AUDITOR CONTROLLER COUNTY OF RIVERSIDE

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Auditor-Controller

County Overtime (Labor) Monitoring Report

6-Month Period 7/1/18 – 12/31/18

"Creating Value and Making a Difference"

Report #2019-001a

Table of Contents

EXECUTIVE SUMMARY

As of December 31, 2018, Riverside County departments overtime labor cost totaled more than $44 million compared the $36 million incurred in Fiscal Year 17/18. County departments have incurred more than $8 million in overtime labor cost for the first six months of Fiscal Year 18/19 in comparison to the same period in Fiscal Year 17/18. The Auditor-Controller's Office has prepared this six-month overtime monitoring report to provide a status of the overtime cost for each county department as of December 31, 2018. This provides managers an opportunity to control labor cost. Included are two schedules: Schedule A compares the departments' adopted overtime budget for the fiscal year with actual cost incurred; Schedule B compares the first six months of this fiscal year to previous fiscal year for the same period.

INTRODUCTION

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

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

Unnecessary overtime may be avoided through management control activities such as pre-approval of overtime, adjusting staffing levels to service demand levels, regular management monitoring of overtime, and informing and communicating management's objectives regarding cost containment and service delivery to all employees. In addition, long-term overtime may help obscure fraudulent overtime.

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

SCOPE

All Riverside County departments with reported overtime cost as of December 31, 2018, have been included in this monitoring report. Each department with respective overtime cost incurred are illustrated in the tables provided.

Extracts from the county's financial system were compiled and summarized. For this six-month status report, we did not ask departments to provide its rationale for the use of overtime, protocol to approve overtime, or if they had identified ways to reduce this expense.

LIMITATIONS

All overtime expenditures included in this report were extracted from the county's financial accounting system. This monitoring report only includes overtime costs by department.

Schedule A
Overtime by Department: Budget vs. Actual (As of December 31, 2018)

County Department	Annual OT Budget	Actual OT Cost (As Of 12/31/18)	Over/Under budget
Agricultural Commissioner	$ 5,000	$ 61,830	Over Budget
Assessor County Clerk-Recorder	594,750	146,748	
Auditor-Controller	15,000	11,620	
Board Of Supervisors	-	1,639	Over Budget
Children and Family First Commission	30,500	6,739	
County Airports	8,300	2,554	
County Counsel	500	5,155	Over Budget
County Executive Office	5,000	-	
County Service Areas	20,001	58,048	Over Budget
Department Code Enforcement	7,500	6,268	
Department of Animal Control	494,203	346,004	
Department of Building & Safety	25,000	23,553	
Department of Community Action	10,000	1,888	
Department of Environmental Health	130,500	59,849	
Department of Planning	4,300	1,119	
Department of Public Social Services	6,344,964	2,334,514	
Department of Transportation	478,366	255,323	
Department of Waste Resources	381,113	303,691	
Department Of Child Services	90,000	43,847	
District Attorney	350,000	595,472	Over Budget
Economic Development Agency	657,334	495,686	
Edward Dean Museum	1	126	Over Budget
Emergency Management Department	190,000	275,472	Over Budget
Fair And National Date Fest	23,000	3,477	
Fire Protection	1,640,000	1,007,013	
Flood Control District	441,000	285,722	
Human Resources	-	1,038	Over Budget
In-Home Support Services Public Authority	-	25,239	Over Budget
Office On Aging	2,000	446	
Probation	1,850,000	810,371	
Public Defender	3,532	2,611	
Purchasing & Fleet Services Department	28,000	44,522	Over Budget
Regional Parks & Open Space District	30,139	29,371	

Schedule A
Overtime by Department: Budget vs. Actual (As of December 31, 2018)

County Department	Annual OT Budget	Actual OT Cost (As Of 12/31/18)	Over/Under budget
Registrar Of Voters	$ 430,000	$ 673,846	Over Budget
Riverside County Information Technology	694,320	369,460	
RUHS - Behavioral Health	1,500,000	1,037,212	
RUHS - Medical Center	18,379,217	10,130,535	
RUHS - Public Health	35,088	65,894	Over Budget
RUHS-Community Health Clinics	200,000	313,924	Over Budget
Sheriff	33,041,687	25,110,660	
Transportation Land Management Agency	21,000	15,387	
Treasurer-Tax Collector	-	3,177	Over Budget
Waste Resources Management District	28,000	19,192	

Grand Total	**$ 68,189,315**	**$ 44,986,246**	

Schedule B
Comparative Overtime Costs 2017 and 2018 (Actual)
Six-Month Period - July 1 through December 31

Department	Overtime Cost 7/1 - 12/31/17	Overtime Cost 7/1 - 12/31/18	% Change
Agricultural Commissioner	$ 18,084	$ 61,830	241.9%
Assessor County Clerk-Recorder	90,320	146,748	62.5%
Auditor-Controller	8,998	11,620	29.1%
Board Of Supervisors	1,279	1,639	28.2%
Children and Family First Commission	13,087	6,739	-48.5%
County Airports	1,517	2,554	68.4%
County Counsel	-	5,155	100.0%
County Executive Office	1,651	-	-100.0%
County Service Areas	43,217	58,048	34.3%
Department Code Enforcement	9,405	6,268	-33.4%
Department of Animal Control	247,843	346,004	39.6%
Department of Building & Safety	15,850	23,553	48.6%
Department of Community Action	5,305	1,888	-64.4%
Department of Environmental Health	62,598	59,849	-4.4%
Department of Planning	1,464	1,119	-23.5%
Department of Public Social Services	2,633,607	2,334,514	-11.4%
Department of Transportation	205,408	255,323	24.3%
Department of Waste Resources	250,800	303,691	21.1%
Department Of Child Services	174,693	43,847	-74.9%
District Attorney	483,157	595,472	23.2%
Economic Development Agency	385,685	495,686	28.5%
Edward Dean Museum	899	126	-86.0%
Emergency Management Department	100,103	275,472	175.2%
Fair And National Date Fest	194	3,477	1695.8%
Fire Protection	1,054,542	1,007,013	-4.5%
Flood Control District	101,351	285,722	181.9%
Human Resources	883	1,038	17.6%
In-Home Support Services Public Authority	9,490	25,239	166.0%
Law Library	127	-	-100.0%
Office On Aging	1,246	446	-64.2%
Probation	796,057	810,371	1.8%
Public Defender	1,766	2,611	47.8%
Purchasing & Fleet Services Department	37,100	44,522	20.0%

Schedule B
Comparative Overtime Costs 2017 and 2018 (Actual)
Six-Month Period - July 1 through December 31

Department	Overtime Cost 7/1 - 12/31/17	Overtime Cost 7/1 - 12/31/18	% Change
Regional Parks & Open Space District	$ 25,646	$ 29,371	14.5%
Registrar Of Voters	22,521	673,846	2892.1%
Riverside County Information Technology	368,681	369,460	0.2%
RUHS - Behavioral Health	979,534	1,037,212	5.9%
RUHS - Medical Center	10,287,738	10,130,535	-1.5%
RUHS - Public Health	56,529	65,894	16.6%
RUHS-Community Health Clinics	364,744	313,924	-13.9%
Sheriff	17,258,192	25,110,660	45.5%
Transportation Land Management Agency	15,645	15,387	-1.6%
Treasurer-Tax Collector	1,844	3,177	72.3%
Veteran Services	73	-	-100.0%
Waste Resources Management District	12,880	19,192	49.0%
Grand Total	$ 36,151,754	$ 44,986,246	24.4%