

RON GALPERIN
CONTROLLER

June 30, 2015

Seleta J. Reynolds, General Manager
Department of Transportation
100 South Main Street, 10th Floor
Los Angeles, CA 90012

Dear Ms. Reynolds:

Enclosed is the final report entitled, "DOT Traffic Control for Special Events: Overtime and Collections." A draft of this report was provided to your Department on June 22, 2015. Comments provided by your Department at the June 26th exit conference were evaluated and considered prior to finalizing this report.

Please review the final report and advise the Controller's Office by July 30, 2015 on planned actions you will take to implement the recommendations. If you have any questions or comments, please contact me at farid.saffar@lacity.org or at (213) 978-7392.

Sincerely,

FARID SAFFAR, CPA
Director of Auditing

Enclosure

cc: Ana Guerrero, Chief of Staff, Office of the Mayor
Barbara Romero, Deputy Mayor, Office of the Mayor
Miguel A. Santana, City Administrative Officer
Sharon Tso, Chief Legislative Analyst
Holly L. Wolcott, City Clerk
Eric R. Eisenberg, President, Board of Transportation Commissioners
Independent City Auditors

City of Los Angeles

DOT Traffic Control for Special Events: Overtime and Collections

June 30, 2015



RON | GALPERIN

Los Angeles City Controller

controller.lacity.org



CONTENTS

SUMMARY	i
BACKGROUND.....	1
AUDIT FINDINGS.....	6
SECTION I: SPECIAL EVENTS OVERTIME ASSIGNMENT	6
SECTION II: SPECIAL EVENTS COST REIMBURSEMENT	11
SECTION III: ALTERNATIVES FOR STAFFING SPECIAL EVENTS	23
GLOSSARY OF KEY TERMS:	27
APPENDIX I: AUDIT ACTION PLAN	28
APPENDIX II: FINANCIAL SCORECARD.....	31
APPENDIX III: SCOPE & METHODOLOGY	33
APPENDIX IV: BENCHMARKING.....	35
APPENDIX V: LABOR COST REPORT	38
 <u>EXHIBITS:</u>	
EXHIBIT 1: LABOR COST BY EVENT CATEGORY.....	3
EXHIBIT 2: PE&TC WORK SHIFTS	4
EXHIBIT 3: TRAFFIC OFFICER II OT EARNINGS (TABLE)	9
EXHIBIT 4: TRAFFIC OFFICERS II OT EARNINGS (CHART)	9
EXHIBIT 5: FY 2013-14 COSTS BY EVENT TYPE	16
EXHIBIT 6: OTHER CITIES' PRACTICES FOR SPECIAL EVENTS.....	24

SUMMARY

Officers employed by the Department of Transportation (DOT) perform traffic control for Special Events when the event will impact the regular traffic flow on City streets. These activities are performed exclusively on overtime by DOT employees of the Parking Enforcement and Traffic Control (PE&TC) Group. PE&TC is responsible for ensuring public safety through traffic control and enforcement of state and City Parking laws. Premium (regular rate times 1.5) overtime rates per hour paid to Traffic Officers during FY 2013-14 ranged from \$33.99 for a Traffic Officer II to \$67.52 for a Sr. Traffic Supervisor III.

In Fiscal Year (FY) 2013-14, DOT had the highest proportion of overtime compared to salaries than any other City Department except the Fire Department, and paid its staff \$14.6 million in overtime. Specifically, for 2013, DOT's paid overtime, as a percentage of total salaries, was 12%. Citywide, this percentage was 7%.

About half of DOT's \$14.6 million in FY 2013-14 paid overtime, was paid to staff of the Parking Enforcement and Traffic Control Group (PE&TC). According to labor distribution records prepared by DOT, approximately 80% of the total overtime paid to PE&TC employees, or \$5,871,184, was for traffic control services at special events. DOT classifies special events worked by PE&TC employees into four categories:

- First Amendment events are permitted by the Police Department and costs are absorbed by the City;
- special events that require a permit from the Bureau of Street Services (BSS), which also collects all applicable fees related to those events;
- venues that periodically require DOT support for traffic control and have agreements in place to pay DOT for those services; and
- other special events not categorized as First Amendment or BSS permitted events by DOT, that require traffic control by PE&TC. DOT collects fees directly from sponsors for those events.

There is a widely held belief that most City costs for special events¹ are recovered from event sponsors or reimbursed through other means. Public documents and DOT management have stated that “historically, 74% of the special events in which the department provides traffic control services are reimbursed”; however, our audit found no basis to support that figure. Our analysis of costs incurred compared to the revenue received or transferred to DOT during FY 2013-14 for traffic control at special events found that a lower percentage, just 60%, was reimbursed². While \$3.5 million relating to special events for FY 2013-14 was received by DOT through transfers or direct receipts, the remaining 40% of overtime costs incurred for special events during FY 2013-14, \$2.3 million, was absorbed by the Department.

Of greater concern is that for our audit period, DOT did not ensure it was recovering the appropriate amount. Due to DOT’s limited ability to track internal costs by event type, and the different methods that are used to bill and collect special event revenue (most of which is performed by entities external to DOT), DOT did not attempt to reconcile the actual costs incurred for traffic control at special events to the amounts collected.

We also found that overtime was concentrated among relatively few PE&TC employees. Only Traffic Officer IIs and supervisors are provided the opportunity to work overtime for special events. While 56% of the Officers earned less than \$10,000 in overtime during FY 2013-14, 14 individuals earned more than \$50,000, with four Traffic Officer IIs each receiving more than \$75,000 in overtime during that year.

The City of Los Angeles is unique among comparative cities by exclusively using overtime pay for staffing traffic control services at special events. This practice stems from long-standing MOU provisions, which drives up the cost of staffing special events and contributes to the risk of overtime abuse.

We conducted this audit to address these issues, and specifically to:

- Evaluate DOT’s controls over overtime assignment for special events;

¹ Several City departments can incur costs related to Special Events including Police, Fire, Public Works, and DOT. This audit focuses solely on the costs incurred by one DOT group, PE&TC, for traffic control activities.

² Billings for special events are based on the overtime hours incurred.

- Evaluate DOT's controls for tracking related overtime costs for special events and ensuring appropriate reimbursements; and, to
- Identify opportunities for cost savings through alternative practices for staffing special events.

I. Overall Assessment

DOT lacks adequate systems and controls to fairly and equitably distribute overtime assignments, track overtime costs, and ensure appropriate collections from special events. Approximately \$5.9 million in overtime was incurred by DOT employees during FY 2013-14, though only 60% was recovered by the Department. In addition, while 471 Traffic Officer IIs and 73 Supervisors worked overtime for special events, individuals' earnings varied greatly, with fourteen Officers earning more than \$50,000 in overtime during the year. Implementing alternative staffing practices for staffing special events such as those employed by other cities would reduce DOT's overtime costs, and result in lower costs to event sponsors and to the City. According to DOT management, 192 Traffic Officers receiving overtime have volunteered to be on DOT's list of Officers available to work overtime.

DOT management indicated that the City implemented a new Special Events computer system in FY 2014-15. The System maintains detailed accounting records for various City departments' participation in a particular event, including labor and material costs, billing transactions, fee waivers, payments received and method of payment, debits and credits to sponsors, and reimbursements to departments.

Since no collections have been received from the Bureau of Street Services for FY 2014-15 events, reconciliations of costs to reimbursements have not yet occurred. As a result, we were unable to evaluate the effectiveness of the System.

II. Key Points

PE&TC's system to assign overtime for special events fails to equitably distribute overtime in a transparent manner.

Four Traffic Officer IIs received more than \$75,000 in overtime during FY 2013-14.

PE&TC's management system fails to fairly, equitably, and transparently distribute overtime to eligible employees to work special events. The current system provides only the opportunity, not the actual assignment of overtime, and there is a risk that certain Traffic Officers can work high amounts of overtime by using their relationships with other officers to trade or even sell the overtime assignment. Staff substitutions are allowed without notifying managers, and employees are allowed to modify their work schedule to work special events on overtime, by changing their regular shift or taking vacation time.

Individual Traffic Officers' overtime earnings in FY 2013-14 varied greatly, from a low of \$15 to almost \$100,000. In aggregate, 56% of 471 Officers who received overtime in FY 2013-14 earned less than \$10,000 in total overtime, while fourteen earned more than \$50,000. Four Traffic Officer IIs each received more than \$75,000 in overtime during FY 2013-14.

DOT did not ensure reimbursable costs are appropriately billed and collected.

The City subsidized \$2.3 million in traffic control costs for Special Events for FY 2013-14.

DOT management did not monitor or review overtime costs incurred for special events, and the related billing and collection of those costs that should be reimbursed. As a result, the Department may not have been recovering appropriate reimbursements, and the City may have subsidized much more than expected.

Based on our analyses, for FY 2013-14, DOT recovered only 60% of its costs incurred for traffic control at Special Events, absorbing \$2.3 million. The 60% is significantly lower than publicly published documents, which indicate a reimbursement rate of 74%.

DOT's use of outdated billing

Because DOT did not have processes in place to fully monitor and review its overtime costs for special events, it was unable to determine how much of the \$2.3 million

rates in FY 2013-14 resulted in the under-recovery of \$147,800.

related to amounts that were not recoverable (not reimbursable due to waivers, spontaneous demonstrations, etc.) and how much should have been reimbursed but was either not billed, under-billed, or not collected/remitted to DOT.

Contracts with venues included billing rates that were lower than actual overtime rates paid. This resulted in the under-recovery of \$147,800 in traffic control costs for FY 2013-14 venue events.

Long-standing MOU provisions drive up the cost of staffing Special Events.

Current, long-standing MOU provisions require DOT to pay employees at a premium overtime rate (150% regular wage) when assigned to work a special event. This drives up the total cost of staffing Special Events. In contrast, other cities will pay regular wages to full-time or part-time staff for traffic services at special events, including some that require employees (including both current and retired officers) to have a secondary employment contract that provides payment at an established hourly rate for traffic control services at a special event, since these activities are not part of their regular deployment.

III. Significant Recommendations

Key recommendations to DOT management include the following:

- Implement the already acquired scheduling and assignment information system in order to provide greater automation and management oversight for overtime assignments while meeting a high standard of transparency and equity.
- Update special events' overtime assignment policies to establish clear lines of authority and accountability for assigning and working overtime.
- Implement management tools, controls and processes to track overtime costs incurred and their appropriate reimbursements, including:

- Tracking costs incurred for each type of special event and whether they are reimbursable;
 - Ensuring current rates are used for both estimating and billing; and,
 - Facilitating coordination among departments with key information for overtime costs and billing rates.
- Work with the CAO and policymakers to perform a cost-benefit analysis of alternative staffing models to provide traffic control at City special events.
 - Identify and track the actual amount of costs recovered for traffic control at special events versus City-subsidized costs, to facilitate annual budget planning.
 - Develop plans to ensure compliance with requirements of the Special Events Ordinance, including quarterly reporting to BSS.

IV. Review of the Report

On June 22, 2015, a draft of this report was provided to DOT management. We met with DOT management at an exit conference held on June 26, 2015, and we considered the comments and additional information provided as we finalized this report.

Overall, the Department generally agreed with the findings and recommendations. DOT management stated the new Special Events computer system implemented in fiscal year 2014-15, should help track costs and ensure appropriate reimbursements for special events. By July 30, 2015, the Department will submit an action plan for implementing the recommendations.

BACKGROUND

The Department of Transportation (DOT) incurs the highest proportion of overtime, as a percentage of total salaries, than all other Departments and Offices within Los Angeles City government except the Fire Department. Specifically, for 2013, DOT's paid overtime, as a percentage of total salaries, was 12%. Citywide, this percentage was 7%.

During FY 2013-14, DOT paid staff \$14.6 million in overtime; about half that amount, or \$7.29 million was paid to DOT staff working in the Parking Enforcement and Traffic Control Group (PE&TC), as premium compensation for 159,000 overtime hours.

Budgeted at 744 positions including Traffic Officers and supervisory and command staff, PE&TC is responsible for ensuring public safety through traffic control and enforcement of state and City parking laws. However, overtime costs are primarily incurred from staffing citywide special events. DOT Traffic Control staff work all special events on overtime, regardless of the time or nature of the event. DOT pays premium overtime for special events at 150% of the employee's straight time rate.

The Federal Fair Labor Standards Act (FLSA) and terms of the Memorandums of Understanding (MOUs) negotiated with various represented labor units dictate the City's overtime policies. Management must attempt to assign work as equitable as possible among all qualified employees in the same classification in the same unit/work location, though management may consider special skills required to perform the particular work.

Of significant financial consideration is the "special events provision" in MOUs #12 and #18 that applies to Traffic Officers, which has been in effect for decades:

"Traffic Officers may be assigned to work Special Events at the overtime rate at the discretion of the General Manager, Department of Transportation. Compensation for overtime worked at Special Events shall be in cash only³. Notwithstanding any other provisions to the contrary, there shall be no limit to the number of hours worked under this section.

³ A cash payment means that the overtime will be paid on the employee's paycheck after it is worked, as opposed to being accrued as "compensatory time off", a paid absence to be taken at a later date.

Whenever an employee is required to report, and actually reports, to a special event and said event is subsequently cancelled, the employee shall receive compensation at the overtime rate for a minimum of two (2) hours or the actual time spent at the event, whichever is greater."

It should be noted that the overtime costs DOT staff incurs for providing traffic control services at **some** special events are billed and recovered from third parties, as stipulated by Los Angeles Municipal Code Section 41.20 (Ordinance #180881). This section was amended in 2009 to establish a Special Events Permit Procedure and a mechanism to provide limited funding for some special events that promote a public purpose and provide a public benefit to residents.

DOT has classified four types of special events that PE&TC Officers may be assigned to work on overtime:

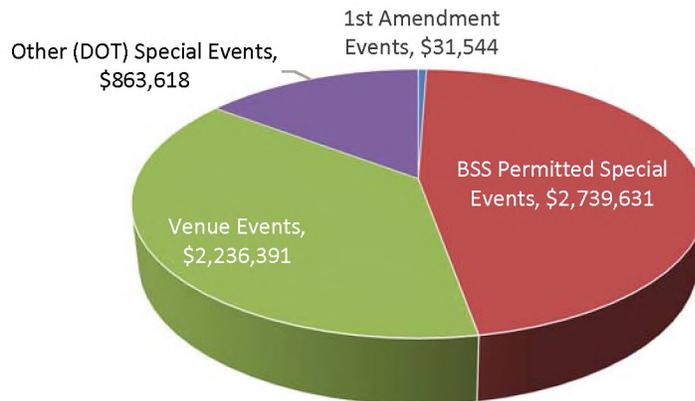
1. 1st Amendment Events – are permitted by the Los Angeles Police Department (LAPD) and the City absorbs all costs incurred. LAPD notifies City Departments, including DOT, of upcoming events and the decision to deploy traffic officers is determined by DOT. If the event includes a street closure, the applicant is also instructed to consult with DOT.
2. BSS Special Events - involve street closures that require a permit issued by the Bureau of Street Services (BSS) and collaboration of several City departments such as Fire and Police, Public Works and DOT. The event permitting, billing and collection of all applicable City costs is handled centrally by the Bureau of Street Services (BSS).
3. Venue Events – some large sports and entertainment venues including Dodger Stadium, the Hollywood Bowl, and the Greek Theater, periodically require DOT support for traffic control. The Department has contracts with operators of these venues that specify the number of DOT traffic officers, supervisors and traffic engineers needed for various types of events. These contracts also include the billing rates based on overtime rates; DOT handles billings and collections for those events.
4. Other Special Events which are not categorized as a First Amendment or BSS-Permitted events, including those that do not require street closures, are handled directly by DOT. The requesting party or event organizer is required to deposit the estimated cost amount in a designated DOT trust fund before the deployment of traffic officers.

Permits for commercial filming activities are handled by FilmLA, which also coordinates and collects fees for related City services, when required. DOT does not handle traffic control for commercial filming events; rather, retired and active but off-duty LAPD officers provide traffic control services. We noted payments by FilmLA for DOT sign posting activities only, not traffic control.

Based on information provided by PE&TC, the number of DOT deployed special events increased 39% over the prior three years, from 1,613 in FY 2011-12, to 2,242 in FY 2013-14.

Based on FY 2013-14 payroll information, DOT Accounting staff compiled a listing of labor costs by Work Order, which was classified into one of four special event categories⁴. A summary is presented below.

Exhibit 1: DOT’s Cost by Event Category



Of the \$5.9 million, approximately 83% (\$4.9 million) of the overtime was incurred by Traffic Officers and Senior Traffic Supervisors. Other employees who work on special events and also incur overtime include Transportation Engineers, Traffic Paint Sign Posters, and Signal System Electricians.

⁴ Categorization of Work Orders was performed by DOT. Based on limited coding and broad titles, including the use of general “blanket” Work Orders, auditors could not verify the accuracy of event classifications.

Traffic Officers’ Overtime Information

PE&TC operates 24 hours and 7 days a week with the following regular shifts during the day:

Exhibit 2: PE&TC Work Shifts

Shift	Hours
AM	12:00 am – 08:30 am
Day	07:00 am – 03:30 pm
Midday	08:30 am – 05:00 pm
Late Midday	09:30 am – 06:00 pm
PM	03:30 pm – 12:00 am

Special events are staffed with Traffic Officer IIs and some Traffic Supervisors. The regular duties of a Traffic Officer II include enforcing motor vehicle parking regulations and directing vehicular and pedestrian traffic at assigned locations. Traffic Officer IIs work overtime mainly for providing traffic control at special events and construction projects, and may also work overtime for regular shift duties if required.

The total overtime cost for PE&TC during FY 2013-14 was \$7,285,871. Based on Work Order coding compiled by DOT Accounting, 80% of that amount, or \$5,871,184, was for services performed for special events. According to DOT Accounting, the remaining amount incurred was for traffic control services at construction projects funded by various sources, and other routine activities.

Audit Objectives

This audit sought to examine DOT’s practices of managing overtime incurred by employees to provide traffic control for special events. DOT pays more overtime as a percentage of salaries than any other City department except the Fire Department, and approximately 50% of DOT’s overtime was paid to employees in the Parking Enforcement and Traffic Control Office, primarily for special events.

We evaluated DOT’s practices related to overtime assignments to Traffic Officers and supervisors for special events, specifically to determine if they were provided in a fair and equitable manner, and how DOT tracks related overtime costs and collections, as there is an assumption that substantially all of those costs are reimbursed to the City by event sponsors. We also sought

to identify opportunities for cost savings through alternative practices of staffing special events.

Other Audits and Reviews

On May 26, 2015, the Controller's Office issued an audit report entitled "Overtime Controls and Practices at the Department of Transportation" that identified poor controls at DOT regarding the authorization, approval, and monitoring of staff overtime. The report included recommendations to management to clarify, implement and enforce overtime policies; implement automated time clocks or other timekeeping solutions; and develop a method to track and monitor overtime hours, costs and budgets by individual and unit. The audit also included a recommendation to policymakers to examine the benefit of more consistency among MOUs regarding overtime, and for DOT management to consider additional hiring and/or contracting for some functions.

In April 2012, the Controller's Office issued a "Comprehensive Management Review of the Department of Transportation." An independent consultant conducted the Review based on a request by the Department of Transportation, and provided recommendations to improve DOT's performance and accountability. The Review included 26 action plans clustered around six areas, including Parking Enforcement & Traffic Control, with a specific plan that dealt with overtime assignments.

Benchmarking & Leading Practices

We sought information from other cities regarding the number and type of special events, primary agency providing traffic control, staffing methods, including assigning overtime, and whether special events traffic services were reimbursed by third parties. Additional information regarding the results and comparative data for jurisdictions can be found in Appendix IV.

We found that other jurisdictions utilize part-time or as-needed traffic officers to control traffic for special events. Some cities offer secondary employment opportunities to its police officers, where the officers can be hired directly by event organizers to provide traffic services at a pre-negotiated hourly rate. This is similar to how LAPD's active or retired officers are engaged to provide traffic control services for permitted filming events on the City's streets.

FINDINGS & RECOMMENDATIONS

Section I: Special Events Overtime Assignment

Finding No. 1: PE&TC's management system fails to distribute overtime in a fair and equitable manner that is transparent.

Once a Traffic Officer accepts an overtime assignment (s)he can either perform the work or find a replacement. The selection and confirmation of the replacement is not governed by rules, nor subject to approval by a supervisor. This practice results in a loss of control by DOT over the Traffic Officers working overtime assignments.

There are few consequences for failure to report for an overtime assignment, since supervisors cannot know with certainty which Traffic Officers have ultimately accepted the assignment. Supervisors also acknowledged that a Traffic Officer who is scheduled to work their regular shift could instead accept an overtime assignment, and not work their regular shift assignment.

DOT's Parking Enforcement and Traffic Control Group (PE&TC) operates through five regional offices: Central, South, Hollywood, Valley, and Western; and the Special Events Unit

DOT's current practice assigns Traffic Officer IIs who have submitted a volunteer form to the Special Events office to a variety of special events, such as First Amendment protests, marches, parades, sporting events, etc.

In an attempt to equitably distribute overtime, PE&TC uses three voluntary overtime "wheels," a method of sequentially revolving officers, ranked by seniority, for the opportunity to work voluntary overtime. DOT enters the name of each employee who has signed-up to work overtime into an Access database. When staffing is needed for a special event, a pre-programmed routine is run in Access, which generates a listing of employees selected to work on the assignment. This process is referred to as "spinning the wheel."

To illustrate, if 12 Traffic Officers are needed to work on a special event, the first time the wheel is spun, it will select the 12 employees with the most seniority. If the next event requires ten Officers, the wheel will produce a listing of the 13th to 22nd employees with the most seniority.

The wheel system ensures that overtime is **initially assigned** equally to all employees who desire to work overtime. Over a given time period, each employee in the Access database will basically be assigned the same number of special events.

At the Special Events office, there are two wheels that are used to determine citywide deployment of Traffic Officers for special events. The main wheel includes Traffic Officer II volunteers (about 200, according to DOT management) from all local area offices, and the second wheel is for Supervisors. These are used to provide overtime opportunities for special events that are known to PE&TC at least one week in advance.

A third wheel is used to select staff at local area offices for special events that will occur in six days or less. According to DOT, when PE&TC is notified of an event that requires traffic control services within six days, it is forwarded to the local area office to deploy using their own local wheel, which includes only the names of volunteers who are assigned to that region.

For events that are coordinated centrally (those with sufficient advance notice), the Special Events Office “spins the wheel” once a month. This produces a roster of names and tentative assignments for that month, which is sent to all area office coordinators, who are responsible for posting the roster on bulletin boards for all staff to read. An officer whose name appears on the list for special event overtime assignment, can perform the work or find a replacement. The scheduled Traffic Officer—not the managers are responsible for finding special event substitutions.

Substitutions are allowed and occur without notification to the Special Events Office or the in-charge supervisor of an event. Forms to document staffing substitutions exist, but are not enforced.

Traffic Officers may be able to receive more overtime if they have nurtured relationships and know how to network, treating overtime assignments as a privilege that can be traded. PE&TC staff referred to the officers that have become well versed at playing this game as “the Cartel.” The current system can result in an unfair or unequitable process. The concept of the “wheel”, since it provides only the opportunity, not the actual assignment of overtime, is not effective. In addition, since the selection and confirmation of the replacement officer who will actually work the assignment is not subject to approval by a supervisor, management has little control over the number and quality of officers working these overtime assignments.

Traffic Officers are also allowed to modify their regular work schedule in order to work special events on overtime. PE&TC allows this to provide an equal opportunity for overtime, stating that otherwise, only certain officers would be available to work overtime since the majority of events occur in the afternoon or evening. Therefore, an officer may change his/her regular shift, or code vacation time to enable them to work the special event on overtime at a premium pay rate.

Traffic Officers can work multiple shifts, resulting in working extremely long hours each day. According to PE&TC staff, no one is allowed to work more than 16 hours; however, this policy is not enforced.

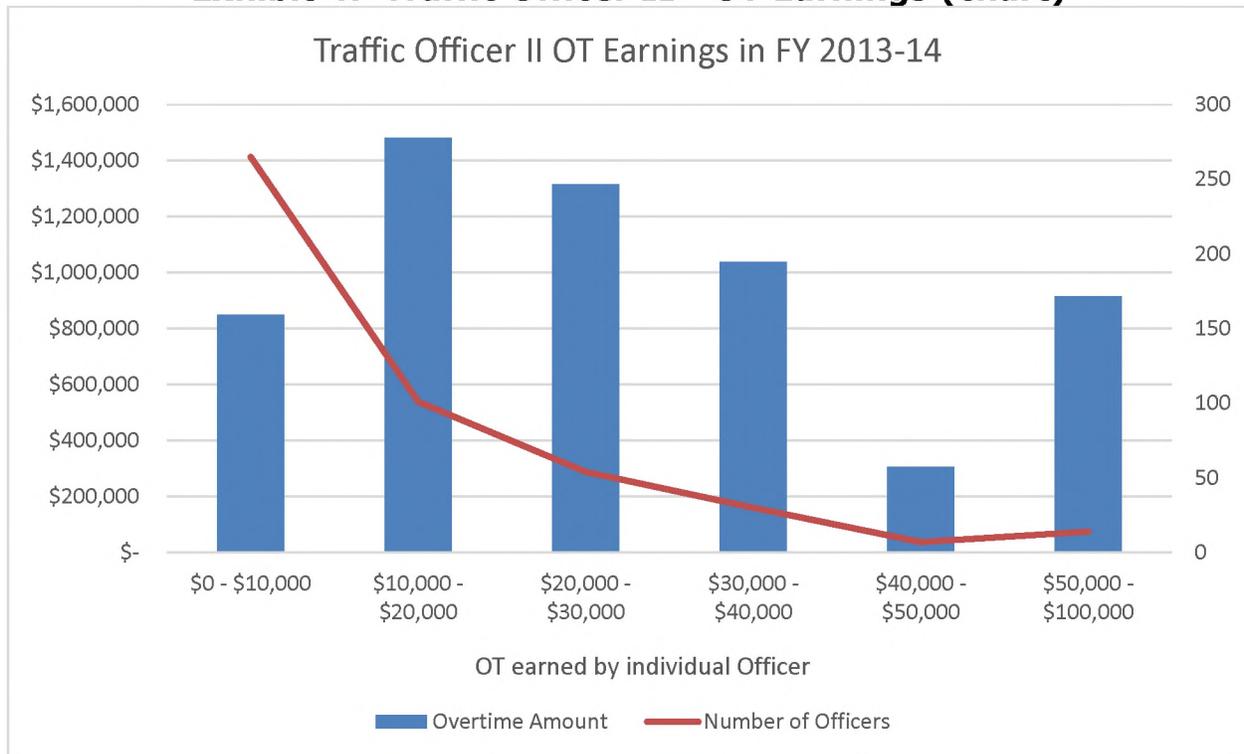
During FY 2013-14, we noted a significant disproportion of overtime actually earned by eligible employees. While 471 Traffic Officer IIs worked overtime for special events, Exhibit 1 below shows the actual overtime earned by these individuals. Although the average overtime paid per employee was \$12,546, the individual earnings varied greatly, from a low of \$15 to almost \$100,000 during the year. In aggregate, 56% of the available officers only earned 14% of the total overtime paid in FY 2013-14, while only 4% of the available staff earned approximately 20% of the total overtime paid in that year. Four Traffic Officer IIs received more than \$75,000 each in overtime during FY 2013-14.

It should be noted that the \$5.9 million in FY 2013-14 overtime for Traffic Officer IIs also includes overtime incurred when working on non-special event activities. Approximately 68% of the \$5.9 million relates to overtime working on special events.

Exhibit 3: Traffic Officer II - OT Earnings (table)

			FY 2013-14 Overtime Payments to PE&TC Officers			
Range of OT \$ paid to Officers during FY			# of Traffic Officers paid	Percent of Traffic Officers	Total Overtime Paid by Interval	Percent of Overtime Paid
-	to	10,000	265	56%	\$ 849,392	14%
10,000	to	20,000	101	21%	\$ 1,482,599	25%
20,000	to	30,000	54	11%	\$ 1,316,355	22%
30,000	to	40,000	30	6%	\$ 1,038,754	18%
40,000	to	50,000	7	1%	\$ 305,458	5%
50,000	to	99,379	14	3%	\$ 916,590	16%
TOTAL			471	100%	\$ 5,909,148	100%

Exhibit 4: Traffic Officer II - OT Earnings (chart)



Additionally, 73 Senior Traffic Supervisors (I-III) earned an average of \$16,165 in overtime in FY 2013-14. While 25 Senior Traffic Supervisors earned less than \$10,000 each in FY 2013-14, two Senior Traffic Supervisors earned more than \$40,000 each that year.

The Comprehensive DOT Management Review, issued by the Controller's Office in 2012, also noted that a relatively small number of "entitled" officers effectively controlled and got overtime. Recognizing the need to change the work culture at PE&TC, DOT Management appointed a new Director of Enforcement. The Review's action plan also stated that DOT planned to acquire and deploy a new scheduling and assignment software that would provide greater automation and management capability.

During our current review, we confirmed that DOT has contracted with Kronus TeleStaff to develop a scheduling system to handle overtime for PE&TC special events; however, contractor performance issues have delayed system implementation. Additionally, PE&TC staff believe that the scheduling system's capabilities were not fully thought out by the administration to determine how its features would benefit the Department.

Recommendations

DOT management should:

- 1.1. Implement the already acquired scheduling and assignment information system in order to provide greater automation and management oversight for overtime assignments while meeting a high standard of transparency and equity.**
- 1.2. Update Special Events' overtime assignment policies to establish clear lines of authority and accountability for assigning and working overtime.**

Section II: Special Events - Cost Reimbursement

Finding No. 2: DOT management did not closely monitor or review overtime costs incurred for special events and the related billing and collections of reimbursable costs.

The Department may not be recovering appropriate reimbursements, and the City is subsidizing more than expected.

In addition, DOT's contracts with venues were outdated, as billings were based on lower than actual rates. For FY 2013-14 venue events, this resulted in under-recovery of \$147,800 in traffic control costs.

Based on the FY 2014-15 First Financial Status Report (FSR) dated October 23, 2014, "historically, 74% of the special events in which the department provides traffic control services are reimbursed; the remaining 26% are not eligible for reimbursement because they are either First Amendment or non-reimbursable events." Non-reimbursable events include emergencies and natural disasters, those with waivers approved by Council, or other City negotiated agreement.

During our audit, DOT staff also used similar statements regarding reimbursement percentages, though no individual at either the CAO or DOT was able to provide a basis or analysis to support the statement. While there appears to be a widely held assumption that the vast majority of overtime costs related to staffing special events is recovered by DOT, we could not confirm that. Rather, we found that DOT lacked the tools and processes to identify how much was incurred for different types of special events, how much the reimbursements should have been, and what was (or should be) subsidized by the City. As discussed in detail in Finding #3, our analysis indicates that the percentage of overtime being reimbursed is closer to 60%.

DOT's management had not closely monitored special events' overtime cost and had not asked DOT Accounting to prepare special events cost reports for monitoring purposes. For our audit period, there were no special events' Labor Cost Reports, Schedule of Revenues and Expenditures, or any other standard accounting reports generated for monitoring and review purposes. The few available accounting reports we noted were incomplete or inaccurate; based

DOT Traffic Control for Special Events: Overtime and Collections

Findings & Recommendations

on DOT's Accounting staff, they had been prepared for a specific purpose, not to support general management or oversight.

From an analysis of FY 2013-14 overtime costs classified by Work Order title, the following special event activities incurred the highest costs for DOT traffic control personnel:

VENUES – multiple dates; costs paid to DOT via Contractual Agreement	
DODGER SOLD OUT GAMES	\$1,000,025
STAPLES CTR LAKERS SOLDOUT GAMES	\$521,263
HOLLYWOOD BOWL	\$383,922
COLISEUM	\$224,474
GREEK THEATRE	\$88,856

DOT classified as BSS or Other Special Events; costs reimbursed or waived	
CICLAVIA-LOCAL TRANS FUND	\$271,147
L.A. MARATHON	\$175,021
TRIATHLONS - NON-REIMBURSABLE	\$120,960
ACADEMY AWARDS	\$90,389
PASADENA ROSE BOWL (incl. multiple dates)	\$85,327
ROCK 'N' ROLL HALF MARATHON	\$81,422
ROSE BOWL UCLA FOOTBALL (incl. multiple dates)	\$76,613
THE EL CAPITAN	\$62,863
HOLLYWOOD X'MAS LANE PARADE	\$61,519
HOLLYWOOD HALF MARATHON	\$60,124
NEW YEAR'S RACE	\$56,534
HARD SUMMER MUSIC FESTIVAL	\$52,905
UNIVERSAL HALLOWEEN HORROR EVE (incl. multiple dates)	\$48,969
EMMY AWARDS	\$45,656

An additional \$600,000 in special event overtime costs were charged to blanket Work Orders entitled "Unusual Occurrence". While DOT staff indicated that this broad classification included emergencies and unplanned First Amendment assemblies⁵, it is possible that costs related to traffic control for other specific events that were deployed directly by the district office are also included in these categories. Labor costs for these Work Orders are noted below:

⁵ DOT noted only six unique Work Orders as 1st Amendment events with total costs of \$31,544.

DOT classified these as “BSS Special Events”; however, specific event and dates are unknown	
UNUSUAL OCCURRENCE/CENTRAL ENF OFC	\$226,660
UNUSUAL OCCURRENCE/SOUTH ENF OFC.	\$122,272
UNUSUAL OCCURRENCE/HOLLYWOOD ENF OFC	\$100,137
UNUSUAL OCCURRENCE/VALLEY ENF OFC	\$75,136
UNUSUAL OCCURRENCE/WESTERN ENF OFC	\$75,078

The Special Events Ordinance states “All City departments that incur costs and expenses for special events shall report on those costs and expenses on a quarterly basis to BSS.”⁶ However, DOT did not prepare or submit such reports to BSS; therefore, it is non-compliant with the ordinance requirements.

We obtained records from BSS for BSS-permitted special events that occurred during FY 2013-14, noting the reported costs incurred and amounts paid by permittees. For “DOT Traffic” costs, the report indicated that no amounts had been paid for the Triathlon, L.A. Marathon, or CicLAvia; however, BSS indicated that the race events were handled through contracts with alternative payment arrangements, while costs for CicLAvia were handled through internal City fund transfers initiated by the Mayor’s Office. The event titles as noted on BSS’ records do not correspond to DOT’s Work Order classifications; therefore, we cannot determine the extent of payments or City subsidy for specific events or in total; however, BSS indicated that several accounts with a remaining balance due for unpaid fees, including the Academy Awards and Half Marathon, have been referred for collections. In addition, BSS stated that some other events with no amount noted as paid by the permittee were subsidized through Council Offices (e.g., AIDS Walk LA) or Council motion (e.g., Marina del Rey Fourth of July fireworks).

In an attempt to compile records related to Council-sponsored subsidies for special events, we obtained records from the City Clerk’s Office. Per Article 4 of the Special Events Ordinance, “Special Event subsidies may be provided only for non-commercial special events that promote public purpose and provide a public benefit, and shall be limited to an amount up to 50% of the

⁶ BSS permitted events reflect the costs of all involved City departments, including but not limited to DOT. In addition, different DOT Offices/sections may incur costs related to special events, i.e., Special Operations and Sign Posting, which are tracked separately by BSS. This audit focuses solely on DOT’s traffic control activities for special events.

total eligible fees and charges, including salary costs, for services, equipment and materials required for the event.”⁷

Each Council Office has a budgeted subsidy account⁸ that is administered by the City Clerk. Written requests for subsidies are presented to the affected Council Office with documentation. Upon approval, the Council Office notifies the City Clerk, who will process the payment or transfer. Citywide event subsidies are approved by the Council President, and a contract will be executed for events with subsidized fees greater than \$5,000.

The City Clerk’s records indicate that approximately \$170,000 in total subsidies were granted during FY 2013-14. However, this amount included transfers to several City departments (not just DOT), and since each specific special event was not indicated (only the sponsoring agency’s name), we could not determine the events or actual DOT costs related to traffic control activities that were approved for subsidies through that process.

As noted in Finding #3, it is not possible to determine if all DOT costs incurred for special events that were eligible for reimbursement had actually been recovered.

We also noted that DOT’s contracts for providing traffic control for specific venues are outdated. For four specific venues—Dodger Stadium, Staples Center, Hollywood Bowl and the Greek Theater—DOT’s noted billing rates were lower than the actual rates paid to Traffic Officers. For events worked and billed during FY 2013-14, the resulting undercharges totaled \$147,808.

DOT management indicated that the City implemented a new Special Events computer system in FY 2014-15. The System maintains detailed accounting records for various City departments’ participation in a particular event, including labor and material costs, billing transactions, fee waivers, payments received and method of payment, debits and credits to sponsors, and reimbursements to departments.

Since no collections have been received from the Bureau of Street Services for FY 2014-15 events, reconciliations of costs to reimbursements have not

⁷ Some exceptions are allowed, including block parties and recurring farmers markets.

⁸ \$63,000 per account was allocated for FY 2013-14; unused monies reverted at year-end.

yet occurred. As a result, we were unable to evaluate the effectiveness of the System.

Recommendations

DOT management should:

- 2.1 Implement management tools to enable periodic monitoring and review of special events' overtime costs by type of event, including whether it is reimbursable or not.**
- 2.2 Develop plans to ensure compliance with requirements of the special events ordinance, including quarterly reporting to BSS.**
- 2.3 Improve contract administration practices to ensure venue agreements reflect current labor rates.**

Finding No. 3: DOT lacked adequate accounting control over special events overtime costs and collections.

DOT's Accounting did not attempt to reconcile special events actual overtime costs to its billings and amounts collected. The financial impact of the City's subsidized costs and potential under-recovery is unknown.

As previously indicated, DOT management stated that it has implemented a new computer system that will assist in reconciling overtime costs to the Department's billings and collections.

Due to DOT's poor controls over accounting for overtime costs and related reimbursements, it was unable to provide assurance that it actually collected and transferred to the appropriate account, all special event reimbursable costs.

DOT Accounting staff did not track revenues by special event type, nor did the Unit produce any special event cost reports. Therefore, it was not possible to identify any potential under-recovery of costs that should have been reimbursed, or to assess the reasonableness of total overtime costs incurred.

Based on our request, DOT Accounting staff prepared a Labor Cost Report by Work Order extracted from payroll system data. Most special event Work

Orders had similar identification codes (8 characters ending with SPE or VEN). A DOT accountant, with the help of a special events billing clerk, identified and classified the costs for each individual Work Order, and grouped them by type of special event for a one-year period. This labor cost report for FY 2013-14 identified the total costs for the four event categories as \$5,871,184, as shown in Exhibit 5.

Exhibit 5: FY 2013-14 DOT Costs by Event Type

Event Category	Amount
1st Amendment	\$ 31,544
BSS Event	2,739,631
Venue Event	2,236,391
Other Special Events	863,618
Total	\$ 5,871,184

The categorization of Work Orders into the four categories noted above was performed by DOT. Due to the limited and/or inconsistent coding and the titles used (including the use of general "blanket" Work Orders) auditors could not verify the accuracy of event classification. In addition, DOT cannot identify what costs, as labor charges through Work Orders and/or related tasks, were reimbursable and therefore should have been billed. Better defining special events' Work Orders and related task codes within the Payroll system would facilitate a systematic process and help DOT ensure appropriate cost recovery.

The DOT Accounting Unit also lacked a system or efficient process to identify revenue collections from sponsors of special events. We noted per the Financial Status Report (FSR) and council files that \$2,403,518 in reimbursements from venues and BSS were collected and transferred to the overtime account during FY 2013-14. We also noted that an additional \$1,131,911 was deposited directly through the Accounts Receivable Tracking System (ARTS) for special events. These collections were transferred to the General Fund as Miscellaneous Deposits; however, they were not transferred to DOT's overtime account.

The remaining amount, \$2,335,755, may include non-reimbursable events and reimbursable events that were either unbilled (either because of fee waivers or because of the failure to bill for reimbursable events), and/or uncollected, during this period. Therefore, it appears that only about 60%

$\{(\$2,403,518 + \$1,131,911) / \$5,871,184\}$ of the total overtime costs incurred by Traffic Officers working special events during FY 2013-14 was reimbursed, meaning that 40% was absorbed by the City. This percentage is significantly more than 26% noted in Finding #2 as the presumed or expected percentage of unreimbursed costs.

Due to DOT's lack of a system to reconcile overtime costs to its billings and collections and to identify billable versus non-billable events, it is not possible to determine how much of the \$2,335,755 should have been billed and collected. However, based on follow-up discussions with various departments, we were able to identify that at least \$493,891 should not have been billed/collected due to various reasons, such as waivers and settlements. This would reduce the discrepancy between costs and reimbursements to \$1,841,864.

DOT Accounting staff did not attempt to reconcile the actual overtime cost of special events to the amounts billed and collected. In addition, not all amounts collected for special events were transferred to the overtime account; therefore, it was not possible to determine the actual recovery of overtime costs for special events. DOT would be able to determine the actual amount of un-subsidized overtime costs through better payroll coding to identify labor costs related to reimbursable events, and improved monitoring of special event revenue received from all sources.

The billing and collection processes for recovering overtime costs varies by type of special event. The section below describes each event type and cost recovery process, along with auditor observations.

Types of Reimbursable Special Events

As previously described, City costs related to 1st Amendment Events are absorbed. DOT Accounting identified only six distinct events classified as 1st Amendment events worked by Traffic Officers during FY 2013-14, with total costs of \$31,544. However, it is possible that additional 1st Amendment Events may have been included in other categories, including "Unusual Occurrence" by District Office that were included in the "BSS Event" category.

A. BSS Special Events

Special events that require street closure must be permitted through the Bureau of Street Services (BSS). These can include athletic events, community events, block parties, etc. BSS handles the billing and collection

for the overtime costs associated with providing traffic control for BSS-permitted events.

The Bureau of Street Services administers an automated application center to coordinate the permitting process. Event organizers must complete an on-line permit application requesting traffic support services.

DOT staff prepares an estimated cost for traffic control services using an internal Labor Cost Calculator maintained on LADOT's intranet. DOT's estimator enters number of staff hours required per labor category (i.e., Traffic Officers and Supervisors, Special Operations staff, etc.) needed for the event. The calculator has built-in rates which are updated annually by DOT. According to DOT staff, the estimated number of hours and staff levels are uploaded into their Accounts Receivable Tracking System; however, DOT is unaware if BSS uses those billing rates. Event organizers must submit a deposit to BSS for the estimated event cost before the event date or at the issuance of the permit.

DOT is reimbursed twice a year for BSS-permitted special events traffic services, through Financial Status Reports approved by City Council. However, DOT staff indicated it had no way of verifying if BSS is reimbursing all amounts due because BSS does not provide DOT with a detailed listing of the specific special events that are reimbursed. DOT indicated that it has asked for such listings in the past but that BSS had not provided them. Such listings would allow DOT to reconcile special event overtime costs billed through BSS to amounts collected.

Based on the Labor Cost report generated by DOT's accounting staff, costs for BSS special events during FY 2013-14 totaled \$2,739,631, though BSS reimbursed DOT only \$614,053.

We did not review BSS' billing and collection process; however, we noted that DOT's Labor Cost report for BSS events included some events that could have been non-billable, such as "unusual occurrence" Work Orders. DOT lacks a direct method to segregate reimbursable from the non-reimbursable events.

B. Venue Events

DOT Accounting handles venue events billings and collections.

City Council authorized DOT to accept reimbursements for traffic management costs associated with commercial special events held at certain venues.

LADOT has agreements to provide traffic control services at Dodger Stadium; Staples Center/Nokia Theater/L.A. Live; the Los Angeles Coliseum and Sports Arena; the Hollywood Bowl; and the Greek Theater, which enable DOT to receive full reimbursement for overtime costs incurred to provide traffic control for commercial events at those venues.

The agreements specify the number of DOT Traffic Officers, supervisors and traffic engineers needed for various types of events, and include the billing rates for each position.

At month end, venue organizers forward the approved time rosters for officers who worked on each event to DOT Accounting. DOT's accounting clerk reviews the roster for accuracy; if there is any discrepancy in hours, the clerk will use the labor cost data (hours) extracted from the internal system. The clerk then uses this information to generate an invoice through an Excel program. However, this method is not integrated into an accounting system; therefore, DOT lacks the ability to generate a tracking report by venue account.

Venues' payments are deposited into the Transportation Trust Fund. On a quarterly basis, DOT requests Council authority to transfer the funds to the Department's General Fund account for salaries-overtime.

While DOT Accounting reconciles amounts billed to amounts collected for certain venue events, they do not periodically reconcile actual Labor Cost reports to actual overtime costs billed.

The Labor Cost report noted the total cost for venues was \$2,236,391, while DOT Accounting recorded \$1,977,389 in costs. However, we noted inconsistencies in event classifications which might account for some of the differences. For example, the Labor Cost report included some venues, such as the Los Angeles Coliseum and the L.A. Convention Center, which Accounting did not consider venues. Based on further inquiry, DOT indicated it does not have contracts with the Los Angeles Coliseum nor the L.A. Convention Center, so these entities were billed in a manner similar to "other" special events billing practices, as noted below; however, the invoices were not processed through its Accounts Receivable Tracking System.

Alternatively, the City of Pasadena was listed as a venue in DOT's accounting records, though it was not included as a venue in the Labor Cost Report. DOT suggested that there may have been an MOU between LADOT and the City of Pasadena for traffic services; however, DOT Accounting was not able to provide a contract. DOT invoiced the City of Pasadena at actual labor cost,

plus an overhead markup. However, other venues and “regular” special events that were billed by DOT were based only on the premium overtime rate, and did not include an overhead markup.

There is no reconciliation between the number of venues serviced by the Special Events Unit, and the number of venues billed.

DOT Accounting relies on venues to forward their event-approved time rosters; sometimes they will also receive DOT rosters, which are used to generate the venue invoices. There is little communication between the PE&TC’s Special Event Unit and DOT Accounting.

Based on our venue invoice and contract review, we also found billing rates based on negotiated 2012 contracts, rather than current actual overtime rates, resulting in under-recovery of costs (See Finding #2). In addition, invoices were not submitted timely.

C. (Other) Special Events

DOT Accounting handles PE&TC overtime billing and collection for special events that are not permitted through BSS.

Event organizers contact the Special Event Unit for traffic control services. The Special Event Unit will prepare a cost estimate based on event size, and duration using an excel spreadsheet with position levels and standardized rates; the final cost estimate gets uploaded into the Accounts Receivable Tracking System (ARTS). The Special Event Unit does not use the ARTS/City Labor Cost calculator to estimate labor costs because they believe the billing rates are not accurate and it is time consuming. The event organizer is informed of the estimated cost, and they must deposit that amount on-line through the ARTS system before officers are deployed.

DOT Accounting is notified when an account is set up in ARTS, and after the event, the system reconciles the amount deposited versus actual costs. Any difference between the deposit and actual cost will result in either a refund or an additional invoice. Accounting prepares the invoices using ARTS, based on data retrieved from Work Order coding and the payroll system. The billing rates used are actual premium overtime rates; no mark-up or overhead is billed.

Collections for these types of special events are deposited into the Transportation Trust Fund as Miscellaneous Deposits. DOT Accounting periodically transfers these event reimbursements to the Department's General Fund revenue account, though it lacks authority to transfer these funds to an overtime account.

For FY 2013-14 the ARTS system identified collections of \$1,131,911 for special events; however, based on the Labor Cost Report, the costs for staffing these special events was only \$863,618. DOT Accounting indicated the difference could be due to misclassification of some event types in the Labor Cost Report, and timing differences.

DOT Accounting does not reconcile the number of special events deployed by area offices with the events billed. Neither does it reconcile total events actual cost to the Labor Cost Report.

DOT has difficulty tracking accumulated reimbursable costs by event type. Due to the varied processes and entities involved, DOT lacks assurance that it receives appropriate reimbursement for eligible special events.

Recommendations

DOT management should:

- 3.1 Implement necessary controls and processes, such as a better defined Work Order and sub-task coding system, to identify and track the costs incurred for each type of special event, including if it is reimbursable, and how it is to be billed.**
- 3.2 Ensure that actual, current rates are used for both estimating and billing all types of Special Events.**
- 3.3 Work with the Controller's Office to consider developing an appropriate overhead rate that could be applied to special event billings.**
- 3.4 Facilitate coordination between the PE&TC Special Events Office, BSS, and DOT Accounting, to help ensure all eligible Special Events are billed and collections are used to reimburse DOT's overtime account.**

- 3.5 Identify and track the actual amount of costs recovered for traffic control at Special Events versus City-subsidized costs, to facilitate annual budget planning.**

Section III: Alternatives for Staffing Traffic Control Activities for Special Events

Finding No. 4: Current, long-standing MOU provisions require DOT to pay employees at a premium overtime rate (150% of regular wage) when assigned to work a special event.

DOT should assess the cost/benefit of alternative models to staff special events including those employed by other cities.

A substantial portion of DOT's overtime costs are incurred by staffing special events. Of significant financial consideration is the "special events provision" in Memorandum of Understandings (MOU) #12 and #18, which applies to Traffic Officers and Senior Traffic Supervisors. This provision has been in effect for more than 30 years, and entitles Traffic Officers to overtime pay whether they work a special event during or outside of their regularly scheduled work shift. The applicable Article of the MOUs state:

Traffic Officers (or Senior Traffic Supervisors) may be assigned to work Special Events at the overtime rate at the discretion of the General Manager, Department of Transportation. Compensation for overtime worked at Special Events shall be in cash only. Notwithstanding any other provisions to the contrary, there shall be no limit to the number of hours worked under this section.

Whenever an employee is required to report, and actually reports, to a special event and said event is subsequently canceled, the employee shall receive compensation at the overtime rate for a minimum of two (2) hours or the actual time spent at the event, whichever is greater.

This provision results in a much higher cost to the City to provide traffic control services because staff are paid an overtime rate when they provide services during their regular shift.

Our benchmarking found that the City of Los Angeles is the only jurisdiction that specifically requires compensation at premium overtime rates, or 150% of officers' regular wages, for all work at special events. For all other jurisdictions, work at special events could be compensated with either regular wages, an overtime rate, or an agreed upon rate paid by event organizers through secondary employment contracts.

Further, the cities of Los Angeles and Phoenix are the only jurisdictions that do not limit the amount of overtime a full-time employee can work.

Exhibit 6: Other Jurisdictions and Staffing for Special Events

City	Overtime Payment	Regular Payment	Part-Time Employees	Secondary Employment	Hours Limit
Los Angeles	✓				None
Chicago		✓	✓		1,300/yr, 25/wk
New York City	✓	✓			45/mo, 16/day
Phoenix	✓	✓			None
Sacramento	✓	✓		✓	20/wk, 16/day
San Diego		✓	✓		N/A
San Jose				✓	30/wk, 16/day

Secondary Employment

The cities of San Jose and Sacramento offer police officers’ traffic control and security services for special events through secondary employment contracts. Such services must be provided on the police officer’s off-duty time and are compensated at a pre-negotiated rate. San Jose’s contract rate is comparable to officers’ regular rate; while Sacramento’s contract rate is higher than the officers’ regular earnings rate. This arrangement is similar to the LAPD’s use of supplemental employment contracts for off-duty officers working on film locations, permitted through FilmLA.

Although San Jose and Sacramento do not pay overtime and pay officers through secondary employment contracts, they still impose limits on the number of hours an officer may work. In Sacramento, an officer may staff special events up to 20 hours per week, while the limit is 30 hours per week in San Jose. Further, a police officer in each city may not work more than 16 hours per day. Such controls help reduce threats to public safety associated with overworked police officers.

In addition to utilizing secondary employment contracts, Sacramento compensates community service officers on an overtime or regular wage basis (for smaller events) to staff special events that do not require security.

Part-Time Staff

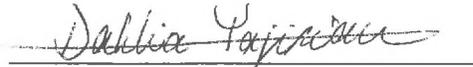
The cities of Chicago and San Diego only use part-time or as-needed staff to conduct all traffic control activities. Part-time staff are paid at a significantly lower rate than full-time traffic control officers. As part-time staff, the civilian employees' hours are already limited. However, Chicago specifically limits workers' hours for special events to 1,300 hours per year or 25 hours per week.

Recommendation

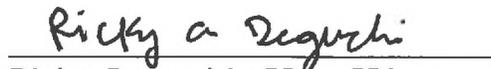
DOT management should:

- 4.1 Work with the CAO and policymakers to perform a cost-benefit analysis of alternative staffing models to provide traffic control at City special events.**

Respectfully submitted,



Dalia Tajirian, CPA
Internal Auditor II



Ricky Deguchi, CPA, CIA
Chief Internal Auditor



Fr Siri A. Khalsa, CPA
Deputy Director of Auditing



Farid Saffar, CPA
Director of Auditing

GLOSSARY

Accounts Receivable Tracking System (ARTS): is a stand-alone automated, web-based system developed by DOT that streamlines the coordination of special event cost estimates, payment deposits and final invoices. The system features Work Order histories, cost estimates for labor and materials, Council district(s) where the event occurred, customer information, auto-generated billing statements, records of payment transactions, financial aging reports, and the ability to insert scanned documents to a customer file (i.e., contracts, business correspondence, Council Files).

Fair Labor Standards Act (FLSA): is a federal statute which establishes minimum wage, overtime pay, recordkeeping and youth employment standards affecting employees in the private sector and in Federal, State, and local governments.

Financial Status Report (FSR): Pursuant to the City Charter Section 291, the Office of the City Administrative Officer (CAO) monitors the budget and transmits periodic reports to the Mayor and Council detailing the City's current financial condition. This report is entitled the Financial Status Report (FSR) and is released quarterly throughout the fiscal year. The report provides updates on the current-year budget, including changes to projected department deficits, early trends in revenue, the Reserve Fund, and current issues of concern and their potential impact to the City.

Memorandum of Understanding (MOU): the City has 40+ MOUs with various labor bargaining units. The MOUs describe/show employer-provided benefits, employee work schedules, compensation including salaries and overtime, sick and vacation leave provisions, etc.

Special Events Ordinance: City Council approved Ordinance requiring all City departments that incur costs and expenses for special events to report on those costs and expenses on a quarterly basis to BSS.

APPENDIX I – AUDIT ACTION PLAN

Finding	Page	Recommendation	Page	Entity Responsible for Implementation	Priority
1. PE&TC’s management system fails to distribute overtime in a fair and equitable manner that is transparent.	6	1.1 Implement the already acquired scheduling and assignment information system in order to provide greater automation and management oversight for overtime assignments while meeting a high standard of transparency and equity.	10	DOT	B
		1.2 Update Special Events’ overtime assignment policies to establish clear lines of authority and accountability for assigning and working overtime.	10	DOT	A
2. DOT management did not closely monitor or review overtime costs incurred for special events and the related billing and collections of reimbursable costs.	11	2.1 Implement management tools to enable periodic monitoring and review of special events’ overtime costs by type of event, including whether it is reimbursable or not.	15	DOT	A
		2.2 Develop plans to ensure compliance with requirements of the special events ordinance, including quarterly reporting to BSS.	15	DOT	A
		2.3 Improve contract administration practices to ensure venue agreements reflect current labor rates.	15	DOT	A

Finding	Page	Recommendation	Page	Entity Responsible for Implementation	Priority
<p>3. DOT lacked adequate accounting control over special events overtime costs and collections.</p>	<p>15</p>	<p>3.1 Implement necessary controls and processes, such as a better defined Work Order and sub-task coding system, to identify and track the costs incurred for each type of special event, including if it is reimbursable, and how it is to be billed.</p>	<p>21</p>	<p>DOT</p>	<p>A</p>
		<p>3.2 Ensure that actual, current rates are used for both estimating and billing all types of Special Events.</p>	<p>21</p>	<p>DOT</p>	<p>A</p>
		<p>3.3 Work with the Controller’s Office to consider developing an appropriate overhead rate that could be applied to special event billings.</p>	<p>21</p>	<p>DOT</p>	<p>B</p>
		<p>3.4 Facilitate coordination between the PE&TC Special Events Office, BSS, and DOT Accounting, to help ensure all eligible Special Events are billed and collections are used to reimburse DOT’s overtime account.</p>	<p>21</p>	<p>DOT</p>	<p>A</p>

Finding	Page	Recommendation	Page	Entity Responsible for Implementation	Priority
		3.5 Identify and track the actual amount of costs recovered for traffic control at Special Events versus City-subsidized costs, to facilitate annual budget planning.	22	DOT	A
4. Current, long-standing MOU provisions require DOT to pay employees at a premium overtime rate (150% of regular wage) when assigned to work a special event.	23	4.1 Work with the CAO and policymakers to perform a cost-benefit analysis of alternative staffing models to provide traffic control at City special events.	25	DOT	B

A –High Priority - The recommendation pertains to a serious or materially significant audit finding or control weakness. Due to the seriousness or significance of the matter, immediate management attention and appropriate corrective action is warranted.

B –Medium Priority - The recommendation pertains to a moderately significant or potentially serious audit finding or control weakness. Reasonably prompt corrective action should be taken by management to address the matter. Recommendation should be implemented no later than six months.

C –Low Priority - The recommendation pertains to an audit finding or control weakness of relatively minor significance or concern. The timing of any corrective action is left to management's discretion.

N/A - Not Applicable

APPENDIX II – FINANCIAL SCORECARD

Finding	Page	Category	Financial Impacts
2 DOT management did not closely monitor or review overtime costs incurred for special events and the related billing and collections of reimbursable costs.	11	Increased Revenue	DOT did not use current billing rates, which resulted in undercharges totaling \$147,808.
3 DOT lacked adequate accounting control over special events overtime costs and collections.	15	Increased Revenue	The Department did not have controls in place to ensure that all reimbursable costs were billed and collected. The Department's reimbursements, after accounting for certain waivers/settlements, were as much as \$1.8 million less than costs incurred for FY 2013-14.

Cost Recovery: Monies that may be recoverable.

Cost Savings and Efficiencies: Cost savings opportunity and process enhancements.

Cost Avoidance: Monies that are lost but are avoidable in the future.

Increased Revenue: Revenue opportunities.

Wasted Funds: Monies that are lost and not recoverable due to reckless act or mismanagement of funds.

We strive to identify and recommend actions that will result in real financial impact, whereby the City can achieve significantly more through cost savings and/or increased revenue than the cost of the audit function. The above dollar estimates are dependent upon various factors, such as full implementation of audit recommendations and should not be used as guaranteed amounts.

APPENDIX III – SCOPE & METHODOLOGY

SCOPE

We conducted this audit to determine whether payments for overtime associated with special events were reasonable and justified, and if DOT has sufficient controls and practices for managing overtime in a fair and equitable manner and if DOT had sufficient accounting controls and practices to manage reimbursable special events associated overtime costs. Audit fieldwork was conducted between September 2014 and February 2015 and generally covered activities for the one year period July 1, 2013 through June 30, 2014.

METHODOLOGY

In performing our audit, we:

- a. Reviewed pertinent laws and regulations, such as the City administrative code, ordinances, certain FLSA provisions, and MOUs.
- b. Reviewed DOT's overtime policies and procedures.
- c. Interviewed selected DOT staff and management to obtain an understanding of processes for authorizing, assigning, recording, monitoring, billing and collection of reimbursable overtime cost.
- d. Accessed and analyzed overtime data available in the City's Payroll System for DOT's PE&TC employees during our review period.
- e. Analyzed available overtime reports produced by DOT.
- f. Analyzed Financial Status Reports and Council files for FY 2013-14 in relation to amounts transferred to the overtime account including; special events, venues and the BSS reimbursements.
- g. Reviewed various venue agreements and a selected sample of invoices and other available supporting documents related to the overtime worked by Traffic Officers for various venues.
- h. Reviewed a selected sample of special events invoices and other available supporting documents related to the overtime worked by Traffic Officers for various special events.

- i. Reviewed other audit reports issued by the Controller’s office as well as DOT in relation to special events overtime.
- j. Performed preliminary surveys of other jurisdictions in regard to the number and type of special events, the primary agency providing traffic control, staffing methods, assignment of overtime and whether traffic services were reimbursable from a third party.

This audit was performed in accordance with Generally Accepted Government Auditing Standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe the evidence obtained provides reasonable basis for our findings and conclusions based on our audit objectives.

APPENDIX IV - BENCHMARKING

Our audit included contacting representatives of other large cities to determine how they assign staff to perform traffic control activities for Special Events. We were able to obtain information from six additional cities for our comparative purposes. We identified appropriate contacts for each of the cities identified and sent a general list of questions via email, following up with discussions whenever possible. Most cities' Police Departments manage traffic control for Special Events, and all attempt to recover at least partial costs incurred for these services.

Los Angeles, California
<p>Population: 3,884,307</p> <p>Annual Number of Special Events: 2,058 in 2014</p> <p>Types of Special Events: First Amendment demonstrations, Events requiring street closure (parades, festivals, awards, sports), Events not requiring street closure and supplemental traffic control for specific Venues (Dodger games, Hollywood Bowl, etc.)</p> <p>Primary Agency providing Traffic Control: Dept. of Transportation – Parking Enforcement & Traffic Control</p> <p>Basis of Compensation: All traffic control activities supporting Special Events is worked on overtime; compensation as premium rate, in cash only (not compensatory time off).</p> <p>Assignment: The Special Events Office utilize “wheels” to select traffic officers for assignment for planned Special Events. Local area offices utilize their local “wheel” for events with less than six days of notice and for unusual occurrence events. The “wheel” is a list of traffic officer’s names, ranked by seniority. Selected employees may work the event, or offer the assignment to another employee.</p> <p>Maximum hours to be worked: None.</p> <p>Cost Recovery: The City attempts to recover special events costs, when permissible. Most sponsors of special events are billed at actual overtime rates, venues have set negotiated rates.</p> <p>Use of alternative staffing arrangements: None. DOT utilizes only its full-time senior traffic officers to staff special events.</p>

Sacramento, California
<p>Population: 479,686</p> <p>Annual Number of Special Events: ~ 300</p> <p>Types of Special Events: Sporting, Runs, Fairs, Parades, festivals, etc.</p> <p>Primary Agency providing Traffic Control: Police Department – Special Events Unit</p> <p>Basis of Compensation: Special Events are generally worked on overtime. However, smaller events could be worked during regular shift hours.</p> <p>Assignment: Management attempts to assign work as equitable as possible among all qualified employees in the same classification in the same unit/work location. Special Event Unit posts the upcoming week special events and interested officers have one week to respond with their availability.</p> <p>Maximum hours to be worked: 20 hrs of overtime per week; work no more than 16hrs/day.</p> <p>Cost Recovery: The City attempts to recover special events costs. Special events are billed at all-inclusive set rates.</p> <p>Use of alternative staffing arrangements: The City’s police department has a supplemental employment program that provides contracted police officers, on their time off, to staff special events. Also, the City may use Reserve Officers to fulfill staffing shortages for major special events.</p>

<p>San Jose, California</p>
<p>Population: 1,000,536 Annual Number of Special Events: ~ 100 Types of Special Events: Sporting, Runs, Fairs, Parades, festivals, etc. Primary Agency: Police Department – Secondary Employment Unit and the Department of Transportation for Parking and Traffic Control Officers. Basis of Compensation: Special Events are staffed with police officers or traffic controllers who have a secondary employment contract with the City. Assignment: Special Event Unit sends out a massive e-mail to all contracted traffic controllers for the upcoming month’s events. Traffic controllers need to send in their availability for that month to the special events unit, which will go down the list and fill the assignment based on availability and organizers’ needs. Maximum hours to be worked: 30 hrs of overtime per week; no more than 16hrs work/day. Cost Recovery: The City attempts to recover special events costs. Special events are billed at all-inclusive set rates. Use of alternative staffing arrangements: The City’s police department has a supplemental employment program that provides contracted police officers, on their time off, to staff special events. Payments are made directly to officers by event organizers.</p>
<p>San Diego, California</p>
<p>Population: 3,211,252 Annual Number of Special Events: ~ 600 Types of Special Events: Sporting, Runs, Fairs, Parades, festivals, etc. Primary Agency: Police Department – Special Events Planning Office. Basis of Compensation: Special Events are staffed with part-time traffic controllers. Assignment: Traffic controllers send in their availability on a monthly basis to the special events unit, which will go down the list and fill the assignment based on availability and organizers needs. Maximum overtime hours to be worked: Not applicable. Cost Recovery: the City attempts to recover special events costs. Special events are billed at all-inclusive set rates. Use of alternative staffing arrangements: The City utilizes part-time (as-needed) civilian employees to staff special events, with a regular earnings rate of \$18/hour.</p>
<p>Chicago, Illinois</p>
<p>Population: 2,718,782 Annual Number of Special Events: ~ 700 Types of Special Events: Sporting, Runs, Fairs, Parades, festivals, etc. Primary Agency: Office of Emergency Management and Communication. Basis of Compensation: Special Events are staffed with part-time (as-needed) traffic controller aids. Assignment: Traffic controllers complete an availability sheet once a year indicating the days and time they are willing to work. A clerk enters the data into a spreadsheet and when events are coming up, the clerk will call traffic officers to schedule events. Clerk checks the total hours the available officers had worked and tries to assign work to officers with the least amount of worked hours. Maximum hours to be worked: Part-time traffic controller aids may work up to 1,300 hours per year; with a maximum of 25 hours per week.</p>

Cost Recovery: The City attempts to recover special events costs. Special events traffic services are billed at all-inclusive set rates.

Use of alternative staffing arrangements: The City utilizes part-time civilian employees (Traffic Controller Aids) to staff special events, at their regular earnings rate.

New York City, New York

Population: 8,405,837

Annual Number of Special Events: ~ 2,000

Types of Special Events: Sporting, Runs, Fairs, Parades, festivals, etc.

Primary Agency providing Traffic Control: Police Department

Basis of Compensation: Special Events are staffed on regular and overtime basis by civilian traffic control officers who are employed by the police department.

Assignment: An upcoming list of events is listed, officers willing to work on assignments need to sign in for events, then the scheduler will go down the list and assigns work based on availability and to the officers with the least amount of overtime.

Maximum hours to be worked: 45 hours of overtime/month; work no more than 16 hrs/day.

Cost Recovery: The City attempts to recover special events costs. Special events are billed at actual rates plus fringe and transportation cost.

Use of alternative staffing arrangements: None.

Phoenix, Arizona

Population: 1,513,367

Annual Number of Special Events: ~ 300

Types of Special Events: Sporting, Runs, Fairs, Parades, festivals, etc.

Primary Agency: Police Department.

Basis of Compensation: Special Events are staffed on regular and overtime basis, mainly by special events traffic officers.

Assignment: A bid sheet is sent out listing all events for the month. Officers will pick events that they would like to work on and prioritize their selection. Their selection is sent back to a scheduler who will input the data into a computer program that automatically generates the selection. 1st priority is given to special events traffic officers, 2nd priority to downtown officers and the 3rd priority is given to the “C-list” officers.

Maximum overtime hours to be worked: None.

Cost Recovery: The City attempts to recover special events costs. Special events are billed at an all-inclusive set rates; however, the City bills venues at a 50% rate (half the number of officers) and contracts with 2 major sporting venues each at \$75,000 per year.

Use of Alternative staffing arrangements: None.

APPENDIX V – LABOR COST REPORT

The Schedule of Special Events Labor Costs shown on the following pages was prepared by DOT Accounting. The Labor Cost Report was extracted from payroll system data. DOT Accounting then identified and classified the Work Orders, and grouped them into four categories of events, as follows:

- a) First Amendment
- b) Bureau of Street Services
- c) Other (DOT) Special Events
- d) Venues

We did not audit the referenced schedule. However, as indicated in Finding #2 and Finding #3, we noted some apparent inconsistencies in event classifications.

LADOT FY 2013 - 2014 SPECIAL EVENTS LABOR COSTS

Event Category	Work Order No.	Work Order Title	Amount
1st Amendment	85369SPE	ARMENIAN DEMONSTRATION	\$ 4,177.92
1st Amendment	84855SPE	ARMENIAN GENOCIDE MARCH	1,342.42
1st Amendment	84439SPE	DAY OF ACTION RALLY	178.79
1st Amendment	85461SPE	FULL RIGHTS FOR IMMIGRANTS MAR	3,864.83
1st Amendment	84990SPE	MAY DAY MARCH	3,538.60
1st Amendment	86886SPE	WOMENS EQUALITY DAY MARCH	18,441.39
1st Amendment Total			\$ 31,543.95
BSS	84922SPE	DIA DE LOS MUERTAS FESTIVAL	\$ 2,771.83
BSS	86950SPE	#TECH LA-SPE	1,835.24
BSS	86939SPE	3RD ST & LAS PALMAS-SPE	1,092.22
BSS	86279SPE	5K HOME WALK	12,633.40
BSS	86877SPE	5K MEMORIAL DAY RUN/WALK	4,893.03
BSS	86915SPE	620 SIENNA WAY LIGHT REMOVAL	403.91
BSS	84133SPE	ABBOT MCKINNEY 11TH CELEBRATIO	4,815.14
BSS	84018SPE	ACADEMY AWARDS	90,388.91
BSS	20424SPE	AIDS PROJECT LA. FUNDRAISER	26,986.97
BSS	20497SPE	AIDS WALK - LA.	11,805.49
BSS	84525SPE	ALIVE & RUNNING	2,554.31
BSS	20684SPE	AMERICAN MUSIC AWARDS	1,068.39
BSS	85684SPE	ANNUAL FIESTA DE LAS PATRIAS	765.13
BSS	86845SPE	ANNUAL MIRACLE ON 1ST ST	2,023.35

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
BSS	84339SPE	ANNUAL SCREEN ACTORS GUILD	7,829.35
BSS	86933SPE	ASHES FOR BEAUTY-COMMUNITY EVENT	1,335.31
BSS	86925SPE	AVENIDA LUCHA REYES & CONCERT-SPE	2,211.81
BSS	86013SPE	BANGLADESH DAY CELEBRATION	3,239.82
BSS	85644SPE	BET AWARDS	35,969.26
BSS	86945SPE	BEVERLY GLEN/NICADA ST RESURFACING	6,868.46
BSS	86882SPE	BICYCLE SPRINTS-SPECIAL EVENT	1,778.40
BSS	86788SPE	BISHOP ALEMANY HIGH SCHOOL	405.60
BSS	20441SPE	BLUE RIBBON CHILDREN'S FESTIVA	2,409.76
BSS	20338SPE	BRENTWOOD ART SALE	1,398.25
BSS	86509SPE	BRENTWOOD FARMERS MARKET	1,175.33
BSS	86227SPE	BRENTWOOD GRAND PRIX	4,635.34
BSS	20415VEN	CABRILLO BEACH	10,541.79
BSS	86944SPE	CAMINO NUEVO COMMUNITY WALK	1,386.76
BSS	20418SPE	CANOGA PARK MEMORIAL DAY PARAD	9,624.87
BSS	20491SPE	CENTRAL AMER IND DAY PARADE	16,523.32
BSS	84270SPE	CENTRAL AVE JAZZ FESTIVAL	8,683.38
BSS	84153SPE	CHINESE INDEPENDENCE DAY	2,885.98
BSS	84208SPE	CHURCH OF SCIENTOLOGY	812.38
BSS	86866SPE	CICLAVIA-LOCAL TRANS FUND	271,146.53
BSS	84621SPE	CINCO DE MAYO-FIREFIGHTERS	768.65
BSS	84493SPE	CITY OF LA - SENSE OF SORO	3,973.38

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
BSS	86653SPE	COASTAL 5K & 10K WALK/RUN	1,361.49
BSS	86803SPE	CONCRETE HERO 5K RUN	5,123.61
BSS	86417SPE	CONQUER THE BRIDGE	870.75
BSS	86705SPE	CREATIVE ARTS AGENCY (CAA)	1,851.38
BSS	86946SPE	CUBAN FESTIVAL-SPE	1,877.98
BSS	85182SPE	CYPRESS PARK VETERANS MEMORIAL	1,247.62
BSS	20495SPE	DAY OF THE DRUM FESTIVAL	5,581.40
BSS	85679SPE	DEAF FESTIVAL	1,961.77
BSS	86065SPE	DESFILE DE FIESTAS ECUADORIANO	6,180.85
BSS	86722SPE	DOWNTOWN LA ART WALK	5,998.49
BSS	86960SPE	DTLA NIGHT MARKET-SPE	1,691.00
BSS	85916SPE	EAGLE ROCK MUSIC FESTIVAL	6,643.43
BSS	84819SPE	EDGAR FALACIOS TOY GIVE-AWAY	1,917.08
BSS	20484SPE	EL GRITO- CITY HALL	3,743.75
BSS	86826SPE	ELS LIGHT & PROD SVCS-VARIOUS	22,040.07
BSS	85607SPE	ELS-JIMMY KIMMEL LIVE	14,310.86
BSS	86768SPE	EMERSON COLLEGE	915.95
BSS	84519SPE	EMMY AWARDS	45,656.14
BSS	86825SPE	EMMY AWARDS LOADING PRIME TIME	228.86
BSS	85657SPE	ESPN X GAMES	10,050.11
BSS	85023SPE	ESPY AWARDS	3,108.90
BSS	86927SPE	EVERY CHILD MATTERS 5K-SPE	397.36

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
BSS	84034SPE	FIESTA ON BROADWAY	13,568.56
BSS	86934SPE	FINISH THE RIDE-SPE	1,753.86
BSS	86852SPE	FIRECRACKER BIKE-5K-10K-RUN	3,761.26
BSS	86070SPE	FIRST ANNUAL EVENING BEFORE	1,545.88
BSS	86962SPE	FIRST YEAR IN OFFICE-SPE	219.41
BSS	86862SPE	FOSHAY 5K RUN OR WALK	2,062.11
BSS	20643SPE	FRIENDSHIP RUN	5,261.24
BSS	86887SPE	FYF FESTIVAL-SPECIAL EVENT	4,077.54
BSS	86958SPE	GO SKATEBOARDING DAY-SPE	460.96
BSS	20697SPE	GOLDEN DRAGON PARADE	6,034.06
BSS	85545SPE	GOLDEN GLOBE AWARDS	3,916.67
BSS	84012SPE	GRAMMY AWARDS	37,804.73
BSS	20700SPE	GRAND PARK - VARIOUS EVENTS	11,820.88
BSS	86899SPE	GREENWAY 2020 10K-SPE	1,147.59
BSS	84088SPE	HANSON DAM 4TH OF JULY FIREWKS	3,465.98
BSS	86896SPE	HARD ROCK CAFE 5K-SPE	4,414.25
BSS	86614SPE	HARD ROCK CAFE HWD GRAND OPENI	3,734.09
BSS	86718SPE	HARD SUMMER MUSIC FESTIVAL	52,905.11
BSS	86859SPE	HEART OF THE CITY 5K	4,178.87
BSS	86626SPE	HEROES OF HOPE RACE 4 RESEARCH	1,472.33
BSS	86951SPE	HISTORIC FILIPINO 5K-SPE	1,610.73
BSS	85823SPE	HISTORICAL FILIPINOTOWN FESTIV	6,268.90

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
BSS	86903SPE	HOLA EL SALVADOR TOY DRIVE-SPE	1,295.02
BSS	86767SPE	HOLLYWOOD HALF MARATHON	60,123.55
BSS	20308SPE	HOLLYWOOD X'MAS LANE PARADE	61,519.49
BSS	86139SPE	HUIZAR'S WINTER WONDERLAND	1,272.66
BSS	86936SPE	IHEART RADIO MUSIC AWARDS-SPE	1,305.68
BSS	86913SPE	INAUGURACION LA LUZ DEL MUNDO	298.55
BSS	86928SPE	INNOVATION RUN-SPE	942.25
BSS	86954SPE	INTERNATIONAL INCAPACITATES FESTIVAL	1,037.04
BSS	85585SPE	IRANIAN NEW YEAR	3,427.86
BSS	84376SPE	ISRAELI FESTIVAL	7,234.23
BSS	20632SPE	JET TO JETTY 5/10K RUN	1,894.04
BSS	86727SPE	JOONGANG WILSHIRE 5K	11,585.58
BSS	85615SPE	JULY 4TH EXTRAVAGANZA	4,676.88
BSS	86446SPE	JUSTICE JOG 5K	1,806.83
BSS	85054SPE	KICKIN - CANCER	3,606.15
BSS	85796SPE	KIDS 4 KIDS 5K RUN & CARNIVAL	7,250.75
BSS	20682SPE	KINGDOM DAY PARADE	1,688.35
BSS	86473SPE	KINGDOM DAY PARADE	12,636.86
BSS	20604SPE	KOREAN PARADE RUN/MARATHON	15,593.63
BSS	20479SPE	LA. BIRTHDAY CELEBRATION	2,252.13
BSS	20699SPE	LA. CHINATOWN 5/10K RUN	8,824.69
BSS	20307SPE	LA. MARATHON	175,020.88

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
BSS	20698SPE	LA. OPEN GOLF TOURNAMENT	28,163.56
BSS	85396SPE	LA FERIA DE LOS NINOS	3,464.66
BSS	84473SPE	LA FIREFIGHTER FUNERAL SVS	95.40
BSS	86792SPE	LA KINGS	11,154.38
BSS	85939SPE	LA PHILHARAMONIC CONCERT	7,847.50
BSS	86726SPE	LA STATE HISTORIC PARK	19,798.47
BSS	20480SPE	LABOR DAY PARADE	876.12
BSS	86701SPE	LAG BOMER DAY COMMUNITY UNITY	1,695.69
BSS	84715SPE	LAPD FUNERAL	3,878.61
BSS	86808SPE	LAPD NATIONAL NIGHT OUT 7A1	503.27
BSS	86949SPE	LEIMERT PARK ARTWALK-SPE	1,955.57
BSS	86841SPE	LEIMERT PARK TREE LIGHTING	1,851.85
BSS	85289SPE	LITTLE ETHIOPIA CULTURE FESTIV	3,280.68
BSS	86947SPE	LIVE ULTIMATE 5K/QTR MARATHON-SPE	11,065.01
BSS	86889SPE	LIVING SOCIAL 5K DANCE PARTY	5,615.29
BSS	84221SPE	LOS ANGELES CIRCUIT RACE	3,104.02
BSS	86798SPE	LOS ANGELES CULTURE PARADE	21,006.10
BSS	86885SPE	LOS ANGELES FOOD & WINE FESTIVAL	7,841.83
BSS	86466SPE	LOS ANGELES OPERA	751.45
BSS	85894SPE	LOS ANGELES PHILHARMONIC GALA	5,710.03
BSS	84884SPE	LOS FELIZ VILLAGE ST FAIR	5,297.45
BSS	84032SPE	LOVE WALK	1,417.34

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
BSS	86169SPE	LRH BIRTHDAY EVENT	469.66
BSS	86893SPE	MACARTHUR PARK CLEAN UP-SPE	1,828.10
BSS	86511SPE	MAR VISTA FARMERS MARKET	6,581.93
BSS	20400SPE	MARCH OF DIMES WALKATHON	18,664.18
BSS	84260SPE	MARINA DEL REY 4TH OF JULY	25,663.55
BSS	85640SPE	MAYORAL INAUGURATION & OATH	1,896.92
BSS	86292SPE	MAYOR'S DAY OF SERVICE	265.22
BSS	85808SPE	MEMORIAL REMEMBRANCE DAY	890.25
BSS	85066SPE	MEMORY WALK	1,403.06
BSS	86154SPE	MIRACLE MILE 5K RUN/WALK	505.13
BSS	86943SPE	MIRACLE MILE RUN-SPE	5,199.46
BSS	86654SPE	MILK JR GOSPEL FEST	1,350.76
BSS	20706SPE	MOTOR AVE-FARMERS MARKET	2,184.33
BSS	84530SPE	MTV VIDEO MUSIC AWARDS	4,231.25
BSS	86907SPE	MUSTACHE DACHE 5K RUN-SPE	1,301.40
BSS	84056SPE	NATIONAL MARITIME DAY	479.17
BSS	84107SPE	NATIONAL NIGHT OUT	437.83
BSS	86847SPE	NEW YEAR'S RACE	56,534.04
BSS	20470SPE	NISEI WEEK GRAND PARADE	3,046.16
BSS	85906SPE	NORTH CENTRAL ANIMAL CARE CTR	123.59
BSS	86476SPE	NORTHERN TRUST GOLF TOURNAMENT	1,014.32
BSS	86499SPE	NPN LA MARATHON 5K	2,948.37

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
BSS	86621SPE	OAKS HALLOWEEN WALK	324.40
BSS	20701SPE	OFF SUNSET FESTIVAL	1,608.77
BSS	20448SPE	PAC PALISADES 4TH JULY PARADE	2,187.67
BSS	84089SPE	PACIFIC PALISADES FIREWORKS	541.23
BSS	86909SPE	PALI TURKEY TROT-SPE	2,066.17
BSS	86291SPE	PASADENA MARATHON	10,557.04
BSS	85973SPE	PASADENA ROSE BOWL	85,327.04
BSS	86472SPE	PEOPLE'S CHOICE AWARDS	319.96
BSS	86258SPE	PLAYA DEL REY TRIATHLON	797.79
BSS	86905SPE	PREMIOS DLR-SPE	2,073.95
BSS	85902SPE	PRESIDENT'S VISIT	19,029.56
BSS	85962SPE	PROJECT HOMELESS CONNECT DAY	1,752.75
BSS	86935SPE	PURPLE STRIDE LA-SPE	557.82
BSS	86952SPE	RACE TO EDUCATE-SPE	655.51
BSS	86107SPE	RED NATION CELEBRATION PARADE	798.34
BSS	20404SPE	REVLON RUN/WALK	28,652.81
BSS	86613SPE	ROCK 'N' ROLL HALF MARATHON	81,422.42
BSS	85687SPE	ROSE BOWL UCLA FOOTBALL	76,612.70
BSS	86639SPE	RUN AGAINST PROSTATE CANCER	857.79
BSS	85715SPE	RUN FOR HER	10,749.61
BSS	86527SPE	RUN FOR HOPE 5K RUN	8,455.95
BSS	86807SPE	SALVADORAN DAY FESTIVAL	8,648.46

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
BSS	86157SPE	SPYDER CAM TRAFFIC CONTROL	-
BSS	86429SPE	SRLA SAY NO TO DRUGS RACE	1,374.98
BSS	86677SPE	ST PATRICK'S DAY-CENTRAL	3,995.70
BSS	84653SPE	ST SOPHIA'S FALL ST FESTIVAL	10,827.06
BSS	86538SPE	STUDENT MATINEES	812.17
BSS	86079SPE	SUKKOT CELEBRATION	694.18
BSS	86772SPE	SUSAN G. KOMEN RACE FOR THE CURE	3,158.46
BSS	84798SPE	TASTE OF ENCINO	5,402.86
BSS	85921SPE	TASTE OF SOUL	37,403.95
BSS	84132SPE	THAI CULTURAL DAY CELEBRATION	5,788.81
BSS	86865SPE	THAI NEW YEAR'S DAY FEST	3,467.08
BSS	86725SPE	THE PANTAGES THEATER	4,502.63
BSS	86537SPE	TOUR DE CURE	217.00
BSS	84474SPE	TRIATHLONS - NON-REIMBURSABLE	120,960.41
BSS	86404SPE	TRIATHLONS - REIMBURSABLE	3,078.52
BSS	86906SPE	TURKEY TROT-SPE	14,576.29
BSS	85836SPE	UCLA COMMENCEMT/RESIDENCE MOVE	957.60
BSS	74526SPE	UNUSUAL OCCURRENCE/CENTRAL OFC	226,659.51
BSS	74524SPE	UNUSUAL OCCURRENCE/HWD ENF OFC	100,137.14
BSS	74525SPE	UNUSUAL OCCURRENCE/SO ENF OFC.	122,271.58
BSS	74527SPE	UNUSUAL OCCURRENCE/VALENF OFC	75,135.54
BSS	74528SPE	UNUSUAL OCCURRENCE/WESTERN OFC	75,078.18

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
BSS	86858SPE	UPWARD BOUND 5K 10K WALK RUN	2,970.24
BSS	85002SPE	VALLEY GREEK FESTIVAL	3,877.18
BSS	20412SPE	VENICE ART WALK	434.00
BSS	20659SPE	VENICE MARINA CHRISTMAS RUN	4,770.29
BSS	20613SPE	VENTURA BLVD STREET FAIR	4,761.22
BSS	20421SPE	VERY SPECIAL ARTS FESTIVAL	624.12
BSS	85134SPE	VICTORY FOR VICTIMS 8K WALK/RU	1,316.80
BSS	86961SPE	WALK A MILE IN MY SHOES-SPE	972.65
BSS	85694SPE	WALK FOR LEUKEMIA/LYMPHOMA	264.02
BSS	84813SPE	WALK OF AGES	2,503.98
BSS	85013SPE	WARNER CENTER 4TH OF JULY	8,129.43
BSS	86800SPE	WLA SANITATION OPEN HOUSE	1,241.04
BSS	86955SPE	WORLD CUP VIEWING RADIO KOREA	4,697.75
BSS Total			\$2,739,631.08
Special Event	86937SPE	1031 BROXTON-SPE	\$ 5,387.99
Special Event	86940SPE	2ND ST TUNNEL EVENTS-SPE	3,060.95
Special Event	86919SPE	ACE HOTEL-SPE	2,839.69
Special Event	86167SPE	ALL NATION CHURCH-SUN SVS	2,997.60
Special Event	86442SPE	AMPCO PARKING SYSTEMS	44,370.05
Special Event	86942SPE	ANASTASI CONCRETE POUR-SPE	722.19
Special Event	86837SPE	ARMSTRONG HALLOWEEN BIK PARTY	477.24
Special Event	86910SPE	BEVERLY CONNECTION-SPE	8,296.99

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
Special Event	86605SPE	BEVERLY CTR-FASHIONS NIGHT OUT	12,106.92
Special Event	86902SPE	BOULEVARD 3 CLUB-SPE	334.14
Special Event	86836SPE	BRENTWOOD SCHOOL SPECIAL EVENTS	2,448.96
Special Event	86818SPE	BUCKLEY SCHOOL OPENING DAYS	512.40
Special Event	86816SPE	CALIF MARKET CTR (CMC)	390.48
Special Event	86760SPE	CAPITAL RECORDS	3,889.83
Special Event	86801SPE	CARS & STRIPES	1,911.97
Special Event	86318SPE	CHATEAU MARMONT	14,085.20
Special Event	86888SPE	CHURCH OF SCIENTOLOGY-LOS FELIZ	228.86
Special Event	86712SPE	CIRQUE DE SOLEIL	1,728.53
Special Event	20703SPE	COUNCIL BONIN INAGURATION	2,110.34
Special Event	20705SPE	CROOKS AND CASTLE	5,251.46
Special Event	86226SPE	CSUN FIRST WEEK OF SEMESTER	33,072.87
Special Event	86190SPE	CSUN GRADUATION CEREMONIES	22,218.32
Special Event	86483SPE	CSUN-VARIOUS EVENTS(REIMBURSE)	5,098.40
Special Event	86890SPE	DAVE WEDDING CEREMONY-SPE	163.27
Special Event	86155SPE	DIRECTORS GUILD OF AMER DINNER	613.35
Special Event	86793SPE	DOLBY THEATRE	8,959.94
Special Event	86399SPE	EL SERENO PARK	334.15
Special Event	86953SPE	FAIRFAX HS GRADUATION CEREMONY-SPE	1,268.92
Special Event	85643SPE	FIREWORKS AT HILLCREST	413.04
Special Event	86697SPE	FLOWER MART	3,988.47

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
Special Event	84505SPE	FOREST LAWN MEMORIAL PARK	4,464.64
Special Event	86474SPE	FOUR SEASONS HOTEL-VAR EVENTS	2,454.11
Special Event	86790SPE	GEFFEN PLAY HOUSE	5,978.54
Special Event	86748SPE	GENE AUTRY MUSEUM	3,397.36
Special Event	85558SPE	GETTY CENTER-VARIOUS EVENTS	19,679.93
Special Event	86630SPE	GOVERNORS AWRDS-ACDMY MOTION P	718.50
Special Event	86897SPE	GRAN FONDO GIRO D'ITALIA-SPE	2,075.86
Special Event	86675SPE	GRAUMANS CHINES THEATER	23,047.97
Special Event	86948SPE	GROOM ON A HORSE/HYATT-SPE	290.10
Special Event	86470SPE	HANSEN DAM-VAR EVENTS NONREIMB	1,746.01
Special Event	86923SPE	HIGHLAND & LEXINGTON-SPE	13,383.54
Special Event	86941SPE	HOLLYWOOD/WESTERN-SPE	7,077.70
Special Event	86655SPE	HWD/HIGHLAND LIFT PICK UP	4,216.49
Special Event	86957SPE	HYDE LOUNGE HOLLYWOOD-SPE	277.47
Special Event	85670SPE	KEVER AVOT MEMORIAL SVS	757.19
Special Event	86681SPE	KIDS CHOICE AWARDS	9,642.86
Special Event	86791SPE	KIDS OCEAN DAY	414.00
Special Event	86917SPE	KOREAN CULTURAL CENTER-SPE	310.82
Special Event	86277SPE	LA CANCER CHALLENGE 5K/10K RUN	1,341.58
Special Event	86183SPE	LA LIVE-VARIOUS DATES/EVENTS	1,430.25
Special Event	84062VEN	LA MUSIC CENTER	35,892.12
Special Event	86839SPE	LA VETERANS DAY CELEBRATION	672.49

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
Special Event	86740SPE	LACMA(LOS ANGELES COUNTY MUSEUM OF ART)	1,230.47
Special Event	86702SPE	LIGHT THE NIGHT-LEUKEMIA/LYMPH	2,244.67
Special Event	85570SPE	LIMU COMMENCEMENT	5,832.44
Special Event	85620SPE	LOYOLA LAW SCHOOL COMMENCEMENT	2,068.25
Special Event	86799SPE	LURE CLUB HOLLYWOOD	2,589.88
Special Event	86914SPE	MARIPOSA LANDSCAPES-SPE	1,072.35
Special Event	86735SPE	MILK STUDIOS	3,075.89
Special Event	86453SPE	MOCA	650.86
Special Event	86764SPE	MORDEN PARKING - POST OSCAR	1,020.49
Special Event	86337SPE	NEW COMMUNITY JEWISH HS	2,445.83
Special Event	86921SPE	OSH OPEN HOUSE-SPE	432.31
Special Event	84403SPE	OUR LADY OF THE ANGELS	2,759.57
Special Event	86314SPE	PARAMOUNT PICTURES NEW YEARS	1,136.05
Special Event	84460SPE	PARAMOUNT STUDIOS	2,520.26
Special Event	86918SPE	PARK PLAZA HOTEL-SPE	2,318.55
Special Event	85504SPE	PERSIAN FESTIVAL MEHREGAN	2,376.54
Special Event	84660SPE	PORT OF LA LOBSTER FESTIVAL	8,125.16
Special Event	86922SPE	PRIVATE RESIDENCE EVENTS-SPE	3,303.12
Special Event	86930SPE	RALPHS# 222 GRAND OPENING-SPE	5,198.44
Special Event	86739SPE	REGAL THEATER LA LIVE	15,638.77
Special Event	86892SPE	REGENCY THEATERS WESTWOOD-SPE	5,793.17
Special Event	86904SPE	SHAKESPEARE BRIDGE GARDEN-SPE	164.87

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
Special Event	86679SPE	SHELL FREE GAS GIVEAWAY	956.26
Special Event	85540SPE	SHEPHERD OF HILLS - REIMB	32,864.51
Special Event	86000SPE	SHEPHERD'S CONFERENCE	2,619.86
Special Event	86938SPE	SIREN STUDIOS-SPE	425.09
Special Event	86884SPE	SKATE EXPO-SYCK PROD SPE	1,707.58
Special Event	86758SPE	SLS HOTEL	210.21
Special Event	20704SPE	SOLAR CAR CHALLENGE	183.09
Special Event	86827SPE	SOLETO TRATTORIA-SPECIAL EVENT	1,818.36
Special Event	86850SPE	SPE-OSTERIA MOZZA-GENERIC	190.05
Special Event	20702SPE	STEVE NASH CELEBRITY SOCCER	2,022.53
Special Event	86383SPE	SUMMER ART ACADEMY	367.91
Special Event	86929SPE	SUNSET & LAS PALMAS PROJ-SPE	1,683.64
Special Event	86894SPE	SUNSET & WESTERN CONST-SPE	7,155.45
Special Event	86956SPE	SUNSET & WESTERN TMI-SPE	12,382.48
Special Event	86900SPE	TARGET CONST-SUNSET/WILTON-SPE	8,530.83
Special Event	86916SPE	TEMPLE BETH AM-SPE	16,220.90
Special Event	86891SPE	THE AVALON CLUB-SPE	494.34
Special Event	86782SPE	THE COULBURN SCHOOL	259.59
Special Event	86687SPE	THE EL CAPITAN	62,863.35
Special Event	86901SPE	THE EL CAPITAN 2ND EVT-SPE	7,176.27
Special Event	86898SPE	THE EMERSON THEATER-SPE	737.17
Special Event	84971SPE	THE GROVE	14,390.91

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
Special Event	86926SPE	THE HAMMILL MUSEUM-SPE	469.66
Special Event	86787SPE	THE LOS ANGELES THEATRE	1,294.19
Special Event	86870SPE	THE MAJESTIC HALLS	238.62
Special Event	86766SPE	THE ORPHEUM THEATER	2,441.74
Special Event	86908SPE	THE PROMENADE AT HOWARD HUGHES	131.94
Special Event	86734SPE	THE VILLAGE THEATER	9,697.01
Special Event	86895SPE	TIME WARNER EXCAVATION-SPE	274.64
Special Event	86676SPE	TRAFFIC MGMT INQ(LANE CLOSURES	42,388.94
Special Event	86920SPE	UCLA TIVERTON CONST PROJ-SPE	14,225.43
Special Event	86458SPE	UCLA VOLUNTEER DAY	2,572.37
Special Event	86588SPE	UCLA-VARIOUS REIMB EVENTS	29,829.33
Special Event	86071SPE	UNIV SYNAGOUGE HIGH HOLY DAYS	1,136.16
Special Event	85919SPE	UNIVERSAL HALLOWEEN HORROR EVE	48,969.38
Special Event	86599SPE	UNIVERSAL STUDIOS REIMB EVENTS	4,115.15
Special Event	85917VEN	USC GALEN CENTER	15,577.70
Special Event	20407SPE	USC GRADUATION	8,752.80
Special Event	85432SPE	USC MOVE-IN	6,231.53
Special Event	86821SPE	VCI CONSTRUCTION	9,190.78
Special Event	86959SPE	VERMONT AVE CABLE PROJECT/IRISH COMM-SPE	770.26
Special Event	86912SPE	VGX AWARDS-SPE	472.54
Special Event	86741SPE	VUEVE CLICQUOPT POLO CLASSIC	5,006.50
Special Event	86665SPE	W HOTEL	229.94

DOT Traffic Control for Special Events: Overtime and Collections

Appendix V – Labor Cost Report

Event Category	Work Order No.	Work Order Title	Amount
Special Event	86924SPE	WARWICK CLUB-SPE	376.14
Special Event	85736SPE	WESTFIELD FASHIONSQ- SH OAKS	30,613.48
Special Event	85494SPE	WESTFIELD SHOPPING TOWN CENTUR	25,474.64
Special Event	85901SPE	WESTFIELD TOPANGA NORDSTROM	19,089.83
Special Event	86698SPE	WOODBURY UNIVERSITY COMMENC MNT	1,270.80
Special Event	86680SPE	X FACTOR	6,966.49
Special Event Total			\$ 863,618.36
Venues	20301VEN	COLISEUM	\$ 224,474.44
Venues	86020VEN	DODGER SOLD OUT GAMES	1,000,025.05
Venues	20303VEN	DODGER STADIUM	7,911.55
Venues	20305VEN	GREEK THEATRE	88,855.77
Venues	20304VEN	HOLLYWOOD BOWL	383,922.05
Venues	20322VEN	LA. CONVENTION CENTER	9,769.59
Venues	20323VEN	SHRINE AUDITORIUM	168.78
Venues	86360SPE	STAPLES CTR LAKERS SOLD OUT GAM	521,263.41
Venues Total			\$ 2,236,390.64
Grand Total			\$ 5,871,184.03

Source: DOT Accounting