State of California
DEPARTMENT OF TRANSPORTATION

California State Transportation Agency

Memorandum

Serious drought.
Help save water!

To: THOMAS P. HALLENBECK, Chief
Division of Traffic Operations

CLARK PAULSEN, Chief
Division of Accounting

Date: March 9, 2015

File: P4000-0392

From: WILLIAM E. LEWIS
Assistant Director
Audits and Investigations

Subject: **FINAL AUDIT REPORT - OUTDOOR ADVERTISING PERMIT AUDIT**

Audits and Investigations' (A&I) completed an audit of the Division of Traffic Operations' Office of Outdoor Advertising (ODA) Permit Program. We performed the audit to determine if internal controls exist and are working as intended for the program. We also assessed compliance with state and departmental policies and procedures for the ODA Permit Program.

The final audit report includes responses from the Division of Traffic Operations and Division of Accounting. We request that the status of corrective actions be provided to A&I within 60, 180, and 360 days from the date of the final report. If all findings are not corrected within 360 days, please continue to provide status reports every 180 days until the audit findings are fully resolved. As a matter of public record, this report and the status reports will be posted on A&I's website.

We thank you and your staff for their assistance during this audit. If you have any questions or need additional information, please contact Laurine Bohamera, Chief, Internal Audits, at (916) 323-7107, or Juanita Baier, Internal Audit Manager, at (916) 323-7951.

c: Malcolm Dougherty, Director
Kome Ajise, Chief Deputy Director
Norma Ortega, Chief Financial Officer
Steve Takigawa, Deputy Director, Maintenance and Operations
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Juanita Baier, Internal Audit Manager, Audits and Investigations

P4000-0392
Outdoor Advertising Permits Audit
March 2015

William E. Lewis
Assistant Director
Audits and Investigations
California Department of Transportation

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ATTACHMENTS

1. Division of Traffic Operations Response to the Draft Report
2. Division of Accounting Response to the Draft Report

Summary

Audits and Investigations (A&I) completed an audit of the California Department of Transportation's (Caltrans) Division of Traffic Operations' Office of Outdoor Advertising (ODA) Permit Program. The purpose of the audit was to determine if internal controls exist and are adequate to comply with state and departmental policies and procedures and related laws and regulations. We reviewed documentation and interviewed staff from Headquarters ODA, District 7, and the Division of Accounting.

Our audit disclosed that the ODA Permit Program has adequate internal controls in place, except for the issues noted below:

- Incomplete Permit Application Packages
- Permit Payment Processing Issues
- Untimely Follow-up of an Illegal Display

Background

The ODA Permit Program regulates outdoor advertising displays adjacent to all highways, freeways, and routes that are part of the National Highway System. A permit is required to advertise on locations that fall within these parameters. The ODA Permit Program is located in Headquarters and has eight field inspectors whose area of responsibility is divided between northern and southern regions. ODA field inspectors monitor and verify compliance for advertising displays in 58 counties. Currently, the ODA program monitors and maintains approximately 9,456 permits statewide; and issues approximately 200 permits annually.

ODA permits are received in Headquarters where they are assigned an application number, reviewed for proper documentation and forwarded to the northern or southern regional managers for field inspector assignment. ODA processes the application fees and sends the payments for deposit to the Division of Accounting (Accounting). After a permit is issued, ODA issues an annual renewal bill to permit holders who send their payments directly to Accounting.

Objectives, Scope, and Methodology

We performed the audit in conformance with the International Standards for the Professional Practice of Internal Auditing. The objectives of the audit were to determine whether:

- Written policies and procedures exist for properly administering the permits program.
- Policies are clearly communicated to those who are responsible for implementing the permitting process.
- Permits are processed in compliance with applicable state and departmental policies and procedures and applicable laws and regulations.

Objectives, Scope, and Methodology (continued)

- Permits are properly tracked, monitored, and managed.
- Proper accountability for the collection of permit fees exists.

The scope of the audit covered the period of July 1, 2011, through June 30, 2013. We conducted our review from January 15, 2014, to December 12, 2014. Changes after these dates were not tested, and accordingly, our conclusion does not pertain to changes arising after December 12, 2014. The audit focused on internal controls and procedural compliance as they related to ODA permit functions, and included tests as we considered necessary to achieve the above audit objectives.

Conclusion

Our audit disclosed that the ODA Permit Program has adequate controls in place, except for the following:

- Incomplete Permit Application Packages
- Permit Payment Processing Issues
- Untimely Follow-up of an Illegal Display

Views of Responsible Officials

We requested and received a written response from the Chiefs of the Divisions of Traffic Operations and Division of Accounting. For a copy of the complete responses, please see the Attachments.

William E. Lewis
Assistant Director
Audits and Investigations

February 10, 2015

FINDINGS AND RECOMMENDATIONS

Finding 1 - Incomplete Permit Application Packages

We reviewed the Office of Outdoor Advertising Permit Program (ODA) application process and found incomplete permit application packages. Specifically, we found various missing documents necessary to verify a complete application package. All ODA permit applications are received in the Headquarters Office where they are date stamped; logged into the ODA System and assigned an application number. Once ODA has checked the required documents and the package is complete, the application is forwarded to the corresponding field inspector. The field inspector approves or denies the application based on the inspection. A field inspection checklist is used to document the work and is included in the application package. If the permit is approved, the field inspector will hand write the ODA System generated permit number on the application.

We selected 22 permit applications and traced them from receipt of application through field inspection to permit approval, and found:

- Fifteen of 22 applications (68 percent) did not have a field inspector's worksheet attached to indicate the inspection was performed and did not have a complete application package.
- Four of nine approved applications (44 percent) did not have a permit number assigned.
- Four of 22 applications (18 percent) did not have one of the following documents: date/time stamp, conformance letter, building permit form, or property ownership consent form.

Government Code Section 13403.(a) states that, the elements of a satisfactory system of internal accounting and administrative control, shall include, but are not limited to, a system of authorization and recordkeeping procedures adequate to provide effective accounting control over assets, liabilities, revenues, and expenditures.

We learned ODA does not have formalized written procedures including a checklist of required documents and approvals, or formalized training. According to staff, there may be specific instances when an application does not need all the required documents; however, there was no written documentation in the file to indicate a reason documentation was excluded.

Without a complete application file, permits may be issued without required approvals and documentation.

Recommendation

We recommend ODA:

1. Formalize the Outdoor Advertising Permit process.
2. Provide training for all staff involved in the permit process.
3. Include a checklist of required documents and approvals for each application file; and issue the permit only when the checklist has the required documents and approvals.

ODA Response

ODA provided a response and agreed to the following:

1. Solicited a Consultant to develop a complete business process which would include formalizing the Outdoor Advertising Permit process.
2. Conducted a training session in July 2014 and plans on developing a sustainable training program for the future.
3. Developed a worksheet for staff to use and area managers to review.

For a copy of the complete response, please see Attachment 1.

Finding 2 - Permit Payment Processing Issues

Applications for permits are submitted directly to ODA along with payment of the applicable fee. ODA processes the payments when the application is received by using a cash receipt log for checks and credit cards, and submitting the receipts to the Division of Accounting (Accounting) for deposit. Once a permit is issued, the permit holder is required to pay an annual renewal fee. Annual permit fees due are manually identified by ODA staff. They generate a bill to the permit holder who sends the payment directly to Accounting for deposit.

We found ODA does not have written procedures for submitting permit application payments to Accounting for processing or for issuing renewal notices. We reviewed 34 transactions which included 14 check payments and 20 credit card payments and found:

1. Permit application payments could not always be verified.

   Check Transactions
   - Two of 14 (14 percent) checks could not be verified with a deposit slip and were not in the transaction report.
   - Two of the remaining twelve applications took 51 and 67 days from the application's date of receipt to process.

   Credit Card Transactions
   - Eighteen of 20 (90 percent) credit card transactions could not be verified with a credit card control sheet or the bank deposit slip.

Finding 2 - (continued)

- The remaining two credit card transactions were processed 78 and 90 days from the application receipt date.

ODA could not provide the credit card log or email sent to Accounting for processing because hard copy documentation is not maintained. ODA sends an email for credit card payments to Accounting with deposit information. However, emails are not printed or maintained and are automatically deleted by the Outlook mail system after 120 days. Although we provided the applicant's name, application number date, and credit card number, Accounting was unable to verify that these credit card transactions were processed.

Caltrans has no assurance that it is receiving payment for all permits issued if they are unable to verify that payments have been received and properly recorded.

2. ODA does not verify that all payments for applications, permit renewals and permit fees sent to Accounting have been processed.

ODA attaches and sends a cash receipt log with the application and permit fees to Accounting. Once deposited, Accounting sends ODA a deposit ticket sheet with referenced application number to show the fees were processed. ODA enters the deposit ticket number into the ODA System (system) to show that the application fee was deposited. ODA enters the deposit ticket number into the system for the referenced application, but there is no follow-up reconciliation performed to ensure that all payments were deposited by Accounting.

ODA manually issues invoices for annual permits due. The manual process to identify companies requiring an annual invoice for permit fees is time consuming, and increases the chance of error that a company that should be billed is overlooked.

The current invoicing process is independent of payment collection and payments are sent directly to Accounting. ODA receives notification a payment has been received and deposited, however there is no reconciliation of invoices billed to payments received to determine all amounts due are collected.

Caltrans has no assurance that its receiving payment for all permits issued if they are unable to verify that payments have been received and properly recorded.

Finding 2 - (continued)

3. ODA sends credit card information via email to Accounting.

   ODA prepares a log for payments received with the applications. The log is sent via email to Accounting. The log includes the application number, applicant name, and amount of fees. The credit card log also includes the credit card number, expiration date, and zip code. Accounting processes ODA fees from the log. If there are issues with a credit card, Accounting will contact ODA by email for additional information.

   Caltrans may be in violation of information security practices by disseminating confidential credit card information via email. Credit card information is sensitive and should not be sent via email.

4. ODA collects a permit fee, however if the permit is rejected, the fee is not refunded unless requested by the applicant.

   ODA processes all fees when the permit application is received, which is before an application is approved and in some instances the application is rejected. If the permit is rejected, the applicant is allowed the refund of their permit fee, but only if requested.

Government Code Section 13403.(a) – states, the elements of a satisfactory system of internal accounting and administrative control, shall include, but are not limited to…a system of authorization and recordkeeping procedures adequate to provide effective accounting control over assets, liabilities, revenues, and expenditures.

Recommendation

We recommend ODA:

1. Develop procedures for submitting application fees to Accounting for processing that include:

   - Timeframes for submitting checks and credit card logs to Accounting for processing.
   - Maintaining and filing copies of all check and credit card logs; and record the date check and credit card logs are sent to Accounting.
   - Performing a monthly reconciliation of deposit ticket sheets with check and credit card logs to ensure payments are processed for each application and following up on outstanding transactions.
   - Assess the current application receiving process to determine if all payments should be sent directly to Accounting for processing.

Recommendation (continued)

2. Evaluate policies to determine whether all permit fees are non-refundable, or implement a process to refund permit fees to applicants when applications are denied.
3. Work with Accounting to develop a process to identify annual permits that are not renewed.
4. Develop follow-up procedures for permits that are not renewed to either collect renewal fees or issue a violation notice.

We also recommend the Division of Accounting:

1. Outline and document procedures for processing ODA permit fees.
2. Work with ODA to implement a fee refund process for denied permit applications if ODA determines that refunds are appropriate.

ODA Response

The ODA provided the following response to our recommendations:

1. Developing procedures will be part of the Consultant's scope of work and the completion date is expected by December 2015.
2. ODA will incorporate language notifying customers of their eligibility to receive a permit fee refund upon written request.
3. ODA will work with Accounting to identify an optimal process.
4. ODA will request that a better process be identified and documented by the Consultant.

For a copy of the complete response, please see Attachment 1.

Division of Accounting Response

The Division of Accounting provided the following response:

1. Written procedures for processing Outdoor Advertising Permit fees have been and continue to be in existence.
2. Accounting will work with ODA to implement a fee refund process for denied permit applications.

For a copy of the complete response, please see Attachment 2.

A&I's Analysis of Accounting's Response

During the course of the audit, Accounting staff were not able to provide written procedures for processing permit fees. However, during the exit conference Accounting management provided the audit team with written procedures dated 2007. We reviewed the procedures dated 2007, and determined that they need to be revised as they reflect outdated permit fees.

Finding 3- Untimely Follow-up of an Illegal Display

During the course of our audit, we noted one instance where an illegal advertisement has been on display without a permit since December 15, 2008. ODA was notified of the illegal display and verified there was no valid permit on file. The field inspector issued a Violation Letter (V07-0145) on December 15, 2008. The violation letter is the formal written notification to the violating company and it is the first step in ODA's Violation Process. The owner has 30 days to correct or remove the display, or Caltrans considers a non-response as a "waiver" and can remove the display without further notice at the owner's expense; and impose a fine, penalty, or assess a removal cost.

ODA issued the violation letter to the initial company owner, but it was subsequently rescinded at the Division of Legal's (Legal) advice to revise the language. The illegal display was sold and a second Violation Notice was issued to the new owner on February 8, 2013. As of October 7, 2014, the field inspector verified the advertisement is still on display and no past due permit fees have been collected.

As a result of not enforcing the statute, Caltrans is not in compliance with existing policies and procedures, and could be losing revenue. ODA has not taken any additional action against the violating owner, including removal of the display and assessing applicable costs.

The California Code of Regulations (CCR), title 4, section 2441 states, "the owner's failure to respond in writing to this notice of violation notice within 30 days... results in a waiver of the right to Appeal the following:

1. The validity of the violations(s) stated in the violation notice.
2. Removal of the display by the department without further notice at the owner's expense.
3. The period of time allowed for correction of any violation.
4. The amount of any fine, penalty, or assessed removal costs."

In addition, the California Business and Professions Code Section 5485 (b)(2) states, "If a display is placed or maintained without a valid, unrevoked, and unexpired permit, the following penalties shall be assessed: If the advertising display is placed or maintained in a location that does not conform to the provisions... and is not removed within thirty days of written notice from the department...a penalty of ten thousand dollars ($10,000) plus one hundred dollars ($100) for each day the advertising display is placed or maintained after the department sends written notice shall be assessed."

According to ODA management, staff familiar with this outstanding violation retired and it is unclear why it's still outstanding. ODA is now using the updated violation form dated July 2014.

Finding 3- (continued)

If an illegal advertisement exists without penalties, Caltrans is not enforcing compliance with program requirements and there are monetary losses to the department. Caltrans may be liable for displays at locations without a valid permit.

Recommendation

We recommend ODA:

1. Finalize the Violation Process, including Legal's involvement when issuing violation notices.
2. Monitor current violations and enforce the penalties in the Notice of Violations.

ODA Response

ODA provided the following response:

1. ODA will include in the Consultant's scope of work finalizing the violation process.
2. ODA will implement a tracking mechanism to monitor current violations and have the inspectors recheck the status of the displays.

For a copy of ODA's complete response, please see Attachment 1.

Audit Team

Laurine Bohamera, Chief, Internal Audits
Juanita Baier, Audit Manager
Randy Braun, Auditor
Tami Gill, Auditor
Kula Sirleaf, Auditor

ATTACHMENT 1

DIVISION OF TRAFFIC OPERATIONS RESPONSE TO THE DRAFT REPORT

State of California
DEPARTMENT OF TRANSPORTATION

California State Transportation Agency

Memorandum

Serious drought.
Help save water!

To: WILLIAM E. LEWIS, Assistant Director
Audits and Investigations

Date: March 3, 2015

File:

From: THOMAS P. HALLENBECK, Chief
Division of Traffic Operations

Subject: **OUTDOOR ADVERTISING PERMIT AUDIT REPORT (P4000-0392)**

Thank you for the opportunity to provide a response and status report on the action plan that the Division of Traffic Operations will take based on the recommendations in the Outdoor Advertising Permit Statewide Audit (P4000-0392). Included with the response are copies of correspondence and other documents to confirm the actions taken as stated in the report.

If you have any questions please contact Velessata Kelley, Chief, Office of Outdoor Advertising at (916) 653-4969.

Attachment(s)

(1) ODA Permit Audit Report
(2) ODA Business Process Review / RFO Scope of Work
(3) ODA Permit Application Process Flow Charts
(4) ODA Violation Process Flow Chart
(5) ODA Permit Application Worksheets
(6) 2014 ODA Academy Agenda
(7) Division of Accounting Response to ODA Permit Audit (P4000-0392)

c: Steve Takigawa, Deputy Director, Division of Maintenance and Operations
Jeanne Scherer, Acting Chief Counsel, Legal Division
Clark Paulsen, Chief, Division of Accounting
Laurine Bohamera, Supervising Management Auditor, Audits and Investigations
Kris Kuhl, Assistant Division Chief, Division of Traffic Operations
Katie Berringer, Acting Assistant Division Chief, Division of Traffic Operations
Juanita F. Baier, Senior Management Auditor, Audits and Investigations
Matthew George, Deputy Attorney, Legal Division
Velessata Kelley, Chief, Office of Outdoor Advertising, Division of Traffic Operations

Audits and Investigations (A&I) - Response to Draft Report

Audit Name: Outdoor Advertising Permits Audit **Audit No. P4000-0392**

Auditee: Office of Outdoor Advertising

A&I Audit Recommendation	Auditee Response to Draft Report	Estimated Completion Date	Staff Responsible	A&I Analysis
Audit Report Finding # 1 **Finding: Incomplete Permit Application Packages**				
1. Formalize the Outdoor Advertising Permit process.	ODA currently has Visio Flow Chart that was created in-house and used to give a visual overview of the permit application process. A copy of the chart is attached. The program is currently soliciting for a consultant to complete a Business Process Review (BPR) and has included it as part of the scope of work requirements for the contractor to draft a fully documented "As-Is" process for all ODA business processes, functions and services. This would include flowcharts, swim lane diagrams and the accompanying narrative(s) for all program activities.	December 31, 2015	ODA Office Chief ODA Northern & Southern Area Managers	
2. Provide training for all staff involved in the permit process.	ODA HQ conducted its first Outdoor Advertising Academy July 8-10, 2014. All but one of the ODA's tenured staff attended the academy. A copy of the full agenda is included. To highlight a few of the subjects: - Depositions. How to prepare and conduct yourself at appeal hearings - Right of Way & ODA Processing Relocation Agreements - ODA / Local Development & Working with Intergovernmental Reviews - Tribal Sovereignty & Outdoor Advertising / Tribal Reservation Boundaries - Customary Maintenance in the 21st Century - Review of the ODA License and Permit Renewal Process The future plan is to conduct academies biennially (every two years). To develop a sustainable training program for ODA Field Inspectors, ODA has included as part of the scope of work for the BPR contractor to establish a "To-Be" business process that documents the optimal permit field review process that would be used to train staff in coordination with the biennial academies and on-the-job training field reviews with the more tenured ODA staff.	July 31, 2016	ODA Office Chief ODA Northern & Southern Area Managers	
3. Include a checklist of required documents and approvals for each application file; and issue the permit only when the checklist has the required documents and approvals.	ODA has a process and worksheet that staff is currently using and the area manager reviews along with the permit application. The field inspector signs the form to confirm that all the related work and required documents are accounted for.	Current	ODA Field Inspector Staff ODA Northern & Southern Area Managers	

Audits and Investigations (A&I) - Response to Draft Report

Audit Name: Outdoor Advertising Permits Audit **Audit No. P4000-0392**

Auditee: Office of Outdoor Advertising

A&I Audit Recommendation	Auditee Response to Draft Report	Estimated Completion Date	Staff Responsible	A&I Analysis
Audit Report Finding # 2 **Finding: Permit Payment Processing Issues**				
A&I Audit Recommendation	**Audited Response to Draft Report**	**Estimated Completion Date**	**Staff Responsible**	**A&I Analysis**
1. Develop procedures for submitting application fees to Accounting for processing that include: - Timeframes for submitting checks and credit card logs to accounting for processing. - Maintaining and filing copies of all check and credit card logs; and record the date check and credit card logs are sent to Accounting. - Performing a monthly reconciliation of deposit ticket sheets with check and credit card logs to ensure payments are processed for each application and following up on outstanding transactions. - Assess the current application receiving process to determine if all payments should be sent directly to Accounting for processing.	In the Division of Accounting's report, they have indicated that written procedures for processing Outdoor Advertising Permit fees have been and continue to be in existence. As it relates to ODA, the program has included as part of the scope of work requirements for the BPR contractor to establish a "To-Be" business process that documents the desired future state of the ODA business and technical processes.	December 31, 2015	ODA Office Chief ODA Northern & Southern Area Managers BPR Contractor	
2. Evaluate policies to determine whether all permit fees are non-refundable, or implement a process to refund permit fees to applicants when applications are denied.	For consideration, there is no statutory or regulatory mandate that would require the program to issue a permit refund or to issue a refund if requested. Issuing permit refunds upon request has just been a long standing practice and policy of the program. Application fees are non-refundable. This is clearly stated on the application. In the Division of Accounting's report, they have indicated that accounting will work with ODA to implement a fee refund process for denied permit applications. Currently, the only conditions under which an outdoor advertising entity is eligible for a refund would be a permit refund for a denied application and possibly a permit that has been revoked but the permit renewal fee(s) had been paid in pro-rata. Currently, ODA has a process in place to obtain a refund check from accounting if requested, but not a process to notice persons that, under certain conditions, are eligible for a permit fee refund. Effective immediately, ODA will incorporate language in two forms of correspondence that will notify persons of their eligibility to receive a **permit fee refund** upon written request. The two forms of correspondence would include the notice of receipt of the application and fees, and the notice of denial of an application. Any other methods or changes to ODA forms would require adoption of regulations.	March 16, 2015	ODA Office Chief ODA Northern & Southern Area Managers BPR Contractor	

Audits and Investigations (A&I) - Response to Draft Report

Audit Name: Outdoor Advertising Permits Audit **Audit No. P4000-0392**

Auditee: Office of Outdoor Advertising

A&I Audit Recommendation	Auditee Response to Draft Report	Estimated Completion Date	Staff Responsible	A&I Analysis
3. Work with Accounting to develop a process to identify annual permits that are not renewed.	Accounting currently has their own internal process. Through the BPR, ODA may identify a more optimal process to work with accounting and incorporate it into the "To-Be" processes. Additionally, the program is working to secure a new database platform that would allow for web-based accounting and payment processing for ODA.	December 31, 2015 The new database system is anticipated for 2017.	ODA Office Chief ODA Northern & Southern Area Managers BPR Contractor	
4. Develop follow-up procedures for permits that are not renewed to either collect renewal fees or issue a violation notice.	ODA has follow-up procedures for non-renewed permits, collecting renewal fees, and issuing violation notices. ODA anticipates that a better process will be identified during the BPR, including documented written procedures. Currently, the program does have flowcharts staff can refer to in order to monitor the stages of a permit. A copy is included. Additionally, once the program has completed its BPR, ODA will take progressive steps to publish an operational guide that would provide basic, instructional processes and timelines.	December 31, 2015	ODA Office Chief ODA Northern & Southern Area Managers BPR Contractor	

Audits and Investigations (A&I) - Response to Draft Report

Audit Name: Outdoor Advertising Permits Audit **Audit No. P4000-0392**

Auditee: Office of Outdoor Advertising

A&I Audit Recommendation	Auditee Response to Draft Report	Estimated Completion Date	Staff Responsible	A&I Analysis
Audit Report Finding # 3				
Finding: Untimely Follow-up of an Illegal Display				
A&I Audit Recommendation	**Audited Response to Draft Report**	**Estimated Completion Date**	**Staff Responsible**	**A&I Analysis**
1. Finalize the Violation Process, including Legal's involvement when issuing violation notices.	ODA has included as part of the scope of work requirements for the BPR contractor to establish a "To-Be" business process that documents the desired future state of the ODA business and technical processes. The "To-Be" process will include finalizing the violation process, including Legal's involvement, prior to issuing violation notices.	June 30, 2015	ODA Office Chief ODA Northern & Southern Area Managers BPR Contractor	
2. Monitor current violations and enforce the penalties in the Notice of Violations.	Currently, the program has a process for following up with violations, particularly those violations that have been appealed to the department and are pending an appeal hearing. The program intends to implement a tracking method that will notice the inspectors to recheck the status of the displays once the appeal period has been satisfied. This process will also be addressed in the scope of work for the BPR contractor. Additionally, the program would continue to cooperate with Legal to enforce penalties sought in violation notices and subject to formal adjudication in an administrative forum as well as those subject to review by superior courts on writs of mandate.	June 30, 2015	ODA Office Chief ODA Northern & Southern Area Managers BPR Contractor	

Exhibit A
SCOPE OF WORK

1. Scope and Description

The purpose of this RFO is to select a vendor who will perform Business Process Review (BPR) consulting services and provide recommendations on how to improve efficiency in the current Outdoor Advertising Program (ODA) process. Caltrans seeks to replace ODA's existing Outdoor Advertising System (OAS) with a new system. To assist Caltrans in this endeavor, the BPR will document the existing process, identify procedural changes to optimize the OAS, and identify the gaps between the As-Is and To-Be processes. The Contractor will perform the duties as described herein.

Background

The Division of Traffic Operations (Traffic Ops) operates within the Maintenance & Operations Program of Caltrans, and is responsible for the safe and efficient control and regulation of the State Highway System.

As provided in the Federal Highway Beautification Act (HBA) and the State Outdoor Advertising Act (OAA) contained in the California Business and Professions Code, section 5200 et seq., ODA operates under Traffic Ops. ODA is responsible for the control and regulation of outdoor advertising displays adjacent to and visible from California highways, freeways, principal arterials and routes in all 58 counties.

The goal of ODA is to reduce motorist distraction by citing and removing illegal displays and ensure that new displays comply with the HBA. The ODA currently administers approximately 9,000 lawful outdoor advertising permits.

The customer base for the ODA includes:

- Licensed companies with one outdoor advertising permit to licensed companies with many outdoor advertising permits
- Internal Caltrans Divisions such as Maintenance, Right-of-Way, and Landscape and Design on the removal of displays, relocation agreements, and confirmation of landscape designation
- Attorneys preparing to adjudicate an enforcement action in an administrative law hearing or California Superior Court

Existing OAS Design

The OAS that ODA uses is built in a Lotus Notes-based application, version 6.5, which is no longer supported by the vendor (IBM). The OAS is used to track licensed companies with outdoor advertising permits and violators of the OAA and HBA; however, the system was never intended to track billing or to collect licensing and permit fees. Therefore, manual billing and fee collections are processed by mail for individually licensed companies holding permits. Per statutory billing requirements, approximately 7,800 permits are renewed annually and approximatly 1,000 permits are renewed on a five year

Exhibit A
SCOPE OF WORK

cycle. The OAS does not capture all the revenues received by ODA, so a separate tracking spreadsheet is required.

The current OAS has limited functionality and no workflow capabilities. ODA performs manual system workarounds in Microsoft (MS) word and Excel to issue licenses, permits, violations, generate management reports, monitor workflow, as well as to record settlement and penalty amounts. ODA records evidence used to support a violation in the system, and ODA tracks in MS Excel the related time-sensitive workflows between industry, inspectors, attorneys, administrative courts, and superior courts. The system has no mechanism to capture information related to relocation agreements and legal settlements.

The current OAS cannot generate oversight reports for management. Some of the data can be exported into a comma delimited file and imported into Excel, and then the data is formatted into a report. Performance reports used to manage workflow, verify processing timelines and adjust routes, do not exist in the current system. There is also no geographical information system (GIS) available to map progress on surveying routes or coordinate application reviews. The OAS lacks the ability to calculate penalties on violations, and currently there is no form of notification to verify if a violation continues to exist. Managers rely on staff to report the status and deadlines of applications, violations, appeals, and California Public Record Act (CPRA) requests. The staff tracks work items to ensure a timely process and to avoid exceeding the legally mandated 60-day application and appeal processing deadlines.

Because the various systems do not interface, the staff must enter the same information into multiple systems to complete applications, issue violations, and process payments. The system does not have fields to record settlement payments or penalties, so these are recorded on an excel spreadsheet. The system cannot generate an acknowledgement receipt for appeals or applications. Additionally, the OAS forms are out of date, so staff has to choose from the 17 different controlled correspondences and re-enters the data as needed, at various steps in the application, violation, and appeal processes.

2. Contractor Responsibilities

The scope of services requested of the Contractor shall include, but not necessarily be limited to, the responsibilities identified in Section 3, Tasks and Deliverables in addition to the following:

a. Provide status reporting and tasks required to manage the scope of work.
b. Conduct bi-weekly status meetings (may be more or less frequently as needed).
c. Hold regular meetings with stakeholders as appropriate to each task.
d. Conduct collaborative reviews and obtain feedback from stakeholders.
e. Develop and maintain a detailed project work plan in Microsoft Project 2007, or current version.

Exhibit A
SCOPE OF WORK

f. Develop draft reports and final versions based on stakeholder feedback.
g. Obtain buyoff from key stakeholders for deliverables.
h. Present findings and recommendations.

The Contractor will perform the work on-site at Caltrans facilities in Sacramento.

3. Tasks and Deliverables

The tasks listed below are the minimum required to produce the associated deliverable. The contractor is required to complete any and all additional tasks necessary to produce a complete, quality deliverable whether the tasks are listed below or not.

A Deliverable Expectation Document (DED) for each deliverable will be submitted to the Contract Manager. Work on deliverables shall not commence until an approved DED and Work Authorization are issued by the Caltrans Contract Manager.

	Deliverable	Deliverable Description and Contractor Requirement(s)
1	Fully developed project work plan and strategy • DRAFT • FINAL	A work plan that is fully resourced and prepared in Microsoft 2007, or current version, to be provided no later than one week after commencement of the contract, that includes: • Task and milestones required to complete each deliverable including completion dates, tasks duration, and resource assigned. • Roles and responsibilities for key project stakeholders. • A Communication Plan for key stakeholders • Management of risks and issues. • A BPR Strategy and Plan that describes the methodology and planning steps for conducting the BPR and managing the overall activities. Final deliverable due within 2 weeks of contract award and must be updated as required. Draft deliverable due 1 week prior to final.
2	Fully documented "As-Is Process" • DRAFT • FINAL	An Assessment Report which includes a narrative description and a process map of the As-Is process or processes of the Outdoor Advertising Program (ODA). Contractor will: • Assess the current organization, As-Is business process, functions and services of the ODA. • Study the existing manual and automated processes in the ODA process.

Exhibit A
SCOPE OF WORK

	Deliverable	Deliverable Description and Contractor Requirement(s)
		• Create flowcharts, swim lane diagrams, and accompanying narrative(s) to document the As-Is business process for all ODA activities. • Identify root causes of performance breakdowns in the existing processes. • Identify the strengths and weaknesses in the operations, processes, or procedures that should be simplified, done more effectively, or eliminated. Draft deliverable due 2 weeks prior to final.
3	Fully developed "To-Be" Business Process • DRAFT • FINAL	To-Be business process documentation to reflect the desired future state of the ODA business and technical processes that will include: • Stakeholder input to current business inefficiencies and constraints, as well as prioritization of future opportunities. • A set of high-level goals and objectives of the ODA program. • Recommended improvements required to improve workflow and a more efficient use of staff and other resources. • To-Be business process flowchart(s) and accompanying narrative(s) to document proposed procedures and information flow, for all ODA processes. • To-Be business process flowchart(s) and accompanying narrative(s) to document the ODA permit field review process, including, but not limited to: o The optimal field review process, including the approach and key actions o Recommended field review timeframes o Criteria to evaluate success o Resource needs o Methodolgy in defining field review assignments to review potential violations and/or permit applications. • Swim lane diagram(s) and accompanying narrative(s) to document To-Be relationships between activities, and stakeholders roles and responsibilities. Draft deliverable due 2 weeks prior to the final
4	Gap Analysis	An action plan to close the gap between the As-Is and To-Be business and technical processes that will include:

Exhibit A
SCOPE OF WORK

	Deliverable	Deliverable Description and Contractor Requirement(s)
	• DRAFT • FINAL	• A detailed implementation plan that includes resource requirements and timelines for both short-term and long-term goals. • Recommended changes to staff and organizational roles and responsibilities. • Change management plan that includes stakeholder outreach and communication, workforce transition and training.
5	BPR Final Recommendation Report • DRAFT • FINAL	BPR Final Recommendations Report, which should include: • The goals and objectives of the ODA program. • Describe the optimal organizational structure and number of required resources. • Recommend strategies in the areas of organizational planning, business processes, stakeholder outreach and communication, workforce transition and training. • Define high level definition of changes required in programs and/ or operational areas. • Define an ongoing plan to ensure that field reviews are conducted per statute. • Identify short-term and long-term strategies to be implemented in specific time frames. • Identify and define the processes, items, reports, etc., that are required for statutory and legal compliance. • Identify performance measures that can be captured and used to measure program effectiveness.
6	Status reports and meetings	• Weekly status and bi-weekly summary reports to the Contract Manager for review. The summary shall include: a. Activities performed / accomplished for the previous reporting period b. Activities planned for the upcoming reporting period c. Percent Complete on deliverables d. Number of hours worked and reconciled to the detailed project plan e. Any risk/issues • Attend and/or conduct meetings and prepare presentations as deemed necessary by the Caltrans Contract Manager.

4. <u>State-Owned Data - Integrity and Security:</u>

Exhibit A
SCOPE OF WORK

Contractor shall comply with the following requirements to ensure the preservation, security, and integrity of State-owned data on portable computing devices and portable electronic storage media:

- Encrypt all State-owned data stored on portable computing devices and portable electronic storage media using government-certified Advanced Encryption Standard (AES) cipher algorithm with a 256-bit or 128-bit encryption key to protect California Department of Transportation (Department) data stored on every sector of a hard drive, including temp files, cached data, hibernation files, and even unused disk space.
- Data encryption shall use cryptographic technology that has been tested and approved against exacting standards, such as FIPS 140-2 Security Requirements for Cryptographic Modules.
- Encrypt, as described above, all State-owned data transmitted from one computing device or storage medium to another.
- Maintain confidentiality of all State-owned data by limiting data sharing to those individuals contracted to provide services on behalf of the State, and limit use of State information assets for State purposes only.
- Install and maintain current anti-virus software, security patches, and upgrades on all computing devices used during the course of the Agreement.
- Notify the Contract Manager immediately of any actual or attempted violations of security of State-owned data, including lost or stolen computing devices, files, or portable electronic storage media containing State-owned data.
- Advise the owner of the State-owned data, the agency Information Security Officer, and the agency Chief Information Officer of vulnerabilities that may present a threat to the security of State-owned data and of specific means of protecting that State-owned data.
- Contractor(s) will agree to and adhere to Caltrans information security and acceptable use policies.
- Contractor shall use the State-owned data only for State purposes under this Agreement.
- Contractor shall not transfer State-owned data to any computing system, mobile device, or desktop computer without first establishing the specifications for information integrity and security as established for the original data file(s).). (State Administrative Manual (SAM) section 5335.1))
- Contractors have appropriate systems and controls in place to ensure the operation, use and maintenance of both Caltrans-funded and vendor furnished software will not violate federal and state copyright laws, rules and regulations.

5. <u>Completion/Acceptance Criteria</u>

The contractor's performance of the responsibilities identified in Sections 2 and 3 will constitute completion of the work required of this contract.

Exhibit A
SCOPE OF WORK

It shall be Caltrans' sole determination as to whether a deliverable has been successfully completed and is acceptable to Caltrans. There must be a signed acceptance document before invoices are processed for payment.

Acceptance criteria shall consist of the following:

a. Reports on written deliverables are completed as specified and all comments have been addressed, and the deliverables are approved by the Caltrans Contract Manager.
b. All deliverables must be in a format that that meets Caltrans standards.
c. Contractor shall submit a deliverable acceptance document with each deliverable.
d. If a deliverable is not accepted, Caltrans shall provide written notification to the Contractor within ten (10) state business days of receipt of the deliverable. Rationale for the non-acceptance may be provided within twenty (20) working days of receipt of the deliverable.
e. The Contractor will address and resolve the identified problem within five (5) State business days, or as agreed upon with the Caltrans Contract Manager.

6. State Responsibilities

Caltrans will facilitate the work of the Contractor in the following manner:

a. Provide access to applicable project documentation as necessary for the Contractor to complete the tasks identified under this agreement.
b. Provide Contractor a workspace, and limited network and internet access for Caltrans business purposes only. The Contractor must have advanced authorization from the Contract Manager to work on State holidays, weekends, or outside of normal business hours.
c. Provide a contract manager for direction, assistance in issues related to the contract and payment of invoices.
d. Provide access to Caltrans staff as necessary to perform tasks identified under this agreement.
e. Provide access to resources necessary to perform the tasks identified under this agreement.
f. Review the Contractor's deliverables within ten (10) State business days.

7. Suggested Timelines

The contract is scheduled to be effective immediately after the Purchase Order (PO) is executed, with duration of six (6) months. Start dates and assignments/tasks hours will be mutually agreed upon between Caltrans and the Contractor.

8. State Personnel Participation

Exhibit A
SCOPE OF WORK

The Caltrans Contract Manager is Kenneth Parmelee.
This contract will be conducted under the direction of the Caltrans Office of Outdoor Advertising Chief, Velessata M. Kelley, who will provide and identify the necessary and appropriate personnel required for the Contractor to complete tasks specified in Section 3.

9. Contractor Minimum Qualifications

Contractor must provide qualified candidates who can complete the identified tasks and Statement of Work (SOW). Candidate resumes must show relevant experience and references. The proposed consultant job category must be allowed in the Contractor's CMAS contract. Prior approval from the Caltrans Contract Manager will be required prior to the replacement of any Contractor personnel.

The stated minimum qualifications need not be met by each proposed candidate, but must be met by the combined qualifications of the candidates as a team

Candidates must have a minimum of five (5) years verifiable experience in each of the following areas:

a. Candidates must have the following knowledge:
   - Business Analysis Body of Knowledge (BABOK).
   - Business Process Reengineering.
b. Candidates must have experience with conducting enterprise-wide risk assessments and delivering risk mitigation strategies that identify and mitigate risks impacting operational, technical, and compliance objectives.
c. Candidates must have experience developing As-Is process models in California state agencies.
d. Candidates must have experience developing To-Be process models and implementation plans in California state agencies.
e. Candidates must have experience documenting and implementing workforce transition plans.
f. Candidates must have excellent verbal and written communication skills.
g. Candidates must have proficiency creating flowcharts and presentations.
h. Candidates must have excellent analytical skills.
i. Candidates must have excellent interpersonal skills.

10. Invoicing and Payment Schedule

It shall be the Caltrans' sole determination as to whether a deliverable has been successfully completed and is acceptable to Caltrans.

Exhibit A
SCOPE OF WORK

Invoicing and payment will be made in accordance with the the CMAS IT Provisions for Invoicing and Payment for Services. Progress payments do not apply to this contract. Payments will be approved by the Contract Manager and upon Caltrans' receipt of an itemized invoice. Invoices submitted for payment must include:

a. Contractor's name and address.
b. Contract number.
c. Invoice number and date.
d. Total dollar amount, with a sub-total for each of the accepted deliverables minus 10% withhold.
e. Description of accepted deliverables being invoiced (per the detailed project plan – Deliverable 1).
f. Rates and number of hours worked by consultant for each deliverable being invoiced.
g. Personnel names & classifications.
h. Contract Manager's name and address.
i. Weekly timesheets for each Contractor personnel, for the period covered by the invoice.
j. For the following month, projected tasks and deliverables planned (per the detailed project plan – Deliverable 1), consultants doing the work with hours to be expended and hourly rates.

Exhibit A
SCOPE OF WORK

The Contractor shall render invoices for deliverables completed and accepted the month following their acceptance (in arrears). Caltrans shall pay all invoices in accordance with applicable State policy.

Department of Transportation
Information Technology
Daniel Amundson
1120 N Street – MS 20
(916) 653-2836
Daniel.Amundson@dot.ca.gov

11. Travel

Attending meetings and travelling to the Caltrans offices in the greater Sacramento area shall be required of the Contractor. Travelling to these offices is the base of operations for this contract. Caltrans will not reimburse for any expenses (travel, lodging, meals, etc.) incurred by the Contractor in the execution of activities as described by the SOW.

12. Contract Parameters

The Contractor will provide the services described by this SOW subject to the following:

a. The total dollar amount for this contract shall not exceed **$100,000.00**.
b. The Contractor will provide the required services within the total contract value.
c. The Contractor will sign all confidentiality/privacy/security/conflict of interest and other necessary agreements as required to successfully provide the services described by this SOW. This agreement, signed by a Caltrans Contract Officer, authorizes to bind all Contractor employees and any Contractor-authorized subcontractor and their employees.
d. All terms and conditions of the Contractor's CMAS contract will apply to the Contractor's offer.
e. The substitution or addition of consultant staff for any reason will be subject to the review and approval of the Caltrans' Contract Manager. In addition, the contractor management will provide resumes and references of those staff to be substituted or added and must provide history of their particular relevant experience.
f. To eliminate follow on contracts; no person, firm, or subsidiary thereof who has been awarded a consulting services contract may submit an offer for, nor be awarded a contract for, the provision of services, procurement of goods or supplies, or any other related action which is required, suggested, or otherwise deemed appropriate in the end product of the consulting services contract.
g. The selected Contractor shall not commence work until receipt of a signed contract.

Exhibit A
SCOPE OF WORK

h. Work performed at the department shall be during normal State work days and hours unless a different schedule is specifically requested by the ordering department. There shall be no increase in hourly rates for extended hours or days (e.g. off hours, overtime, and holidays).
i. The selected contractor is contractually obligated to provide personnel to work on projects on a statewide basis and must be available to start the project work within two (2) weeks of contract award or mutually agreeable time of being accepted by the ordering department.
j. Failure by the Contractor to comply with any of the requirements from this section is grounds for contract termination.
k. The work to be performed under this agreement shall be in accordance with the State's Scope of Work and the vendor's proposal; however, if there is any conflict between the State's Scope of Work and the proposal, the State's Scope of Work shall take precedence.

13. Subcontractors

Subcontractor Affiliation: The Contractor will act as the prime Contractor under this contract. In addition to identifying all personnel proposed to work under this contract, the Contractor must also identify their subcontractor affiliation as applicable.

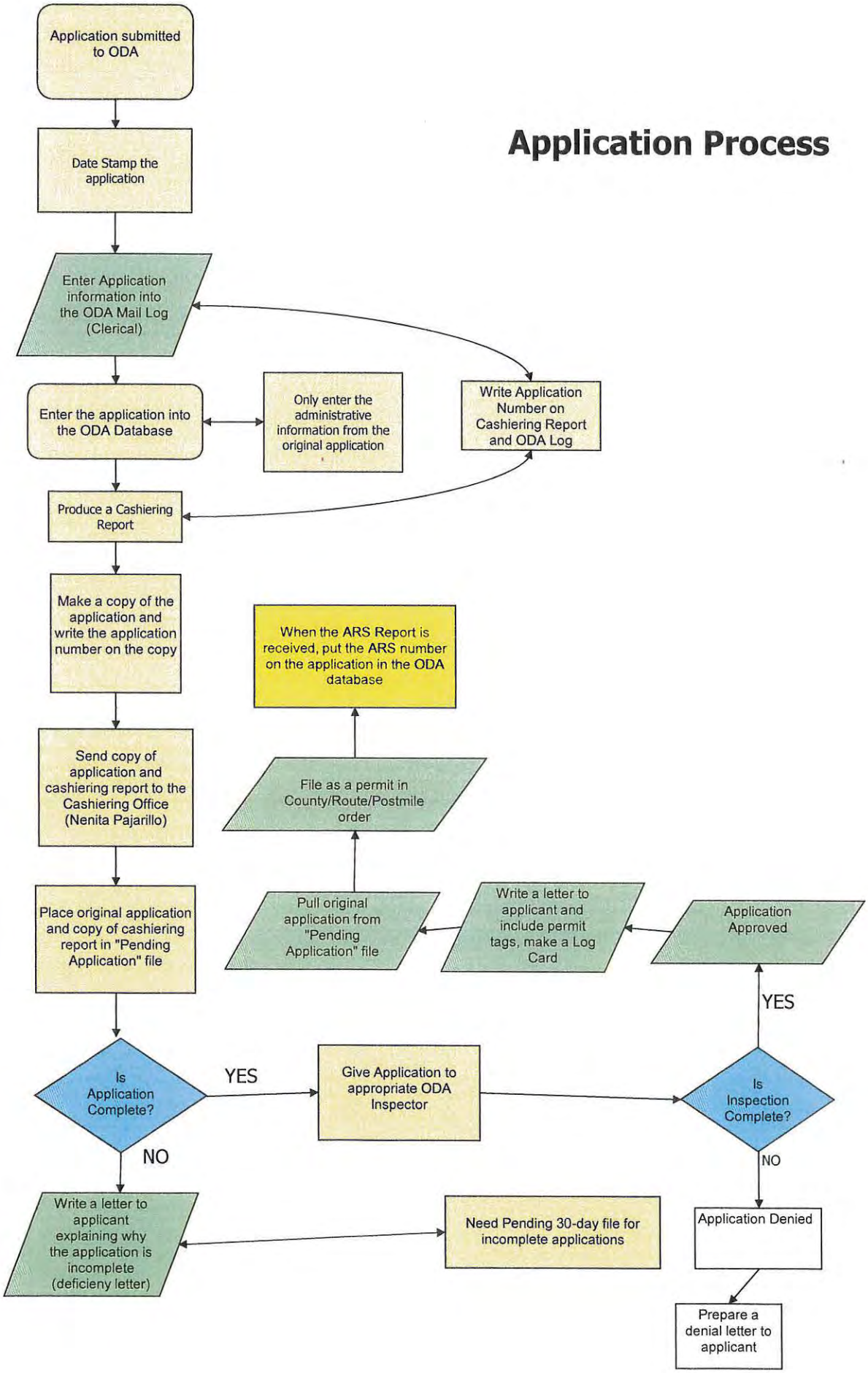
The Contractor shall identify the subcontractor firm, staff, tasks to be performed and amounts to be paid when subcontractors are used in the performance of the Contractor's offer. Subcontractors are subject to all of the terms and conditions in the Contractor's CMAS contract.

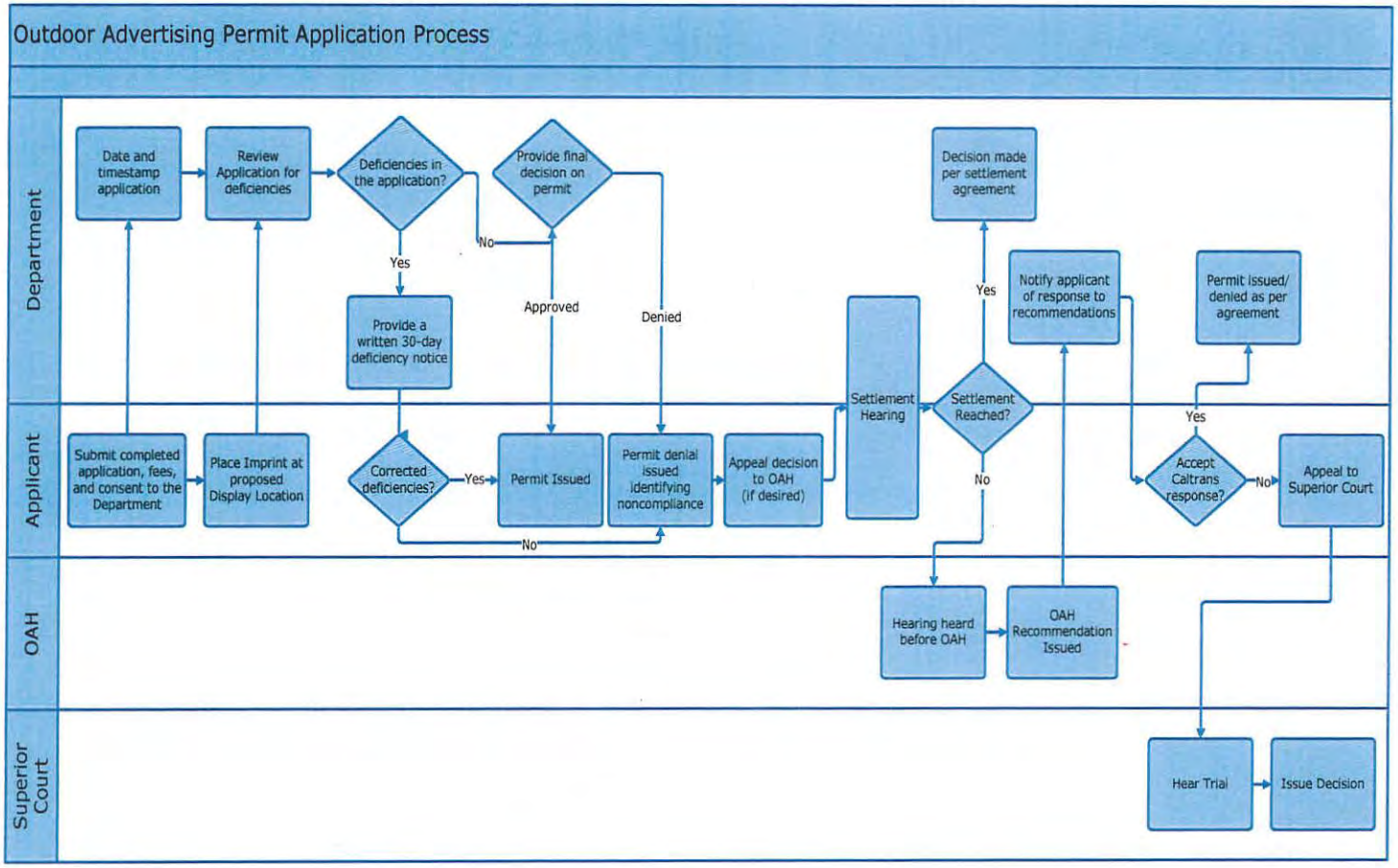
14. Contractors Acting As Fiscal Agents Are Prohibited

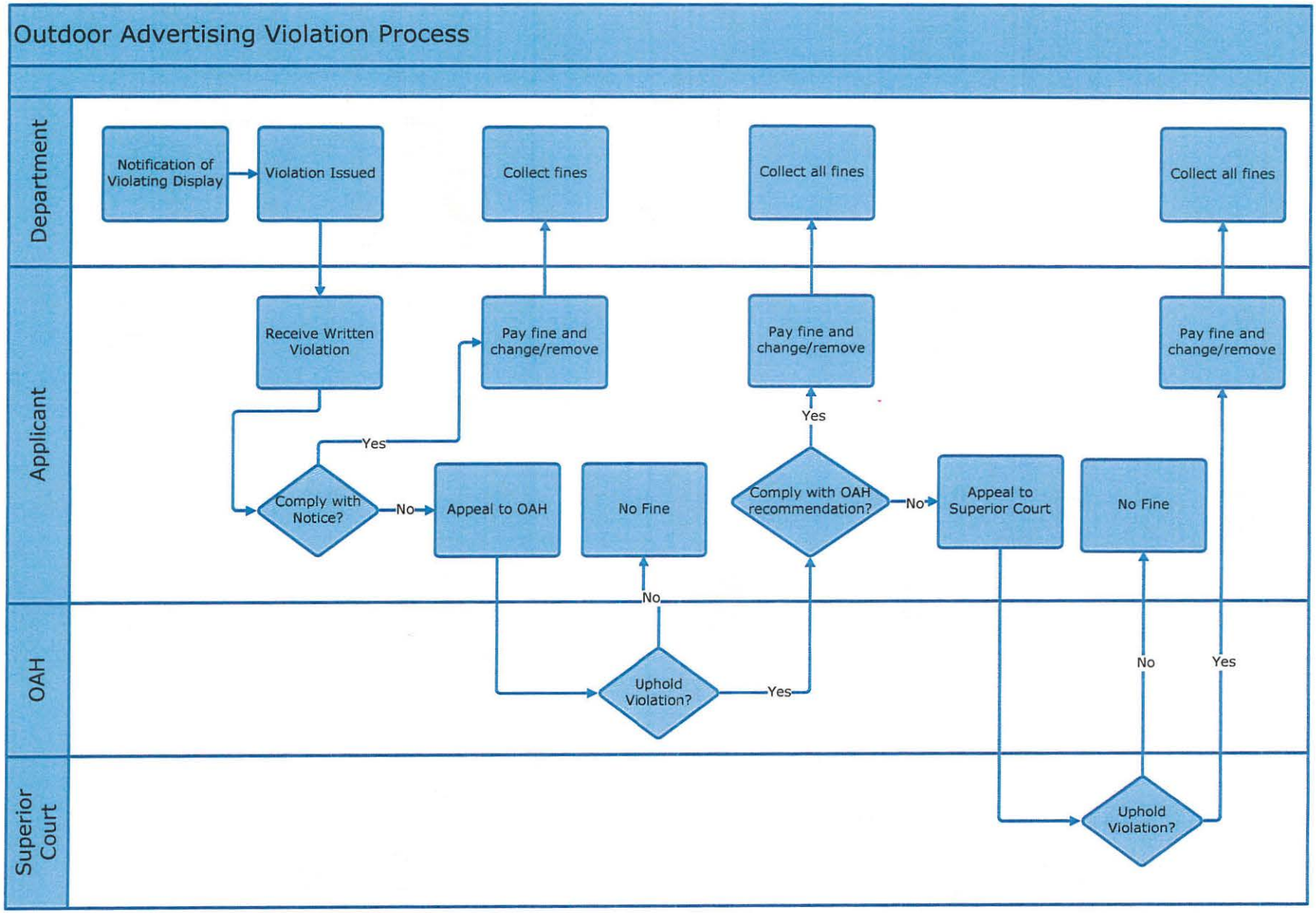
When a subcontractor ultimately provides all of the products or performs all of the services that a contractor has agreed to provide, and the prime Contractor only handles the invoicing of expenditures, then the prime Contractor's role becomes that of a fiscal agent because it is merely administrative in nature, and does not provide a commercially useful function. It is unacceptable to use fiscal agents in this manner because the agency is paying unnecessary administrative costs.

Contractors should carefully consider whether it is in their best interest to subcontract work out. In responding to CMAS proposals, prime Contractors must show that they are contributing commercially useful products and services to the State in connection with any subcontracting relationship. Any proposal submitted by a prime Contractor where it appears that the prime Contractor's role is solely one of a fiscal agent will be considered not responsive and will be rejected.

Application Process




Outdoor Advertising Permit Application Process
Department
Applicant
OAH
Superior Court
Date and timestamp application
Review Application for deficiencies
Deficiencies in the application?
Provide final decision on permit
Yes
No
Provide a written 30-day deficiency notice
Approved
Denied
Submit completed application, fees, and consent to the Department
Place Imprint at proposed Display Location
Corrected deficiencies?
Yes
No
Permit Issued
Permit denial issued identifying noncompliance
Appeal decision to OAH (if desired)
Settlement Hearing
Settlement Reached?
Yes
No
Decision made per settlement agreement
Notify applicant of response to recommendations
Hearing heard before OAH
OAH Recommendation Issued
Permit issued/ denied as per agreement
Accept Caltrans response?
Yes
No
Appeal to Superior Court
Hear Trial
Issue Decision


Outdoor Advertising Violation Process
Department
Applicant
OAH
Superior Court
Notification of Violating Display
Violation Issued
Collect fines
Collect all fines
Collect all fines
Receive Written Violation
Pay fine and change/remove
Pay fine and change/remove
Pay fine and change/remove
Yes
Yes
Comply with Notice?
No
Appeal to OAH
No Fine
Comply with OAH recommendation?
No
Appeal to Superior Court
No Fine
No
Uphold Violation?
Yes
No
Yes
Uphold Violation?

STATE OF CALIFORNIA • DEPARTMENT OF TRANSPORTATION

PERMIT APPLICATION WORKSHEET

ODA-0023A (REV. 05/2007) Front

LOCATION			APPLICATION NUMBER
FAP	FAI	OTHER	
DISTRICT	COUNTY	ROUTE	P.M. L-R
STREET			

ROAD IN: ☐ CITY ☐ COUNTY | SIGN IN CITY: ☐ YES ☐ NO | CITY NAME

CONSTRUCTION ZONE | LIMITS: P.M. TO P.M.

ZONING DESIGNATION *(must be of commercial, industrial or manufacturing nature)* | **Zoning OK** ☐ YES ☐ NO

PROPERTY INFORMATION ***(must be provided with application)***

ACCESSOR'S PARCEL NUMBER			PROPERTY OWNER NAME		
Written Property Owner Consent	☐ YES	☐ NO	Plot Map of Proposed display location	☐ YES	☐ NO
Assessor's Parcel Map	☐ YES	☐ NO	Assessor's property owner information	☐ YES	☐ NO
IMPRINT	☐ YES	☐ NO	Does imprint match location on application?	☐ YES	☐ NO
BUSINESS ACTIVITY	Is the proposed location within 1000 feet of a business activity?			☐ YES	☐ NO

SPACING

Freeway *(Primary or Interstate)*		
500 feet or more from another approved permit	☐ YES	☐ NO
Rural and Unincorporated - 500 feet or more from interchange, intersection at grade or safety roadside rest	☐ YES	☐ NO
Conventional Highway		
Incorporated Area - 100 feet or more from another approved permit	☐ YES	☐ NO
Unincorporated Area	☐ YES	☐ NO
Urban - 100 feet or more from another approved permit	☐ YES	☐ NO
Rural - 300 feet or more from another approved permit	☐ YES	☐ NO
Message Center	☐ YES	☐ NO
If yes, is the location 1000 feet or more from another messages center?	☐ YES	☐ NO
LANDSCAPED	☐ YES	☐ NO
If yes, is the proposed locations intended to be primarily viewed from the landscaped freeway?	☐ YES	☐ NO
SCENIC	☐ YES	☐ NO

PANEL SIZE ***(If within a Bonus segment, see reverse)***

Height *(25 foot maximum)*	Length *(60 foot maximum)*	
Square Footage *(1200 square foot maximum)*	**Size OK**	☐ YES ☐ NO

PERMIT APPLICATION WORKSHEET

ODA-0023A (REV. 05/07) Back

BONUS SEGMENT ☐ YES ☐ NO

Class of Display *(only Class 3 or 4 displays allowed in Bonus)*

Class 3 -- signs within 12 miles of advertised activities
If so, is display within 12 air miles of advertised activity? ☐ YES ☐ NO

Class 4 -- signs in the specific interest of the traveling public
If so, is display more than 12 air miles from advertised activity? ☐ YES ☐ NO

Number of signs allowed:

No signs allowed if:

* 2 miles before end of taper
* 1000 feet beyond on ramp taper
* 0-2 miles from off ramp taper

Six signs allowed if:

* 2-5 miles from off ramp taper

An average of one sign per direction per mile allowed if:

* More than 5 miles from off ramp taper
* (2 sign maximum within any mile distance)

One display per direction for applicant's specific business or activity ☐ YES ☐ NO

Number of signs OK? ☐ YES ☐ NO

Panel Size:

HEIGHT *(20 foot maximum)*	LENGTH *(20 foot maximum)*	
SQUARE FOOTAGE *(150 square foot maximum)*	**Size OK**	☐ YES ☐ NO

Spacing of signs within Bonus Segments: 1000 feet or more apart ☐ YES ☐ NO

APPROVED FOR BONUS ☐ YES ☐ NO

REMARKS

APPROVED ☐ YES ☐ NO

AGENT'S SIGNATURE	DATE

ADA Notice For individuals with sensory disabilities, this document is available in alternate formats. For information call (916) 654-6410 or TDD (916) 654-3880 or write Records and Forms Management, 1120 N Street, MS-89, Sacramento, CA 95814.

Field Inspection: Application Complete Not Ready for Inspection

Region	District	County	Field Agent
NA	04	San Mateo	Kenneth Parmelee/HQ/Caltrans/CAGov
Application Number	**Application Date**	**Accounting No.**	**Flag as "Corrective Action"**
A04-0571	02/18/2015		☐ Correction Requested

Section 1 - Road

Road Designation:		Route	Post Mile
		101	9.16 ● Right ○ Left

Section 2 - Location

Property Owner's Name City of Belmont	**Property Owner's Phone** 650.595.7440	○ Yes ○ No	**Has property owner's consent?**
Zoning Designation: Industrial	**Assessor's Parcel Number** 040-371-130 & 140	○ Yes ○ No	**Can Displays be place in this zoning?**
○ Yes ○ No	**Located In a Construction Zone?**		
Urban/Rural? ○ Urban ○ Rural	**Incorporated/Unincorporated?** ○ Incorporated ○ Unincorporated	○ Road in City ○ Road in County	○ Sign in City ○ Sign in County

Section 3 - Display Type

○ General Advertising ● Message Center ○ Redevelopment ○ Directional

Message Center Type:

○ On Premise ○ Redevelopment

● Off Premise

Section 4 - Spacing

Permit 28471 is a Message Center 1162 feet from this display ; Permit OF04-0020 is a Message Center 3.43 miles from this display

Message Center

○ Yes ○ No **Is the location 1000 feet or more from another message center?**

Section 5 - Display location Information

Road Side	Of		
East	101		
Distance 0.25	● Miles ○ Feet	**Dir.** South	**on (Name of Nearest CrossRoad, UnderPass, etc.)** Ralston Overpass

○ Yes ○ No **Is the display within 1000' of a business activity?**

Business: Jameco **Address:** 1355 Shoreway Road

Section 6- Display Configuration Information

○ One Side ○ 1/2 V-Shaped Display ○ Other

● Both Sides ○ Wall

Display ID # issued by company (optional)	Facing
	North/South

Panel:

Height (feet)	Length (feet)	Area	Distance from ground
14	48	672	46'

☐ Contains Runners and Cutouts ☒ Illuminated

Uprights:		
Num of Uprights: 1	Size 6'	Material ● Metal ○ Wood ○ Other
Imprint will be placed by the date:	Imprint Date 02/27/2015	○ Yes ○ No **Is imprint in place?**
○ Yes ○ No **Is display in full compliance with the California Outdoor Advertising Act?**		

Comment

Author: *Kenneth Parmelee* ***Time Created:*** *02/18/2015 09:55 AM*

Last Editor: *Kenneth Parmelee* ***Time Edited:*** *02/18/2015 10:31 AM*

Agenda

DEPARTMENT OF TRANSPORTATION
DIVISION OF TRAFFIC OPERATIONS
OFFICE OF OUTDOOR ADVERTISING

OUTDOOR ADVERTISING ACADEMY

DATES: July 8 -10, 2014
TIME: **July 8** – 1 -5p.m.; **July 9** – 8:30 – 4:30; **July 10** – 8:30 – 3:00 p.m.
LOCATION: Sacramento Headquarters

Purpose:	Office of Outdoor Advertising Academy
Attendees:	Velessata Kelley, Jerone Edwards, James Arbis, Nicole Rodriguez, Samantha Traverso, Kenneth Parmelee, Joshua Kress, Tom Austen, Chris Jimenez, Raj Champaneri, Lethia Davis, Alex Valdez , Michelle Day and George Anzo

Tuesday, July 8, 2014 – Sacramento HQ Legal Conference Room - 1450

Time	Topic	Who	Outcome
1:00 p.m.	Traffic Operations Acting Division Chief Traffic Administrative & Budgets Assistant Division Chief	Sean Nozarri Laura Quintana	Welcome Meet and Greet
1:15 p.m.	Agenda Overview & Housekeeping	Velessata	Communication
1:30 p.m.	**Depositions** - "How to prepare and conduct yourself at a hearing"	Lauren Machado	Communication
2:30 p.m.	- 2014 Outdoor Advertising Act - FHWA 2012 Program Review –Recap - 2014 FHWA SWOT Analysis Review - Federal/State Agreement: Proposing Amendments - ODA & ISTEA – Relinquishment of Roads - ODA 2013-14 Audit Process	Velessata James Jerone	Information Sharing
3:00 p.m.	**Break**		
3:15 p.m.	**Interpreting ODA & CA Code of Regulations** - Business and Professions Code Zoning: 5223 vs. 5205 & 5208 - California Code of Regulations Customary Maintenance: 2270, 2271, & 2272 - Highway Design Manual	James Matthew George	Information Sharing
4:15 p.m.	Road Rage Review *"Distracted Driver"* - Safety Video	James/Jerone	Safety

Wednesday, July 9, 2014 – Sacramento HQ Division of Rail Conference Room - 3442

Time	Topic	Who	Outcome
8:30 a.m.	Team Building Exercise on Effective Communication	Michael Berlanda	Communication
9:30 a.m.	Right of Way / ODA & Relocation Agreements	John Kluge	Information Sharing
10:00 a.m.	**Processing Relocation Agreements** - North: Clear Channel/ Daly City - San Carlos - South: Buena Park & La Mirada	ODA All Staff John Kluge	Information Sharing

Time	Topic	Who	Outcome
10:30 a.m.	**Break**		
10:45 a.m.	**Message Center Displays** Follow-up from 12-10-13 All Staff Teleconference	ODA All Staff	Discussion & Information Sharing
11:30 a.m.	Tribal Sovereignty & ODA Tribal Reservation Boundaries	Lonora Graves	Information Sharing
12:00 p.m.	**Lunch**		
1:30 – 4:30 p.m.	Field Trip – Roseville Automall, Cal Expo and CSUS Campus	ODA All Staff	Information Sharing

Thursday, July 10, 2014 - Sacramento HQ Traffic Operations Division Conference Room - 4210

Time	Topic	Who	Outcome
8:30 a.m.	- ODA Mission & Vision	James	Review, Discussion and Finalization
9:00 a.m.	- ODA Local Development & Intergovernmental Reviews	Terri Pencovic	Communication & Information Sharing
10:00 a.m.	**Break**		
10:15- a.m.	**ODA - License & Permit Renewal** - Next Steps for Field Inspectors Administrative Processes **ODA – OAS** - Business Process Review - Feasibility Study Report / Next Steps	Ken	Communication & Information Sharing
10:30 a.m.	ODA Correspondence & NOV Templates	Nicole / Sam Velessata	Communication & Information Sharing
11:00 a.m.	ODA Mock Webinar – Customary Maintenance	James	Communication & Information Sharing
12:00 p.m.	**Lunch**		
1:00 p.m.	Traffic Operations All Staff	Velessata	ODA Facilitates
3:00 p.m.	ODA Academy Adjourned		

Audits and Investigations (A&I) - Response to Draft Report

Audit Name: **Outdoor Advertising Permits Audits** **Audit No.** **P4000-0392**

Auditee: Office of Outdoor Advertising

Audit Report Finding # **2-1**

List Finding Here **Permit Payment Processing Issues**

A&I Audit Recommendation	Auditee Response to Draft Report	Estimated Completion Date	Staff Responsible	A&I Analysis
We recommend that the Division of Accounting outline and document procedures for processing Outdoor Advertising Permit fees.	Written procedures for processing Outdoor Advertising Permit fees have been and continue to be in existence.	Completed	Jenny Wong	

Audit Report Finding # **2-2**

List Finding Here

We recommend that the Division of Accounting work with ODA to implement a fee refund process for denied permit applications if ODA determines that refunds are appropriate.	Accounting will work with ODA to implement a fee refund process for denied permit applications.	4/30/2015	Gina Schumacher	

ATTACHMENT 2

DIVISION OF ACCOUNTING RESPONSE TO THE DRAFT REPORT

State of California
DEPARTMENT OF TRANSPORTATION

California State Transportation Agency

Memorandum

Serious drought.
Help save water!

To: WILLIAM E LEWIS
Assistant Director
Division of Audits and Investigation

Date: February 19, 2015

From: CLARK PAULSEN Clark Paulsen
Chief
Division of Accounting

Subject: **Division of Accounting Response – Office of Outdoor Advertising (P4000-0392)**

The following is Caltrans Division of Accounting's response to the findings noted in the Draft Report:

Audit Finding #2-1 – Written procedures for processing Outdoor Advertising Permit fees have been and continue to be in existence.

Audit Finding #2-2 – We concur with the findings identified. Accounting will work with ODA to implement a fee refund process for denied permit applications.

If you have any questions or need additional information. Please contact Frank Garcia at (916) 227-9149.

c: Norma Ortega, Chief Financial Officer
Tom Hallenbeck, Chief, Division of Traffic Operations
Frank Garcia, Chief, Office of Receivables, Systems and Administration, Division of Accounting

Audits and Investigations (A&I) - Response to Draft Report

Audit Name: **Outdoor Advertising Permits Audits** **Audit No.** **P4000-0392**

Auditee: Office of Outdoor Advertising

Audit Report Finding # 2-1

List Finding Here Permit Payment Processing Issues

A&I Audit Recommendation	Auditee Response to Draft Report	Estimated Completion Date	Staff Responsible	A&I Analysis
We recommend that the Division of Accounting outline and document procedures for processing Outdoor Advertising Permit fees.	Written procedures for processing Outdoor Advertising Permit fees have been and continue to be in existence.	Completed	Jenny Wong	

Audit Report Finding # 2-2

List Finding Here

We recommend that the Division of Accounting work with ODA to implement a fee refund process for denied permit applications if ODA determines that refunds are appropriate.	Accounting will work with ODA to implement a fee refund process for denied permit applications.	4/30/2015	Gina Schumacher	