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County Overtime
(Labor) Monitoring
Report 6-Month Period
7/1/17 thru 12/31/17

*“Creating Value and
Making a Difference”*

Report #2018-006a

Table of Contents

Page

Executive Summary 1

Schedules:

A. Overtime By Department: Budget vs. Actual (As of December 31, 2017) 3

B. Six-Month Comparative Overtime Costs – 2016 and 2017 5

Overtime Monitoring Report 2018-006a

EXECUTIVE SUMMARY

Thirty-six million dollars in overtime cost has been incurred by Riverside County departments as of December 31, 2017. In the first six-month of this fiscal year, the county has incurred more than 2.8 million dollars in comparison to the same period in fiscal year 2016-17. All Riverside County departments that have incurred cost as of the aforementioned date have been included in this six-month overtime monitoring report. It has been created to provide a status of the overtime cost each county department has incurred thus far, and offer decision makers an opportunity to control a cost that can quickly spiral out of control. Included are two schedules. Schedule A compares the first six months of this fiscal year over previous fiscal year. It provides the percent change year over year. Schedule B compares the department's adopted overtime budget for the fiscal year over actual cost incurred.

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, 2017, 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, 2017)

Department	FY 2017/18 Budgeted Overtime	Actual Overtime (At 6-months)	Percent of Actual in comparison to Budget
Agricultural Commissioner	\$ -	\$18,084	Over Budget
Animal Control Services	381,004	247,843	65%
Assessor	486,451	41,710	9%
Auditor-Controller	15,000	8,998	60%
Aviation	1,500	1,517	Over Budget
Building and Safety	25,000	15,850	63%
Children & Families First Commission	30,500	13,087	43%
Code Enforcement	15,000	9,405	63%
Community Action Agency	-	5,305	Over Budget
County Clerk-Recorder	184,555	47,503	26%
County Service Areas (Admin)	-	43,217	Over Budget
Department of Social Services	6,438,710	2,633,607	41%
Department of Waste Resources	385,700	250,800	65%
District Attorney	-	483,157	Over Budget
EDA	691,004	385,685	56%
Emergency Management Department	108,600	100,103	92%
Environmental Health	125,791	62,598	50%
Fair And National Date Fest	26,000	1,093	4%
Fire Department	1,100,000	1,054,542	96%
Flood Control	374,700	101,477	27%
Human Resources	-	883	Over Budget
Information Technology	429,119	310,203	72%
Information Technology - PSEC	175,000	58,478	33%
In-Home Sup Service Public Authority	-	12,420	Over Budget
Office On Aging	-	1,319	Over Budget
Planning	2,350	1,464	62%
Probation Department	1,200,000	796,057	66%
Public Defender	2,500	1,766	71%
Public Health	16,689	56,529	Over Budget
Purchasing & Fleet Services	17,500	37,100	Over Budget
Records Mgt & Archives Program	3,000	1,106	37%
Regional Parks & Open Space District	32,830	25,646	78%
Registrar Of Voters	224,147	22,521	10%
Riv Co Dep Of Child Support Services	-	174,693	Over Budget

Schedule A
Overtime by Department: Budget vs. Actual (As of December 31, 2017)

Department	FY 2017/18 Budgeted Overtime	Actual Overtime (At 6-months)	Percent of Actual in comparison to Budget
RUHS - Behavioral Health	\$ -	\$979,534	Over Budget
RUHS - Medical Center	21,030,020	10,287,738	49%
RUHS - Public Health	200,000	364,744	Over Budget
Sheriff	34,627,257	17,258,192	50%
TLMA	69,048	27,806	40%
Transportation Department	461,213	193,246	42%
Treasurer-Tax Collector	-	1,844	Over Budget
Waste Management Resource District	31,000	12,880	42%
Grand Total	\$68,911,192	\$36,151,754	52%

Schedule B
Comparative Overtime Costs 2016 and 2017
Six-Month Period - July 1 through December 31

Department	Overtime Cost 7/1 - 12/31/16	Overtime Cost 7/1 - 12/31/17	% Change
Agricultural Commissioner	\$1,219	\$18,084	1383.1%
Animal Control Services	280,704	247,843	-11.7%
Assessor	59,031	41,710	-29.3%
Auditor-Controller	8,199	8,998	9.8%
Aviation	5,369	1,517	-71.7%
Building and Safety	14,847	15,850	6.8%
Children & Families First Commission	10,563	13,087	23.9%
Code Enforcement	7,617	9,405	23.5%
Community Action Agency	2,173	5,305	144.1%
County Clerk-Recorder	66,422	47,503	-28.5%
County Service Areas (Admin)	24,877	43,217	73.7%
Department of Social Services	2,516,422	2,633,607	4.7%
Department of Waste Resources	177,814	250,800	41.0%
District Attorney	274,329	483,157	76.1%
EDA	289,723	385,685	33.1%
Emergency Management Department	75,560	100,103	32.5%
Environmental Health	45,494	62,598	37.6%
Fair And National Date Fest	1,515	1,093	-27.9%
Fire Department	796,962	1,054,542	32.3%
Flood Control	95,520	101,477	6.2%
Human Resources	3,980	883	-77.8%
Information Technology	501,824	310,203	-38.2%
Information Technology - PSEC	57,494	58,478	1.7%
In-Home Sup Serv Public Authority	20,224	12,420	-38.6%
Office On Aging	1,105	1,319	19.4%
Parks - County Trust Funds	162	-	-100.0%
Perris Valley Cemetery District	-	-	0.0%
Planning	876	1,464	67.2%
Probation Department	753,886	796,057	5.6%
Public Defender	4,420	1,766	-60.0%
Public Health	46,045	56,529	22.8%
Purchasing & Fleet Services	22,614	37,100	64.1%
Records Mgt & Archives Program	2,256	1,106	-51.0%
Regional Parks & Open Space District	50,981	25,646	-49.7%
Registrar Of Voters	602,414	22,521	-96.3%
Riv Co Dep Of Child Support Services	134,216	174,693	30.2%
RUHS - Behavioral Health	972,244	979,534	0.7%

Schedule B
Comparative Overtime Costs 2016 and 2017
Six-Month Period - July 1 through December 31

Department	Overtime Cost 7/1 - 12/31/16	Overtime Cost 7/1 - 12/31/17	% Change
RUHS - Medical Center	\$9,290,090	\$10,287,738	10.7%
RUHS - Public Health	270,326	364,744	34.9%
Sheriff	15,597,211	17,258,192	10.6%
TLMA	31,306	27,806	-11.2%
Transportation Department	161,408	193,246	19.7%
Treasurer-Tax Collector	339	1,844	443.1%
Waste Management Resource District	14,256	12,880	-9.7%
Six Month Total	\$33,294,035	\$36,151,754	8.6%