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**Office of the City Auditor**

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**Report to the City Council  
City of San José**

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**SEMI-ANNUAL  
RECOMMENDATION  
FOLLOW-UP REPORT ON  
ALL OUTSTANDING AUDIT  
RECOMMENDATIONS FOR  
THE SIX MONTHS ENDED  
DECEMBER 31, 2010**

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**March 2011**

March 9, 2011

Honorable Mayor and City Council  
City of San Jose  
200 E. Santa Clara Street  
San Jose, CA 95113

**SEMI-ANNUAL RECOMMENDATION FOLLOW-UP REPORT  
ON ALL OUTSTANDING AUDIT RECOMMENDATIONS  
FOR THE SIX MONTHS ENDED DECEMBER 31, 2010**

**Recommendation**

We recommend the Public Safety, Finance, and Strategic Support Committee review and accept the attached report.

**Background**

The City Auditor's Office conducts audits and makes recommendations to strengthen accountability and improve the efficiency and effectiveness of City program. The office monitors the progress of the recommendations we make in our audit reports, and reports on the status of all open audit recommendations every six months. This follow-up report lists recommendations that have been implemented since our last report, and shows an agreed upon course of action for implementing other recommendations. The report shows potential budget impacts where applicable and target dates where available. To prepare this report, we met with department staff, reviewed department assessments of audit status, and reviewed documentation provided by departments.

**Summary of Results**

This report summarizes the status of 177 open audit recommendations as of December 2010. This includes 128 recommendations that were outstanding after our last status report as of June 30, 2010, and 49 new recommendations from audits issued in the last 6 months.

Since our last report, City staff implemented 19 recommendations. A total of 89 recommendations are partly implemented, and 69 recommendations are not implemented. A total of 37 recommendations are noted in the report as having potential budget impacts of \$63 to \$69 millions or more. These recommendations will be considered as part of the upcoming budget process.

The City Auditor's Office would like to thank the City Manager's Office and all of the affected departments for their assistance in compiling this report.

Respectfully submitted,  
*Sharon W. Erickson*  
Sharon W. Erickson  
City Auditor

Attachment: Report on the Status of Audit Recommendations as of 12/31/10

## STATUS OF AUDIT RECOMMENDATIONS AS OF 12/31/10

This report summarizes the status of all open audit recommendations for the six months ended December 31, 2010. It shows those recommendations that are implemented, not implemented, or closed, and provides an agreed course of action to implement remaining recommendations.

Page Number	Report Title	Date Issued	Implemented	Partly Implemented	Not Implemented	Closed
4	An Audit of the City of San José Fire Department's Strategic Plan Regarding Proposed Fire Stations	10/18/01		2		
6	An Audit of the San José Fire Department's Bureau of Fire Prevention	11/26/03			4	
7	An Audit of the San Jose Municipal Water System Fire Hydrant Maintenance and Repair Program	5/10/06		1		
8	The 2004-05 Annual Performance Audit of Team San Jose, Inc.	10/11/06		1		
8	An Audit Of Department of Transportation's Efforts to Secure Federal Highway Bridge Replacement and Rehabilitation (HBRR) Funds	5/4/07		1		
9	An Audit Of The Management Of The City's Tax-Exempt Bond Program and Use of Interfund Loans to Provide Financing for Capital Bond Projects	12/13/07		3		
10	An Audit of Commercial Solid Waste Franchise and AB 939 Fee Collection Program	9/8/08			1	
10	An Audit of the City's Oversight of Financial Assistance to Community-Based Organizations	11/12/08		9		

Page Number	Report Title	Date Issued	Implemented	Partly Implemented	Not Implemented	Closed
13	Audit of the City of San José's Workers' Compensation Program	4/8/09		2		
14	Audit of the San José Police Department's Auto Theft Unit	5/13/09		4		
16	Audit of the San José Conservation Corps	5/13/09		5		
19	Audit of Employee Medical Benefits	6/10/09		7	2	
25	Audit of the Park Trust Fund	9/10/09		10		
28	Performance Management and Reporting in San Jose: A Proposal for Improvement	9/24/09		1		
29	Audit of Animal Care & Services	10/7/09		1	4	
31	Audit of Pensionable Earnings and Time Reporting	12/09/09		3	10	
35	Audit of Civilianization Opportunities in the San José Police Department	1/14/10		6	7	
41	Audit of Decentralized Cash Handling	2/10/10	3	4	1	
43	Audit of Community Center Staffing	3/11/10	2	10	2	

Page Number	Report Title	Date Issued	Implemented	Partly Implemented	Not Implemented	Closed
49	Audit of the City's Licensing and Permitting of Cardroom Owners and Employees	4/7/10		2	4	
51	Audit of the Airport's Parking Management Agreement	4/7/10		2	14	
AUDITS ISSUED SINCE LAST RECOMMENDATION STATUS REPORT:						
56	City Procurement Cards: Policies Can Be Improved	9/8/10	3		5	
57	Pension Sustainability: Rising Pension Costs Threaten The City's Ability To Maintain Service Levels - Alternatives For A Sustainable Future	9/29/10		2	4	
59	First Review of Airport Concessions	10/12/10			3	
60	Audit of the City's Take-Home Vehicles	10/14/10		9	2	
64	2009-10 Annual Performance Audit of Team San Jose's Management of the City's Convention and Cultural Facilities	11/24/10	11	1	1	
66	Police Department Staffing: Opportunities to Maximize the Number of Police Officers on Patrol	12/9/10		3	5	
<b>TOTAL</b>			<b>19</b>	<b>89</b>	<b>69</b>	

## AN AUDIT OF THE CITY OF SAN JOSÉ FIRE DEPARTMENT'S STRATEGIC PLAN REGARDING PROPOSED FIRE STATIONS (Issued 10/18/01)

The purpose of this audit was to review the SJFD's Strategic Plan, data integrity, and proposed fire stations and configuration options. Of the 5 recommendations, 3 were previously implemented or closed, and 2 are partly implemented.

#3: Develop for City Council consideration plans for expanding its use of the Omega priority response level. These plans should include: obtaining the software necessary to fully implement the Omega priority response level; options and costs for dispensing non-emergency medical advice; and any other issues that need to be addressed.

Fire

Partly  
Implemented

**Auditor's update as of June 2010:** Under the Medical Priority Dispatch System, a 911 call determined to be a medical call with the lowest priority has an Omega priority response level and would receive an alternate response. For example, instead of both the San Jose Fire Department (SJFD) and an ambulance responding to an Omega protocol call, only an ambulance would respond. The SJFD has completed some of the steps necessary to implement the Priority Dispatch Omega protocol. Specifically, it renewed its accreditation as an Accredited Center of Excellence in April 2008 and uses ProQA software which is necessary for the Priority Dispatch Omega protocol. Currently, the Emergency Medical Services (EMS) Agreement with the County, which expires June 30, 2011, requires that the SJFD respond on all 911 calls received. However, the current EMS agreement gives the Fire Department authorization to respond to lower-priority medical aid service requests, as determined through the Medical Priority Dispatch System, with Basic Life Support resources. The SJFD is in the process of completing the implementation of its new RMS and has been collecting patient care data since March 2009 to support of its efforts to identify Omega responses. Furthermore, the SJFD is participating as a stakeholder in the redesign of the EMS agreement to expand the use of the Omega protocol. Target date: 6-11.

**Auditor's update as of December 2010:** The Fire Department is continuing its efforts to ensure it has sufficient data and analytical capacity to review its data and develop written justification to the Santa Clara Local EMS Agency for not responding to lower-priority medical aid service requests. While opportunities for referring these lower-priority requests to telephone advice lines were prevalent during the development of the Consultants report in 2001, this option has become significantly less feasible with declining number and membership of managed healthcare organizations. The Fire Department is currently working with the Local EMS Agency to craft a first responder agreement between the City and Local EMS Agency that addresses when it is appropriate for the City to not respond to lower priority medical aid requests. Target date: 6-11.

**POTENTIAL BUDGET IMPACT:** The ability to respond by phone would potentially reduce the number of EMS responses, saving wear and tear on vehicles.

Audit Report and Recommendation	Department	Current Status	Comments
#5: Implement a pilot project to evaluate the use of SUVs or Light Units to respond to lower priority emergency medical calls.	Fire	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> The SJFD completed its operational planning related to temporary redeployment of resources and the use of an alternatively staffed unit to respond to lower priority calls. The pilot program has begun with the relocation of Engine 2 to a temporary facility during Station 2's reconstruction. The SJFD implemented an alternatively-staffed brush patrol equipment unit to respond to lower priority calls in the event a simultaneous request for service was received in Station 2's first-due district. The alternatively-staffed brush patrol unit responds with Engine 2, creating a six-person, two-piece engine company. In the event a second service request occurs during a response, the two-person brush patrol unit, with an Advanced Life Support complement of equipment, can continue responding on the original request or respond separately to the new request; depending on the priority of the response and with supervisory approval. The two-person unit is staffed with an engineer and a paramedic 12 hours per day. This approach was agreed to by the firefighters union and management to address safety concerns until more data on the effectiveness and safety of an alternatively staffed unit could be determined. During this period, the SJFD will collect patient care, and unit availability and location data regarding this deployment model with the incident-reporting module of the Records Management System and Mobile Data Computer. Target date: 11-10.</p> <p><b>Auditor's update as of December 2010:</b> The Fire Department is continuing its efforts to use existing data obtained from RMS and other sources of data contained within the City's computer-aid dispatch system. Interviews with personnel who staffed the two-person brush patrol were inconclusive regarding the effectiveness of this resource staffing configuration. Quantitative data, which exists within the RMS, is in the process of being reviewed, extracted, and analyzed. Other Fire Department priorities that require IT resources have slowed this process. Target date: 6 -11.</p> <p><b>POTENTIAL BUDGET IMPACT:</b> Alternative staffing during Station 2's reconstruction reduces cost; future impacts TBD.</p>

## AN AUDIT OF THE SAN JOSÉ FIRE DEPARTMENT'S BUREAU OF FIRE PREVENTION (Issued 11/26/03)

The purpose of this audit of the fire safety, school, and multiple housing inspection programs was to determine whether inspections met regulatory targets and ensured adequate enforcement of San Jose Fire Code requirements. Of the 16 recommendations, 12 were previously implemented or closed, and 4 are not implemented.

#2: If Recommendation #1 results in a significant number of facilities being added to the Fire Inspection Billing System (FIBS) database, follow up on the remaining manufacturing facilities in the Business License database that did not have a FIBS number.	Fire	Not Implemented	<p><b>Auditor's update as of June 2010:</b> According to San Jose Fire Department (SJFD) Administration, the Bureau of Fire Prevention no longer has the ability to access the Business License database to follow up on manufacturing facilities that should be added to the Fire Inspection Billing System (FIBS) database because City Information Technology (IT) Services implemented system changes that broke the link between the databases. Specifically, in the past, both the FIBS and Business License applications ran on the City's VAX system, sharing common data which linked the databases. With the migration of both applications from the VAX system, the link was broken. Until City IT Services initiates system changes that again allow migration of the two systems, the FIBS system will not be able to retrieve Business License information. Currently, there is no funding available to restore the link. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> No change.</p> <p>POTENTIAL BUDGET IMPACT: In addition to potential safety issues, the Department may be forgoing revenue from unpermitted facilities (annual Fire Safety Permits cost from \$216 to \$1,561 per permit plus applicable inspection fees at an hourly rate of \$82.50 per half-hour or portion thereof).</p>
#3: Periodically compare the FIBS database with the Business License database using the SIC Codes that are most likely to require a fire safety inspection.	Fire and Finance	Not Implemented	<p><b>Auditor's update as of June 2010:</b> See Recommendation #2 above.</p> <p><b>Auditor's update as of December 2010:</b> No change.</p> <p>POTENTIAL BUDGET IMPACT: See Recommendation #2 above.</p>
#10: Develop a risk assessment methodology to assign facility inspection frequencies.	Fire	Not Implemented	<p><b>Auditor's update as of June 2010:</b> According to San Jose Fire Department (SJFD) Administration, a contract with Emergency Services Consulting, Inc. (ESCI) to develop a risk assessment methodology expired prior to their ability to correct incomplete work. Currently, there is no funding mechanism to complete this task with consultants. As a result, developing a risk assessment methodology to assign facility inspection frequencies is temporarily suspended until other options available to the City are identified. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> No change.</p>



Audit Report and Recommendation	Department	Current Status	Comments
#12: Develop a workload analysis to determine its inspection staff needs to achieve its inspection goals and objectives.	Fire	Not Implemented	<p><b>Auditor's update as of June 2010:</b> According to San Jose Fire Department (SJFD) Administration, a contract with Emergency Services Consulting, Inc. (ESCI) to develop an inspection staff workload analysis expired prior to their ability to correct incomplete work. SJFD does not have the expertise to develop a workload analysis in-house and there is currently no funding mechanism to complete this task with consultants. As a result, this task is temporarily suspended until other options available to the City are identified. Target date: TBD.</p>

**Auditor's update as of December 2010:** No change.

## AN AUDIT OF THE SAN JOSE MUNICIPAL WATER SYSTEM FIRE HYDRANT MAINTENANCE AND REPAIR PROGRAM (Issued 5/10/06)

The purpose of this audit was to determine whether the maintenance and repair program was operating efficiently and effectively. Of the 5 recommendations, 4 were previously implemented or closed, and 1 is partly implemented.

#5: Negotiate the ownership, maintenance, and replacement of about 13,500 fire hydrants with the private water companies in San Jose service areas.	ESD	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> According to the Environmental Services Department (ESD), both private water companies, San Jose Water Company (SJWC) and Great Oaks Water Company (GOWC), have taken maintenance and replacement responsibilities for the fire hydrants in their respective areas. Regarding ownership of the fire hydrants, SJWC informed ESD it is willing to pay the City \$1 for each remaining City-owned hydrant in the SJWC service area. GOWC stated it has no interest in taking ownership of the City's fire hydrants in its service area. ESD plans to meet with the Department of Transportation to determine the number of City-owned hydrants remaining in the SJWC service area and then request the City Attorney's Office to draft an ownership agreement with SJWC. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> The process of selling the hydrants in the SJWC service area to SJWC will be coordinated between ESD and the City Attorney's Office (CAO). ESD will obtain an inventory of hydrants from SJWC to determine the exact count of hydrants to be negotiated for sale to SJWC. Subsequently, the CAO will draft a purchase agreement with SJWC. There is no change anticipated to occur in the current ownership of the City's hydrants in the GOWC service area. Target date: TBD.</p>
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## THE 2004-05 ANNUAL PERFORMANCE AUDIT OF TEAM SAN JOSE, INC. (Issued 10/11/06)

The objective of this audit was to determine whether Team San Jose met the performance measures and other requirements specified in the Agreement for the Management of the San José Convention Center and Cultural Facilities. Of the 17 recommendations, 15 were previously implemented or closed, 1 was implemented during this period, and 1 is partly implemented.

#16: Develop and implement a workplan to correct ADA noncompliant items and notify the City accordingly.

Economic  
Development  
and Equality  
Assurance

Partly  
Implemented

**Auditor's update as of June 2010:** The previous Management Agreement between the City and TSJ required that TSJ develop a work plan to correct or avoid any violations or non-compliance with the Americans Disabilities Act of 1990 (ADA). TSJ completed the ADA accessibility survey in November 2008. The City has just completed the RFP process for a design-builder for the expansion and development of the Convention Center. The agreement with the design builder has to be negotiated. The ADA issues will be addressed in the new agreement with the design builder. Target date: TBD.

**Auditor's update as of December 2010:** The City is awaiting secured funding from bond proceeds before approving the agreement. Target date: TBD.

## AN AUDIT OF DEPARTMENT OF TRANSPORTATION'S EFFORTS TO SECURE FEDERAL HIGHWAY BRIDGE REPLACEMENT AND REHABILITATION (HBRR) FUNDS (Issued 5/4/07)

The objective of this audit was to evaluate whether the City secured the optimum level Federal Highway Bridge Replacement and Rehabilitation Program funds to reduce the City's cost of these transportation projects. Of the 8 recommendations, 7 were previously implemented or closed, and 1 is partly implemented.

#2: Prepare and submit an indirect cost rate proposal to Caltrans for approval.

Transportation

Partly  
Implemented

**Auditor's update as of June 2010:** An indirect cost rate proposal developed by the City's Finance Department was submitted to the State Department of Transportation (Caltrans) for approval in September 2008. The indirect rate proposal was not accepted by Caltrans. According to the Finance Department, they resubmitted the Indirect Cost Allocation Plan/Rate Proposal to the Caltrans at the end of May 2010, but have not received a response. Target date: 12-10.

**Auditor's update as of December 2010:** The City's Finance Department has responded to follow up questions received from Caltrans. However, Caltrans has not communicated its decision of approval or rejection of the City's indirect Cost Allocation Plan. The City's Finance Department continues to work with the Caltrans on this issue. Target date: 7-11

**POTENTIAL BUDGET IMPACT:** The Department estimates this proposal could increase recovery of indirect overhead costs by about \$150,000.

## AN AUDIT OF THE MANAGEMENT OF THE CITY'S TAX-EXEMPT BOND PROGRAM AND USE OF INTERFUND LOANS TO PROVIDE FINANCING FOR CAPITAL BOND PROJECTS (Issued 12/13/07)

The objective of this audit was to evaluate the effectiveness of internal controls over the administration of tax-exempt debt financings. Of the 11 recommendations, 8 were previously implemented or closed, and 3 are partly implemented.

#1: Improve controls over the administration of the tax-exempt bond program and processes to mitigate negative cash balances in the City's Cash Pool caused by bond programs and adequately address other negative balances.	Finance	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> The Department has drafted new interest allocation procedures which, when implemented, should ensure proper allocation of interest. Target date: 10-10.</p> <p><b>Auditor's update as of December 2010:</b> The Finance Department's new interest allocation procedures are awaiting approval from the City Attorney's Office (CAO). The CAO has some questions on the new policy that Finance needs to answer before the policy can be implemented. Finance anticipates that they will provide answers by June 2011. Once the new procedure is in place it should ensure proper allocation of interest. Target date: 7-11.</p>
#3: Develop and implement procedures to ensure proper allocation of interest to restricted funds held within the City Cash Pool.	Finance	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> See Recommendation #1.</p> <p><b>Auditor's update as of December 2010:</b> See Recommendation #1</p>
#9: Develop and implement a formal written policy on interfund loans, including the establishment of a prudent investor standard, and written procedures on how to manage and enforce such a policy.	Budget	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> The Administration amended the City's Operating Budget and Capital Improvement Program Policy to incorporate the treatment of Interfund Loans as part of the 2007-08 Annual Report actions that were approved by the City Council on October 21, 2008. Staff from the Finance Department and the Budget Office will work together to draft procedures to manage and enforce the policy. This policy is particularly critical as the City expands the interfund loan program to fund the Redevelopment Agency's \$75 million payment to the State Supplemental Educational Revenue Augmentation Fund ("SERAF"). Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> This item has been delayed due to other priorities for the Budget Office. Target date: 8-11.</p>

## AN AUDIT OF COMMERCIAL SOLID WASTE FRANCHISE AND AB 939 FEE COLLECTION PROGRAM (Issued 9/8/08)

The objective of this audit was to review the fee collection process and determine if fees had been properly paid and collected. Of the 10 recommendations, 9 were previously implemented or closed, and 1 is not implemented.

#3: Propose to the City Council that the City's agreement with the County of Santa Clara be amended to clarify whether the County should pay the AB 939 fees, and consider including reporting requirements in return for the City reimbursement of the County's franchise fees.

City Attorney  
and ESD

Not  
Implemented

**Auditor's update as of June 2010:** The City Manager's Office has been notified that this is an outstanding issue. The City Manager's Office, in coordination, with the City Attorney's Office, will discuss this issue with the County. Target date: TBD.

**Auditor's update as of December 2010:** No change.

## AN AUDIT OF THE CITY'S OVERSIGHT OF FINANCIAL ASSISTANCE TO COMMUNITY-BASED ORGANIZATIONS (Issued 11/12/08)

This audit summarized previous City Auditor reports related to grant oversight, identified additional forms of financial assistance that the City provides to community-based organizations, and assessed opportunities to improve the administration of the various forms of financial assistance. Of the 21 recommendations, 12 were previously implemented or closed, and 9 are partly implemented.

#3: Develop an annual summary of funding by recipient (perhaps in the annual operating budget) that shows all forms of financial assistance.

Economic  
Development  
and PRNS

Partly  
Implemented

**Auditor's update as of June 2010:** An annual summary of funding by recipient in the form of grants, operations and maintenance funding and subsidies associated with below-market leases has been developed. A report using data from the WebGrants database, including funding and other forms of financial assistance, will be generated in FY 2010-11. However, the summary does not yet include all in-kind donations provided to City-Funded CBOs. Target date: 12-10.

**Auditor's update as of December 2010:** No change.

#9: Clarify when the 7-1 policy should apply to leases with CBOs of City facilities.

Real Estate

Partly  
Implemented

**Auditor's update as of June 2010:** Amendments to Council Policy 7-1 (below-market leases) have been drafted. The policy now includes the eligibility criteria for non-profit organizations to rent from the City at reduced lease rates. Staff will be presenting the revised policy to Council for approval. Target date: TBD.

**Auditor's update as of December 2010:** The Real Estate Services and Asset Management Division has been transferred from General Services to OED. There has been no change in the status of this recommendation. Target date: TBD.

Audit Report and Recommendation	Department	Current Status	Comments
<p>#10: Identify all the CBO leases and other agreements for long-term use of City-owned properties, and assign responsibility for monitoring each of them.</p>	Real Estate	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> Staff is currently completing the list of leases and other long-term use agreements that have terms 12 months or longer. We have requested the list include below-market rate leases at community center reuse sites. This list will identify the current status of the lease/agreements, including key terms, rental payments, and those responsible for monitoring them. The revised Council Policy 7-1 and corresponding guidelines call for all new below-market rate leases to be negotiated and managed by General Services (GS), however, it leaves the day-to-day oversight of program activities with the departments backing the use of City-owned property for nonprofit lessee activities. GS has conducted a lease management training in July 2010 and will coordinate with departments on a bi-annual basis to ensure that leases/agreements are up-to-date. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> Staff is completing the list of leases and other long term use agreements that have terms of 12 months or longer. A Lease Management training held July 2010 (to be conducted bi-annually) in order to inform departments that staff will be coordinating with them bi-annually to update the information on CBO leases and other long-term agreements. Real Estate staff will be communicating with departments, as needed, if there are leases/agreements that are up for renewal or about to expire, and will maintain a master spreadsheet with all City lease information and provide oversight. Target Date: TBD.</p>
<p>#11:</p> <p>A. Develop a centralized spreadsheet to track the status of CBO leases and other long-term use agreements for City-owned properties with CBOs including key terms and rental payments.</p> <p>B. Bring current all expired leases, rental payments, insurance certificates, and other required reporting documentation.</p>	Real Estate	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> See Recommendation #10.</p> <p><b>Auditor's update as of December 2010:</b> See Recommendation #10.</p>
<p>#13: Establish a Citywide policy for enforcement of lease provisions and include provisions for non-compliance in future leases.</p>	Real Estate	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> Amendments to Council Policy 7-1, 7-3, and 7-12 have been drafted and will be presented to the City Council for approval. Included in these amendments is enforcement of lease provisions for non-compliance. The policy outlines provisions in which non-compliance may result in decrease in the offset to rent, termination of the leasehold, or other actions available to the City. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> No change.</p>

Audit Report and Recommendation	Department	Current Status	Comments
<p>#15: Develop a process to ensure that the City coordinates its oversight and monitoring of individual CBO leases and other long-term use agreements for City-owned properties with the oversight and monitoring of individual CBO grants or other forms of financial assistance.</p>	<p>Real Estate and Economic Development</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> Staff is completing the list of all individual CBO leases and other long-term use agreements. Among the total list of agreements/leases for the long-term use of City-owned properties will be their fair-market value estimates.</p> <p>Staff has been coordinating with the Office of Economic Development/City Manager's Office and other departments responsible for the oversight and monitoring of individual CBO grants through the Non-profit Strategic Engagement Platform. We will consider this recommendation implemented once we have assurance that all appropriate facilities are being tracked. Target date: 2-11.</p> <p><b>Auditor's update as of December 2010:</b> Staff is completing a list and developing a lease management process to ensure is the centralized oversight and monitoring of CBO leases and other long-term agreements. With the transition of the Real Estate Services and Asset Management Division to OED, staff will be coordinating this effort with OED's already existing oversight of CBO grants and other forms of financial assistance. Target date: TBD.</p>
<p>#16: Identify all of the City's leases to CBO organizations, estimate the rental subsidy of these leases, and prepare an annual public report listing each CBO organization and the estimated amount of the subsidy.</p>	<p>Economic Development</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> Staff is working on completing a list of all individual CBO leases and other long-term use agreements/leases which will include estimates for their fair-market value.</p> <p>Staff will be coordinating with the City Manager's Office/Office of Economic Development to present an annual report to the PSFSS Committee in January/February 2011. The rental subsidies for the City's leases to CBOs will also be included in the annual public report. Target date: 2-11.</p> <p><b>Auditor's update as of December 2010:</b> Staff is identifying all of the City's leases and other long-term agreements to CBO organizations and their rental subsidy estimates. Real Estate Division and OED staff are working together to ensure that the list of all City funding to CBOs is complete and will be reported annually to City Council. Target date: TBD.</p>
<p>#17: Establish an approval/renewal process for CBO leases and other agreements for long-term use for City-owned properties as they come due.</p>	<p>Real Estate</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> Amendments to Council Policy 7-1 have been drafted. Amendments to the policy include an approval/renewal criteria and process for CBO leases/agreements as they come due. The Guidelines for Below-Market Rate Lease Agreements per Council 7-1 Policy discusses the lessee selection process in which qualifying nonprofit organizations will be selected for tenancy through an open and competitive bidding process. The policy also contains terms for tenancy which include the process for lease renewal. Staff will present the revised policy to Council for approval. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> No change.</p>

Audit Report and Recommendation	Department	Current Status	Comments
#20: Consider other alternatives to fiscal agents and explore alternative methods to provide insurance coverage for smaller grant programs.	Economic Development	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> Staff will minimize use of fiscal agents by reviewing grantee eligibility requirements and, whenever possible, remove requirements for tax-exempt status thereby reducing the need for such agreements. If a fiscal agent is still deemed necessary, the agreement will clarify that the fiscal sponsor is responsible for meeting all grant performance requirements. Where appropriate, the City will enter into and monitor individual agreements with the recipients of the funds. These may be simple MOUs rather than standard City agreements. Based on recent funding reductions to community-based organizations, fiscal agency agreements are very limited for FY 2010-11. However, staff will need to find alternative methods to provide insurance coverage for smaller grant programs. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> Staff has drafted a new section to the Grant Management: Policies and Procedures Manual regarding the City's intent to minimize the use of fiscal agents, however staff has stated that, as of February 1, 2011, the City has no agreements with fiscal agents. Target date: 6-11.</p>

**AUDIT OF THE CITY OF SAN JOSÉ'S WORKERS' COMPENSATION PROGRAM (Issued 4/8/09)**  
**The purpose of this review was to assess the impact of State reforms and local cost containment efforts. Of the 7 recommendations, 5 were previously implemented or closed, and 2 are partly implemented.**

#1: Propose structural changes to the City's Workers' Compensation Program that would include (1) reducing the City's policy of providing up to nine months of a disability leave supplement pay at 85 percent for non-sworn and one full year at 100 percent for sworn employees and (2) implementing a retirement benefit payment offset for sworn employees receiving disability retirement payments that replicates the offset for retired non-sworn employees.	Employee Relations	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> According to the Office of Employee Relations, the City achieved a change in the disability leave supplement benefit with two of the City's 11 bargaining units which reduced the disability leave supplement from nine months to six months. This change was also implemented for unrepresented employees in Unit 99. Negotiations are scheduled to begin again with all non-sworn bargaining units in January 2011, at which time the City will have another opportunity to achieve a change in this benefit for Fiscal Year 2011-2012. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> Negotiations in Fiscal Year 2011-2012 with bargaining units will afford the City another opportunity to achieve a further change in disability leave supplement pay for non-sworn employees and the Workers' Compensation offset for disability retirement benefits for sworn employees. The City is unable to make reductions in the disability supplemental pay for sworn employees due to a change in State law effective January 2010, that extended 4850 benefits to sworn employees in the City of San José. Target date: TBD.</p> <p><b>POTENTIAL BUDGET IMPACT:</b> A 2008 consultant report estimated that the City pays \$1.7 million per year by not offsetting Police and Fire disability retirement pension benefits when disability benefits are paid. Risk Management has updated the estimate for offset savings to \$2.8 million for calendar year 2009.</p>
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Audit Report and Recommendation	Department	Current Status	Comments
<p>#4: Reconsider the feasibility of restoring the Wellness Coordinator position for the Wellness Program and implementing a comprehensive Wellness-Fitness Program for the Fire Department.</p>	<p>Human Resources and Fire</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> In August 2009, Risk Management requested that the San Jose Fire Department (SJFD) consider the restoration of a comprehensive wellness program. Risk Management researched best practices of similar-sized agencies and prepared a detailed wellness plan proposing that the SJFD consider restoring staffing and resources to wellness. The proposed plan includes the following components: (1) Health and Fitness Coordinator, (2) Mandatory Fitness Training for Sworn Fire Employees, and (3) Mandatory Physical Examinations and Standards.</p> <p>According to the SJFD Administrative Officer, Fire Administration staff, the Human Resources Safety Division Deputy Director, and the City Physician met to discuss implementing changes to the Annual Medical Exam process and to discuss implementing a comprehensive fitness program. The SJFD will continue to work with the Human Resources Department to implement changes to the Annual Medical Exams and to develop a proposal for a comprehensive fitness program that is within the overall City's budget strategy. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> The Fire Department developed a preliminary Request for Proposal (RFP) to obtain the services of a full-time dedicated Health and Fitness Coordinator. Posting of this RFP is scheduled for March 2011. Fire Department staff will continue to work with the Human Resources Department to implement changes to the Annual Medical Exam Program. Target date: TBD.</p>

**AUDIT OF THE SAN JOSÉ POLICE DEPARTMENT'S AUTO THEFT UNIT (Issued 5/13/09)**  
**The objective of our audit was to evaluate the efficiency and effectiveness of the Auto Theft Investigations Program. Of the 15 recommendations, 11 were previously implemented or closed, 4 are partly implemented.**

<p>#1: Periodically brief patrol on auto theft trends and utilize real-time mapped information and communicate this information to the Regional Auto Theft Task Force.</p>	<p>Police</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> Auto Theft Unit investigators brief patrol and Regional Auto Theft Task Force personnel on auto theft trends as they are identified. This is accomplished by investigators attending patrol briefings and by providing alert bulletins, which are posted in the patrol briefing room. Procedures for this process have been formally documented and are included in the Auto Theft Unit Procedures Manual.</p> <p>The Automated Field Reporting/Records Management System (AFR/RMS) Request for Proposal (RFP) was finalized and released on 12/18/09. The system will allow for limited near real-time mapping capabilities to Crime Analysts in the Crime Analysis Unit. This information will be disseminated to the Auto Theft Unit. The estimated date for City Council consideration of a contract award for the AFR/RMS project is December 2010 and the estimated implementation date of the AFR/RMS is April 2012. Once a full AFR/RMS system is in place, officers will have immediate mapping access. Target date: 4-14.</p>
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Audit Report and Recommendation	Department	Current Status	Comments
			<p><b>Auditor's update as of December 2010:</b> Auto Theft Unit investigators brief patrol and Regional Auto Theft Task Force personnel on auto theft trends as they are identified. This is accomplished by investigators attending patrol briefings and by providing alert bulletins, which are posted in the patrol briefing room. Procedures for this process have been formally documented and are included in the Auto Theft Unit Procedures Manual.</p> <p>The Automated Field Reporting/Records Management System (AFR/RMS) Request for Proposal (RFP) was finalized and a vendor has been selected.</p> <p>A Notice of Intent to Award was issued on December 6, 2010. The Department is currently negotiating a contract with the intended vendor and will bring the contract to the City Council for consideration on March 1, 2011.</p> <p>The system will allow for limited near real-time mapping capabilities to Crime Analysts in the Crime Analysis Unit. This information will be disseminated to the Auto Theft Unit. The estimated implementation date of the AFR/RMS is April 2012. Once a full AFR/RMS system is in place, officers will have immediate mapping access. Target date: 4-14.</p>
<p>#5: Explore the feasibility of using specially trained civilian staff for administrative assignments such as in-custody arrest documentation.</p>	<p>Police</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> The Department continues to evaluate positions throughout the Police Department that could benefit from civilianization. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> The Police Department advises that it has developed a short-term plan to civilianize 15 positions in FY 2011-12. Positions in the Auto Theft Unit are not anticipated to be included in the FY 2011-12 proposal; however, the Department will continue to evaluate positions throughout the Police Department that could benefit from civilianization. Once positions are identified, the Department will work with the City's Budget Office and Human Resources in terms of identifying appropriate job classifications and recruitment processes. Target date: TBD.</p> <p>POTENTIAL BUDGET IMPACT: \$43,000 per year.</p>
<p>#6: To the extent possible, ensure that the proposed automated field reporting and records management system reduces duplication of auto theft data entry and automates quality control processes.</p>	<p>Police</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> On December 18, 2009 the City issued a Request for Proposal (RFP) for the Automated Field Reporting and Records Management System (AFR/RMS). Quality control processes and elimination of redundancy are requirements in the RFP. Target date: 12-12.</p> <p><b>Auditor's update as of December 2010:</b> The Automated Field Reporting/Records Management System (AFR/RMS) Request for Proposal (RFP) was finalized and a vendor has been selected.</p>

Audit Report and Recommendation	Department	Current Status	Comments
			<p>A Notice of Intent to Award was issued on December 6, 2010. The Department is currently negotiating a contract with the intended vendor and will bring the contract to the City Council for consideration on March 1, 2011.</p> <p>Quality control processes and elimination of redundancy are requirements mentioned in the RFP. Target date: 12-12.</p>

<p>#13: Consider adding a classification for cases that are not investigated due to limited solvability or conviction factors in the proposed records management system.</p>	Police	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> The Automated Field Reporting/Records Management System (AFR/RMS) Request for Proposal (RFP) was finalized and released on 12/18/09. The Police Department will have the option to change or add classifications in the new AFR/RMS system. The AFR/RMS Project Manager indicated that once the AFR/RMS is fully implemented, specific Department/Bureau/Unit needs and programming will be assessed. The estimated date for City Council consideration of a contract award for the AFR/RMS project is December 2010 and the estimated implementation date of the AFR/RMS is April 2012. Target date: 4-12.</p> <p><b>Auditor's update as of December 2010:</b> The AFR/RMS contract was approved by the City Council on March 1, 2011. Target date: 4-12.</p>
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**AUDIT OF THE SAN JOSÉ CONSERVATION CORPS (Issued 5/13/09)**  
**Our audit objective was to review contract compliance and oversight of the agreements between the San José Conservation Corps and the City. Of the 10 recommendations, 5 were previously implemented or closed, and 5 are partly implemented.**

<p>#1: Attempt to recover the \$200,685 that was not reflected in Corps accounting records for services provided under ESD contracts. In addition, the City should attempt to recover the \$133,140 in City-related expenditures that were already reimbursed by the California Department of Conservation. If within 60 days the Corps provides additional documentation supporting expenditures on City projects that were not reimbursed by others, we agree to reevaluate the amount that the City should attempt to recover from the Corps.</p>	City Manager	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> On January 12, 2010 the City Council approved a Settlement Agreement between the City and the San José Conservation Corps (Corps). Subject to compliance with the terms of the Settlement Agreement, the City will accept the documentation and further explanation provided by the Corps concerning Environmental Services Department (ESD) charges. The documentation demonstrated that the work was done by the Corps within the City of San José – thereby benefiting the City in a general manner even if not technically in compliance with the terms of the Master Agreement. The documentation also showed that the \$133,140 of additional ESD recycling work, identified in the audit as having been already reimbursed by the State of California, was a financial misstatement and that unrestricted State reimbursements for recyclables should not have been applied to the Master Agreement projects paid for by the City. We will consider this recommendation implemented when the Corps has fulfilled its obligations under the Settlement Agreement. Target date: 7-11.</p> <p><b>Auditor's update as of December 2010:</b> As described in Recommendation #2 below, the Corps' fulfillment of obligations under the</p>
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Audit Report and Recommendation	Department	Current Status	Comments
			Settlement Agreement has been delayed. Prior to June 30, 2011, the Administration plans to recommend that the City Council extend the repayment date in the Settlement Agreement to grant the Corps time needed to fulfill its obligations. Target date: 3-12.
<p>#2: Attempt to recover the \$76,117 it overpaid for services provided under Fire Department contracts. If within 60 days the Corps provides additional documentation supporting expenditures on City projects that were not reimbursed by others, we agree to reevaluate the amount that the City should attempt to recover from the Corps.</p>	City Manager	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> On January 12, 2010 the City Council approved a Settlement Agreement between the City and the Corps. The Settlement Agreement requires the Corps to repay \$160,000 for payments made under Fire Department contracts and for indirect costs for work not described in City contracts. The Settlement Agreement allows the Corps to repay the City through in-kind services. According to the City Manager's Office, the Corps applied for and received grant funding from the California Conservation Corps to complete two projects that, together, will constitute the \$160,000 in in-kind services required under the Settlement Agreement: one in Alum Rock Park (\$152,000) to restore trails, remove invasive species, restore native plants, plant drought resistant vegetation, provide erosion control measures, and reduce fuel loads, and another in Thompson Creek (\$8,000) to remove an unsafe footbridge. The Corps is currently awaiting final approval for the projects from the State Treasurer's Office. The projects may be implemented in the spring to mitigate trail erosion from the rainy season in Alum Rock Park and to meet the Department of Fish and Game's permit requirements for the work to be completed in Thompson Creek. Under the Settlement Agreement these in-kind services must be completed by July 1, 2011. We will consider this recommendation implemented when the Corps has completed these projects and fulfilled its obligations under the Settlement Agreement. Target date: 7-11.</p> <p><b>Auditor's update as of December 2010:</b> The Corps completed the project to remove the footbridge at Thompson Creek. PRNS inspected the project on January 5, 2011 and determined that it met the standards and criteria agreed upon by the City and the Corps. According to the Administration, the project in Alum Rock Park will be implemented in the fall of 2011 just prior to the rainy season so that winter rains support the native vegetation the Corps will plant (there is no irrigation system in the project's vicinity). Prior to June 30, 2011, the Administration plans to recommend that the City Council extend the repayment date in the Settlement Agreement to grant the Corps time needed to complete its work. Target date: 3-12.</p>

Audit Report and Recommendation	Department	Current Status	Comments
<p>#3: Establish and enforce specific guidelines for reporting and justifying actual costs under the current Master Agreement.</p>	City Manager	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> In December 2009 the Administration decided not to proceed with a Master Agreement with the Corps. Instead, in July 2010, departments began using a City-wide contract template for agreements with the Corps. The contract template provides specific guidelines for reporting and justifying invoices, and the Administration has enforced compliance with the new guidelines for invoices. In addition, through the work of the City's Grants Management Work Group and Non-Profit Strategic Engagement Platform, guidelines for reporting are being developed and will be integrated in the City's grant training manual. We will consider this recommendation implemented when the Administration finishes development of reporting guidelines for the City's grant training manual. Target date: 11-10.</p> <p><b>Auditor's update as of December 2010:</b> According to the Administration, the updated grants manual will include (i) why and when cost allocation plans are important, (ii) a basic description of the methodologies to create them, and (iii) references to resources, such OMB circulars, to help Departments create them. The first draft of the grants manual will be discussed at the City's Grants Management Working Group meeting in March 2011. Target date: 12-11.</p>
<p>#6: Attempt to recover the \$98,325 paid in indirect costs for work not described in City contracts. If within 60 days the Corps provides additional documentation supporting expenditures on City projects that were not reimbursed by others, we agree to reevaluate the amount that the City should attempt to recover from the Corps.</p>	City Manager	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> See Recommendation #2 above.</p> <p><b>Auditor's update as of December 2010:</b> See Recommendation #2 above.</p>
<p>#7: Revise and simplify the Master Agreement to:</p> <ul style="list-style-type: none"> <li>A. Establish guidance defining what costs are allowable and unallowable for inclusion in an indirect cost pool. Further, the guidance should detail restrictions of how indirect costs can be allocated to specific City projects;</li> <li>B. Annually require the Corps to develop and justify an indirect cost rate proposal and/or an hourly billing rate.</li> </ul>	City Manager	Partly Implemented	<p><b>Auditor's update as of June. 2010:</b> In December 2009 the Administration decided not to proceed with the use of a Master Agreement with the Corps; instead, in July 2010, departments began using a City-wide contract template for agreements with the Corps. The contract template includes a placeholder for an hourly billing rate, an indirect cost rate plan used to calculate the hourly billing rate, and a definition—based on the indirect cost rate plan—of what costs are allowable and unallowable for inclusion in an indirect cost pool and which indirect costs can be allocated to specific City projects. Additionally, the contract template annually requires the Corps to evaluate the hourly billing rate and provide a Certified Public Accountant's certification that the methodology to calculate the rate is in compliance with the direct and indirect cost guidelines of the Office of Management and Budget (OMB) Circular A-122, Cost Principles for Non-Profit Organizations, and Generally Accepted Accounting Practices (GAAP). Under the framework, adjustments to the hourly billing rate are subject to the City's prior approval.</p>

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			<p>ESD, which has a frequent need for weekend work, has established an hourly billing rate for its special events recycling contract that factors in overtime and doubletime weekend rates for Corps staff. PRNS is using that rate, however PRNS' need for work is primarily during the work week (when Corps staff earn regular wages rather than weekend overtime or doubletime wages). In our opinion, PRNS should request rates for upcoming Corps contracts that take into account the fact that most PRNS contracts typically require Corps staff to work during the workweek (at regular time) rather than during the weekend (on overtime or doubletime). Target date: 7-11.</p> <p><b>Auditor's update as of December 2010:</b> On January 31, 2011, the Corps submitted its first Certified Public Accountant's certification of compliance about the billing rate's calculation. The Administration and the Attorney's Office reviewed the certification and agreed that it met the requirements of the Settlement Agreement.</p> <p>Over the past six months, the Administration has entered into two agreements with the Corps. According to the Administration, while considerable time and resources have been dedicated, it and the Corps have been unable to identify a mutually agreeable hourly billing rate for service contracts. To evaluate the market for the services that the Corps provides to the City and to ensure that the Corps hourly billing rate is cost effective, the Administration is issuing a Request for Information (RFI). The Administration is planning to release the RFI in late February and to complete evaluations by April. Target date: 6-11.</p>

**AUDIT OF EMPLOYEE MEDICAL BENEFITS (Issued 6/10/09)**  
**The objective of our audit was to identify ways to improve the administration of the employee medical benefits program and optimize employee medical benefits. Of the 17 recommendations, 8 were previously implemented or closed, 7 are partly implemented, and 2 are not implemented.**

<p>#2: Prepare and submit electronic eligibility reports to the medical providers at least twice each month.</p>	<p>Human Resources</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> According to Human Resources, staff have begun preparing eligibility reports twice each month, but continue to submit the reports to the providers only once a month. HR reports that it will submit eligibility reports twice per month after staff are able to determine with the providers, how to handle mid-month changes in employee eligibility. Target date: 6-11.</p> <p><b>Auditor's update as of December 2010:</b> Human Resources completed the necessary coordination with the City's medical providers to begin a bi-weekly eligibility reporting schedule; HR expects the bi-weekly eligibility reporting to begin in March 2011. Target date: 3-11.</p>
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Audit Report and Recommendation	Department	Current Status	Comments
<p>#7: Coordinate with the Finance Department and IT to improve processes for collecting outstanding premiums.</p>	<p>Human Resources, Finance, and IT</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> According to Human Resources, the FY 2010-11 budget did not include funding for PeopleSoft projects, which precluded HR from consulting outside expertise to activate a PeopleSoft billing module for collecting outstanding employee premium contributions. As of June 2010, HR is exploring alternative solutions currently underway at Finance Department's Accounts Receivable division. Target date: 6-11.</p> <p><b>Auditor's update as of December 2010:</b> Human Resources is developing a process to collect all uncollected premiums in FY 2010-11, as well as developing an on-going bi-weekly billing procedure. Target date: 6-11.</p>
<p>#8: Continue monitoring the accuracy of the premium payment reports and modify the report if other issues are identified.</p>	<p>Human Resources</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June. 2010:</b> Human Resources created a manual methodology for identifying discrepancies between the monthly eligibility reports and the premium reports. HR is periodically reviewing the accuracy of the reports and to date has found no issues with the reports. HR also drafted written procedures for the process. HR is currently evaluating staff resources to accommodate a more frequent, consistent monthly monitoring process. Target date: 6-11.</p> <p><b>Auditor's update as of December 2010:</b> Human Resources has implemented procedures for identifying discrepancies between the monthly eligibility reports and the premium reports and is in the process of reviewing and updating procedures and processes for the implementation of the bi-weekly premium reports. Target date: 6-11.</p>
<p>#12: Prohibit employees from being simultaneously covered by City-provided medical benefits as a City employee, and as a dependent of another City employee, and work with the Office of Employee Relations on potential meet-and-confer issues that such a change would present.</p>	<p>Human Resources and Employee Relations</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> For unrepresented employees and employees represented by ABMEI, POA and ALP, the City implemented eligibility changes to prohibit employees from being simultaneously covered by City-provided medical benefits as a City employee and as a dependent of another City employee. This change took effect June 2010 for unrepresented employees and employees represented by ABMEI and ALP, and will take effect December 2010 for employees represented by the POA. Human Resources has begun identifying affected employees, and is working to develop ways of enforcing the prohibition. According to Human Resources, the City will pursue a similar prohibition for other City employees. Target date: Varies by employee group.</p> <p><b>Auditor's update as of December 2010:</b> For unrepresented employees and employees represented by ABMEI, POA and ALP, Human Resources alerted double-covered employees of the prohibition during the 2010 open enrollment period. Human Resources' efforts resulted in employees voluntarily disenrolling in double-coverage; other employees were disenrolled by Human Resources.</p>

Audit Report and Recommendation	Department	Current Status	Comments
			<p>The City can realize further savings if it succeeds in a similar prohibition for the majority of City employees who are not yet prohibited from double coverage (AEA, CEO, IAFF, IBEW, MEF, CAMP, OE3). Target date: Varies by employee group.</p> <p>POTENTIAL BUDGET IMPACT: Based on enrollment totals and premium rates at the time of the audit, we estimated that eliminating redundant coverage could save up to \$500,000 during the first year of implementation. However, as premiums of City-sponsored medical plans rise, so does the potential savings from eliminating redundant medical coverage.</p>
<p>#13: Reduce cash in-lieu payment amounts, and work with the Office of Employee Relations on potential meet-and-confer issues that such a change would present.</p>	<p>Human Resources and Employee Relations</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> For unrepresented employees and employees represented by ABMEI, POA and ALP, the City changed the in-lieu payments in a way that is likely to produce future savings. Specifically, for these employees, the City discontinued its previous practice of setting payments as 50 percent of what the City would otherwise contribute toward premiums. Instead, eligible employees in these employee groups will receive fixed in-lieu payments totaling \$5,768 per year for employees eligible for family coverage and \$2,316 per year for employees eligible for single coverage. These changes took effect June 2010 for unrepresented employees and employees represented by ABMEI and ALP, and will take effect December 2010 for employees represented by POA. Even though these in-lieu amounts equal approximately what the City would pay under the previous in-lieu payment calculation, the new fixed amounts will remain in effect for next year, even if medical premiums increase (which they are expected to do). According to Human Resources, the City will pursue similar fixed in-lieu payments to other City employees. Target date: Varies by employee group.</p> <p><b>Auditor's update as of December 2010:</b> As a result of changes made in 2010, in-lieu amounts for unrepresented employees and employees represented by ABMEI, POA and ALP will result in over \$300,000 of savings in calendar year 2011. Savings are likely to increase in future years because the City established fixed in-lieu amounts for these employees instead of setting in-lieu amounts as a percentage of growing premium rates.</p> <p>Based on 2011 in-lieu rates, we estimate that the City can realize additional savings of over \$820,000 if it succeeds in converting the majority of City in-lieu participants who are still paid from the old in-lieu formula (AEA, CEO, IAFF, IBEW, MEF, CAMP, OE3 members who make up over two-thirds of the City's in-lieu participants).</p> <p>In addition, the City could potentially achieve further savings if it reduced the amount of the in-lieu payment as originally recommended in the audit. After the initial savings of converting all 900 health in-lieu participants to the new fixed payout rate, the City could save an additional \$1 million in the first year if it reduced its payments by 20 percent. During the time of</p>

Audit Report and Recommendation	Department	Current Status	Comments
			<p>our audit, a 20 percent reduction in the health in-lieu payment would still result in generous in-lieu rate as compared with other public-sector employers. For an in-lieu participant eligible for family coverage, a 20 percent reduction would reduce annual payments from \$5,768 to \$4,614. Target date: Varies by employee group.</p> <p>POTENTIAL BUDGET IMPACT: At the time of our audit, we estimated that if the City reduced its in-lieu payout from 50 percent to 40 percent of the City's contribution rate to medical premiums, the City could save \$1 million per year; or if the City were to reduce its in-lieu payout to 30 percent of the City's contribution rate to medical premiums, the City could save \$2 million per year.</p>
<p>#14: Prohibit participation in the Health In-Lieu Plan among City employees who are already receiving other City-provided medical benefits and work with the Office of Employee Relations on potential meet-and-confer issues that such a change would present.</p>	<p>Human Resources and Employee Relations</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> For unrepresented employees and employees represented by ABMEI, POA and ALP, the City implemented eligibility changes to prohibit participation in the Health-In-Lieu Plan among those who are already receiving other City-provided medical benefits. This change took effect June 2010 for unrepresented employees and employees represented by ABMEI and ALP, and will take effect December 2010 for employees represented by POA. According to Human Resources, the City will pursue a similar prohibition for other City employees. Human Resources has begun identifying affected employees, and is working to develop ways of enforcing the prohibition. Target date: Varies by employee group.</p> <p><b>Auditor's update as of December 2010:</b> For unrepresented employees and employees represented by ABMEI, POA and ALP, the City implemented eligibility changes to prohibit participation in the Health-In-Lieu Plan among those who are already receiving other City-provided medical benefits. Human Resources developed and implemented a process to identify double-covered employees, and during the 2010 open enrollment period, alerted affected employees of the prohibition and disenrolled several employees from the Health In-Lieu Plan.</p> <p>The City is currently pursuing a similar prohibition for other City employees who are not prohibited from double coverage (AEA, CEO, IAFF, IBEW, MEF, CAMP, OE3). Target date: Varies by employee group.</p> <p>POTENTIAL BUDGET IMPACT: Based on enrollment totals and in-lieu payment amounts at the time of the audit, we estimated that eliminating redundant coverage could save up to \$500,000 during the first year of implementation. However, as premiums of City-sponsored medical plans rise, so does the potential savings from eliminating redundant medical coverage.</p>



Audit Report and Recommendation	Department	Current Status	Comments
<p>#15: Clarify the rights of City retirees to suspend and re-enroll in their medical benefits.</p>	<p>Retirement and City Attorney</p>	<p>Not Implemented</p>	<p><b>Auditor's update as of June 2010:</b> The San José Municipal Code allows retirees to suspend and re-enroll in their medical benefits. However, the City Attorney's Office has identified potential problems with encouraging retirees who are covered by outside plans to suspend and reenroll in their medical benefits if or when they lose their outside coverage. Although medical providers will allow City retirees to suspend and re-enroll in their medical benefits, the San José Municipal Code requires the City retiree to be enrolled in a City plan at the time of the retirement and at the time of death. If City retirees are not enrolled in a City plan during any of these two periods, dependents may be permanently disqualified for City medical coverage. This potential impact on dependents could be addressed by amending the Municipal Code to change the eligibility requirements for retirees and survivors, and may have potential meet-and-confer implications. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> No change.</p> <p>POTENTIAL BUDGET IMPACT: This recommendation addresses the barriers to establishing a retiree in-lieu program. See Recommendation #16.</p>
<p>#16: Continue to explore an in-lieu program for qualified City retirees who suspend their medical benefits and work with the Office of Employee Relations on any potential meet-and-confer issues that such a change would present.</p>	<p>Retirement, Human Resources, and Employee Relations</p>	<p>Not Implemented</p>	<p><b>Auditor's update as of June 2010:</b> Human Resources and Retirement Services are actively working to identify issues that would affect the development of an in-lieu program for City retirees. Once they have identified the issues, the departments will prepare a work plan for addressing the issues and present it to the City Administration. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> No change.</p> <p>POTENTIAL BUDGET IMPACT: At the time of our audit, we estimated potential savings of between \$250,000 and \$1 million in the first year of a retiree in-lieu program. Such a program could also improve the City's projected long-term retiree healthcare liability – potentially impacting long-term retiree health care contribution rates. It should be noted that as premiums of City-sponsored medical plans and the number of qualified City retirees rise, so do the potential savings from implementing an in-lieu program for qualified City retirees.</p>

Audit Report and Recommendation	Department	Current Status	Comments
<p>#17: Pursue at least one or a combination of the aforementioned cost-containment strategies and work with the Office of Employee Relations on potential meet-and-confer issues that such a change would present.</p>	<p>Employee Relations and Human Resources</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> The City Administration has addressed rising costs of medical premiums by furthering cost-sharing among employees and pursuing alternative plan designs for employee medical benefits. In April 2010, the City introduced a new lowest-cost medical plan for unrepresented employees and employees represented by ABMEI, POA and ALP. The premium for this new lowest-cost plan is about 5 percent lower than the lowest-cost plan available to other City employees. This new lowest-cost plan has higher co-pays. In addition, for unrepresented employees and employees represented by ABMEI, POA and ALP, the City decreased its premium contribution rate from 90 percent to 85 percent. These changes took effect June 2010 for unrepresented employees and employees represented by ABMEI and ALP, and will take effect December 2010 for employees represented by POA. According to Human Resources, the City will pursue similar savings from other City employees. Target date: Varies by employee group.</p> <p><b>Auditor's update as of December 2010:</b> As a result of changes made in 2010, about 1,355 City employees (unrepresented employees and employees represented by ABMEI, POA and ALP) have shouldered a larger share of their medical premiums. This has been achieved through a 85/15 City/Employee premium contribution rate and higher co-pays. Based on current premium and enrollment rates, these changes will save the City over \$1.8 million by the end of the first year.</p> <p>The City is currently pursuing a similar cost-sharing arrangement for the 3,140 other City employees (members of AEA, CEO, IAFF, IBEW, MEF, CAMP and OE3) who currently retain the 90/10 City/Employee premium contribution rate and lower co-pays. Based on February 2011 premium and enrollment rates, the City could save an additional \$4.3 million during the first year if it achieved the new cost-sharing arrangement for these employees. Target date: Varies by employee group.</p> <p><b>POTENTIAL BUDGET IMPACT:</b> Our review identified \$16.8 million in potential cost-containment strategies including:</p> <ul style="list-style-type: none"> <li>o Potential savings of \$4 million per year by increasing the employees' share of medical premiums from a 90/10 to 80/20 employer-to-employee contribution ratio. Some savings have already been realized through premium sharing and higher co-pays; additional savings will be realized if the City succeeds in extending the new premium-sharing to other bargaining groups.</li> <li>o Potential savings of \$10 million per year by introducing a lower cost deductible plan with a premium 20 percent lower than the existing lowest-cost plan; and</li> </ul>

Audit Report and Recommendation	Department	Current Status	Comments
			<ul style="list-style-type: none"> <li>o Potential savings of \$2.8 million per year by increasing co-pays from \$10 to \$25 for most covered employees. Some savings have already been realized; additional savings will be realized if the City succeeds in extending the new co-pays to additional bargaining groups.</li> </ul> <p>It should be noted that as premiums of City-sponsored medical plans, so do the potential savings from pursuing cost containment strategies. The potential savings would be greater if we considered the cost of covering an ever-growing number of qualified City retirees.</p> <p>Apart from the direct cost savings these changes will produce, the cost-containment strategies will likely produce additional savings through changing consumer behavior and into the future as the City's claims experience changes.</p>

**AUDIT OF THE PARK TRUST FUND (Issued 9/10/09)**  
**The objective of our audit was to review the administration of the Fund. Of the 14 recommendations, 3 were previously implemented or closed, 10 are partly implemented.**

#1: Formalize an administrative fee assessment policy which better aligns when fees are assessed with project activity.	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> According to PRNS, staff has met and will meet again with the City Attorney's Office to discuss an alternate methodology for aligning administrative fee assessments with project activity. According to PRNS, final review and approval of a new methodology will coincide with the review and approval of the rest of the Policies and Procedures Manual. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> Staff held follow-up meetings with the City Attorney's Office to discuss a revised methodology for aligning administrative fee assessments with project activity. The draft policy has been reviewed by City Attorney's Office and will be submitted to the PRNS Director for approval. Target date: 4-11.</p>
#2: Update the final Policies and Procedures Manual to include criteria for justifiable administration costs, and describe the process for defining and reporting administration costs to the City Council.	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> According to PRNS, staff began identifying and documenting in the Policies and Procedures Manual the criteria for justifiable administrative costs as well as the department's current practice of reporting administration costs to the City Council on an annual basis as part of the Park Trust Fund Annual Report. According to PRNS, final review and approval of the criteria for and reporting of justifiable administrative costs will coincide with the review and approval of the rest of the Policies and Procedures Manual. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> Staff drafted a policy containing criteria for justifiable administrative costs, and the City Attorney's Office has reviewed it. The policy will be submitted to the PRNS Director for approval and incorporation into the Policies and Procedures Manual. Target date: 4-11.</p>

Audit Report and Recommendation	Department	Current Status	Comments
<p>#3: Formalize an accrued interest allocation policy which allocates accrued interest to projects on a monthly rather than quarterly basis, accounts for the timing of in-lieu fee deposits, and documents accrued interest allocations in the City's Financial Management System.</p>	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> PRNS staff began allocating accrued interest to projects on a monthly basis—taking into account the timing of in-lieu fee deposits—and has incorporated procedures for the revised allocation method in the Policies and Procedures Manual. According to PRNS, documenting accrued interest allocations at the project level in the City's Financial Management System (FMS) is not feasible at this time because of the details involved (per the Finance Department). As a result, the new procedures include an added control to identify and correct potential discrepancies between the amounts of in interest recorded in the department's internal database and FMS. According to PRNS, final review and approval of the new interest accrual procedures will coincide with the review and approval of the rest of the Policies and Procedures Manual. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> The City Attorney's Office has reviewed the draft Policy and Procedures for allocating interest, and it will be submitted to the PRNS Director for approval. Target date: 4-11.</p>
<p>#8: Formalize and document within the Park Trust Fund Policies and Procedures Manual an internal notification system to inform the PRNS Director, or designee, when uncommitted projects reach 18, 12, and 6 months from the 5-year commitment limit.</p>	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> PRNS staff incorporated into the department's internal database a field that notifies staff when in-lieu fee collections reach 18, 12, and 6 months from the 5-year commitment limit, and issued a memorandum notifying the PRNS Director of unallocated collections that reached these thresholds. Staff also drafted a policy and procedures explaining this process. According to PRNS, final review and approval of the internal notification system will coincide with the review and approval of the rest of the Policies and Procedures Manual. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> The City Attorney's Office has reviewed the Policy and Procedures for informing the PRNS Director when uncommitted projects reach 18, 12, and 6 months from the 5-year commitment limit, and it will be submitted to the PRNS Director for approval. Target date: 4-11.</p>
<p>#9: Finalize the Park Trust Fund Policies and Procedures Manual and document approval by the department director.</p>	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> According to PRNS, staff will obtain PRNS senior staff and City Attorney's Office review and approval for the Policies and Procedures Manual when all recommended changes have been incorporated. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> The City Attorney's Office has completed final review of Sections 1 through 11 of the Policies and Procedures Manual's 16 sections, and these sections will be submitted to the PRNS Director for approval. According to PRNS, final review of the remaining five sections of the Manual by the City Attorney's Office is anticipated to occur in March 2011. Target date: 4-11.</p>

Audit Report and Recommendation	Department	Current Status	Comments
#10: Update the dedication and in-lieu determination procedure language to match the Municipal Code.	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> PRNS revised the language for the dedication and in-lieu determination procedure in the Policies and Procedures Manual to match the Municipal Code. According to PRNS staff, final review and approval of the revision will coincide with the review and approval of the rest of the Policies and Procedures Manual. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> The City Attorney's Office has reviewed this section of the Manual, and it will be submitted to the PRNS Director for approval. Target date: 4-11.</p>
#11: Update the final Policies and Procedures Manual to include a description of the Department of Public Works fee collection process.	PRNS	Partly Implemented	<p><b>Auditor's update as of June. 2010:</b> PRNS has drafted an overview of the Department of Public Works fee collection process for the Policies and Procedures Manual, and Public Works has verified the overview's accuracy. According to PRNS, final review and approval of the overview will coincide with the review and approval of the rest of the Policies and Procedures Manual. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> The City Attorney's Office has reviewed this section of the Policies and Procedure Manual, and it will be submitted to the PRNS Director for approval. Target date: 4-11.</p>
#12: Update the final Policies and Procedures Manual to include a discussion of restrictions on the use of savings from completed projects.	PRNS	Partly Implemented	<p><b>Auditor's update as of June. 2010:</b> PRNS has drafted a policy and procedures governing the use of savings, consistent with the rules for all money in the Park Trust Fund. According to PRNS, final review and approval of the draft will coincide with the review and approval of the rest of the Policies and Procedures Manual. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> The City Attorney's Office has reviewed this section of the Manual, and it will be submitted to the PRNS Director for approval. Target date: 4-11.</p>
#13: Update the final Policies and Procedures Manual to define the process for calculating credits to ensure consistency across turnkey agreements.	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> PRNS drafted an update to the Policies and Procedures Manual to clarify the process for calculating credits for turnkey agreements. According to PRNS, final review and approval of the draft will coincide with the review and approval of the rest of the Policies and Procedures Manual. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> The City Attorney's Office has reviewed this section of the Manual, and it will be submitted to the PRNS Director for approval. Target date: 4-11.</p>

Audit Report and Recommendation	Department	Current Status	Comments
#14: Update the final Policies and Procedures Manual to include justification and procedures for offering reimbursements to developers from the Park Trust Fund, and for validating expenses developers claim.	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> According to PRNS, staff drafted a procedure for reimbursing developers from the Park Trust Fund for payments made to the City beyond their obligation, but determined there was a need for further review. PRNS is drafting a potential ordinance amendment or resolution to set forth a policy on reimbursing developers. Target date: 7-11.</p> <p><b>Auditor's update as of December 2010:</b> Ordinance and policy revisions were drafted. Target date: 12-11.</p>

## PERFORMANCE MANAGEMENT AND REPORTING IN SAN JOSÉ: A PROPOSAL FOR IMPROVEMENT (ISSUED 9/24/09)

This report identified a number of recommended next steps towards improving the City's performance management and reporting systems. Although the report did not include formal recommendations, we are reporting progress here.

While preparing the City's first annual *Service Efforts and Accomplishments (SEA) Report* in January 2009, a number of issues surfaced regarding the City's performance management and reporting systems. We found that the City had been collecting performance measures but had not yet created an organization-wide performance *management* system. We also found that many of the existing performance measures were not meaningful, useful, or sustainable; that core services did not always align with the organization's mission, goals, and objectives; and that it was difficult to ascertain the true net cost of core services.

The purpose of the "white paper" was to provide a roadmap to improve the City's performance management and reporting systems. The "next steps" below were meant to reduce staff time compiling data while ensuring City staff and policy makers have the best information available for decision making and increasing accountability and transparency in the City's public reporting.

- Develop a performance management system.
- Promote data-driven decision making.
- Evolving meeting content and format should be expected.
- Periodic assessments of the performance management system.
- Review and reduce the number of performance measures.
- Compile methodology sheets for performance measures.
- Create a performance measure clearinghouse.

City Manager

Partly Implemented

**Auditor's update as of September 2010:** In the annual request for performance measures, the Budget Office strongly encouraged departments to propose elimination of performance measures and activity and workload highlights that were not necessary, meaning, useful and/or sustainable. The Budget Office's review of proposed changes resulted in a net reduction of 105 performance measures and activity and workload highlights (120 deletions, 15 additions, and 91 revisions) in the FY 2010-11 budget.

To make it easier for the reader to see what core services are provided by each department, many titles of core services were clarified and renamed in the approved FY 2010-11 operating budget, and Community Service Area Sections were revised to present each department in alphabetical order, and then each of the department's core services appear in alphabetical order.

To make it easier to see the full cost of services, beginning in FY 2009-10, the Budget Office allocated Strategic Support to individual core services in the City Service Area (CSA) sections of the operating budget. Workers' Compensation Claims were also allocated by department (i.e. Police, Fire, Transportation) as well as by CSA in the appropriate City-wide Expenses sections.

In March 2010, the City Auditor's Office completed a review and validation of performance measures and costs for the Department of Transportation's Sewer Line Cleaning Program, per department request. In FY 2009-10, the City Auditor's Office has also provided citywide trainings on performance measurement for all interested City employees and the Art & Practice of Leadership (APL) teams from the City Manager's Office, and will continue to provide such ongoing assistance to the City.

Audit Report and Recommendation	Department	Current Status	Comments
<ul style="list-style-type: none"> <li>• Reassess Council Committee reports.</li> <li>• Validate performance measures.</li> <li>• Incorporate project management reporting into the performance measurement and management system.</li> <li>• Consider use of information systems.</li> <li>• Clarify core service names.</li> <li>• Clarify the link between mission, goals, and objectives.</li> <li>• Obtain the net cost of services.</li> <li>• Allocate strategic support to individual core services.</li> <li>• Increase use of efficiency measures.</li> </ul>			<p><b>Auditor's update as of December 2010:</b> In addition to the above results, the City Auditor's Office coordinated 2009-10 performance measure data gathering with the Budget Office.</p> <p>The City Auditor's Office continues to provide performance measurement and management trainings to interested City employees and in February 2011, to the City's Innovation Incubator teams.</p> <p>At the request of the City Manager's Office, in February 2011, the City Auditor's Office began presenting in depth performance information at weekly Issues Working Group meetings (IWG) to senior management to discuss departmental performance and problems.</p>

**AUDIT OF ANIMAL CARE & SERVICES (Issued 10/7/09)**  
**The scope of our audit was to review the cost-recovery status of animal services including the cost-recovery of its contracts with the four contracting cities. Of the 11 recommendations, 6 were previously implemented or closed, 1 is partly implemented, and 4 are not implemented.**

<p>#1: Increase its public education outreach efforts in order to increase animals licensed and vaccinated.</p>	<p>Animal Services</p>	<p>Not Implemented</p>	<p><b>Auditor's update as of June 2010:</b> As reported, ACS increased its temporary staffing to focus on licensing efforts. Even though its licensing revenues have increased due to a focus on increasing animals licensed through veterinarian follow-up, ACS has not been able to develop a public outreach component to its program. The Division is pursuing other grant funding opportunities which, if successful, would give it the funding necessary to increase public outreach. Target date: 12-10.</p> <p><b>Auditor update as of December 2010:</b> ACS is still in the process of applying for a multi-organization grant. Pending this outcome, ACS has not been able to develop a public outreach component. Target date: 7-11.</p> <p><b>POTENTIAL BUDGET IMPACT:</b> At the time of our audit, we estimated that a 25 percent increase in licensing could increase current revenues by as much as \$1.4 million per year. In January 2010, the City Council approved \$80,000 for temporary staffing and non-personal equipment to improve licensing rates.</p>
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Audit Report and Recommendation	Department	Current Status	Comments
<p>#2: Either enhance its current database to include online licensing and veterinarian reporting or outsource its licensing services to a vendor that offers those services.</p>	Animal Services	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> ACS is working with its current online database vendor to add an online licensing tool. Once implementation of this enhancement is completed, ACS expects to explore other components such as veterinarian reporting to the database. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> ACS has established a purchase order with its current database vendor and work on the online licensing is expected to be completed by June 2011. Target date: 6-11.</p> <p>POTENTIAL BUDGET IMPACT: See Recommendation #1 above.</p>
<p>#4: Determine the entire cost of the program, including an accurate overhead rate and number of FTEs while calculating its cost recovery ratio.</p>	Animal Services	Not Implemented	<p><b>Auditor's update as of June 2010:</b> According to ACS, staffing constraints have delayed implementation of this recommendation. Staff will continue to work with the Finance Department and the Budget Office to ensure that the overhead rate and the cost-recovery calculation are accurate in the 2010-11 Fees and Charges report. Target date: 12-10.</p> <p><b>Auditor update as of December 2010:</b> In October 2010, General Services (of which ACS is a division) merged with Public Works. Staff is working on getting analytical support assigned to ACS as a result of this consolidation. Absent analytical support, ACS is unable to move forward on implementation of this recommendation. Target date: 06-11.</p>
<p>#5: We recommend Animal Services:</p> <ul style="list-style-type: none"> <li>A. Develop a policy to determine ACS program wide cost-recovery goals; and</li> <li>B. Annually review and update a program wide cost recovery (similar to that provided by the City Auditor's Office) prior to setting fees.</li> </ul>	Animal Services	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Staffing constraints have delayed implementation of this recommendation. Staff continues to work with the Finance Department and the Budget Office to ensure that the overhead rate and the cost-recovery calculations are accurate in the 2010-2011 Fees and Charges Report. However, the broader analysis of the program wide cost-recovery goals will be developed in 2010-11 as long as staffing resources are available. Target date: 12-10.</p> <p><b>Auditor update as of December 2010:</b> See recommendation # 4.</p>
<p>#8: We recommend Animal Services:</p> <ul style="list-style-type: none"> <li>A. Continue to review and document contract city costs for a pre-determined time period; and</li> <li>B. Explore the possibility of either increasing the reimbursement rates or reducing the level of service to the contract cities if the costs continue to be higher than the reimbursements.</li> </ul>	Animal Services	Not Implemented	<p><b>Auditor's update as of June 2010:</b> The next contract set to expire is the City of Milpitas in 2012. Staff anticipates that it will review and analyze service and cost data for the City of Milpitas prior to renewing this contract. However, staff has not yet begun to review and document contract city costs for a pre-determined period. The Deputy Director agrees with the value of doing this analysis however, staffing constraints may delay implementation of this recommendation. Target date: 12-10.</p> <p><b>Auditor update as of December 2010:</b> See recommendation # 4.</p>



## AUDIT OF PENSIONABLE EARNINGS AND TIME REPORTING (Issued 12/09/09)

The objective of our audit was to review the time-reporting and payroll processes that impact pensionable earnings and pensionable hours. Of the 15 recommendations, 2 were previously implemented, 3 are partly implemented, and 10 are not implemented

#2: Review the highest 12-month salary of all active beneficiaries starting in July 1, 2001<sup>1</sup> and work with Payroll to adjust those with retroactive lump sum payments to ensure that beneficiaries are receiving accurate pensions.

Retirement  
and Payroll

Not  
Implemented

**Auditor's update as of June 2010:** Retirement Services will work with Finance to obtain the historical retroactive lump sum payment information, including the correct pay periods for which they need to be spread.

**Auditor's update as of December 2010:** Payroll has run a Peoplesoft query of retroactive lump sum payments and is working to identify material amounts that will need further investigation. Target date: TBD.

**POTENTIAL BUDGET IMPACT:** Corrections to pensions of sample retirees we reviewed can be expected to save the Retirement Funds \$648,000 over the life expectancy of the retirees. Additional savings could be identified based on a review of the entire retiree membership, and would lower City contributions by an amount TBD.

#4: To the extent possible, correct pension payments and retirement contributions for the Police and Fire Retirement members and for the Federated Retirement members where higher class pay or management allowances were considered pensionable.

Retirement,  
Payroll, and  
Employee  
Relations

Partly  
Implemented

**Auditor's update as of June 2010:** The Finance Department has computed the required adjustments to pensionable earnings and the related retirement contributions, by pay period, for higher class pay. This information is in the final stages of verification and will be forwarded to the Retirement Services Department. Once the information on the over-collected and over-paid contributions is finalized, the Finance Department and Retirement Services will work with the City Attorney's Office to develop a plan and method for returning contributions to the employees and the City and Retirement Services will work with the City Attorney's Office to assess whether and to what extent future pension payments need to be adjusted and/or over-payments collected. The Finance Department is working with the City Attorney's Office and Office of Employee Relations to review whether it is possible to revise the manner in which management allowance is paid, or to recommend amendments of the Municipal Code, to implement a correction to the pension treatment of management allowances. Target date: 2-11.

**Auditor's update as of December 2010:** In May 2010, Finance corrected the treatment of Higher Class Pay (HCL) on a go forward basis. Finance has computed the required adjustments to pensionable earnings and the related retirement contributions, by pay period, for HCL retroactively which they will provide to Retirement Services by the end of March 2011. Higher Class Pay was used by almost 900 employees in FY 2009-10 for a total of about \$713,000 in earnings and by 714 employees

<sup>1</sup> July 1, 2001 was the date that the Federated Retirement Plan began using the highest 12-month salary as opposed to the highest three year salary when computing retirement benefits.

Audit Report and Recommendation	Department	Current Status	Comments
			<p>for about \$455,000 through mid-February in FY 2010-11 in non-pensionable earnings. Management Allowances have not been corrected. Management Allowances were used by 28 employees in FY 2009-10 for a total of just over \$52,000 in pensionable earnings. Target date: 5-11.</p> <p>POTENTIAL BUDGET IMPACT: Corrections to pensions of sample retirees we reviewed can be expected to save the Retirement Funds \$925,126 over the life expectancy of the retirees. Additional savings could be identified based on a review of the entire retiree membership, and would lower contributions from the City to the funds by an amount TBD.</p>
<p>#5: Propose amendments to the Municipal Code to ensure that only pays that are specifically negotiated and defined as pensionable in the Municipal Code for the Police and Fire and Federated Retirement Plans are included in the pension calculations.</p>	<p>Employee Relations</p>	<p>Not Implemented</p>	<p><b>Auditor's update as of June 2010:</b> The City will ensure that any future pays that may be negotiated specify whether they are pensionable. If future pays are pensionable, ordinances will be prepared to amend the Municipal Code to include any new pensionable pays. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> In addition to ensuring future pays are specified as pensionable, the City should amend the Municipal Code to clarify which of the existing pay codes are pensionable. Target date: TBD.</p>
<p>#6: Adjust the FLSA pension records for retirees and active employees as soon as possible and recalculate pension benefits for retired firefighters.</p>	<p>Retirement and Payroll</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> On June 22, 2010 the City Council approved a Settlement Agreement to settle two federal Fair Labor Standards Act (FLSA) lawsuits brought by San Jose fire employees. The following actions will be taken as a result of the agreement: (1) the fire employees will be paid back wages in an amount of approximately \$1,440,000; (2) the City will calculate overtime pay prospectively pursuant to the settlement agreement that commences after July 1, 2010; and (3) the City will pay attorneys' fees and costs for both lawsuits in the amount of \$105,000. The City made payments to active employees through payroll on August 27, 2010, and payments to fire retirees on September 10, 2010.</p> <p>Macias, Gini &amp; O'Connell (MGO), the Plan's external auditor, has completed a draft review of the FLSA correction file prepared by Finance that was discussed at the August 2010 Police and Fire Board meeting. Upon reconciliation by Finance of MGO's questions concerning the Finance file, Retirement Service will work with the Finance Department to implement the final reconciled report for active employees and will initiate implementation for retirees in coordination with the Finance Department and the City Attorney's Office.</p> <p><b>Auditor's update as of December 2010:</b> Macias, Gini &amp; O'Connell (MGO), the Plan's external auditor, has completed an Agreed Upon Procedures memo comparing data between Peoplesoft and PensionGold.</p>

Audit Report and Recommendation	Department	Current Status	Comments
			<p>This review included testing of the FLSA correction file prepared by Finance. The memo went to the Plan boards in December 2010 and found many discrepancies between the two systems. Most of the discrepancies appeared to be explainable and/or immaterial differences such as slight differences in retirement start dates, however some discrepancies may have impacts on pension calculations and should be reviewed by Payroll and Retirement. Retirement has requested information from Payroll to correct the discrepancies but Finance has not had the resources to commit to researching and providing the calculations for the items requested by MGO to date. Retirement has stated that they are willing to accept that some discrepancies are not worth researching and correcting but they would like Finance to definitively state which. Additionally, the City Attorney's Office has stated in the past that the City has only a three year window to correct past retirement contribution mistakes; if that is the case for the FLSA mistake then the City is almost out of time to collect any overpayments to the Plans. The FLSA issue was corrected on a go forward basis in July 2008, two and a half years ago, so only six months of mistakes still fall in the three year window. Target date: 6-11.</p> <p>POTENTIAL BUDGET IMPACT: The City has estimated overcontributions to the retirement funds by employees and the City to be approximately \$1 million.</p>
<p>#7: Obtain authoritative documentation for time reporting codes and earnings codes, and create written policies and procedures for proper application of all codes, and for regularly reviewing and maintaining an authoritative time/earning code mapping table.</p>	<p>Payroll and Employee Relations</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> As of July 2009 the Finance Department captures authoritative documentation for implementation of new time reporting codes and earnings codes on a go forward basis. Creating written policies and procedures for proper application of all codes, and for regularly reviewing and maintaining an authoritative time/earning code mapping table requires coordination of time and resources between Human Resources, Office of Employee Relations and Finance. Prioritization of this effort will be coordinated through the Human Resources/ Payroll Steering Committee. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> This item has been delayed due to other priorities related for payroll. It will be brought before the Human Resources/Payroll Steering Committee in the upcoming meetings. Target date: TBD.</p>
<p>#8: Conduct periodic reviews of all codes to cull duplicative or unused codes.</p>	<p>Payroll and Employee Relations</p>	<p>Not Implemented</p>	<p><b>Auditor's update as of June 2010:</b> This recommendation to conduct periodic reviews of all codes to cull duplicative or unused codes has been placed on the Human Resources/Payroll Steering Committee workplan for appropriate prioritization. The committee will be prioritizing the workplan over the next six months. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> See Recommendation #7.</p>

Audit Report and Recommendation	Department	Current Status	Comments
#9: Correct past errors and review all codes to ensure that codes are only available for use to applicable work groups.	Payroll and Employee Relations	Not Implemented	<p><b>Auditor's update as of June 2010:</b> This recommendation to correct past errors and review all codes to ensure that codes are only available for use to applicable work groups has been placed on the Human Resources/Payroll Steering Committee workplan for appropriate prioritization. The committee will be prioritizing the workplan over the next six months. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> See Recommendation #7.</p>
#10: Perform periodic reviews of all codes to ensure they are being used correctly. And to the extent possible, correcting past misuse. For example, checking that codes with strict parameters for their use are used correctly, e.g. Cancer Screening Release Time, Unpaid Furlough Leave.	Payroll	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Implementing this recommendation requires coordination of time and staffing between Human Resources, Office of Employee Relations and Finance. Prioritization of this effort will be coordinated through the Human Resources/ Payroll Steering Committee. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> See Recommendation #7.</p>
#11: Conduct regular comprehensive training for timekeepers and supervisors on PeopleSoft, time reporting and earning codes, and any changes in Union negotiated pay or hours.	Payroll	Not Implemented	<p><b>Auditor's update as of June 2010:</b> This recommendation has been placed on the Human Resources/Payroll Steering Committee workplan for appropriate prioritization. The committee will be prioritizing the workplan over the next six months. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> See Recommendation #7.</p>
#12: Provide timekeepers with written procedures and consider having them conduct the periodic monitoring of time codes.	Payroll	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Payroll is in the process of developing written procedures for timekeepers requiring increased monitoring of the use of time codes. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> Little progress has been made on this project due to year end processing priorities. Target date: 6-11.</p>
#13: Consider amending the Municipal Code to calculate final compensation as the highest base salary received, with suitable exceptions.	Employee Relations	Not Implemented	<p><b>Auditor's update as of June 2010:</b> The City Administration will evaluate the recommendations within the context of its overall negotiation strategy with the various bargaining units. The City will be in negotiations with the majority of the bargaining groups in 2011 and will consider this issue as part of the retirement reform discussions.</p> <p><b>Auditor's update as of December 2010:</b> The City has begun negotiating second tier benefits for all new hires and is proposing changing the determination of final average salary in the new plan. Target date: 6-11.</p> <p><b>POTENTIAL BUDGET IMPACT:</b> Potential savings as a result of our review of sample retirees can be expected to save the Retirement Funds \$720,000 over the life expectancy of the retirees. Additional savings to the funds could be identified based on a review of the entire retiree membership and would lower contributions from the City to the funds by an amount TBD.</p>

Audit Report and Recommendation	Department	Current Status	Comments
<p>#14: Consider amending the Municipal Code such that the Retirement Board shall credit a member with one year of federated city service for 2,080 hours of federated city service rendered by the member in any calendar year.</p>	Employee Relations	Not Implemented	<p><b>Auditor's update as of June 2010:</b> The City Administration will evaluate the recommendations within the context of its overall negotiation strategy with the various bargaining units. The City will be in negotiations with the majority of the bargaining groups in 2011 and will consider this issue as part of the retirement reform discussions.</p> <p><b>Auditor's update as of December 2010:</b> The City has begun negotiating second tier benefits for all new hires and is including changing the determination of final average salary in the new plan. Target date: 6-11.</p> <p>POTENTIAL BUDGET IMPACT: See Recommendation #13.</p>
<p>#15: Consider amending the Municipal Code to return to a three year average in calculating pension benefits in both Retirement Plans. Prior to July 1, 2001 for the Federated Plan and January 1, 1970 for the Police and Fire Plan, the City used a three year average in calculating pension benefits.</p>	Employee Relations	Not Implemented	<p><b>Auditor's update as of June 2010:</b> The City Administration will evaluate the recommendations within the context of its overall negotiation strategy with the various bargaining units. The City will be in negotiations with the majority of the bargaining groups in 2011 and will consider this issue as part of the retirement reform discussions.</p> <p><b>Auditor's update as of December 2010:</b> The City has begun negotiating second tier benefits for all new hires and is proposing changing the determination of final average salary in the new plan. Target date: 6-11.</p> <p>POTENTIAL BUDGET IMPACT: Potential savings could be 4 to 6 percent of pension cost as estimated in our audit of pension sustainability September 2010, or about \$6 to \$9 million per year.</p>
<p><b>AUDIT OF CIVILIANIZATION OPPORTUNITIES IN THE SAN JOSÉ POLICE DEPARTMENT (Issued 1/14/10)</b>  <b>The objective of the audit was to assess the efficiency and effectiveness of current deployment of sworn versus non-sworn Police department employees. We identified duties and roles in the Police Department that are currently performed by sworn employees that could be performed by a civilian. Of the 13 recommendations, 6 are partly implemented, and 7 are not implemented.</b></p>			
<p>#1: Use its semi-annually updated list to reconcile its actual staffing to the staffing authorized in the City's Adopted Operating Budget. Vacancies and other relevant information should be added to the list to allow for reconciliation to the Budget data. This will allow the Department to more accurately track its sworn-civilian mix.</p>	Police and Budget	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> The Police Department advises that authorized positions are tracked by Fiscal staff and reconciled annually with the Budget Office through the Labor Distribution Reports. Although this serves the budget process, it is a "point in time" document and the data for vacancies, Temporary Duty Transfer (TDY) assignments or long-term disabilities are not tracked. Additional tracking was conducted through RECAP reports by the Personnel Unit, however, in July 2009, the Police Department advises that the position was cut due to budget reductions. Therefore, it is currently not possible to reconcile by unit the authorized positions in the budget to actual staffing, vacancies, and other categories. The Department recognizes the deficiencies in the currently available data and is working to refine and improve it.</p>

Audit Report and Recommendation	Department	Current Status	Comments
			<p>The Department advises that the long-term solution is the Automated Field Reporting/Records Management System (AFR/RMS), for which the Request for Proposals (RFP) was released in December 2009. This system would include a new personnel module that would track sworn and civilian staffing in real time. The Department advises that this is the permanent solution but that the system isn't expected to be operational until 2014. In the meantime, the Police Department advises that it has recently designated a Staff Tech position in the Fiscal Unit to be responsible for position management Department wide. This position should aid in providing improved data within six months. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> Police Department management advises that the Department, in collaboration with Human Resources, is developing improved strategies in position management. In the meantime, the Department has designated a Staff Tech position in the Fiscal Unit to be responsible for Department-wide position management since August 2010. This position should aid in providing improved data before or by the target date. These remedies, SJPd believes, would provide a short, medium, and long-term solution. Target date: 9-11.</p>
<p>#2: Adopt a civilianization policy based on that of the International Association of Chiefs of Police or other best practices the Police Department identifies.</p>	<p>Police</p>	<p>Not Implemented</p>	<p><b>Auditor's update as of June 2010:</b> The Police Department advises that it does not have the resources to work on this during the short term. The Department further advises that it is on the Department's work plan for this year and that they will work with the appropriate City departments and the POA to develop a work plan that facilitates this recommendation and to research best practices. We encourage the Police Department to adopt a framework in the short-term based the principles in the IACP policy. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> No change. Target date: 9-11.</p>
<p>#3: Seek to increase the number of positions allowed to be civilianized in the Memorandum of Agreement with the SJPOA.</p>	<p>Employee Relations</p>	<p>Not Implemented</p>	<p><b>Auditor's update as of June 2010:</b> The City will begin negotiating in January 2011 with the SJPOA for a new Memorandum of Agreement. The Police Department advises that the issue of civilianization will be addressed in the negotiations. Target date: 6-11.</p> <p><b>Auditor's update as of December 2010:</b> The City began negotiations with SJPOA. Target date: TBD.</p> <p>POTENTIAL BUDGET IMPACT: See Recommendation #9.</p>

Audit Report and Recommendation	Department	Current Status	Comments
#4: Consider how Community Service Officers and Investigative Aides might be used in the future in San José and meet and confer with the SJPOA regarding this provision.	Police and Employee Relations	Not Implemented	<p><b>Auditor's update as of June 2010:</b> The Police Department advises that this recommendation is beyond its scope and authority and that it requires a policy discussion with the City Council and requires Council direction to the City Manager. It would further require a "meeting and conferring" with the POA. The City Auditor's Office encourages the Police Department to propose the use of Community Service Officers and Investigative Aides to foster a Citywide discussion. Target date: 6-11.</p> <p><b>Auditor's update as of December 2010:</b> Police Department management advises that aside from limitations in scope and authority noted above, the Department also faces current and upcoming budget and staffing cuts. Management advises that because of the challenges and constraints brought about by these cuts, making significant organizational and structural changes at this time will not serve the best interest of the Department and the public. Management advises that it will reevaluate this issue once it gets a better picture of the short-term and long-term impacts brought by the current and upcoming budget cuts. Target date: 6-11.</p> <p>POTENTIAL BUDGET IMPACT: See Recommendation #9.</p>
#5: Propose removing positions that could be civilianized from the Exempt Officers' Program when the consent decree is reviewed.	Police, City Attorney, and Employee Relations	Not Implemented	<p><b>Auditor's update as of June 2010:</b> The Police Department advises that it is continuing to review and evaluate positions currently filled by Exempt Officers. The Department advises that it plans to meet soon with the San José Peace Officers Association (SJPOA) to discuss potential changes in the number and type of Exempt Employees and to discuss the potential for substituting civilians into those positions. The Department advises that if it is unable to reach agreement with the SJPOA, it will be necessary to return to federal court for a judge to resolve it. The Department advises that this recommendation will be built into the long-term civilianization plan of the Department. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> The Police Department advises that it has developed a short term plan to civilianize 15 positions in FY 2011-12, some of which may be Exempt Employee positions. Police Department management further advises that it is continuing to review and evaluate positions currently filled by Exempt Officers. Management advises that the Department faces current and upcoming budget and staffing cuts. Because of the challenges and constraints brought about by these cuts, making significant organizational and structural changes at this time will not serve the best interest of the Department and the public. Management will reevaluate this issue once it gets a better picture of the short-term and long-term impacts brought by the current and upcoming budget cuts. Management further advises that this recommendation will be built into the Department's long-term civilianization plan. The positions that will be identified for civilianization will require Delete/Add Budget Proposals. To ensure the success of</p>

Audit Report and Recommendation	Department	Current Status	Comments
			civilianizing its workforce to achieve an optimum balance of sworn and non-sworn personnel, the Department will continue to work with SJPOA, exempt employee representatives, the City Attorney's Office, and all affected stakeholders. Target date: 9-11.
<p>#6: Analyze its employment and assignment options regarding <i>Brady</i> officers and then develop a policy accordingly, based on the International Chiefs of Police model policy and other best practices identified by the Police Department. Should also consider whether to retain those officers and whether the work they perform, if administrative, could instead be performed by civilians.</p>	Police	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> The Police Department advises that it has conducted research on best-practices throughout the State to determine what other California agencies are doing internally with "Brady" officers. Based on the Department's research, it is developing a proposed "Brady" policy and considering all related issues. Implementation may require coordination with the POA, the City Attorney's Office, and with the District Attorney. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> The Police Department advises it has conducted research on best-practices throughout the State and developed a "Brady" policy which has been approved by the City Attorney's Office and the District Attorney's Office. Management advises that the policy is now in effect. The Auditor's Office notes, however, that the adopted policy differs from the IACP model in that it does not address how or whether Brady status may affect a sworn employee's continued employment. The problem identified in the audit was that the Brady employees were frequently assigned to administrative work that could have been performed by civilians. Target date: TBD.</p>
<p>#7: Work with the Human Resources Department to update or create job descriptions to accurately reflect job duties of non-Patrol sworn positions.</p>	Police and Human Resources	Not Implemented	<p><b>Auditor's update as of June 2010:</b> The Police Department advises that it will work with individual units to update job descriptions of non-Patrol sworn positions as resources allow. Currently, due to budget shortages and staffing reductions, the Department advises that it is in the process of reorganizing its unit structure. The Department advises that as the full impact of staffing reductions and changes is assessed, the Department will begin moving forward with this recommendation. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> The Police Department management advises that it will work with individual units to update job descriptions of non-Patrol sworn positions as resources allow. Management advises that the Department faces current and upcoming budget and staffing cuts and because of the challenges and constraints brought about by these cuts, making significant organizational and structural changes at this time will not serve the best interest of the Department and the public. Management advises that it will reevaluate this issue once it gets a better picture of the short-term and long-term impacts brought by the current and upcoming budget cuts. Target date: 9-11.</p>



Audit Report and Recommendation	Department	Current Status	Comments
#8: Work with the Human Resources Department to develop a plan for creating a civilian job classification system that provides opportunities for variety to civilians within the Police Department.	Police and Human Resources	Not Implemented	<p><b>Auditor's update as of June 2010:</b> The Police Department advises that it will work with Human Resources to implement this recommendation as resources allow. The Department further advises that the timing of implementation may be impacted by other workforce priorities driven by the City's fiscal condition. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> No change. Target date: 9-11.</p>
#9: Develop short, medium, and long-term plans to civilianize the positions identified in this audit and/or other positions identified by the Police Department.	Police	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> The Police Department advises that it developed a short-term plan that identified positions for civilianization that would be allowed under the SJPOA MOA and therefore, could be immediately incorporated into the budget process. The Department advises that this plan included 15 positions and was presented to Budget but that funding was not available. The City Manager's Office advises that additional analysis, given the current budget context, is required. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> Police Department management advises that it has developed a short-term plan to civilianize 15 positions in the FY 2011-12 fiscal year. The proposal would eliminate the sworn positions and add new civilian positions in the appropriate classifications. Target date: 9-11.</p> <p>POTENTIAL BUDGET IMPACT: \$5.1 million per year.</p>
#10: Identify partial administrative roles filled by sworn and consider options for civilianization.	Police	Not Implemented	<p><b>Auditor's update as of June, 2010:</b> The Police Department advises that it agrees with this recommendation and will continue to identify partial administrative duties conducted by sworn personnel as the long-term civilianization plan is developed and as staffing allows. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> No change. Target date: TBD.</p> <p>POTENTIAL BUDGET IMPACT: See Recommendation #9.</p>
#11: Consider outsourcing the helicopter pilot duties as well as the fixed-wing airplane assignments on an hourly basis.	Police	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> The Police Department advises that it has completed the analysis for such outsourcing but has not received Budget approval to outsource the positions. The Department advises that it is necessary to meet and confer with the SJPOA but that this has not happened yet. The Department notes that the Air Support Unit has been reassigned to the Airport Division for greater efficiency, consolidation of supervision and to save money. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> The Police Department has suspended the Helicopter Program effective in March 2011. The Air Support Unit (of which the Helicopter Program is a part) was reassigned</p>

Audit Report and Recommendation	Department	Current Status	Comments
			<p>to the Airport Division for greater efficiency, consolidation of supervision and to save money but has not been considered for outsourcing. Target date: 9-11.</p> <p>POTENTIAL BUDGET IMPACT: See Recommendation #9.</p>
<p>#12: Work with the Police Activities League to determine the most effective and efficient mix of sworn and civilian staff. The Police Department should also reconsider how the Department should support the work of the Police Activities League in the future.</p>	<p>Police</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> The Police Department management advises that it believes it is important to retain a sworn presence at PAL. At the time of the civilianization audit, PAL staffing from SJPD consisted of six positions (five sworn and one civilian). SJPD advises that it has since reduced the sworn staffing by three officers, so that remaining sworn staff consists of one sergeant and one officer. One civilian also remains. The Auditor's Office agrees with these changes but also encourages the Police Department to continue to consider other ways to support PAL. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> No change. Target date: TBD.</p> <p>POTENTIAL BUDGET IMPACT: See Recommendation #9.</p>
<p>#13: Work with the Airport Department to determine the most effective and efficient mix of sworn (SJPD) and civilian (Airport) security required to maintain the Airport's security program, in accordance with TSA regulations.</p>	<p>Police and Airport</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> The Police Department advises that collaborative efforts between the Department and the Airport resulted in reductions in police airport staffing without compromising safety. Police Department staffing was reduced by one captain, one sergeant and three officers in March 2010 and by an additional officer in June 2010 for a total reduction of six sworn positions. The Police Department advises that it is continuing to work with the Airport to assess ways to increase efficiency of Police staffing. The Auditor supports this especially given the decrease in Airport passengers. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> The Police Department management advises that in addition to the changes above, the TSA is currently evaluating its budget to determine whether outsourcing security services would be a feasible cost-savings measure. If security services were outsourced, there would be 41 sworn Police Department positions that would potentially be affected. Target date: TBD.</p> <p>POTENTIAL BUDGET IMPACT: In its February 2011 Preliminary Business Case Analysis, the Airport estimated potential on-going savings of \$7.5 million.</p>

## AUDIT OF DECENTRALIZED CASH HANDLING (Issued 2/10/10)

The objective of our audit was to determine if the City has an adequate and effective system of internal controls over the cash handling process. Of the 8 recommendations, 3 were implemented during this period, 4 are partly implemented, and 1 is not implemented.

#1: Complete the update of Finance Administrative Manual Sections 4.0 through 4.6 procedures governing cash handling and revenue collection.	Finance	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> According to the Finance Department, the transition to the City's new banking services provider was completed on July 2, 2010. With the banking transition complete, Finance will update cash handling procedures in the Finance Administrative Manual to accurately describe current systems and practices. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> Finance has completed updates to several policy sections. Target date: 3-11.</p>
#2: Develop Citywide policies and procedures to require and periodically assess Payment Card Industry compliance at all distributed cash handling sites accepting credit cards.	IT and Finance	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> According to City Administration, an October 1, 2010 deadline for Payment Card Industry (PCI) compliance has been established and the Information Technology Department (IT) is working with the Finance Department and Wells Fargo Bank to meet it. IT will be working with a PCI consultant to finalize the security policy regarding credit card acceptance at Citywide cash handling sites in accordance with PCI Council requirements. Target date: 10-10.</p> <p><b>Auditor's update as of December 2010:</b> According to IT, there has been a delay in identifying consulting resources to complete the information security policy. The City's merchant card processor (Wells Fargo) has granted an extension until the information security policy is approved. Target date: 4-11.</p>
#3: Require vendors providing credit card processing software and services be pre-certified for Payment Card Industry compliance, and submit quarterly or annual Payment Card Industry certifications of compliance to the City's Information Technology Chief Security Officer and department contract managers.	IT and Finance	Not Implemented	<p><b>Auditor's update as of June. 2010:</b> According to City Administration, upon completion of Citywide compliancy efforts, the Information Technology (IT) Department will begin checking that vendors providing credit card processing software and services are pre-certified for Payment Card Industry (PCI) compliance and submit proof of compliance either quarterly or annually. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> According to IT, implementation of this recommendation has been delayed due to lack of additional resources required. Target date: 6-11.</p>

Audit Report and Recommendation	Department	Current Status	Comments
#4: Complete the update of procedures for conducting spot audits of petty cash and change funds, and clarify roles and responsibilities for conducting the audits.	Finance	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> According to the Finance Department, an update to the existing procedures for spot audits of petty cash and change funds, clarifying roles and responsibilities for conducting the audits, has been drafted. Finance intends to finalize the updated procedures by December 2010. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> Finance is currently evaluating the feasibility of converting the existing petty cash process from a traditional cash disbursement process to an electronic (Pcard) non-cash process. Pending the outcome of the evaluation Finance will either update existing procedures as currently conceived or draft new procedures to reflect new processes. Target date: 7-11.</p>
#5: Complete the update of the 1986 cash shortage/overage procedure to increase the reporting threshold from \$50 to \$100, and implement a reporting form on the Finance Department's intranet website to allow departments to easily file cash shortage/overage reports.	Finance	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> According to the Finance Department, an updated cash overage/shortage procedure has been drafted and will be finalized by December 2010. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> No change. Target date: 6-11.</p>
#6: Either enforce the ordinance the City Council enacted requiring bicycle licensing, or recommend the City Council repeal the ordinance.	City Attorney	Implemented	<p><b>Auditor's update as of June. 2010:</b> On March 2, 2010, the City Council directed the City Attorney's Office to draft an ordinance repealing provisions in the San Jose Municipal Code regarding bicycle licensing requirements. The City Attorney's Office is currently drafting the ordinance. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> The City Attorney's Office drafted an ordinance repealing Municipal Code bicycle licensing requirements and the City Council approved the ordinance at the November 30, 2010 City Council meeting.</p>
#7: If fire stations continue to collect fees for bicycle licenses, obtain locked cashboxes for fire stations.	Fire	Implemented	<p><b>Auditor's update as of June 2010:</b> According to San José Fire Department (SJFD) Administration, fire stations which did not have locked cash boxes were identified and locking cash boxes for those stations were provided and installed. Fire stations are currently collecting fees for bicycle licenses at all stations, with the exception of Station 20 at the San José Norman Mineta International Airport. However, on March 2, 2010, the City Council directed the City Attorney's Office to draft an ordinance repealing provisions in the San José Municipal Code regarding bicycle licensing requirements. The City Attorney's Office is currently drafting the ordinance and when the new ordinance is enacted, SJFD will comply with it and terminate the bicycle licensing program. Target date: TBD.</p> <p><b>Auditor's update as of December 2010:</b> The City Council adopted Ordinance Number 28855 on November 30, 2010, repealing bicycle licensing requirements. The Fire Department discontinued collecting bicycle licensing fees in accordance with the ordinance.</p>

Audit Report and Recommendation	Department	Current Status	Comments
<p>#8: Ensure system software is fully implemented and enter false alarm incident reports into the database to bill for false alarm fines on a timely basis.</p>	Police	Implemented	<p><b>Auditor's update as of June 2010:</b> According to San José Police Department (SJPD) Administration, grant funding was used to procure new system software, Alarm Track, which is fully implemented. Current false alarm incident reports are being entered into the database as they are received and fines are being collected timely. However, SJPD is still inputting a backlog of prior false alarm incident reports from the old database into the new database so these fines can also be collected. Target date: 3-11.</p> <p><b>Auditor's update as of December 2010:</b> The San José Police Department (SJPD) utilized grant funding to procure new system software named Alarm Track. The software system is now fully operational. Current false alarm reports are entered into the database as they are received and fines are being collected. SJPD staff is slowly catching up on the backlogged false alarm reports and billing on those incidents has been completed through August 2010.</p>

## AUDIT OF COMMUNITY CENTER STAFFING (Issued 3/11/10)

The objective of our audit was to determine if the current allocation of staff at community centers is efficient and effective. Of the 17 recommendations, 2 were implemented during this period, 10 are partly implemented, and 2 are not implemented.

<p>#1: Enhance data collection methodology to track community center traffic, daily and hourly attendance, and program participation.</p>	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> PRNS has modified data collection forms and processes to collect program information by site, rather than regionally, effective July 2010. PRNS is in the process of purchasing automated people counter systems, for high-use sites with limited points of entry, which will provide daily and hourly attendance counts. PRNS staff believes collecting hourly attendance data for other sites is not feasible because the labor time involved to gather information by hand would result in a significant reduction in programming and center services. Target date: 7-11.</p> <p><b>Auditor's update as of December 2010:</b> According to PRNS, an initial market scan of people counter systems revealed higher than budgeted costs for hardware and installation. PRNS says that it will continue to pursue people counter systems in the first half of FY 2011-12 by searching for more affordable hardware/installations and/or alternative funding sources.</p> <p>In the interim, PRNS states it has focused data collection efforts on using the Registration and E-Commerce System (RECS). Since the December 2008 initial implementation of RECS, PRNS has implemented a number of functionalities to improve data collection, including class registration, facility reservation and memberships. Target date: 12-11.</p>
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Audit Report and Recommendation	Department	Current Status	Comments
<p>#2: Invest in a people counter system to capture more complete and consistent data on community center usage.</p>	PRNS	Not Implemented	<p><b>Auditor's update as of June 2010:</b> PRNS staff has identified six hub community centers—Roosevelt, Berryessa, Mayfair, Seven Trees, Evergreen, and Almaden—where, based on the numbers of entry points and foot traffic, the installation of people counter systems is most feasible. According to PRNS, staff has been working with potential vendors to determine the appropriate type of device for each site and with the General Services Department to plan installation of the equipment. PRNS plans to evaluate the feasibility of installing equipment at other sites based on the availability of technology to deal with multiple entry points, foot traffic, and estimated cost effectiveness. PRNS staff state funding availability will also be a determining factor in implementation as initial costs are estimated at approximately \$8,000 to \$9,000 per site. Target date: 7-11.</p> <p><b>Auditor's update as of December 2010:</b> See recommendation #1 above.</p>
<p>#3: Update the community center cost center dictionary and develop controls to ensure staff accurately track individual community center costs, program costs, and staffing costs.</p>	PRNS	Implemented	<p><b>Auditor's update as of June 2010:</b> PRNS staff updated its chart of accounts in June 2010, and is in the process of updating the FY 2010-11 cost center dictionary. According to PRNS, changes to the cost-center dictionary are scheduled to be completed in October 2010, at which point staff will receive the update and be reminded to accurately track individual community center costs, program costs, and staffing costs. Target date: 11-10.</p> <p><b>Auditor's update as of December 2010:</b> PRNS updated the FY 2010-11 cost center dictionary and distributed it to appropriate managers to monitor their budgets and monthly costs throughout the fiscal year.</p>
<p>#4: Develop efficiency indicators that enhance management's decision-making ability and identify trends in operations.</p>	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> According to PRNS, staff is meeting monthly to determine appropriate efficiency indicators for community center facilities and programs. Although appropriate trigger points have not yet been determined, PRNS envisions that a combination of attendance, revenue generation, and customer satisfaction data will be used to determine whether a facility/program is meeting performance goals. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> In 2010 PRNS developed business plans for Edenvale, Mayfair and Seven Trees Community Centers. Included within these business plans were market and economic analyses, and demographic information which help guide and assist management's decision making ability and assessment of related trends. According to PRNS, staff is currently developing additional business plans for other community center sites.</p>

Audit Report and Recommendation	Department	Current Status	Comments
			<p>In addition, tracking tools such as performance measures and RECS data will provide staff with the ability to review and identify trends. PRNS also conducts annual customer surveys as part of its performance measure assessment. According to PRNS, staff will use these data to help implement financial strategies to meet its goal of a 40 percent cost recovery rate by 2014. Target date: 6-11.</p>
<p>#5: Reexamine its staffing of satellite and neighborhood centers in light of the recently expanded service areas for hubs and the potential for on-going budget reductions.</p>	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> PRNS proposed the consolidation of staffing and recreation services into one primary hub facility per Council District as part of the FY 2010-11 budget process. The proposal would have resulted in the placement of the majority of satellite and neighborhood centers into the facility re-use program. Ultimately, that proposal was deferred by the City Council in the budget process, and implementation has been delayed until FY 2011-12. Target date: 6-11.</p> <p><b>Auditor's update as of December 2010:</b> No change. Target date: 6-11.</p>
<p>#6: Clarify whether the re-use service levels are above and beyond those stipulated in other agreements, and require service providers to disclose their funding sources for services provided under re-use contracts.</p>	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> PRNS has incorporated language into recent facility re-use agreements that requires the re-use service provider to semiannually report all sources of funding received, including without limitation, City grant-funded sources (e.g., CDBG, San Jose BEST, Healthy Neighborhood Venture Funds (HNVF), Workforce Investment Act, and Community Action Pride (CAP) grants). According to PRNS, staff is revising existing facility re-use agreements to include the new disclosure language, and developing a method for linking more directly outcomes and performance with funding sources to clarify any additional service levels as a result of the provision of the re-use facility. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> When PRNS extended agreements with reuse service providers from FY 2009-10 to FY 2010-11 (and beyond), it included semiannual reporting of all sources of funding received. In addition, the Request for Interest (RFI) processes (Phase I and II) has created further opportunities for agencies to use reuse facilities. According to PRNS, new agreements will incorporate language to clarify that when a reuse service provider receives both the use of a City reuse facility at no cost and City funding sources, service levels proposed in the reuse facility must be above and beyond the service levels stipulated in City funding source agreements. Target date: 6-11.</p>
<p>#7: Include CBOs with re-use agreements in discussions of the Nonprofit Strategic Engagement Platform and when preparing Citywide grant listings. Include the value of utilities, maintenance and custodial services, and fair market lease value of these agreements as these values become available.</p>	PRNS and Economic Development	Not Implemented	<p><b>Auditor's update as of June 2010:</b> PRNS completed updates to the chart of accounts in the City's financial system that will allow prospective accounting for utilities, maintenance, and custodial services costs incurred by each of the re-use sites. These costs for FY 2010-11 and beyond will be reported to the Nonprofit Strategic Engagement Platform</p>

Audit Report and Recommendation	Department	Current Status	Comments
			<p>following the close of each fiscal year beginning in September 2011. In addition, according to PRNS, staff has provided basic information on re-use facilities—such as age and square footage—and held preliminary discussions about their fair market lease valuations with the General Services Department.</p> <p>According to City staff, in the interim, the City will include community-based organizations that participate in the facility re-use program in the Citywide grant listing without reporting the exact financial assistance provided until that information is available. Target date: 9-11.</p> <p><b>Auditor’s update as of December 2010:</b> According to PRNS, PRNS and Public Works staff is in the process of collecting information on maintenance, utilities, and custodial service costs for each reuse facility. PRNS is currently negotiating agreements with service providers to operate reuse sites and will have a complete listing of the organizations and the respective City contribution by September 2011. Community-based organizations with reuse agreements will be included in the discussions at the Nonprofit Strategic Engagement Platform once a complete listing of the values of each site is created. Target date: 9-11.</p>
#8: Estimate the fair market value of re-use facilities.	Real Estate	Partly Implemented	<p><b>Auditor’s update as of June 2010:</b> According to PRNS, staff has provided basic information on re-use facilities—such as age and square footage—and held preliminary discussions about their fair market lease valuations with the General Services Department. General Services staff plans to have more in-depth discussions with PRNS to address this recommendation. Target date: 6-11.</p> <p><b>Auditor’s update as of December 2010:</b> According to Real Estate, staff developed a draft methodology for estimating the fair market value of reuse facilities, and will begin evaluating each property when the methodology is finalized. Target date: 6-11.</p>
#10: Include Washington United Youth Center in the facility re-use program or operate it with City staff.	PRNS	Partly Implemented	<p><b>Auditor’s update as of June 2010:</b> PRNS proposed the inclusion of the Washington United Youth Center in the facility re-use program as part of the FY 2010-11 budget process. The City Council elected to defer funding reductions until FY 2011-12, allowing the current operator to continue operation of Washington United Youth Center until June 30, 2011. According to PRNS, staff was directed to continue to work with the Community Center Re-use Advisory Task Force to find qualified service providers to assume operation of Washington United Youth Center beginning July 1, 2011. Target date: 6-11.</p> <p><b>Auditor’s update as of December 2010:</b> According to PRNS, the Washington United Youth Center will be placed into the reuse program beginning FY 2011-12, and all City grant funds issued for the operation of the facility will cease as of June 30, 2011. An RFI process was conducted for this and 5 other high-use, high-need sites in November</p>



Audit Report and Recommendation	Department	Current Status	Comments
			<p>2010. The City has selected a vendor for the site and is currently in contract negotiations. PRNS anticipates that services will begin under the new contract on July 1, 2011. Target date: 7-11.</p> <p>POTENTIAL BUDGET SAVINGS: \$360,000.</p>
<p>#11: Periodically review the City's cost for re-use facilities, and assess the continued value of re-use sites.</p>	PRNS	Partly Implemented	<p><b>Auditor's update as of June, 2010:</b> According to PRNS, staff will annually review maintenance, utilities and operation costs for each re-use site during the budget process. In addition, according to PRNS, staff has provided basic information on re-use facilities—such as age and square footage—and held preliminary discussions about their fair market lease valuations with the General Services Department. PRNS staff anticipates conducting annual assessments of facility re-use cost effectiveness, which includes identifying the cost avoidance to the City (savings of City resources by placing these facilities in the facility re-use program). Target date: 6-11.</p> <p><b>Auditor's update as of December 2010:</b> According to PRNS, the FY 2010-11 Facility Assessment of utilities, garbage, custodial, parks grounds maintenance, and capital building costs of reuse sites will be used to evaluate cost avoidance to the City once service providers are selected for the 2010-11 Phase 1 and 2 reuse sites. Selection of service providers will occur no later than June 30, 2011. Target date: 6-11.</p>
<p>#13: Enhance the community center website with features such as maps, directions, and links to the RECS system to improve user interface.</p>	PRNS	Implemented	<p><b>Auditor's update as of June 2010:</b> In June 2010, the PRNS website was upgraded to include individual pages for each Hub community center that provides photos, 360 degree virtual tours, hours of operation, program information, and a listing of ongoing facility users. A link to the Recreation and E-Commerce System (RECS) is available from both the City and PRNS homepages. The RECS search engine allows users to sort class offerings by location and activity type. According to PRNS, staff is working to identify resources that will allow for the inclusion of maps, directions, and additional RECS enhancements. Target date: 10-10.</p> <p><b>Auditor's update as of December 2010:</b> PRNS added rental information, the forms most needed by customers, and searchable maps for each of the hub centers. The interactive tour integrates all of the information into one page—users start by viewing a map of San José, and can choose any center and view center photos, videos, class, and program information.</p>
<p>#15: Substantially reduce the number of classes offered with no attendance.</p>	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> According to PRNS staff, there will always be a minimal percentage of classes with little or no attendance because staff is encouraged to try testing new classes or new locations each sessions, and new classes, although based on customer feedback, are not always successful the first time offered. Nonetheless, staff is</p>

Audit Report and Recommendation	Department	Current Status	Comments
			<p>using the data from RECS to identify classes that have had little or no enrollment, and is working to consolidate classes that have less than minimum enrollment. Based on these efforts, the class cancellation rate has decreased from 52 percent in Spring 2009 to 39 percent in Winter 2010. Staff will continue to work on decreasing the cancellation rate to a goal of 20-25 percent. Target date: 12-12.</p> <p><b>Auditor's update as of December 2010:</b> According to PRNS, staff will continue to develop additional reports from the RECS system to better target populations and marketing efforts, to explore new classes and locations, and to work on decreasing the cancellation rate to its goal of 20-25 percent. Target date: 12-12.</p>
<p>#16: Identify community centers where staffing schedules can be modified to allow for weekend operations.</p>	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> PRNS proposed a new staffing structure and expanded operational hours, including greater weekend operations, for hub community centers as part of the FY 2010-11 budget process. However the proposal was deferred by the City Council until FY 2011-12. Target date: 6-11.</p> <p><b>Auditor's update as of December 2010:</b> According to PRNS, staff will be better prepared to identify new staffing schedules after the approval of the FY 2011-12 budget. Target date: 6-11.</p>
<p>#17: Identify community centers where staff schedules could be further staggered to increase community center staffing efficiency.</p>	PRNS	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> PRNS proposed a new staffing structure and expanded operational hours, including further staggered staff schedules at some sites, for hub community centers as part of the FY 2010-11 budget process. However the proposal was deferred by the City Council until FY 2011-12. Target date: 6-11.</p> <p><b>Auditor's update as of December 2010:</b> According to PRNS, staff has begun to look at the different possibilities associated with adjusting staffing patterns at all current hub sites to ensure that operational hours align with the hours where the highest number of users is realized. The department plans to conduct further analysis and implement changes upon completion of the FY 2011-12 budget. PRNS anticipates that staggering of full-time staff hours will allow the department to maintain and add additional programs and services during evening and weekend hours. Target date: 6-11.</p>

## AUDIT OF THE CITY'S LICENSING AND PERMITTING OF CARDROOM OWNERS AND EMPLOYEES (Issued 4/7/10)

The purpose of our review was to assess the efficiency and effectiveness of the City's licensing and permitting process for cardroom owners and employees, including benchmarking the scope and cost of cardroom employee background investigations and the cost of oversight. Of the 6 recommendations, 2 are partly implemented, and 4 are not implemented.

<p>#1: Retain the City's licensing of cardroom owners, and propose amendments to Title 16 to require and rely solely on the State's key employee license for issuing a San Jose key employee license thereby reducing the DGC's workload while preserving the City's ability to impose limitations and conditions on these licenses including the ability to retract the license based on the key employee's violations of Title 16. These revisions should apply to all new, pending, and incomplete license investigations.</p>	<p>Police, City Attorney, and City Manager</p>	<p>Not Implemented</p>	<p><b>Auditor's update as of June 2010:</b> The City Attorney's Office plans to propose amendments to Title 16 in Fall 2010. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> According to the City Attorney's Office amendments to Title 16 have been deferred to Summer 2011. Target date: 6-11.</p>
<p>#2: Abide by the Title 16 guideline that license investigations should be completed within 180 days and develop clear written guidelines for when investigations can extend beyond 180 days. These revisions should apply to all new, pending, and incomplete license investigations.</p>	<p>Police and City Manager</p>	<p>Not Implemented</p>	<p><b>Auditor's update as of June 2010:</b> According to the Gaming Administrator, the DGC no longer does key employee license investigations. However, the DGC has not made any progress on issuing permanent licenses to all key employees with a State license and has not provided guidelines for when license issuance could extend beyond 180 days. According to the Gaming Administrator, the DGC is waiting for the City Attorney's Office to present Title 16 amendments to City Council. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> No change.</p>
<p>#3: To better manage its backlog of pending license investigations, redesign its background investigations to: a) provide clearer guidance on the desired scope of the DGC licensing process, b) be more limited in scope, and c) track and report the status and cost of these pending and incomplete license investigations through the Annual Report to the City Council. These revisions should apply to all new, pending, and incomplete license investigations.</p>	<p>Police and City Manager</p>	<p>Not Implemented</p>	<p><b>Auditor's update as of June 2010:</b> The DGC has not made any progress on pending key employee licenses. According to the Gaming Administrator, the DGC has discontinued key employee license investigations and is waiting for key changes to Title 16. Once Title 16 is revised, the DGC intends on issuing permanent licenses to all eligible key employees. Further, according to the Gaming Administrator, the DGC has developed new guidelines on the scope of license investigations. These guidelines will be presented in a Business Plan. The draft Business Plan is awaiting approval by the Chief of Police. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> No change.</p>

Audit Report and Recommendation	Department	Current Status	Comments
<p>#4: Implement procedures to track time and costs of each licensing review, provide an itemized accounting to each applicant at the end of each review, and include the per applicant cost in the Annual Report to City Council.</p>	<p>Police and City Manager</p>	<p>Not Implemented</p>	<p><b>Auditor's update as of June, 2010:</b> The Division has not made any progress on tracking time and cost of each licensing review. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> As stated in the audit, the DGC purchased a web-based time sheet management portal in 2009 which can track the time that DGC staff has expended on each and every investigation. Further, as stated in recommendation # 3, the DGC has discontinued license investigations pending changes to Title 16. We will revisit this recommendation once we have reviewed the DGC's new license investigations guidelines detailed in a Business Plan. This Plan is pending approval by the Chief of Police. Target date: 6-11.</p>
<p>#5: Liquidate the two encumbrances in the DGC's fund and use the funds to offset DGC costs.</p>	<p>City Manager and Police</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> The City Manager's Office is in the process of selecting a consultant to review and recommend changes to the Gaming Division structure. According to the Administration, a consultant has been selected and the City Attorney's Office is in the process of reviewing the selection. Funding would come from the two encumbrances in the DGC's fund. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> In November 2010, the City Manager's Office selected Whitesand Gaming LLC to provide gaming consultant services with regard to the City's gaming operations. According to the City Manager's Office, the consultant is in the process of completing a staffing configuration plan of the DGC. The Police Department requested and received approval to liquidate \$50,000 from the encumbrance to fund the consultant's services. Funds will be used on an as needed basis to pay for the consultant. Target date: 6-11.</p>
<p>#6: We recommend the City Administration:</p> <ul style="list-style-type: none"> <li>A. Propose revisions to Title 16 to discontinue the City's permitting function and accept State-issued portable gaming work permits, or</li> <li>B. Process work permits within the DGC.</li> </ul>	<p>Police and City Manager</p>	<p>Partly Implemented</p>	<p><b>Auditor's update as of June 2010:</b> As of August 4, 2010, the DGC has taken over the work permit function. According to the Gaming Administrator, as of September 9, 2010, the DGC has reviewed and granted 72 new work permits and renewals. Due to the limited timeframe since the adoption of the audit report in June 2010 and the limited available data, the Auditor's office will revisit this recommendation in the next recommendation follow-up cycle. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> The DGC has been processing work permits in-house since September, 2010. Appointments are scheduled based on a list of applicants the cardrooms send on a weekly basis. Each cardroom has two 30 minute slots each day (Monday to Thursday). Since September 2010, the DGC has processed more than 100 work permits. On average it took the DGC about 12 days to process and issue a work permit. According to the DGC, it has allocated 0.5 Police Officer and 0.25 staff technician to the work permitting process.</p>

Audit Report and Recommendation	Department	Current Status	Comments
			The SJPD's fiscal division will be working on analyzing the cost-recovery on work permit fees based on the total hours that the DGC spends on work permits, however this analysis has not yet started. Target date: 3-11.

**AUDIT OF THE AIRPORT'S PARKING MANAGEMENT AGREEMENT (Issued 4/7/10)**  
**The objectives of our audit were to determine compliance with the current agreement and identify opportunities to improve provisions in the planned new management agreement. Of the 17 recommendations, 1 was previously implemented, 2 are partly implemented, and 14 are not implemented.**

#1: Revise procedures related to reconciling credit card transactions to reflect the new operating environment once the new PARCS is installed and implemented.	Airport	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Airport Staff are evaluating new procedures related to reconciling credit card transactions, in recognition of new reporting flexibility and options that will be available when the new Parking and Revenue Control System (PARCS) is installed and implemented Fall 2010. Revised credit card transaction procedures will be in place by the time the final acceptance of the new PARCS system is completed in Spring 2011. Target date: 4-11.</p> <p><b>Auditor's update as of December 2010:</b> PARCS system installation continues with acceptance testing scheduled to start in late Spring 2011 and acceptance by late Summer 2011. Target date: 8-11.</p>
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#2: Develop audit procedures to detect unreported revenue, theft or fraud once the new PARCS is installed.	Airport	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Airport staff plan to enhance existing audit procedures that place additional emphasis on detecting unreported revenue theft and fraud recognizing that new procedures, reporting and options will be available when the new PARCS(parking and Revenue Control System) is installed and implemented Fall 2010. The Airport staff plan to have revised audit procedures to detect unreported revenue, theft or fraud in place by the time the final acceptance of the new system is completed in Spring 2011. Target date: 4-11.</p> <p><b>Auditor's update as of December 2010:</b> PARCS system installation continues with acceptance testing scheduled to start in late Spring 2011 and acceptance by late Summer 2011. Target date: 8-11.</p>
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#3: Clarify its procedures for calculating the monthly management fee to match the specific language of the management agreement and train staff on those procedures.	Airport	Not Implemented	<p><b>Auditor's update as of June 2010:</b> According to Airport staff, the intent of the language in the management agreement is to calculate the management fee based on the parking fees generated-in the previous month, as long as the fees are deposited to the City's account within a reasonable time. The lag time for deposit of cash transaction in the current Parking Management Agreement is generally one business day and up to 72 hours for credit card transactions. Interest is charged for delays in the deposit beyond this time. Airport staff agrees with the recommendation and will ensure that the procedures for calculating the monthly management fee will be clearly outlined in the next parking management agreement. Development of the next Airport Parking</p>
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Audit Report and Recommendation	Department	Current Status	Comments
			<p>Management Agreement RFP is underway and the final agreement is anticipated to be awarded late Fall 2011. Target date: 11-11.</p> <p><b>Auditor's update as of December 2010:</b> RFP development is on track for award in late Fall 2011. Target date: 11-11.</p>
<p>#4: Identify the Airport or City official to whom the operator should submit its performance and fidelity bonds in its next Request for Proposal and Airport Parking Management Agreement.</p>	Airport	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Airport staff plan to clearly specify the City Official to whom the operator should submit the documents including the performance and fidelity bonds in the next Airport Parking Management Agreement. Development of the next Airport Parking Management Agreement RFP is underway and the agreement is anticipated to be awarded late Fall 2011. Target date: 11-11.</p> <p><b>Auditor's update as of December 2010:</b> RFP development is on track for award in late Fall 2011. Target date: 11-11.</p>
<p>#5: Consider using a cost plus management agreement for its next Request for Proposal and Airport Parking Management Agreement.</p>	Airport	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> Airport staff agrees with the recommendation and the Cost Plus Management Model will be incorporated in the next RFP and Airport Parking Management Agreement. Development of the next Airport Parking Management Agreement RFP is underway and the agreement is anticipated to be awarded late Fall 2011. Target date: 11-11.</p> <p><b>Auditor's update as of December 2010:</b> RFP development is on track for award in late Fall 2011. Target date: 11-11.</p>
<p>#6: Include specific provisions to protect against the reimbursement of costs which are overstated or unrelated to Airport parking operations in its next Request for Proposal and Airport Parking Management Agreement.</p>	Airport	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Airport staff plans to include in the next Airport Parking Management Agreement RFP wording similar to Portland Airport's parking management agreement to ensure controls are in place to protect against overstatement of costs and charges for unrelated charges. Development of the next Airport Parking Management Agreement RFP is underway and the agreement is anticipated to be awarded late Fall 2011. Target date: 11-11.</p> <p><b>Auditor's update as of December 2010:</b> RFP development is on track for award in late Fall 2011. Target date: 11-11.</p>
<p>#7: Consider reducing the frequency of the nightly LPI inventory and eliminating the unaccounted vehicles provision in its next Request for Proposal (RFP) and Airport Parking Management Agreement. The RFP should also include specific language describing how the inventory is conducted, i.e., the use of LPR and LPI technology.</p>	Airport	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Airport staff agrees with the recommendation and will specify inventories required and the method (physical count vs. LPI vs. LPR verification) in the next Airport Parking Management Agreement RFP. Wording similar to SFO's parking management agreement will be included in the next Airport Parking Management Agreement to clarify how parking inventories are conducted. The development of the next RFP is underway and the agreement is anticipated to be awarded late Fall 2011. Target date: 11-11.</p> <p><b>Auditor's update as of December 2010:</b> RFP development is on track for award in late Fall 2011. Target date: 11-11.</p>

Audit Report and Recommendation	Department	Current Status	Comments
#8: Explore the possibility of contracting with a vendor to install space locator dispensers in the Airport's parking facilities.	Airport	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Airport staff will work with City Purchasing staff to determine if potential Airport Parking Management Agreement RFP vendors are available and interested in providing space locator dispensers in the Airport's parking facilities with a goal of implementation when all the Airport parking facilities are in place in 2011. The development of the next RFP is underway and the agreement is anticipated to be awarded late Fall 2011. Construction of new Airport parking lots, both short-term and long-term are anticipated to occur during fiscal year 2010-11. The incorporation of space locator dispensers, if available will take place after completion of new lots. Target date: 11-11.</p> <p><b>Auditor's update as of December 2010:</b> Staff will be working with Purchasing to determine if a vendor is available; however it will not be part of the Parking RFP as indicated above. Target date based on completion of facilities: 11-11.</p>
#9: Include a clause that allows the City, with notice, to become the bankcard merchant for credit card transactions at its parking facilities in its next Request for Proposal and Airport Parking Management Agreement.	Airport	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Airport staff plans to include a clause that will allow the City to become the bankcard merchant with 30-day notice in the new RFP and Airport Parking Management Agreement. The development of the next RFP is underway and the agreement is anticipated to be awarded late Fall 2011. Target date: 11-11.</p> <p><b>Auditor's update as of December 2010:</b> RFP development is on track for award in late Fall 2011. Target date: 11-11.</p>
#10: Include in its next Request for Proposal and Airport Parking Management Agreement the required controls to guard against the risks of theft or fraud from the new pay-on-foot machines and automatic exit gates.	Airport	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Airport staff plans to include controls to guard against the risks of theft and or fraud associated with the use of Pay-on-Foot and automated exit equipment in the new Airport Parking Management Agreement RFP. The Airport staff will use the Parking and Revenue Control system installation consultant to assist in the development of these controls. The development of the next RFP is underway and the agreement is anticipated to be awarded in late Fall 2011, and written controls and procedures to guard against theft and or fraud will be included in the new agreement. Target date: 11-11.</p> <p><b>Auditor's update as of December 2010:</b> RFP development is on track for award in late Fall 2011. Target date: 11-11.</p>

Audit Report and Recommendation	Department	Current Status	Comments
<p>#11: In its next Request for Proposal and Airport Parking Management Agreement:</p> <ul style="list-style-type: none"> <li>A. Include a provision that the operator provide quarterly or annual evidence of a Certificate of Compliance with Payment Card Industry (PCI) standards and</li> <li>B. Outline the PCI requirements for which the operator is responsible.</li> </ul>	Airport	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Airport staff will include requirements for quarterly and annual certification of compliance with PCI standards in the new RFP and Airport Parking Management Agreement. The new agreement will also provide specific responsibilities and requirements of the operator related to PCI compliance. Development of the next Airport Parking Management Agreement RFP is currently underway; the process to select a new operator will include the necessary security standards including PCI compliance. The new agreement is anticipated to be awarded late Fall 2011. Target date: 11-11.</p> <p><b>Auditor's update as of December 2010:</b> RFP development is on track for award in late Fall 2011. Target date: 11-11.</p>
<p>#12: Develop performance standards that reflect customer service goals and a mechanism to monitor them.</p>	Airport	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Airport staff plans to develop customer service standards and measures for performance to be met by the operator. These measures and standards will be included as requirements for the new RFP and the subsequent Airport Parking Management Agreement. Development of the next RFP is underway and the agreement is anticipated to be awarded late Fall 2011. Completion of this recommendation will take place with the completion of the RFP process and the City's approval of the new Airport Parking Management Agreement. Target date: 11-11.</p> <p><b>Auditor's update as of December 2010:</b> RFP development is on track for award in late Fall 2011. Target date: 11-11.</p>
<p>#13: Clarify Airport and operator responsibilities related to customer complaints and the operation of the employee lot in its next Request for Proposal and Airport Parking Management Agreement.</p>	Airport	Not Implemented	<p><b>Auditor's update as of June 2010:</b> Airport staff plans to include specific standards and measurements to be met by the operator for complaint handling and the operation of the employee parking lot in into the new RFP and the subsequent Airport Parking Management Agreement. Development of the next RFP is underway and the agreement is anticipated to be awarded late Fall 2011. Implementation of this recommendation will take place with the completion of those processes. Target date: 11-11.</p> <p><b>Auditor's update as of December 2010:</b> RFP development is on track for award in late Fall 2011. Target date: 11-11.</p>



Audit Report and Recommendation	Department	Current Status	Comments
<p>#15: We recommend the Airport:</p> <p>A. Revise the Non-Revenue Badge (NRB) policy to require that all NRB holders, including elected officials, acknowledge and agree on an annual basis to use the NRBs in accordance with the program's rules and regulations;</p> <p>B. Include in the written rules and regulations provided to local and state officials that the NRBs are only intended for use while on official government business; that acceptance of free parking at the Airport may disqualify them from taking official action on Airport-related matters in the conducting of official duties; and that the free parking privilege may be a reportable financial gift/interest to be included on their California Form 700, Statement of Economic Interest; and</p> <p>C. Request the City Manager annually approve the list of NRB holders or delegate authority to approve NRB requests to the Director of Aviation.</p>	Airport	Partly Implemented	<p><b>Auditor's update as of June 2010:</b> Airport staff plans to revise Airport Policy to require annual acknowledgments and statements regarding use of NRBs for official business, potential effects on official actions and possible Form 700 implications. The revised policies will include written instructions that clarify to holders what is required with regard to reportable financial gift/interest forms. The City Manager will be provided the option of approving the list of NRB holders or delegating the duty to the Director of Aviation. Target date: 11-10.</p> <p><b>Auditor's update as of December 2010:</b> Airport staff has begun revising procedures and annual acknowledgement letters. The confirmation of the delegation of the authority to Director of Aviation for approval of the NRB list to be reconfirmed in 2011. Target date: 2-11.</p>
<p>#16: We recommend the City Manager:</p> <p>A. Propose amending Municipal Code Section 25.16.050.C to include tenant managers working in the terminal area as persons authorized for parking without charge.</p> <p>B. Propose amending the relevant Municipal Code sections to clarify whether parking without charge is allowable for official government or City business or is only allowable for Airport-related purposes.</p>	Airport and City Attorney	Not Implemented	<p><b>Auditor's update as of June 2010:</b> The Airport has contacted the City Attorney's Office to assist in determining the most appropriate action to take. It is anticipated that amendments to the Municipal Code including the possible authorization of free parking for tenant managers and the clarification with regard to allowable free Airport parking for official governmental or City business will be forwarded to the City Council for recommended approval late 2010. Target date: 12-10.</p> <p><b>Auditor's update as of December 2010:</b> Target revised to coincide with the submission of the rate resolution action to the City Council. Target date: 7-11.</p>
<p>#17: Propose amending the City Council rate resolution pertaining to the Airport's fees and charges to allow the Director of Aviation to authorize a limited number of monthly permits for tenants to park in public parking areas.</p>	Airport	Not Implemented	<p><b>Auditor's update as of June 2010:</b> The Airport plans to draft a memo to the City Council to recommend approval of Director of Aviation authority to allow monthly permits for tenants to park in public parking facilities. The rate resolution recommendation and the update required for the Municipal Code will be included in the next Airport Rate Resolution revision anticipated to go to City Council for approval in the Fall 2010. Target date: 10-10.</p> <p><b>Auditor's update as of December 2010:</b> Rate resolution to be submitted to the City Council in Spring 2011. Target date: 7-11.</p>

## CITY PROCUREMENT CARDS: POLICIES CAN BE IMPROVED (Issued 9/8/10)

The objective of this audit was to review p-card transactions from three departments (Environmental Services, Police, and Parks, Recreation and Neighborhood Services) for compliance with the City's p-card policy and other applicable policies. Of the 8 recommendations, 3 were implemented during this period, and 5 are not implemented.

<p>#1: Revise the p-card policy to require simple descriptive annotations on receipts or statements that describe the intended use of the purchases, as well as the intended location, and if applicable, the number of people intended to use the purchased items or services.</p>	Finance	Not Implemented	<p><b>Auditor update as of December 2010:</b> The Finance department plans to propose changes in the purchasing process which may result in increasing the p-card limit. Finance staff has deferred making revisions to the p-card policy pending the outcome of this proposal. Target date: 6-11.</p>
<p>#2: Develop parameters for purchasing food and beverages, clarify how much can be spent per participant, and the circumstances under which food and beverages can be purchased for employees' meals while performing their job duties locally.</p>	Police	Not Implemented	<p><b>Auditor update as of December 2010:</b> The SJPD is in the process of reviewing its policy on food and beverage purchases. Staff expects to complete its review by July 2011. Target date: 7-11.</p>
<p>#3: Either immediately discontinue its practice of purchasing gift cards to reward members of the public for various community events. OR work with the Administration to develop policy parameters for when, under what circumstances and for what dollar amounts the gift cards can be purchased and distributed.</p>	PRNS and City Attorney	Implemented	<p><b>Auditor update as of December 2010:</b> PRNS no longer uses gift cards to reward members of the public for various community events.</p>
<p>#4: Develop clear guidance on purchases for employees' personal use and exceptions (where appropriate).</p>	Employee Relations	Not Implemented	<p><b>Auditor update as of December 2010:</b> OER has assigned a staff person to develop guidelines on purchases for employees' personal use. However, no progress has been made. Target date: 6-11.</p>
<p>#5: Update its cardholder training on the revised p-card policy to emphasize the following restrictions against:</p> <ul style="list-style-type: none"> <li>• Allowing other employees to use the p-card;</li> <li>• Providing itemized receipts or using the missing receipt form when needed;</li> <li>• Using the p-card for purchasing services over \$1,000;</li> <li>• Using the p-card for employee use;</li> <li>• Splitting transactions to circumvent spending limits;</li> <li>• Filing required memos of violation with the Finance department;</li> <li>• Using the City Warehouse or Open Purchase Orders when available;</li> <li>• Making personal purchases with the City's p-card; and</li> <li>• Renting equipment that requires employee signatures.</li> </ul>	Finance	Not Implemented	<p><b>Auditor update as of December 2010:</b> See recommendation #1.</p>

Audit Report and Recommendation	Department	Current Status	Comments
#6: Annually distribute the p-card policy and restrictions and require annual certification by p-card holders, department coordinators and approving officials that they have received and agree to comply with the City's p-card policy.	Finance	Not Implemented	<b>Auditor update as of December 2010:</b> Finance has not made any program changes. According to Finance due to staffing limitations they will only be able to begin work on this recommendation by June 2011. Target date: 12-11.
#7: Annually review citywide p-card transactions to determine whether the total volume of the transactions would trigger an open purchase order and potential volume/bulk discounts.	Finance	Implemented	<b>Auditor update as of December 2010:</b> The City has communicated with the top 20 merchants and has verified that the merchants have offered the City its most favored customer pricing when using the City p-card for payment purposes. As a result of this effort, Finance successfully negotiated an additional 1 percent rebate with the City's office supply vendor for all internet sales paid for with p-cards. The result was a rebate of about \$40,000. In addition, the City is in the process of negotiating a rebate for the City's purchases from Home Depot and plans to continually review usage with other merchants to determine whether bulk discounts could be obtained.
#8: Initiate negotiations with highly used merchants such as those identified in this report, to secure bulk/volume discount and/or determine if department specific POs could be used by other departments with similar needs.	Finance	Implemented	<b>Auditor update as of December 2010:</b> See Recommendation #7.
<p><b>PENSION SUSTAINABILITY: RISING PENSION COSTS THREATEN THE CITY'S ABILITY TO MAINTAIN SERVICE LEVELS – ALTERNATIVES FOR A SUSTAINABLE FUTURE (Issued 9/29/10)</b></p> <p><b>The purpose of this audit was to assess the long-term sustainability of the City's pension benefits and the potential impact of increases in pension costs on City operations, and provide background information on pension reform and alternatives being pursued by other retirement systems. Of the 6 recommendations, 2 are partly implemented and 4 are not implemented.</b></p>			
#1: Explore prohibiting: A. Pension benefit enhancements without voter approval B. Retroactive pension benefit enhancements that create unfunded liabilities	Employee Relations	Not Implemented	<b>Auditor's update as of December 2010:</b> The City Manager's Office will include these two issues as components of Retirement Reform to be addressed in a future phase of the overall reform effort. Target date: TBD.
#2: To ensure the reasonableness of the methods and assumptions used in the retirement plans' actuarial valuations, we recommend that the City Council amend the Municipal Code to require an actuarial audit of such valuations every five years if the actuary conducting the valuation has not changed in that time.	Retirement and City Attorney	Not Implemented	<b>Auditor's update as of December 2010:</b> Retirement Services plans to work with the City Attorney to bring forth to City Council a proposal to amend the Municipal Code that would require an actuarial audit of the retirement plans' actuarial valuations every five years if the actuary conducting the valuation had not changed during that time. Target date: TBD.

Audit Report and Recommendation	Department	Current Status	Comments
<p>#3: Pursue at least one or a combination of pension cost-containment strategies, including:</p> <ul style="list-style-type: none"> <li>• Additional cost sharing between the City and employees</li> <li>• Eliminating the Supplemental Retirement Benefit Reserves (SRBRs) or at least prohibiting transfers in and distribution of "excess earnings" when the plans are underfunded</li> <li>• Negotiating with employee bargaining groups for changes to plan benefits for existing employees</li> <li>• Establishing a second tier pension benefit for new employees</li> <li>• Considering whether to join the California Public Employees Retirement System in order to reduce administrative costs</li> </ul> <p>The Administration should work with the Office of Employee Relations on potential meet-and-confer issues that such changes would present.</p>	Employee Relations	Not Implemented	<p><b>Auditor's update as of December 2010:</b> The City will be in negotiations with all 11 of the bargaining units in 2011 and will consider these issues as components of the retirement reform efforts. Target date for establishing a 2<sup>nd</sup> tier pension benefit: 6-11. Target date for changes for current employees and/or retirees: TBD.</p> <p>POTENTIAL BUDGET IMPACT: TBD. Any combination of these strategies could result in millions of dollars of savings to the City and the pension funds.</p>
<p>#4: To ensure that pension cost projections for negotiations with employee bargaining groups are actuarially sound, the Administration should provide the Office of Employee Relations an ongoing budget for actuarial services.</p>	Budget and Employee Relations	Partly Implemented	<p><b>Auditor's update as of December 2010:</b> The 2010-11 Adopted Operating Budget provides one-time funding for actuarial studies for the retirement system and consultant services related to labor negotiations for employee groups. According to the Budget Office, as pension reform efforts move forward, any additional one-time funding needs associated with actuarial services or other consultant services to support these efforts will be identified and funding recommendations will be brought forward for City Council approval. After pension reform is completed, a process which may span multiple fiscal years, the Budget Office plans to work with the Employee Relations to determine ongoing funding needs for actuarial services to address retirement issues. Target date: TBD.</p>
<p>#5: To ensure the Council is fully informed on the retirement plans' performance, the impact of reforms, and pension costs, the Retirement Services Department should:</p> <ol style="list-style-type: none"> <li>A. Ensure that each City Councilmember receive both plans' Comprehensive Annual Financial Report</li> <li>B. Provide an annual report to the City Council that includes updates on the financial status of the plans, forecasts of pension costs, and sensitivity analyses showing best and worst case scenarios. This should be a supplement to the City Manager's Budget Office's <i>Five-Year Economic Forecast and Revenue Projections for the General Fund and Capital Improvement Program</i>.</li> </ol>	Retirement	Partly Implemented	<p><b>Auditor's update as of December 2010:</b> In January 2011, Retirement Services sent each City Councilmember a copy of both retirement plans' Comprehensive Annual Financial Reports for the fiscal year ended June 30, 2010, but made no presentation to the Council or its Committees.</p> <p>Retirement Services has worked closely with Employee Relations and the Budget Office to provide updates on the financial status of the plans and forecasts of pension costs. This information has or will be incorporated into reports or presentations to City Council. However, the City Auditor believes it is important that the City Council hear directly from Retirement Services staff in open session regarding the financial status of the plans, forecasts of pension costs, and best and worst case scenarios. Target date: TBD.</p>

Audit Report and Recommendation	Department	Current Status	Comments
<p>#6: To improve communication and understanding of the financial health of the retirement systems, the Retirement Services Department should prepare an annual summary report containing current and historical financial and actuarial information to be distributed to all plan members and posted on the Retirement Services Department website.</p>	Retirement	Not Implemented	<p><b>Auditor's update as of December 2010:</b> The City Auditor believes it is critically important for Retirement Services to keep plan members informed about the financial health of the retirement systems. Basic information about the current and historical health of the plans can be summarized in a short 2-4 page report and distributed to members. Due to competing priorities Retirement Services at this time does not plan on preparing such a report for plan members. Target date: TBD.</p>

## FIRST REVIEW OF AIRPORT CONCESSIONS (Issued 10-12-10)

**The objective of our audit was to determine whether the Airport's food, beverage, and retail concessions are in compliance with the concessions agreements' pricing provisions. Of the 3 recommendations, 3 are not implemented.**

<p>#1: To provide guidance to concessions and obtain consistency in compliance with the agreements, as well as preclude unnecessary and burdensome price comparisons, we recommend that the Airport develop a pricing policy. The Airport should consider including the following items in the policy:</p> <ul style="list-style-type: none"> <li>A. Definition of street pricing.</li> <li>B. Requirement of pricing of a maximum of street pricing plus 10 percent, excluding products with pre-printed prices such as magazines and books.</li> <li>C. Use of a sample of products for price comparisons when a high number of products within product categories need to be compared.</li> <li>D. Use of similar products, manufacturer's suggested retail prices, or fewer than three comparisons, for price comparisons of products which are unique or less common.</li> <li>E. Specific pricing policies on the types of acceptable businesses to use for price comparisons by product categories.</li> <li>F. Reduction in the number of businesses to be used in the price comparison process to three, or, if needed, three comparable businesses by product category. For concessions with an off-airport location, reduce the number of businesses to be used in the price comparison process to one or two of the local off-airport locations.</li> <li>G. The required frequency of price comparisons.</li> <li>H. Airport and Concession roles/responsibility in the price comparison process.</li> </ul>	Airport	Not Implemented	<p><b>Auditor's update as of December 2010:</b> Airport staff is working with the Airport concessionaires regarding changes to the pricing policy. In addition, staff is reviewing pricing policies from other airports. Following concessionaire outreach and "buy-in", staff will return to the City Council requesting delegation of authority to negotiate and execute amendments. Target date: 6-11.</p>
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Reference to the liquidated damages agreement provisions regarding non-compliance with the policy.

Audit Report and Recommendation	Department	Current Status	Comments
<p>#2: To ensure that concessionaires comply with the Airport's pricing policies, we recommend that the Airport amend the concession agreements by replacing the agreement sections specifying the price comparison process with a reference to the Airport pricing policy, and eliminating the provision that if fewer than the required five price comparisons are obtained, that only street pricing can be charged.</p>	Airport	Not Implemented	<p><b>Auditor's update as of December 2010:</b> See Recommendation #1.</p>
<p>#3: In order to ensure pricing of street plus 10 percent, a streamlined process, and compliance with the concession agreements, we recommend that the Airport work with the concessions to lower prices and implement other actions such as posting/prominently displaying prices.</p>	Airport	Not Implemented	<p><b>Auditor's update as of December 2010:</b> See Recommendation #1.</p>
<p><b>AUDIT OF THE CITY'S TAKE-HOME VEHICLES (Issued 10/14/10)</b>  <b>The objective of our audit was to assess the cost and reasonableness of current practices, and opportunities to reduce the number of take-home vehicles. Of the 11 recommendations, 9 are partly implemented, and 2 are not implemented.</b></p>			
<p>#1: To ensure adequate utilization excluding commuting, we recommend that the Public Works (General Services) Department and Police Department work together during their regular vehicle utilization reviews to identify opportunities to make greater use of pooled/shared vehicles and to remove from the fleet, or redeploy to other City uses, unmarked police sedans that can be eliminated without compromising operational needs.</p>	Fleet Management and Police	Partly Implemented	<p><b>Auditor's update as of December 2010:</b> Police Department and Fleet Management staff works together on an ongoing basis to rotate vehicles to maximize utilization of the marked and unmarked fleet. As of February 2011, 41 vehicles have been removed from the police fleet, as part of the department's 2010-11 budget reductions, without compromising police operations. Additional vehicles will be considered in the Spring.</p> <p>POTENTIAL BUDGET IMPACT: TBD.</p>
<p>#2: To eliminate under-utilized Fire Department sedans and enhance overall utilization, we recommend that the Public Works (General Services) Department and Fire Department work together during their regular vehicle utilization reviews to identify and eliminate from the fleet, or redeploy to other uses, unmarked fire sedans that can be removed from the Fire Department's complement without compromising operational needs.</p>	Fleet Management and Fire	Not Implemented	<p><b>Auditor's update as of December 2010:</b> The Fire Department and Fleet Management staff are reviewing vehicle utilization information for emergency and non-emergency equipment. As of December 2010, no Fire Department sedans have been removed from the fire vehicle fleet. Target date: 6-11.</p> <p>POTENTIAL BUDGET IMPACT: TBD.</p>
<p>#3: Amend the vehicle policy to state that only City employees can be assigned vehicles on a take-home basis.</p>	Fleet Management	Partly Implemented	<p><b>Auditor's update as of December 2010:</b> Staff is drafting revisions to City Policy Manual chapter 1.8.1 "Use of City and Personal Vehicles" (the vehicle policy) that would preclude volunteers, consultants, contractors, and others (non-City employees) from taking City vehicles home. Target date: 12-11.</p>

Audit Report and Recommendation	Department	Current Status	Comments
#4: Amend the vehicle policy to clearly define the purpose of take-home vehicles and restrict their use to the greatest extent possible.	Fleet Management	Partly Implemented	<b>Auditor's update as of December 2010:</b> Staff is drafting revisions to the vehicle policy that would clarify the purpose of take-home vehicles is to enable after-hours emergency response by authorized City employees on standby duty assignments that require special purpose or police and fire vehicles. The draft also provides the criteria for take-home vehicle use. Target date: 12-11.
#5: Review the information in this report and remove unjustified vehicles from take-home use. In cases where emergency call-back estimates were not available, temporary use could be continued until departments gather the required information.	Fleet Management and City Manager	Partly Implemented	<p><b>Auditor's update as of December 2010:</b> As of February 2011, City Departments had requested authorization for a total of 93 take-home vehicles for calendar year 2011. The Police Department requested authorization for 74 take-home vehicles, including 5 vehicles for the Internet Crimes Against Children Unit that were not included in the official request for 2010. The 2011 request represents a significant reduction from the 144 vehicles the Police Department had in fiscal year_2009-10.</p> <p>The majority of the reduction comes from the elimination of take-home use of all police motorcycles, which is effective March 2011 according to Fleet Management. Also, as noted in the audit report, the Fire Department reduced its complement of take-home vehicles from 11 to 8.</p> <p>In addition, the calendar year 2011 requests for take-home vehicles included information pertaining to the number of annual call backs by standby assignment (except Police Department assignments) and one-way commute mileage for all assignments. According to Fleet Management, this information will assist staff in a recommendation for take-home vehicle authorizations for 2011. Target date: 3-11.</p> <p>POTENTIAL BUDGET IMPACT: At the time of our report, we estimated eliminating take-home use of 93 vehicles identified in the report could lead to cost avoidance of \$630,000 per year. As of March 2010, the Police and Fire Departments have eliminated 57 of the 93, and 13 of the 38 additional vehicles in the Police Department we identified for further study.</p>
#6: We recommend that departments maintain and update records on the number of call backs for individuals, positions, and units with take-home vehicles, and provide these records with their annual requests for take-home vehicles.	Fleet Management	Partly Implemented	<b>Auditor's update as of December 2010:</b> Staff is drafting revisions to the vehicle policy that would require departments to provide take-home vehicle records as noted in the audit recommendation. Target date: 12-11.

Audit Report and Recommendation	Department	Current Status	Comments
<p>#7: To enhance the process for justifying take-home vehicles, we recommend the City amend the vehicle policy. The vehicle policy should, at a minimum, establish:</p> <ul style="list-style-type: none"> <li>a. A requirement that, as a condition for take-home use of a City vehicle, staff must be required to respond to after-hours emergencies.</li> <li>b. A minimum number of emergency callbacks within a 12-month period and field response as part of a justification model for take-home vehicles and require evidence of minimum emergency call backs with annual take-home vehicle requests.</li> <li>c. A maximum emergency response time for employees with take-home vehicles. Departments should establish and document emergency response-time limits and other expectations by unit. If there is no specific time target, departments should establish policies that require employees to pick-up a City vehicle to respond to the callback rather than take a City vehicle home; and/or a maximum allowable one-way commute distance to achieve the maximum allowable emergency response time.</li> <li>d. A minimum amount and/or percentage of vehicle utilization, excluding commuting miles, that must be attained otherwise the vehicle will be considered for elimination from take-home use. If take-home vehicles do not attain minimum business usage, they should be placed into a department's or the City's motor vehicle pool, or eliminated.</li> </ul> <p>City Departments may create stricter departmental policy, as needed.</p>	Fleet Management	Partly Implemented	<p><b>Auditor's update as of December 2010:</b> Staff is drafting revisions to the vehicle policy that will be reviewed by the Office of Employee Relations and the City Attorney's Office. As noted in the Administration's response to the audit, the Administration feels that part (d) is a vehicle utilization concern that is addressed by implementation of recommendations 1 and 2; we agree. The current draft incorporates parts (a), (b), and (c) of the recommendation by requiring that employees: (a) be on standby duty and to respond after-hours emergencies; (b) respond to at least 24 call-backs per year, generally; and (c) respond within 45 minutes of a call and have a one-way commute of at most 30 miles.</p> <p>The calendar year 2011 take-home requests by the Police and Fire Departments included vehicles for 14 employees who live 35 to 50 miles from their primary work reporting location. When the revised vehicle policy is formally approved by the City Manager's Office, such exemptions the vehicle policy's guidelines should be infrequent exceptions—frequent exemptions could dampen the impact on the take-home vehicle program of establishing a maximum commute distance and/or emergency response time. Target date: 12-11.</p>
<p>#8: We recommend departments assess the cost-benefit of mileage reimbursements, auto allowances, and other options mentioned above in cases where take-home vehicles are not justified in terms of the number of emergency call-backs. The City Manager's Office should approve and enforce implementation of the less costly option.</p>	Fleet Management and City Manager	Partly Implemented	<p><b>Auditor's update as of December 2010:</b> Annually, Fleet Management will submit a recommendation to the City Manager's Office regarding the annual Take-Home Vehicle program. This recommendation will include a summary of the requested standby positions by department and will identify those standby positions or employees assigned to those positions where take-home vehicles are not recommended, or where alternatives such as mileage reimbursement should be considered. This will be done on a year-by-year, case-by-case basis.</p> <p>In addition, staff is drafting revisions to the vehicle policy that would require a cost-benefit analysis when take-home assignments do not meet the minimum annual call-back threshold to inform the annual review process. Target date: 12-11.</p>



Audit Report and Recommendation	Department	Current Status	Comments
<p>#9: To better align resources to needs, we recommend Departments make fewer take-home vehicles available during the workweek in cases where historical callback data show less frequent call backs during the workweek than on the weekend.</p>	Fleet Management	Partly Implemented	<p><b>Auditor's update as of December 2010:</b> Staff requested annual take-home vehicle requests from all City Departments for the calendar year 2011, including information pertaining to the number of annual call backs by standby assignment and one-way commute mileage. This information will assist staff in a recommendation for take-home vehicle assignments for 2011.</p> <p>The January 2011 request for 93 take-home vehicles, Citywide, includes only 1 vehicle that is not to be taken home during the workweek—that is, it is deployed only during the weekend. We will consider this recommendation implemented when Fleet Management gathers call-back data disaggregated into workweek and weekend numbers, where available, to determine whether there are further opportunities to authorize certain vehicles for weekend take-home use only. Target date: 12-11.</p>
<p>#10: Work with the City Attorney's Office to clarify the process for determining whether use of a City vehicle is personal or business, and review whether the City may need to calculate and remit to the IRS imputed vehicle usage of Fire Department and Chaplain vehicles.</p>	Finance	Not Implemented	<p><b>Auditor's update as of December 2010:</b> The Finance Department, plans to meet with the City Attorney's Office in the coming months to clarify the process for determining whether use of a City vehicle is personal or business, and to review whether the City may need to calculate and remit to the IRS imputed vehicle usage of Fire Department and Chaplain vehicles. Target date: 6-11.</p>
<p>#11: Amend the vehicle policy to require:</p> <ol style="list-style-type: none"> <li>a. The City Manager's Office to authorize positions, not individuals, for take-home use of City vehicles, and clarify the level of discretion departments have in assigning occasional or short-term take-home use and the level of management at which such use can be authorized.</li> <li>b. Departments to track authorized employees who use take-home vehicles during year and report the list to both the General Services and Finance Departments.</li> <li>c. The Finance Department to base its calculation of imputed vehicle income on the take-home vehicle list authorized by the City Manager's Office in coordination with Departments and General Services.</li> </ol>	Fleet Management	Partly Implemented	<p><b>Auditor's update as of December 2010:</b> Staff is drafting revisions to the vehicle policy that will incorporate all three parts of the recommendation. Target date: 12-11.</p>

## 2009-10 ANNUAL PERFORMANCE AUDIT OF TEAM SAN JOSE'S MANAGEMENT OF THE CITY'S CONVENTION AND CULTURAL FACILITIES (Issued 11/24/10)

The objective of our audit was to determine whether Team San Jose (TSJ) met its performance measures as specified in the Management Agreement for FY 2009-10. Because of concerns that TSJ violated one of the terms of the Management Agreement in FY 2009-10 (not to incur expenses beyond the adopted budget), we also reviewed significant variances to FY 2008-09 revenue and expense information, changes to TSJ's business model, TSJ's board governance, the timeline of events leading to TSJ's overspending its budget, and to a limited extent, TSJ's related-party transactions. Of the 13 recommendations, 11 were implemented during this period, 1 is partly implemented, and 1 is not implemented.

<p>#1: In light of the continuing difficult economic conditions, and taking into account that TOT transfers are projected to remain well below previous amounts, we recommend Team San Jose be prepared to reduce spending below the budgeted level during difficult economic times.</p>	Economic Development	Implemented	<p><b>Auditor's update as of December 2010:</b> The Administration proposed a Team San Jose spending reduction plan, which the City Council accepted on March 1, 2011.</p>
<p>#2: To reflect the current reality which is that because the concert series at the Civic have been suspended and that Nederlander is currently not providing the services Team San Jose originally contracted with it to do, Team San Jose should renegotiate its contract with Nederlander as soon as possible and modify the terms of the contract to better balance the financial risk of doing concerts between Team San Jose and the promoter.</p>	Economic Development	Not Implemented	<p><b>Auditor's update as of December 2010:</b> According to the Office of Economic Development, Team San Jose is currently negotiating with Nederlander on a new agreement. Target date: 6-11.</p>
<p>#3: To ensure the fiscal health of the City's Convention and Cultural Facilities and protect their ability to generate economic impact, we recommend that the City (a) review its estimates of how much funding will be needed to subsidize continued operation during the upcoming Convention Center expansion, (b) on an on-going basis ensure that Fund 536's budget is balanced without use of fund balance to subsidize operating losses, and (c) once the economy improves, create a reserve for economic uncertainty in Fund 536.</p>	Economic Development	Implemented	<p><b>Auditor's update as of December 2010:</b> The Administration reviewed the City's Convention and Cultural Affairs Fund (Fund 536) and developed a new fund forecast, which the City Council accepted on March 1, 2011. This forecast includes an economic uncertainty reserve to ensure that, in the future, funding is available in the event that revenues do not perform as projected and that any possible future shortfalls to Transient Occupancy Tax and Team San Jose revenue will not jeopardize the plan to expand the Convention Center.</p>
<p>#4: To make TSJ's performance and incentive measures more meaningful, we recommend the City amend the Management Agreement to explicitly specify that Hotel Business Improvement District and Convention and Visitors Bureau monies are to be excluded from the calculation of Gross Operating Revenues and Return on Investment.</p>	Economic Development	Implemented	<p><b>Auditor's update as of December 2010:</b> The Administration negotiated an amended agreement with Team San Jose, which the City Council approved on March 1, 2011. The amended agreement excludes City funds from the calculation of Gross Operating Revenues and Return on Investment.</p>

Audit Report and Recommendation	Department	Current Status	Comments
<p>#5: We recommend the City amend the Management Agreement to require that financial performance and incentive targets be aligned with the budget. The targets should not be easier to achieve than the budget, and if the City approves changes to the budget during the year, it should modify the financial performance and incentive targets as well. In addition, the City should renegotiate the FY 2010-11 targets to align to the adopted operating budget.</p>	Economic Development	Implemented	<p><b>Auditor's update as of December 2010:</b> The Administration negotiated an amended agreement with Team San Jose, which the City Council approved on March 1, 2011. The amended agreement aligns financial performance and incentive targets to the budget. In addition, the Administration proposed revised FY 2010-11 targets aligned to the adopted operating budget, which the City Council also approved on March 1, 2011.</p>
<p>#6: We recommend the City amend the Management Agreement with TSJ to: a) renegotiate the annual fixed management fee; and b) revise the incentive fee payment structure such that TSJ receives incentive payments only if it achieves a specified threshold.</p>	Economic Development	Implemented	<p><b>Auditor's update as of December 2010:</b> The Administration negotiated an amended agreement with Team San Jose, which the City Council approved on March 1, 2011. The amended agreement reduces the annual fixed executive management fee from \$663,000 to \$600,000, and revises the incentive fee payment structure such that TSJ receives incentive payments only if it exceeds budgeted expectations. Further, under the amended agreement, TSJ receives no incentive payment if it fails to achieve a score of at least 90 percent in each incentive measure.</p>
<p>#7: To better incorporate the City's financial reality into Team San Jose's performance and incentive targets, and to ensure targets are rigorous without penalizing TSJ for a poor economy, we recommend that the City revisit its weighting of performance and incentive measures and tighten the gross operating revenue and gross operating profit targets for management of the City's convention and cultural facilities.</p>	Economic Development	Implemented	<p><b>Auditor's update as of December 2010:</b> The Administration negotiated an amended agreement with Team San Jose, which the City Council approved on March 1, 2011. The amended agreement revises the weighting of performance and incentive measures such that operating revenue/profit and economic impact are equally weighted.</p>
<p>#8: We recommend Team San Jose management and its Board improve transparency and governance processes so that its Board members are made aware of and formally approve all key business decisions.</p>	Economic Development	Implemented	<p><b>Auditor's update as of December 2010:</b> Team San Jose has recently reorganized the structure of its Board of Directors. In addition, the Administration negotiated an amended agreement with Team San Jose, which the City Council approved on March 1, 2011. The amended agreement requires that Team San Jose's Board of Directors accept the City's designated liaisons from the City Manager's Office and City Council to attend board meetings.</p>
<p>#9: We recommend the City amend the agreement with Team San Jose to clarify that Team San Jose must formally notify the City in advance of business decisions with potential revenue or budgetary impacts of \$250,000 or more.</p>	Economic Development	Implemented	<p><b>Auditor's update as of December 2010:</b> The Administration negotiated an amended agreement with Team San Jose, which the City Council approved on March 1, 2011. The amended agreement requires that Team San Jose's Board of Directors notify the City of non-budgeted or change in the normal course of business decisions likely to result in a fiscal impact of \$250,000 or greater, and of any contractual obligations lasting one year or longer that exceed \$100,000 per year.</p>

Audit Report and Recommendation	Department	Current Status	Comments
#10: To improve on-going communications, we recommend that the City and Team San Jose work together to formalize the monthly review process and determine the appropriate composition of the staff teams to be involved in monthly financial oversight meetings, and when potential issues should be elevated for broader consideration.	Economic Development	Partly Implemented	<b>Auditor's update as of December 2010:</b> According to the Administration, the City and Team San Jose are currently making ongoing improvements, such as improved reporting of budgeted and actual spending, to the monthly reporting process. Target date: 6-11.
#11: We recommend Team San Jose present quarterly performance reports to the Public Safety, Finance, and Strategic Support Committee.	Economic Development	Implemented	<b>Auditor's update as of December 2010:</b> Team San Jose presented the first of its quarterly performance at the February 2011 meeting of the Public Safety, Finance and Strategic Support Committee.
#12: We recommend that the City amend the Management Agreement with Team San Jose to require that no later than the close of the third quarter of the fiscal year, Team San Jose conduct a detailed analysis of TSJ's actual spending to date and projected spending for the last three months, compared to the budget appropriation (as adjusted during the course of the fiscal year), and present any needed adjustments for City consideration.	Economic Development	Implemented	<b>Auditor's update as of December 2010:</b> The Administration negotiated an amended agreement with Team San Jose, which the City Council approved on March 1, 2011. The amended agreement requires that Team San Jose provide the City with a 3 <sup>rd</sup> Quarter Report which is a thorough analysis of TSJ's actual spending to date and projected spending for the last three months of the then current Fiscal Year, compared to the budget appropriation, and present any needed adjustments.
#13: We recommend Team San Jose (a) improve its monthly report format to provide a highlighting of its monthly results, including spending against the City's approved budget; (b) update its monthly reports for adjustments that the City makes during the year to Team San Jose's budget appropriation; (c) refine its expense forecasts so that Team San Jose and City staff can better predict year-end spending; and (d) provide separate forecasts for cash flows and actual spending against budget.	Economic Development	Implemented	<b>Auditor's update as of December 2010:</b> The Administration has worked with Team San Jose to improve its monthly reports. Reports now include more up-to-date information, more useful highlights of monthly results, actual spending against the adopted budget, and refined expense and cash needs forecasts.
<p><b>10-13 POLICE DEPARTMENT STAFFING: OPPORTUNITIES TO MAXIMIZE THE NUMBER OF POLICE OFFICERS ON PATROL (Issued 12/9/10)</b></p> <p>The purpose of our audit was to review several FY 2010-11 budget proposals related to the Police Department and to identify efficiencies to maximize the number of police officers on patrol. Of the 8 recommendations, 3 are partly implemented and 5 are not implemented.</p>			
#1: To promote transparency and provide the public with information about how resources are allocated in the Police Department, the Police Chief should report to the Public Safety, Finance, and Strategic Support Committee of the City Council at each shift change (every six months) on the changes in staffing by unit and function.	Police	Partly Implemented	<b>Auditor's update as of December 2010:</b> The Chief of Police plans to update the Public Safety, Finance, and Strategic Support Committee once every six months as to organizational changes made within the Department. The next update is expected to occur after the Department's March 2011 shift change. The Auditor's Office notes that the intent of the recommendation was to provide a one-page summary of Department-wide staffing that shows the changes in each unit's staffing levels from one shift change to the next. Target date: 3-11.

Audit Report and Recommendation	Department	Current Status	Comments
#2: To better align staffing with workload, SJPD should propose additional shift start times.	Police	Not Implemented	<b>Auditor's update as of December 2010:</b> The Police Department is considering implementing an early swing shift car deployment. Management further advises that it is in talks with the Office of Employee Relations (OER) and the San José Police Officers' Association (SJPOA) as this issue requires the Department to "meet and confer" with SJPOA. Target date: TBD.
#3: As an option to reduce costs in the near term and decrease span of control, SJPD should assess the feasibility of reducing the current number of divisions and associated supervisory positions without simultaneously redistricting.	Police	Partly Implemented	<b>Auditor's update as of December 2010:</b> Police Department management advises that in an effort to reduce costs it has evaluated the possibility of changing the number of divisions as well as other cost-saving measures. Management further advises that it has submitted a budget proposal that would potentially decrease the span of control without reducing the number of divisions and may achieve a similar effect as reducing the number of divisions. If implemented, effective July 2011, the proposal would reduce the number of lieutenant, sergeant, and police officer positions (in addition to the police officer positions already anticipated to be eliminated as of June 30, 2011). Target date: 7-11.  POTENTIAL BUDGET IMPACT: \$1.4 to \$2.9 million.
#4: If SJPD decides that redistricting is needed, the Department should conduct further study on the possibility of 12 districts and should reconsider its assumptions regarding span of control, proactive patrol time, call saturation, and hourly workload demand versus average hourly workload demand.	Police	Not Implemented	<b>Auditor's update as of December 2010:</b> Police Department management advises that it conducted a verbal analysis and will postpone any consideration of redistricting until after it has a better picture of the short-term and long-term impacts brought by the current and upcoming budget cuts. Target date: TBD.
#5: SJPD should assess and report on (to the Public Safety, Finance, and Strategic Support Committee of the City Council) the feasibility of changing the Patrol schedule to a potentially more efficient schedule.	Police	Not Implemented	<b>Auditor's update as of December 2010:</b> Police Department management advises that in 2010 (prior to the audit), the Bureau of Field Operations (BFO) Administrative Unit revised the scheduling of approximately one-third of the total patrol teams to improve operating efficiencies. The Department believes this change has resulted in greater operational efficiencies but is still evaluating the impact and the Chief will report on any changes to the Patrol schedule when appropriate. The Auditor's Office notes that the intent of the recommendation was for the Department to assess and report on the possibility and potential impact of switching to a patrol schedule other than the current four-days-per-week, 10 hours-per-day schedule (4-10). Target date: TBD.  POTENTIAL BUDGET IMPACT: TBD.
#6: In order to better match investigative staffing to workload, SJPD should redeploy day detectives elsewhere in the organization and reconfigure schedules for investigative units to provide investigative coverage during nights and weekends.	Police	Partly Implemented	<b>Auditor's update as of December 2010:</b> Police Department management advises that the Department has frozen the Day Detective positions and has redeployed staff to their originating Bureau. Management further advises that it anticipates eliminating the positions in July. Target date: 7-11.  POTENTIAL BUDGET IMPACT: \$379,000.

Audit Report and Recommendation	Department	Current Status	Comments
<p>#7: To ensure that span of control is reasonable from both a safety and a cost perspective, the San José Police Department should develop a policy that provides guidance on how the department determines appropriate spans of control. The policy should incorporate criteria such as: complexity of work; quality, skills, and experience of supervisors and employees; administrative requirements; dispersed workforce; stability of the organization, etc.</p>	Police	Not Implemented	<p><b>Auditor's update as of December 2010:</b> Police Department management advises that the Department has not created a formal policy for span of control. As resources become available, the Department will conduct analysis for the policy. Target date: TBD.</p> <p>POTENTIAL BUDGET IMPACT: \$15 million or more depending on the span of control.</p>
<p>#8: The San José Police Department should develop a high level staffing and resource allocation framework that: a) Reflects today's economic realities and focuses on improving efficiency of existing staffing levels b) Includes both an assessment of community priorities determined via community involvement and management's staffing priorities by unit or function c) Incorporates span of control guidance and targets d) Considers how prior recommendations regarding civilianization, outsourcing, and use of alternative personnel and schedules will be implemented.</p>	Police	Not Implemented	<p><b>Auditor's update as of December 2010:</b> Police Department management advises that with the current budget and staffing cuts the Department is facing, the Department does not have the staffing resources to conduct this type of analysis. As resources become available, the Department will consider this recommendation. Target date: TBD.</p>