



Memorandum

TO: Making Government Work Better
Committee

FROM: Gerald A. Silva,
City Auditor

SUBJECT: *THE 2003-04 CROSSING GUARD
PROGRAM INCLUDES \$274,000
THAT THE PROGRAM DOES NOT NEED*

DATE: October 1, 2003

During our audit of the San Jose Police Department's (SJPD) School Safety Crossing Guard Program (Program), we noted that the SJPD bases the Crossing Guard budget on a full-time equivalent (FTE) position count that is too high. Specifically, during the last three fiscal years, the Program's budget for Crossing Guards personal services included over \$1.3 million that it did not need. By re-calculating the Program's FTEs 1) the SJPD can reduce the Program's 2003-04 budget by about \$274,000 and 2) the Program can hire additional part-time Crossing Guard positions needed for recently-authorized intersections. We recommend, and the SJPD agrees, that it review the FTEs needed for the Crossing Guard Program annually using a methodology based on the Program's actual personal services needs and number of intersections needed to be staffed.

The SJPD Budgets More Than It Needs For Crossing Guards

During our audit of the Program, we noted that the SJPD realized significant savings in the Crossing Guard Program. Specifically, we found that the Program's budget ended each fiscal year with \$540,316; \$390,462; and \$391,533 in 2000-01, 2001-02, and 2002-03, respectively. Exhibit 1 below shows the Crossing Guard Program's personal services budget, personal services expenditures, and the remaining personal services budget for each of the last three fiscal years.

Exhibit 1				
Crossing Guard Program Budget, Expenditures, and Remaining Balance for 2000-01, 2001-02, and 2002-03				
Crossing Guard Salaries	2000-01	2001-02	2002-03	Total
Personal Services Budget	\$1,369,558	\$1,338,383	\$1,518,112	\$4,226,053
Personal Services Expenditures	\$829,242	\$947,921	\$1,126,579	\$2,903,742
Personal Services Remaining Budget Balance	\$540,316	\$390,462	\$391,533	\$1,322,311

The SJPD's FTE Calculation Is Too High

The Program budget for personal services is too high because the SJPD's FTE calculation for the Program is too high. Since 2000-2001, the SJPD has used 48.74 FTEs to calculate the Program's personal services budget for part-time Crossing Guards. Based on our

analysis, 48.74 FTEs would have funded up to 243 part-time Crossing Guards. However, the Program only needed 189 part-time Crossing Guards in 2002-03. Thus, the Program's budget included funds for 54 more part-time Crossing Guards (243 – 189) than were needed for 2002-03.¹ As a result, the Program's budget included \$329,000 for part-time Crossing Guards in 2002-03 that it did not need. Moreover, because of vacancies, the SJPD did not use an additional \$63,000, for a total of \$392,000 in remaining funds at the end of 2002-03. According to the SJPD, it uses all savings realized in all personal services programs to fund the Sworn Hire-Ahead Program. In addition, the SJPD returned about \$600,000 of its 2002-03 budget to the General Fund.

During the audit, we found that the SJPD can significantly reduce the line item budget for Crossing Guards in this Program's 2003-04 budget while adding more Crossing Guards for the current school year. The School Pedestrian Safety Committee approved five additional intersections requiring as many as 11 additional part-time Crossing Guards for a total of 200 part-time Crossing Guards for the 2003-04 school year. We calculated that the SJPD would need 40.36 FTEs for the current year, or 8.38 FTEs fewer than it budgeted (48.74-40.36). As a result, the Program's 2003-04 budget includes \$274,000 for part-time Crossing Guards that the Program does not need. According to the SJPD, it will use this \$274,000 to pay for 24 sworn overstrength positions currently in place in the Sworn Hire-Ahead Program.

We recommend, and the SJPD agrees, that it review the FTEs needed for the Crossing Guard Program annually using a methodology based on the actual personal services needs and number of intersections needed to be staffed.

The Crossing Guard Audit

We reviewed the Program's personal services budget for part-time Crossing Guards as part of the Crossing Guard Audit in the City Auditor's Approved 2003-04 Workplan. We will report on other aspects of the Program at a later date.



Gerald A. Silva
City Auditor

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GS:bh

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¹ We calculated the Program's FTE based on the average hours worked, the number of days school is in session, and the number of Crossing Guards needed for all authorized intersections.