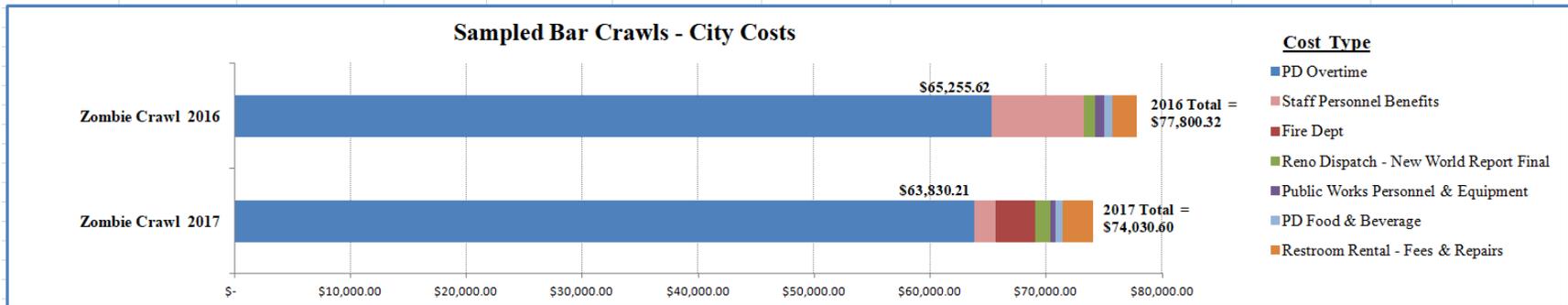


Appendix B - Cost Recovery - City Benchmarking

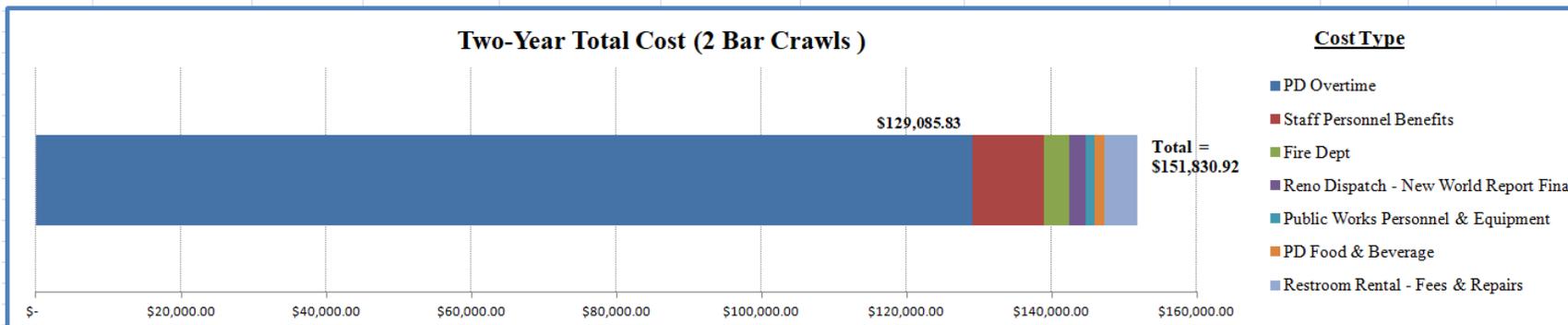
This information was obtained from the City of Seattle's *Special Events - Police Staffing and Cost Recovery* audit report dated December 13, 2017. The survey was conducted during the course of the audit by the Seattle City Auditor's Office. The data is provided to offer a comparison on cost recovery methodologies in use in other cities and to assist in the decision-making process regarding cost recovery options for the City of Reno. A select portion of the survey is detailed here, those that relate to items detailed in this City of Reno Special Events Audit report. Where appropriate, the responses were truncated for brevity. (For the full survey and report, see www.seattle.gov/cityauditor)

When your department calculates the cost of police staffing, what do you include (e.g., regular wages, fixed or variable benefits, vehicle or equipment costs)?	Does your city use the actual wages of the individuals staffing the particular event, or is a standard wage rate used?	What percentage of cost does your jurisdiction charge for?	Do you follow a model, guidance, or benchmarks when determining the number of officers needed for various special events?
Reno Special Events Cost Recovery Methodologies - currently			
Reno Police Department's (RPD) overtime wages, as they are input into the payroll system, is the one metric used to determine the cost of police staffing.	The actual wages for RPD staff are used.	100% of staff working the permitted event.	RPD uses historical knowledge of recurring events and general knowledge collected to determine staffing levels that are appropriate for a planned event. Depending on the type of event, the staffing levels are adjusted.
Denver Police Department			
Organizers pay set hourly pay rates for the officers who work the event. There is a four-hour minimum for all events.	A standard wage rate is used, based on the ranks of the actual officers who work an event, with a four-hour minimum.	By ordinance, the cost of special event police services, including barricades, must be paid by the event organizer. The cost recovered includes wages only; it does not include benefits, vehicles, or other expenses beyond wages.	They do not use formulas or a model, because every event is different. Events must be considered individually, because some small events require more staff than those with large attendance.
Portland Police Bureau			
The Portland Police Bureau has calculated flat rates designed to recover direct personnel costs for an hour of work, including the costs of wages, benefits, insurance, and taxes.	Standard rates are used, and they vary by rank, whether the position earns a premium pay, and whether the hours worked were on regular time or earned overtime.	The rates were designed to recover direct personnel costs for an hour of work, including the costs of wages, benefits, insurance, and taxes. The goal is full cost recovery. Vehicle and equipment costs are factored into the overhead costs.	Based on street closures, they can often calculate how many officers will be needed based on anticipated attendance.
San Diego Police Department			
The rates set by the San Diego City Council are intended to achieve full cost recovery, including wages, benefits, fuel, use of vehicles, paid time off, and other costs to the City.	A standard hourly rate is used, which is based on the median cost of an officer or SETC.	The rates were set to achieve full cost recovery, including wages, benefits, fuel, use of vehicles, paid time off, and other costs to the City.	They have a general "rule" of 1 officer per 1,000 in attendance, if there is no alcohol or other risk factors. However, this is just a starting point and each event is different. Most events are recurring events that happen every year, and so they can base the plans on previous events. The Special Events Unit adds a note to every after action report that summarizes whether staffing was adequate so this information is easy to find when planning future events.
San Francisco Police Department			
The rates charged under the 10B program are based on the overtime rates of officers. Additionally, they add an administrative fee of 14.7% (to recover program office costs and other overhead), and a benefit charge of 2.2% (to recover portions of benefits such as Medicare, health care, and unemployment insurance).	There is a set rate for each rank of officer, set at the highest step for that rank. Then entities pay based on the rank of the officers who staff the event.	The intent is to bill for full cost recovery.	Most staffing plans are based on how past similar events were staffed.
Seattle Police Department			
Neither of Seattle's methods of calculating fees for special event police services results in full cost recovery. Neither methodology bills for any planning hours or incidental expenses (e.g., food, water, and supplies).	Seattle varies in whether event promoters are billed for officers' actual hourly rates or standard wage rates.	The percentage of cost recovery varies on the police fee calculation method used and ranged from 2.5% to 57% of wages for events in 2016.	Staffing for most events is based on an event's history and varies by the nature of the event.

Appendix C – Cost Analysis – Bar Crawl Sample



Appendix C –Cost Analysis – Bar Crawl Sample



Appendix D – Special Events Sponsorship Trend Analysis

