they want to reduce your merit increases from two steps to one step per year. This means that a new employee would take 20 years to reach the top step. Obviously changes of this sort are extreme, and are not something to which we would ever agree. And we believe that the County will impose those changes when we refuse to agree to them.

SEIU is currently in bargaining with the County, and we have heard that their resolve at the table may not be as strong as ours. Obviously, if SEIU fails to show any grit at the table, it will make it tougher for us to avoid having whatever agreement they make imposed on us by the County.

Because of the extreme nature of what we believe the County is hoping to do to you, LIUNA members will need to have discussions of a sort that we haven't really had to have before. Accordingly, we are planning for a variety of scenarios. It is always our hope to reach an agreement through a process of good faith bargaining. However, it would be foolish for us not to be prepared for the possibility that our

traditional approach may not be sufficient for this particular situation.

For a long time Riverside County employees languished as the lowest wage earners in the region. We should all be proud of the fact that in recent years we have completely turned that around. The County never seemed to be bothered by the fact that you were the lowest paid county workers among the "benchmark" counties. They do, however, seem to have a problem with you NOT being the lowest paid county workers. Accordingly, it appears that they want to bomb us back to the stone age. Permanently.

I am not trying to paint an overly grim picture, but I do want to be candid with you about what we believe is going on right now.

On the plus side, we have an extraordinary bargaining team, composed of a diverse group of County employees. Each person on the team is committed to the well being of the entire membership, and not at all driven by individual agendas. And, most important, each member of the team is absolutely committed to doing whatever we need to do to protect the ability of our fellow LIUNA members to provide for themselves and their families..

I cannot guarantee a favorable outcome, but I can guarantee you that LIUNA will never agree to any wholesale degradation of your livelihoods. Hopefully, the members of other unions in Riverside County will insist that their organizations are similarly committed.

Our next meeting is on the 24th, at which time the County will formally present their proposals. A full update will be posted after that meeting. Also, we do go into much more specific detail at our meetings than we do in our public postings, so please plan on attending this months meetings. I look forward to seeing you there.

Back in 2012, the women and men of LIUNA 777 proved that there are no union members anywhere with more guts and resolve. I am confident in the knowledge that our collective resolve will see us through in 2016 as well.

In Solidarity,

EXHIBIT I

FINANCIAL OBJECTIVES

- Achieving a structurally balanced budget in which ongoing expenditures do not exceed ongoing revenues.
- Achieving and maintaining prudent reserves and working capital.
- Limiting use of one-time resources only to onetime expenditures and rebuilding reserves.

SHORT & LONG-TERM FACTORS INFLUENCING STRATEGIC OBJECTIVES

- | | |
|------------------------------------|---------------------------|
| ➤ Revenue Growth | ➤ Insurance Costs |
| ➤ In-Home Supportive Service Costs | ➤ Inmate Legal Settlement |
| ➤ Labor and Pension Costs | ➤ New Detention Center |

EXHIBIT J

COUNTY OF RIVERSIDE PROPOSAL #3 - 06/21/2017

MEMORANDUM OF UNDERSTANDING

2012~~x~~ - 2016~~x~~

Commented [COR1]: COR processes 2 year term.

COUNTY OF RIVERSIDE

AND

LABORERS' INTERNATIONAL UNION OF NORTH AMERICA,
LOCAL 777

COUNTY OF RIVERSIDE PROPOSAL #3 – 06/21/2017

B-D. Waiving Medical Coverage. Employees whose most recent hire date is prior to November 13, 2003 will have the option of waiving medical coverage if they provide proof of coverage under another group medical plan.

Employees electing not to take medical insurance coverage must provide evidence of medical plan coverage from their spouse or other sources and sign a statement that they are enrolled and covered under another medical plan. Evidence is defined as a dated certificate of coverage, plan enrollment card, policy, etc. Notice of waiver form showing other medical coverage shall be received by the Human Resources Department within sixty (60) calendar days from date of hire, and annually during Open Enrollment.

~~For~~ Employees eligible to waive and not participating in a County sponsored health care plan, the County's Flex Contribution available for other benefits or cash will be four hundred and twenty five dollars and forty cents (\$425.40) per month (two hundred and twelve dollars and seventy cents (\$212.70) biweekly for twenty four (24) biweekly pay periods).

While qualifying employees may waive medical coverage, one of the flexible benefit options must be taken (medical, dental, or Flexible Spending Account) to receive cash back.

G-E. Employees who fail to timely elect medical coverage or properly waive medical coverage will be placed in the lowest-priced employee-only PPO medical plan available.

D. Cash Back Forfeiture of Flex Benefit Contributions. For employees hired prior to the adoption of the MOU by the Board of Supervisors, if monies remain after waiver of health insurance and deduction of other elected benefits, said monies may be taken in cash back to the aggregate total of options selected and cash. For employees hired on or after the adoption of the MOU, if there is a flex benefit contribution balance remaining after deduction for elected benefits, all remaining flexible contribution amounts shall be forfeited.

~~If monies remain after waiver of health insurance and deduction of other elected benefits, said monies may be taken in cash back.~~

F. Flex for Part-Time Employees. Part-time regular employees hired after January 11, 1990, or current employees who become part-time regular employees are eligible for the Flexible Benefit, on the following basis:

Employees working twenty (20) to twenty nine (29) hours per week, shall receive fifty percent (50%) of the applicable County of Riverside Flexible Benefits Program contribution amount allotted for full-time regular employees per month per employee.

Employees working thirty (30) to thirty nine (39) hours per week, shall receive

COUNTY OF RIVERSIDE PROPOSAL #3 -- 06/21/2017

seventy five percent (75%) of the applicable County of Riverside Flexible Benefits Program contribution amount allotted for full-time regular employees per month per employee. Nursing Assistants who are working a twelve (12) hour shift pattern and average seventy-two (72) regular hours in a pay period will receive 100% of the applicable flexible benefits contribution amount allotted for full-time regular employees per month per employee.

Part time employees who work more or less than their designated status for a fiscal year quarter shall be re-characterized at the end of that quarter based on their actual pattern of work during that quarter.

~~E-G.~~ In addition, ~~the~~ County agrees to subsidize the family and two-party monthly medical insurance premiums chargeable to employees participating in a County sponsored health care plan on the following basis:

Employees with family coverage: Monthly premium reduced by \$100.00

Employees with two-party coverage: Monthly premium reduced by \$25.00

This subsidy will remain in place for the duration of the MOU.

This subsidy shall not apply to employees hired on or after the adoption of the MOU by the Board of Supervisors.

~~See Article XXVIII, for increases in Flexible Benefits.~~

EXHIBIT K

COUNTY OF RIVERSIDE PROPOSAL #4 TO LIUNA – 07/12/2017
LAST, BEST, AND FINAL OFFER ("LBFO")

MEMORANDUM OF UNDERSTANDING

| ~~2012x - 2016x~~

Commented [COR1]: GDR proposes 2 year term.

COUNTY OF RIVERSIDE

AND

| LABORERS' INTERNATIONAL UNION OF NORTH AMERICA,
LOCAL 777

COUNTY OF RIVERSIDE PROPOSAL #4 TO LIUNA - 07/12/2017
LAST, BEST, AND FINAL OFFER ("LBFO")

Compensation. ~~Effective July 20, 2006, all represented~~ Employees in the Hazardous Waste Inspector series of the Waste Management Resources Department will receive seventy five dollars (\$75.00) per month as hazard pay in recognition of the exposures and difficulties of their job.

~~K.L. Court Call-back.~~ Notwithstanding any other provisions of this MOU ~~Memorandum~~, any LIUNA represented employee assigned to the Sheriff's Department who is called back to attend Court in relation to a matter arising from their employment relationship with the County of Riverside at a time when they are otherwise are off duty, shall receive a minimum of one (1) hour compensation at the rate of one and one-half (1 ½) the hourly base rate of pay, appropriate overtime rate. ~~A shift shall not be extended for the purpose of avoiding the payment of the one (1) hour of compensation provided herein. Notwithstanding any prior work practice to the contrary, said~~ A shift shall not be extended for the purpose of avoiding the payment of the one (1) hour of compensation provided herein. Compensation shall cease when ~~said the employee's regular work shift begins reports to work.~~ Any court attendance during the regular scheduled shift shall not be eligible for premium pay under this provis on.

Commented [COR331]: Verbal TA by LIUNA on 12/20/2016.
TA was retracted by LIUNA on 4/24/2017.
County maintains proposal as provided.

ARTICLE V6
PAY PRACTICES

Section 1. Step Advance

A. Salary Steps

1. ~~Effective June 28, 2012 and continuing to June 30, 2014 the first day of the pay period immediately after the adoption of this MOU by the Board of Supervisors, all LIUNA represented employees shall have their step (merit) increases restored in every anniversary salary increase shall be advanced in one (1) step increments to the rate of the next higher step where the salary plan/grade is able to accommodate the step increase, on their anniversary dates.~~
2. ~~Effective July 1, 2014, and continuing to June 30, 2016, all LIUNA represented employees shall receive step (merit) increases in increments of three (3) steps on their anniversary dates. Any employee, who has an anniversary date adjusted beyond June 30, 2016 due to a paid medical leave, or an approved leave of absence, shall receive their merit increase for that year in an increment of three (3) steps.~~
3. ~~It is understood that beginning July 1, 2016 and continuing thereafter, LIUNA represented employees shall receive their step (merit) increases in two (2) step increments on their anniversary dates.~~

The compensation of every person employed in a regular position on a step

COUNTY OF RIVERSIDE PROPOSAL #4 TO LIUNA – 07/12/2017
LAST, BEST, AND FINAL OFFER ("LBFO")

~~employee may have a drug or alcohol problem and may need to be tested, or suspicion to believe that an employee may have illegal drugs in their possession or in an area not jointly or fully controlled by the County. If the Department Head or designee concurs that there is reasonable suspicion of illegal drug possession, the Department Head shall notify the appropriate law enforcement agency. For reasonable cause, management may condition further employment on successful passage of a drug or alcohol test.~~

~~EAS CONFIDENTIALITY: LIUNA and the County shall meet and work together in an effort to establish appropriate confidentiality standards for employees who voluntarily seek EAS assistance.~~

~~ARTICLE XX~~
~~DISCRIMINATION COMPLAINT PROCEDURE~~

~~The County has established a strong commitment to prohibit and to prevent unlawful harassment and/or discrimination in employment, and has set forth a procedure for investigating and resolving internal complaints in Board of Supervisors Policy C-25, which policy is included in this MOU by reference.~~

~~The County's Harassment Policy and Complaint Procedure can be located at the Human Resources website at <http://www.rc-hr.com/> and at the County's Workforce Exchange website at <http://www.workforceexchange.net/>. Employees may also contact the Human Resources Department, Employee Relations Division at 951-955-3540 for a copy of the Harassment Policy and Complaint Procedure.~~

~~ARTICLE XXI~~
~~FLEXIBLE BENEFIT PROGRAM~~

~~Section 1. Flex Benefits Programs:~~

~~A. Contributions — Retirees. : The County shall contribute twenty five dollars (\$25.00) per month on behalf of each eligible retiree, inclusive of the and such retiree's dependents, enrolled in one (1) of Riverside County employee medical plans, toward the payment of premiums for health insurance.~~

~~B. Contributions – Active Employees. Any active employee enrolled in a County offered medical plan and who remains in a paid status for any part of the pay period shall receive:~~

~~Flex benefit contribution for full-time employees regularly scheduled to work forty (40) hours per week shall be eight hundred, twenty three dollars (\$823.00) per month (or four hundred, eleven dollars and fifty cents (\$411.50)/bi-weekly for twenty-four (24) pay periods).~~

COUNTY OF RIVERSIDE PROPOSAL #4 TO LIUNA - 07/12/2017
LAST, BEST, AND FINAL OFFER ("LBFO")

A-C. Plan Selection Requirement. Employees whose last hire date is on or after November 13, 2003 will be required to select a medical plan as part of their Flexible Benefit election each year, and will not have the option of waiving all medical coverage.

B-D. Waiving Medical Coverage. Employees whose most recent hire date is prior to November 13, 2003 will have the option of waiving medical coverage if they provide proof of coverage under another group medical plan.

Employees electing not to take medical insurance coverage must provide evidence of medical plan coverage from their spouse or other sources and sign a statement that they are enrolled and covered under another medical plan. Evidence is defined as a dated certificate of coverage, plan enrollment card, policy, etc. Notice of waiver form showing other medical coverage shall be received by the Human Resources Department within sixty (60) calendar days from date of hire, and annually during Open Enrollment.

~~For~~ Employees eligible to waive and not participating in a County sponsored health care plan, the County's Flex Contribution available for other benefits or cash will be four hundred and twenty five dollars and forty cents (\$425.40) per month (two hundred and twelve dollars and seventy cents (\$212.70) biweekly for twenty four (24) biweekly pay periods).

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G-E. Employees who fail to timely elect medical coverage or properly waive medical coverage will be placed in the lowest-priced employee-only PPO medical plan available.

D. Cash Back. If monies remain after deduction of elected benefits, said monies may be taken in cash back to the aggregate total of options selected and cash.

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F. Flex for Part-Time Employees. ~~Part-time regular employees hired after January 11, 1990, or current employees who become part-time regular employees are eligible for the Flexible Benefit, on the following basis:~~

Employees working twenty (20) to twenty nine (29) hours per week, shall receive fifty percent (50%) of the applicable County of Riverside Flexible Benefits Program contribution amount allotted for full-time regular employees per month per employee.

**COUNTY OF RIVERSIDE PROPOSAL #4 TO LIUNA – 07/12/2017
LAST, BEST, AND FINAL OFFER ("LBFO")**

Employees working thirty (30) to thirty nine (39) hours per week, shall receive seventy five percent (75%) of the applicable County of Riverside Flexible Benefits Program contribution amount allotted for full-time regular employees per month per employee. Nursing Assistants who are working a twelve (12) hour shift pattern and average seventy-two (72) regular hours in a pay period will receive 100% of the applicable flexible benefits contribution amount allotted for full-time regular employees per month per employee.

Part time employees who work more or less than their designated status for a fiscal year quarter shall be re-characterized at the end of that quarter based on their actual pattern of work during that quarter.

~~E.G.~~ In addition, ~~t~~The County agrees to subsidize the family and two-party monthly medical insurance premiums chargeable to employees participating in a County sponsored health care plan on the following basis:

Employees with family coverage: Monthly premium reduced by \$100.00

Employees with two-party coverage: Monthly premium reduced by \$25.00

This subsidy will remain in place for the duration of the MOU.

This subsidy shall not apply to employees hired on or after the adoption of the MOU by the Board of Supervisors.

~~See Article XXVIII, for increases in Flexible Benefits.~~

EXHIBIT L

Bargaining History Index
COR / LIUNA (2016-2017 Negotiations)

	Date / Date Presented	Party	Document	Summary
	10/06/16 (Session 1)			
	10/06/16	LIUNA	Proposal Nos. 1-14	Re: 1. Art. I, § 1, Term 2. Art. XXVII, § 3, Flexible Benefits 3. Art. IV, § 3, Detention Differential 4. Art. VIII, Vacation Cash Out 5. Art. IV, § 2 Overtime Credit 6. Art. VII, § 2, Bereavement Leave 7. Article XV, Short Term Disability 8. Art. IV, POST Certificate Compensation for Welfare Fraud Investigators 9. Art. IV, Add Custodian to classifications 10. Art. VII, § 1, Proof of Illness 11. Sr Corr. Food Service Worker step inequity 12. Art. 23, Uniforms and Cleaning 13. Art IV, § 12, Correctional Stock Clerks and Store Keepers 14. Art. IV, Forensic Technician hours counted as overtime
	10/24/16 (Session 2)			
	10/24/16	LIUNA	Proposal Nos. 13-15	Re: 13. Art IV, § 12, Correctional Stock Clerks and Store Keepers Salary Increase 14. Art IV, Forensic Technician hours counted as overtime 15. Art. V, Pay for Sheriff's Court Services Assistants for Training Time
	10/26/16 (Session 3)			

	Date / Date Presented	Party	Document	Summary
	10/26/16	LIUNA	Proposal No. 15	Re: 15. Art. V, Pay for Sheriff's Court Services Assistants for Training Time
	10/26/16	COR	Comprehensive Proposal No. 1	<i>COR's Proposal No. 1</i> re various provisions.
	10/26/16	COR	Amendment to Proposal No. 1	Re Article 5 re Call Back Work.
	10/26/16	COR	Amendment to Proposal No. 1	Re Article 5 re Comp Time Limitation.
	10/26/16	COR	Amendment to Proposal No. 1	Re Article 13 re Disciplinary Appeal Procedure.
	10/26/16	COR	Amendment to Proposal No. 1	Re Article 7 re Extension of Initial Probation.
	10/26/16	COR	Amendment to Proposal No. 1	Re Article 8 re Proof of Illness.
	10/26/16	COR	Amendment to Proposal No. 1	Re Article 11 re Reimbursement Program.
	10/26/16	COR	Amendment to Proposal No. 1	Re Article 9 re Vacation.
	11/29/16 (Session 4)			
	11/29/16	LIUNA	Proposal No. 16	Re: 16. Art. 24, Tool Allowance
	11/29/16	COR	COR Response to LIUNA Proposal	Re various provisions.
	11/29/16	COR	Admin Cyclical Study	Re PDQ and job audit tracking.
	11/29/16	COR	Overview of Market Position	Comprehensive overview of job market for 2016 Negotiations with LIUNA.
	11/29/16	COR (McDonnell)	Briefing for LIUNA	By Paul McDonnell, the County's Assistant CFO-Finance re the County's difficult financial position.
	12/20/16 (Session 5)			
	03/13/17 (Session 6)			
	03/13/17			

	Date / Date Presented	Party	Document	Summary
	03/13/17	COR	Comprehensive Proposal	<i>COR's Proposal No. 2</i> re various provisions.
	03/20/17 (Session 7)			
	03/20/17			
	03/20/17	COR	Market Survey Data	Data re comparable salaries in other counties re Eligibility Technician IIs.
	03/20/17	COR	Market Survey Data	Data re comparable salaries in other counties re Office Assistant IIs.
	03/20/17	COR	Market Survey Data	Data re comparable salaries in other counties re Welfare Fraud Investigators.
	04/24/17 (Session 8)			
	04/24/17	LIUNA	Proposal	Re: 1. Term 2. Suspension of merit increases 3. COLAs 4. Flex Benefit Contributions 5. Wage adjustments if other units receive increases
	06/21/17	COR	Comprehensive Proposal	<i>COR's Proposal No. 3</i> re various provisions.
	06/21/17	LIUNA	Counter Proposal	Counter to COR 6/21/17 Proposal re: 1. Article 1, Term 2. Article XXI, Flexible Benefit Program
	07/11/17 (Session 9)			
	07/12/17	COR	Comprehensive Proposal	<i>COR's LBFO (i.e. Proposal No. 4)</i> re various provisions.
	08/15/17	LIUNA	Counter Proposal	Counter to COR 6/21/17 Proposal re: 3. Article 1, Term 4. Article XXI, Flexible Benefit Program
	08/30/17	COR	Declaration of Impasse	Letter from Ed Zappia to Stephen Switzer.
	09/01/17	LIUNA	Request for Mediation	Letter from Stephen Switzer to Michael Stock.

	Date / Date Presented	Party	Document	Summary
	09/12/2017	COR	Rejection of Post-Impasse Mediation	Email from Ed Zappia to Stephen Switzer.