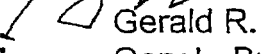
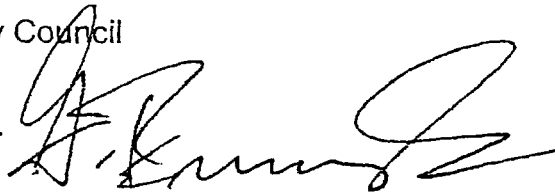




Date: May 3, 2004

To: Mayor and Members of the City Council

From:  Gerald R. Miller, City Manager
Gary L. Burroughs, City Auditor



Subject: Management Review of the Crossing Guard Program

Introduction

On April 22, 2003, the City Council directed the City Manager and City Auditor to provide a Management Review of the City's crossing guard program. The following memo discusses the history of the program, provides information on costs and staffing methodology, compares the City's program to other surrounding programs, discusses the process for adding or removing guards, and provides recommendations on how to improve the effectiveness of the program as well as suggested next steps.

Background

The assignment of crossing guards is governed by a voter initiative ordinance approved by the citizens of Long Beach in 1979. Prior to this mandate, the City funded crossing guards for 86 school crossings at a cost of \$689,000. With the passage of Proposition 13 in 1978, the City was forced to dramatically decrease the size of the budget in response to the large decline in revenues. As a result, the City proposed eliminating the program in Fiscal Year 1979 (FY 79)¹. In response, former Mayor Tom Clark appointed five members to the School Traffic Safety Committee (STSC), including representatives from the City Council, Long Beach Unified School District (LBUSD), Parent Teacher Association (PTA), Long Beach Safety Council, and the parochial schools to study the need for adult school crossing guards. This group created guidelines for the Mayor and City Council in December 1978 on how to restructure the crossing guard program. The guidelines provided objective criteria based on the State Department of Transportation criteria for crossing guard requirements to regulate under what conditions a guard should be assigned, and when that guard should be removed. They also recommended joint responsibility between the School District, City, students and parents to create a "Suggested Route to School" plan.

The City Council adopted a resolution based on the Committee's recommendations in January 1979. In March, the voters approved a separate initiative ordinance that set minimum criteria for the assignment of guards. The criteria were the same as those approved by the Council, with the following differences:

- The voter initiative did not include the City Council resolution language on how to reassign or remove a crossing guard from a site that no longer met the criteria.

¹ At that time, the Fiscal Year ran from July 1, 1978 to June 30, 1979

- The Pedestrian Safety Advisory Committee (PSAC) was created as a permanent body to make recommendations to the Council on the placement of guards.

Once the voter-approved initiative passed by a majority vote of the citizens, the initiative overrode the City Council-enacted ordinance and it is the method by which crossing guards are assigned today.

Cost and Status of Current Guards

The crossing guard program is administered and funded by the Police Department in the General Fund. The FY 04 Adopted Budget for the Police Department school crossing guard program is \$1,481,925 with 53.8 Full-Time Equivalent (FTE) positions. Crossing guards are permanent part-time positions, therefore 53.8 FTE translates to approximately 95 part-time guards. Of these 95, 87 are active and eight are Injured-On-Duty or are otherwise unable to work, which creates a significant challenge for the Police Department to ensure that sites are appropriately staffed. Crossing guards are currently paid \$9.00 per hour for the first four years of service, after which they receive \$9.64 per hour². These permanent part-time positions are eligible for a City pension, accumulate holiday, vacation and sick time similar to full-time City employees, but do not receive City health insurance. They do receive \$400 for every 174 hours worked as an in-lieu health insurance payment. The approximate 95 crossing guards are supervised by a full-time Security Officer IV.

The cost of the crossing guard program has been fairly stable for the past six years. During that time, the cost of the program has increased by only 0.5 percent, despite the addition of four additional locations during that same time period. From FY 03 to FY 04, the budget for the crossing guard program grew by \$70,271 or 6.1 percent, due primarily to the negotiated salary increase granted to employees represented by the International Association of Machinists (IAM) union.

The following chart shows the expenditure trends for the past six years.

<u>Fiscal Year</u>	<u>Adopted</u>	<u>Actuals</u>	<u>Variance</u>	<u>% Under Budget</u>	<u>Actual % Change</u>	<u>FTE</u>
FY 99	\$1,488,322	\$1,474,902	\$13,420	-0.9%	N/A	59.2
FY 00	1,376,083	1,447,758	(71,675)	5.2%	-1.8%	53.2*
FY 01	1,321,558	1,292,558	29,000	-2.2%	-10.7%	53.2
FY 02	1,385,282	1,372,230	13,052	-0.9%	6.2%	53.2
FY 03	1,411,654	1,396,466	15,189	-1.1%	1.8%	53.8
FY 04 Adopted	1,481,925	1,481,925			6.1%	53.8
Average	\$1,396,580	\$1,396,783	(\$203)	0.0%	0.48%	54.5

*Note: In FY 2000 the City converted Full Time Equivalent (FTE) hours from 2080 to 2088, which resulted in the decrease in FTEs and personnel budget.

² According to the negotiated bargaining agreement, a part-time guard must accumulate 8,350 hours (1 FTE x 4 Years) before they can advance to the higher pay rate.

There are currently 79 designated locations staffed by crossing guards, serving 42 schools. As determined by PSAC, 11 of these 79 locations require a second guard at the intersection, due primarily to the size of the intersection, traffic movements, and a large number of children crossing the intersection at all four corners. Adding the 11 second guards to the 79 locations gives a total of 90 guard assignments that require a crossing guard. The City funds 40 locations year-round while the other 39 locations are only staffed during the traditional school year. To staff these 90 assignments, the Police Department employs approximately 95 crossing guards, to ensure that all sites can be covered in the event of sickness, injury, or vacation. The Police Department has stated that staffing all these positions is particularly difficult during the school year.

<u>Breakdown of Guard Locations and Assignments</u>	
Year-Round Guard Locations	39
School Year Only Locations	40
Total Designated Locations	79
<i>Locations with Two Guards</i>	11
Total Guard Assignments	90

Crossing guards are stationed at different types of intersections. The following chart shows that the majority of crossing guards are currently stationed at signalized intersections.

<u>Type of Locations</u>	<u>Number of Assignments</u>	<u>Percent of Total</u>
Guard Assignments at Traffic Signals	48	53%
Guard Assignments at Stop Signs	23	26%
Guard Assignments at Uncontrolled Crossings	19	21%
Total	90	100%

The Police Department has set standards for the duration of time that a crossing guard will be at the site. For the morning, the guard arrives 30 minutes before children are expected to begin arriving at school, and leaves 15 minutes after they are no longer needed. For the afternoon, they arrive 15 minutes before dismissal and stay for 30 minutes after peak use. Some guards are stationed longer than others depending on the school's special needs (such as classes that start at irregular times and Kindergarten classes) and busing requirements, which present a challenge for the Police Department, since this increases the amount of time a location needs to be staffed. Absences due to injuries create difficulties in effectively administering this program. The Police Department currently has

over 8 percent of their crossing guards who are unable to work, which increases costs due to workers' compensation claims and leaves them with a shortage of crossing guards to staff locations.

Cost-Per-Assignment Comparison

The City contacted four other similar agencies to compare information on total cost of the program, number of guard assignments, wages and benefits for crossing guards, average hours worked per day and service provision method. By dividing the total cost of the program by the number of guard assignments, staff computed a cost-per-assignment ratio that allows for comparison between the various agencies. The following chart shows that Long Beach has a higher cost-per-assignment, pays a lower wage, and staffs the locations longer than the four other comparable agencies surveyed.

Jurisdiction	Cost of Program	Guard Assignments	Salary Range	Service Provision Method	Approx. Average Hours Per Day	Cost Per Assignment
City of Long Beach	\$1,481,925	90	\$9.00 - \$9.64	In-house	6 hours	\$16,466
City of Cerritos	333,920	21	12.02 - 14.97	In-house	4 hours	15,901
City of Los Angeles	6,690,000	427	10.86 - 13.15	In-house	Not Available	15,667
City of Lakewood	182,000	24	10.36 - 12.02	In-house	3.5 hours	7,583
City of Bellflower	152,535	23	7.50 - 8.00	Private Contractor	3 Hours	6,632

Note: Cost-per-assignment information is used as a proxy to compare programs in different jurisdictions. Each agency may have different methodologies for calculating cost of the program, which directly affects the cost-per-assignment calculation. Average hours per day information is approximate, and was not immediately available for the City of Los Angeles.

This cost-per-assignment comparison suggests that this program is a candidate for review and potential optimization. It appears that Long Beach's costs are higher than others due primarily to the higher number of hours worked per day. A review of best-practices and alternative service provision methods could provide the City with information on how other cities provide this service at a lower cost-per-assignment.

Assignment of Guards

The voter-approved initiative (Municipal Code Section 10.68.010) sets standardized, objective criteria for the placement of crossing guards, which is based on the State traffic criteria for assigning crossing guards. These criteria were developed to rationally and objectively determine the need for this service and to depoliticize what has proven, at times, to be a very emotional issue. A request for a new guard typically originates from the LBUSD or from a member of the community. These requests are submitted to the City Traffic Engineer, who conducts an investigation of the site. This includes a survey of the area, where data is collected on vehicular volume and movement, speed, number of school children crossing, and existing traffic infrastructure and traffic control devices. These results are presented to PSAC, which recommends approval or denial of the request. PSAC is composed of one representative from each Council

District, one representative from the LBUSD, the City Traffic Engineer, a representative of the non-public schools in the Long Beach area, and a representative from the PTA. If the location is approved, the recommendations are placed on the City Council agenda for formal action. Attachment A displays the criteria from the ordinance that PSAC uses to evaluate locations.

The following chart shows that over the past eight years, PSAC has determined that nine new guards meet the prescribed conditions, which is 11 percent of the total number of guards requested. In each case, PSAC studies the evidence provided by the City Traffic Engineer and then matches it to the requirements of the voter-initiated ordinance to guide their recommendation.

Number of New Requests

Year	Requests	Recommended by Staff	PSAC Approved	Percent Approved
1995	10	0	1	10%
1996	5	2	2	40%
1997	8	0	1	13%
1998	8	0	1	13%
1999	18	3	2	11%
2000	11	1	1	9%
2001	7	0	0	0%
2002	6	1	1	17%
2003	7	0	0	0%
Total	80	7	9	11%

Evaluation of Current Guard Locations

Every year staff members also review a sample of the locations where crossing guards already exist to determine if those locations continue to warrant a crossing guard. Varying conditions such as changes in the traffic flow, locations and boundaries of schools, number of school children using the crossing, and recently installed traffic control devices may produce a finding that the site no longer meets the criteria described in the ordinance. PSAC reviews these findings and makes recommendations on whether the guard should stay at the current location, be moved to a different location, or be removed if it does not meet the established criteria. This review process is critical to effectively provide this service.

In 2003, staff recommended that four sites be removed because they no longer meet the criteria specified in the ordinance. PSAC has recently voted on these sites and concurred with the recommendation to remove these four guard assignments. These recommendations will be brought to the City Council as part of bi-annual deployment plan that is discussed in the next section of this report.

Recommendations

After reviewing the issues surrounding crossing guards and past PSAC recommendations on how to streamline the program, staff have the following recommendations on how this program can be improved, as well as different approaches to reducing the costs of this program.

1. Development of an Bi-Annual Crossing Guard Deployment Plan

It is recommended that every two years the City develop a master crossing guard deployment plan that would be developed by PSAC in conjunction with City staff and approved by the City Council. This plan would list all the locations where crossing guards should be assigned, based on the criteria provided by the ordinance. This plan would be updated biannually to allow the City to deploy crossing guards in response to changing needs for service. The City must remain flexible so that it can provide effective service given its limited resources. This plan will allow the City to deploy on a citywide scale, and adjust guard locations and hours to fit the need for service as determined by the ordinance. For each new guard location or location to be removed or reassigned, the City would present PSAC's recommendation and the supporting evidence to reinforce the recommendation.

It is also recommended that the City review all locations and number of hours before this plan is implemented, and then set a goal of reviewing 25 percent of the approved locations every two years to ensure that its resources are being appropriately allocated, both during the school year and the summer months. Those sites that no longer fit the criteria should be removed or reassigned in order to provide critical coverage to locations that meet the criteria for a crossing guard. An automatic study of a location should occur whenever a new traffic control device is installed at an intersection that has an assigned crossing guard. If current City resources are insufficient to conduct a study of all crossing guard sites, the City could enlist outside services to assist with the study process. The City must use its limited resources as effectively as possible, and identifying the sites that comply with the criteria will allow the City to optimize crossing guard distribution.

2. Cooperation with the School District

Since this service is intrinsically related to the school district, cooperation between the LBUSD and the City is vital to ensuring that this service is provided effectively and serves the needs of the community, LBUSD, and the City. It is recommended that the City continue to work with LBUSD and the community to update the "Suggested Routes to School," when necessary, which allows all parties to better plan how to get children safely to schools and determine where crossing guards will be necessary to assist them. Designing routes through neighborhoods and recommending crossings with existing traffic control devices will enhance the safety of the children and allow the City to place crossing guards where they can be the most effective. A review of the busing system can also help optimize this

service, as currently some locations are staffed longer than others primarily due to bus schedules. Other methods of busing or more efficient scheduling may reduce the need for extra crossing guard hours to accommodate the current busing schedule. It is also recommended that a study be conducted anytime a school has a boundary change, so it can be determined where the optimal location for the guard should be due to the changed service area.

3. Explore New Funding Opportunities

The City is currently facing a projected budget deficit of approximately \$63 million for the next fiscal year. It is recommended that the City pursue new funding opportunities or service provision methods to reduce the cost of the crossing guard program, while continuing to provide quality service. The endorsed Three-Year Financial Strategic Plan (Plan) contemplates a reduction of \$750,000 in the cost of the service in FY 05 and an additional \$662,000 in savings in FY 06 by transferring the cost of this service to the LBUSD. At this point in time, this transfer of fiscal responsibility does not appear feasible. The City must find another way to reduce the costs of the program, or find other viable alternative reductions in the Police Department to make up the savings called for in the Plan.

Public-private partnerships may be one potential funding opportunity, where private or non-profit organizations can accept donations and then contract with the City to provide a City-administered crossing guard at a designated school or intersection. Sponsorship by private businesses or community groups of select crossing guard locations may also be a potential funding source (i.e., a program similar to the "adopt-a-street" program).

Another cost-saving approach is contracting-out this service to a private agency. The City of Bellflower recently transitioned from city-employee guards to contract-employee guards as a measure to achieve cost-savings, while not compromising services to the community. Contracting with a private agency can significantly reduce the cost of the service, particularly due to lower workers' compensation, administration, and personnel costs, as well as increased efficiencies from economies of scale.

The City could also enter into an agreement with the LBUSD through a Memorandum of Understanding (MOU) to provide a set level of funding and allow them to administer the program. Guards would still be assigned through the current process in compliance with the ordinance; however, the LBUSD would have the ability to determine how to provide the service along with the hours required to meet their needs.

Furthermore, some cities have strong and effective volunteer crossing guard programs. Volunteers in Long Beach could not at present supplant the City's paid guards due to a section of the Municipal Code regarding

use of volunteers; however, volunteers that are appropriately trained by the City could serve to supplement any sites that do not meet the requirements of the ordinance. While there are some drawbacks to using volunteers such as decreased reliability and liability issues, other cities such as Fresno, CA have used them effectively. The City of San Antonio, TX has blended their 250 part-time paid crossing guards with almost 10,000 student members of the volunteer "School Safety Patrol" to provide professional crossing guards at key locations, while supplementing less busy locations with student volunteers. The California Education Code allows the school district to hire their own guards, use volunteers or use Student Pedestrian Patrol around the school. Volunteer guards could be trained by the City yet administered and organized by the LBUSD or a non-profit or private organization.

The LBUSD currently has a volunteer program in place at Garfield and Franklin elementary schools. Creating a partnership between the City and LBUSD to support this service could strengthen the current efforts by the LBUSD to create a volunteer crossing guard program and address a service need without increasing cost to the City's General Fund and provide service in areas that do not currently qualify for a paid City crossing guard. Representatives from the City and the LBUSD are currently meeting to discuss partnering opportunities that could help save both agencies' resources by eliminating duplication.

4. Explore Corollary Pedestrian Safety Systems

Crossing guards are just one means by which the safety of pedestrians and students can be promoted. The City should continue to make a concerted effort to improve school zone traffic mitigation strategies where necessary and feasible, including increased signage, paint and more stringent enforcement. These measures, in conjunction with the updated "Suggested Routes to School" and proper guard deployment should increase the effectiveness of the City's efforts to safeguard students.

May 3, 2004
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Next Steps

This issue will be discussed this spring with the Mayor and City Council as part of the updated Three-Year Plan and FY 05 Budget process. City staff will continue to work closely with the LBUSD to determine if partnering can reduce the costs of this program or if an expansion of the volunteer program is feasible. This report will also be brought to PSAC for their input on the City's proposed recommendations.

CFS:TM
Ccmemo_CrossingGuards

(Attachments)

CC: J.C. Squires, Assistant City Auditor
Christine F. Shippey, Assistant City Manager
Suzanne R. Mason, Deputy City Manager
Anthony Batts, Police Chief
Christine F. Andersen, Director of Public Works

ATTACHMENT A

Municipal Code Chapter 10.68 "Adult Crossing Guards"

"An intersection utilized by at least twenty (20) children per hour in coming to and from elementary school shall be deemed hazardous for purposes of this Section, if special problems exist and it is deemed necessary to assist children in crossing a street, such as where the intersection is unusually complicated, presents a heavy vehicular turning pattern or high vehicular speed, where the sight distance is less than a reasonable stopping distance from the crosswalk, or where any one of the following three conditions exist:

a) Uncontrolled Crossings on the Route to School

Where there is no controlled crossing or grade separation within 600 feet of the location where a request for an adult crossing guard is made and one of the following conditions exist:

- 1) Where the vehicular traffic volume exceeds the rate of 300 per hour during the time school children are required to cross while traveling to or from school; OR
- 2) Where the vehicular traffic volume exceeds the rate of 272 per hour and the posted speed limit is 35 to and including 45 miles per hour, OR
- 3) Where the vehicular traffic volume exceeds the rate of 250 per hour and the posted speed limit is 50 miles per hour or more.

b) Stop Sign Controlled Crossings on the Route to School


Where the vehicular traffic volume through the crosswalk children must use on an undivided roadway of four or more lanes exceeds the rate of 500 per hour during any period when children are required to go to or from school.

c) Signal Controlled Crossings on the Route to School

At traffic signals where potentially conflicting vehicular turning movements through the crosswalk children must use exceed the average rate of 10 vehicles per minute of signal green time, taken over a period of at least 15 minutes of signal green time, during any period when children are required to go to or from school."

RECEIVED
CITY CLERK
LONG BEACH, CALIF.

03 APR 17 PM 3:49

Date: April 22, 2003
To: Honorable Mayor and Members of the City Council
From: Councilmember Tonia Reyes Uranga, Seventh District 
Subject: **AGENDA ITEM: School Crossing Guards Program**

Maintaining staffing level necessary to meet community safety needs is a strategic action (S1.9) set forth as a Community Safety goal in the 2010 Strategic Plan. Increasing the safety of Long Beach youth is also a goal (Y8) under the Strategic Plan's Education and Youth section. One area where these two goals merge is in providing our youth with safe routes to get to and from school.


The Pedestrian Safety Taskforce determines the assignment of school crossing guards under Chapter 10.68 of the Long Beach Municipal Code. Under Section 5.1.10 of the Acting City Manager's Three-Year Financial Strategic Plan, the responsibility for funding school crossing guard services is recommended for transfer to the Long Beach Unified School District (LBUSD). This recommendation is being made as the LBUSD expands the number of schools that may require additional crossing guards. Additionally, the City has sponsored SB 848 (Karnette) to provide funding for "school pedestrian-bicyclist safety programs" that may be allocated for crossing guards services.

While the Acting City Manager's recommendation may be phased in over a period of three-years to provide LBUSD time needed to put its funding in place, possibly develop a volunteer program, or look for alternate savings, an assessment of the current crossing guards staffing levels is necessary to assist the City and LBUSD better determine the most effective deployment of resources related to the school crossing guard program.

Suggested Actions: Refer to Acting City Manager, City Attorney and City Auditor for a Management Review of the School Crossing Guard program and report back to City Council within 90 days.

Request City Attorney to draft a Resolution in support of SB 848 (Karnette).



Date: December 9, 2004
To: Mayor and Members of the City Council
From:  Gerald R. Miller, City Manager
Subject: Crossing Guard Program Update

INTRODUCTION

Recently there has been a great deal of discussion on the crossing guard optimization effort. I would like to take this opportunity to give you an update on the City's efforts in this area, as well as provide answers to the questions raised at the City Council meeting on October 19, 2004. The following provides a brief history of the optimization process and update on current efforts, as well as responds to specific issues such as how guard hours and locations were determined this year.

HISTORY OF THE OPTIMIZATION PROCESS

The crossing guard program was initially identified in the City's Three-Year Financial Strategic Plan (Plan) as a program to be transferred to the Long Beach Unified School District (LBUSD) over two years, saving approximately \$1.4 million. After discussions with the LBUSD and the City Attorney's Office, it was determined that the Municipal Code requires the City to provide this service. This program underwent an initial review in FY 04 and a written report was delivered to the Mayor and City Council on May 3, 2004. This report outlined best practices of other cities, gave an overview of the program, and provided recommendations on possible areas for optimization and improvement. After considering many options, the Police Department recommended to contract out this service to save approximately \$900,000 for the FY 05 Proposed Budget. In the FY 05 Adopted Budget and Updated Three-Year Plan, the City Council endorsed this as an official area for an optimization study rather than contracting out, and City staff have been working closely with major stakeholders to improve the cost-effectiveness of the program.

The Plan sets a target of \$850,000 in total structural savings over the next two years, with a \$200,000 target for the current fiscal year. It is the City's goal that through a combination of efforts, the City can hit this savings target by the end of FY 06. The table below depicts the Plan savings targets for each fiscal year.

<u>Fiscal Year</u>	<u>Targeted Savings</u>
FY 05	\$200,000
FY 06	\$650,000
TOTAL	\$850,000

CURRENT OPTIMIZATION EFFORTS

This program touches a number of different stakeholders and, as such, there are multiple components of the optimization effort underway. These components are coordinated by the Police Department in conjunction with the Department of Public Works and the City Manager's Office. Since this is a service from which the LBUSD directly benefits, the City has had ongoing, productive dialogue with the LBUSD to address their needs and requirements, while working together to brainstorm ideas to reduce costs of the program. Issues being discussed with the LBUSD include the projected need for busing, demand of elementary school children, potential use of volunteer guards at sites that do not meet the criteria for a City crossing guard, and specific crossing guard hours needed for each school. This year the City worked with the LBUSD to contact every elementary school and adjust crossing guard hours for each location based on each school's actual schedule and need for the current year.

On a related track, the City's Pedestrian Safety Advisory Committee (PSAC) has been working closely with the Department of Public Works and the Police Department to reevaluate 20 percent of the sites that currently have crossing guards to determine if they still meet the required criteria. Per the Municipal Code, PSAC is a citizen committee responsible for making recommendations to the City Council on the appropriate locations for crossing guards, using the criteria specified in the ordinance. This reevaluation determines whether conditions still exist to warrant maintaining the location due to demographic or environmental changes to that specific location. These studies will help the City place its crossing guards on corners that demonstrate a critical need, while creating cost-savings by un-assigning those that no longer meet the criteria. Once the review is complete, PSAC will forward its recommendations to the City Council for approval.

The City has also convened an employee team of crossing guards employees to develop strategies for making the program more efficient and effective. This is a critical component of the optimization process, as the employees are the most familiar with the daily operation of the program and will be key in leading the change efforts resulting from implementation of any optimization ideas. An

invitation to participate was extended to all current crossing guards and 14 guards volunteered to participate. The group has held seven meetings and works closely with representatives from the City Manager's Office and the Police Department, as well as the information from the LBUSD and PSAC, to help better inform their own recommendations.

FUTURE STEPS

The results of the efforts from all of these different stakeholders will be presented to the City Manager, who will make recommendations to the Mayor and City Council on ideas that will make the program more cost-effective, while maintaining an appropriate service level to the community and the LBUSD. This will be a multi-year effort, since the Plan calls for \$850,000 in structural savings over a two-year period. From the efforts put forth thus far, it appears the City is on track to meet the \$200,000 goal in savings for this year.

RESPONSES TO QUESTIONS

The discussion at the October 19, 2004 City Council meeting raised a number of questions regarding locations, staffing, changes in schedules and hours, injuries, "Meet and Confer" requirements, and other issues. The answers below are provided in response to those questions.

How are crossing guard locations selected?

The voter-approved initiative (Municipal Code Section 10.68.010) sets standardized, objective criteria for the placement of crossing guards that are based on the state traffic criteria for assigning crossing guards. Any person may contact the City Traffic Engineer's office to request a crossing guard at a location that serves an elementary school. Requests are received from residents, parents, the Long Beach Unified School District, City Council Offices, and other City departments. The requested location is reviewed to determine if placement of a crossing guard is necessary under the City's prescribed criteria or if there are pedestrian safety issues that require installation of different type cross walk or pedestrian traffic warning lights.

Corners that require a guard assignment are those that are determined to be "Hazardous" based on the guidelines from the Department of Transportation (DOT) Traffic Manual and the City's Municipal Code. The City's Traffic Engineer surveys a location to see if it meets the recommended threshold for a "designated hazardous corner." Attachment A displays the criteria from the ordinance that PSAC uses to evaluate locations.

The City's Traffic Engineer presents the survey data to the Pedestrian Safety Advisory Committee (PSAC). The Committee makes a recommendation to the City Council if they determine that the corner should be declared "Hazardous" or "No Longer Hazardous," at which time the City Council may concur or disagree with the recommendation. If the corner is confirmed, the Police

December 9, 2004

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Department will then staff that location or un-assign the guard if it no longer warrants the designation of "Hazardous."

Both the Police Department and Public Works identify and recommend annual re-evaluation of approximately 20 percent of the existing corners. The re-evaluation determines whether conditions still exist to warrant maintaining the location due to demographic or environmental changes to that specific location.

How are the hours of operation determined?

Long Beach Municipal Code 10.68.010, Section I, states that an adult crossing guard shall be maintained when "school children are required to cross the street" and when they are "required to go to and from school." The Police Department has the responsibility of scheduling crossing guard hours. It has been the City's policy to establish times in accordance with the Municipal Code, bell schedules and bus times as provided by each of the 50 elementary schools, both public and private.

The rule used throughout the state is to have the crossing guard assigned 30 minutes before and 15 minutes after school begins in the morning and 15 minutes before and 30 minutes after school gets out in the afternoon. Using this 30/15-minute rule, bus times are considered both before and after school, to provide the ability to safely cross children "when required to go to school." It has been the long-standing practice of the Police Department not to cover the morning breakfast or after school recreational program time. Through a survey of best practices of other jurisdictions, it was determined that this is consistent with the management of other crossing guard programs.

Some students report to school early in order to be transported to another school. The City provides this added service; however, it results in additional hours for the crossing guard. Hours are determined by using the school bell schedule in addition to the bus schedule when a bus results in at least 20 children per hour crossing at all corners of a specific school.

Hours are evaluated approximately three weeks into the school session and each school then determines their population for that year. After this three-week period, the guards are given the opportunity through a seniority system to bid on new corners for the year through September 1 of the following year.

This year, as part of the optimization effort, every school was contacted and every school schedule was closely reviewed and adjusted to ensure compliance with the intent of the Municipal Code (in previous years, due to resource constraints, the department only intensively reviewed 25 percent of the sites.) As a result of this effort, the department determined that a number of schools had reduced busing hours and removed or consolidated kindergarten classes due to a drop in the elementary school population.

How are staffing assignments selected?

The Police Department has the responsibility to staff the location or relocate a guard after the location has been approved by City Council as "Hazardous" or "No Longer Hazardous." At a "Meet and Confer" held with the International Association of Machinists (IAM) and the Police Department on August 30, 1999, it was determined that the Police Department would make location and hour adjustments as required and that guards would be able to bid for assignments based on seniority. Since the assigned hours for a location vary each year to meet the needs of the specific school, guards are given the opportunity to change their location to meet their choice of location or number of hours. The crossing guard may stay at their previous location if the location is not selected first by a more senior guard. This policy was used again this year to determine staffing assignments.

How have crossing guard hours changed?

As mentioned above, the City contacted every school and adjusted the crossing hours according to their needs. This has resulted in an average reduction of 30 minutes per day per guard assignment.

Does changing the hours require a "Meet and Confer" meeting with the employee union?

As mentioned above, the IAM and the Police Department held a "Meet and Confer" on August 30, 1999. In this meeting, both the Police Department and the employee union agreed the City would have the discretion to evaluate the needs for crossing guard assignments and work hours during the school year and make adjustments as required.

What is the City's current staffing level?

Currently, the Police Department is required to staff 50 elementary schools at 79 locations. Of those 79 locations, the Police Department has determined that 11 sites require two guards at the intersection to safely cross students coming from multiple directions, which raises the staffing requirements to 90 guards. With an average daily absentee rate of 15 to 18 guards, the Police Department needs to have approximately 110 guards to meet daily staffing requirements.

Current staff consists of 80 permanent-part time, five non-career part-time, and 17 temporary contract guards. Temporary contract guards are used only to ensure sufficient staffing. These guards are temporary in nature and do not permanently replace City employees. The Police Department is in the process of replacing the temporary contract guards with non-careers, until permanent part-time guard hiring is authorized. Such authorization is anticipated after completion of the optimization process and a report with recommendations is presented to the City Council.

How many City crossing guards have been injured while on-duty?

In 1993, a crossing guard was tragically murdered as she sat in her car after arriving early to begin her shift. The Police Department apprehended two

December 9, 2004

Page 6

suspects later that day and determined that it was an attempt to steal her car. After a review of the situation, the Police Department concluded that the event happened so quickly that the guard did not have time to react and it was not a preventable act.

In 1998, a vehicle making a right turn misjudged the distance to the crossing guard standing in the crosswalk and the guard missed one week of work due to an injury to her foot. In February 2004, a vehicle brushed against one guard who was off-duty and returning home.

The City has a demonstrated record of safety for school children that correctly cross at intersections that have a crossing guard. In the past 10 years, records show that only one child has been hit by a car at a location that had an on-duty crossing guard. This incident occurred in 1997-98 in North Long Beach – it was determined that the driver of a pick-up truck failed to stop for pedestrians and that the child was running across the street against the guard's direction.

How have cell phones been used in the past as part of the program?

Crossing guards were provided cell phones in the past for use during their shift to report emergency situations. However, after a review of their necessity and use, it was determined that the guards were rarely using them. In mid-year 2003, the cell phones were removed and the budget was reduced. The full annual cost of the cell phones for FY 02 was approximately \$18,000.

CONCLUSION

This is the first year the Long Beach Unified School District has shown a reduction in Elementary School population. With this projected reduction and the reduction of some school buses, the City anticipates further reduction in the overall annual hours required for the Crossing Guard Program. The School District is also looking to reduce the number of "Year-Round-Schools," which may result in further alignment of hours and corners. The City is continually reviewing locations and hours so that the program will remain efficient without unnecessarily exceeding the hours needed to meet the safety needs of the children. The City will continue to work with the major stakeholders on the multiple optimization components, and will come back to the Mayor and City Council with recommendations once these efforts are complete. If you have any further questions, please contact me or Chris Shippey, Assistant City Manager.

CC: Anthony Batts, Police Chief
Christine Andersen, Director of Public Works

ATTACHMENT A

Municipal Code Chapter 10.68 "Adult Crossing Guards"

"An intersection utilized by at least twenty (20) children per hour in coming to and from elementary school shall be deemed hazardous for purposes of this Section, if special problems exist and it is deemed necessary to assist children in crossing a street, such as where the intersection is unusually complicated, presents a heavy vehicular turning pattern or high vehicular speed, where the sight distance is less than a reasonable stopping distance from the crosswalk, or where any one of the following three conditions exist:

a) Uncontrolled Crossings on the Route to School

Where there is no controlled crossing or grade separation within 600 feet of the location where a request for an adult crossing guard is made and one of the following conditions exist:

- 1) Where the vehicular traffic volume exceeds the rate of 300 per hour during the time school children are required to cross while traveling to or from school; OR
- 2) Where the vehicular traffic volume exceeds the rate of 272 per hour and the posted speed limit is 35 to and including 45 miles per hour, OR
- 3) Where the vehicular traffic volume exceeds the rate of 250 per hour and the posted speed limit is 50 miles per hour or more.

b) Stop Sign Controlled Crossings on the Route to School

Where the vehicular traffic volume through the crosswalk children must use on an undivided roadway of four or more lanes exceeds the rate of 500 per hour during any period when children are required to go to or from school.

c) Signal Controlled Crossings on the Route to School

At traffic signals where potentially conflicting vehicular turning movements through the crosswalk children must use exceed the average rate of 10 vehicles per minute of signal green time, taken over a period of at least 15 minutes of signal green time, during any period when children are required to go to or from school."



Date: March 4, 2005
To: Gerald R. Miller, City Manager
From: David C. Gonzalez, Assistant to the City Manager
Subject: School Crossing Guard Optimization Team Reports

Attached for your review is the School Crossing Guard Optimization Team Recommendations Report, a Crossing Guard Survey of other agencies conducted by Police Department staff, and the Police Department's management response to the recommendations.

The School Crossing Guard Optimization Team Recommendations Report is the product of 15 meetings held by 13 crossing guards over a period of about five months. Each meeting was held at the Crossing Guard Office at the Field Support Division. The submitted recommendations include a focus on increasing communication between the crossing guards and supervisors.

Police Department staff conducted the crossing guard survey of other agencies. This information, while revealing, did not provide the optimization team with any insight on how to change services. However, it did point out the variety of ways these programs are financed and operated.

The Commander and supervisors of the crossing guard program met with the Crossing Guard Optimization Team once a final draft of the recommendations report was submitted for their review. This meeting enabled the Commander and supervisors to obtain a better understanding of the recommendations from the optimization team. The management response supports the implementation of those recommendations that can be implemented given the City's current budget challenges.

Attachments

Cc: Christine Shippey, Assistant City Manager
Suzanne Mason, Deputy City Manager
Stephen Scott, Acting Contracts Officer
School Crossing Guard Optimization Team



CITY OF LONG BEACH

SCHOOL CROSSING GUARD OPTIMIZATION TEAM

Recommendations Report

February 17, 2005

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1. Introduction
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5. Recommendations for Improved Efficiency and Effectiveness
6. Police Department Management Response

1. INTRODUCTION

On August 27, 2004, the Police Department held its annual kick-off of the City's School Crossing Guard Program at the Cesar Chavez Park Community Facility. The School Crossing Guard employees and the Police Department managers and supervisors of the program attended this meeting.


As an impact of the ongoing budget reduction process, several concerns were raised regarding the necessity for the department to initially recommend that the program be contracted out. While this direction was not publicly accepted and had been rescinded, concerns still prevailed and had to be addressed. In addition, staffing hours for crossing locations had been reduced or changed raising further concerns about the reasons and methods for these changes.

It was at this meeting that the optimization review process was introduced and volunteers were asked to participate in the review of the current School Crossing Guard Program. Thirteen School Crossing Guards volunteered to be a part of the School Crossing Guard Optimization Team (Team).

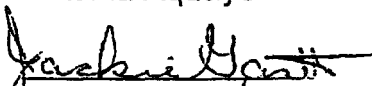
During the initial meetings, the Team was able to explore many aspects of the School Crossing Guard Program in an effort to understand what, when, where, how and why program processes were done. It was through this process that many creative ideas and recommendations were formulated and discussed. The areas of review are summarized in Sections 2 through 4.

The Team believes they have learned more about the program and about themselves during this process and sincerely appreciate the opportunity for participating. While many ideas were discussed, the recommendations presented in Section 5 represent a consensus of recommendations from the Team. Respectfully submitted by:

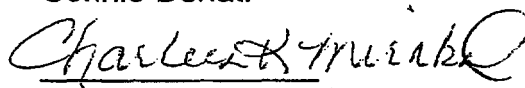
Antonia Aquayo

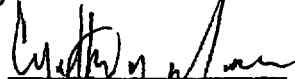

Starlett Brown

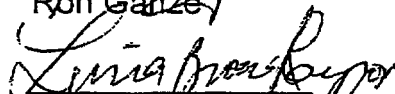
Connie Donati


Jackie Gantt


Ron Garze


Charleen K. Mirabal

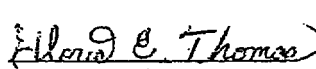

Cynthia Y. Moore


Lima Rayson


Nevita Rhea


Thelma Ristine


Georgie Strunk


Gloria E. Thomas

Sue Wichita

2. SCHOOL CROSSING GUARD OPTIMIZATION TEAM GOALS

The volunteers that made up the School Crossing Guard Optimization Team had their first meeting on September 16, 2004. At this meeting, the Team agreed on their goal which was to develop recommendations to help the program operate more efficiently, effectively and at a lower cost to the City.

The Team also agreed that the process would require a review of the current program, an evaluation of service delivery alternatives, the preparation of draft recommendations for review by the Police Department supervisors and other crossing guards, and the development of final recommendations for City Manager review. This process is the standard by which all internal optimization reviews would take during the 2004-2005 fiscal year.

3. SCOPE OF CURRENT SERVICES

The Crossing Guard Optimization Team reviewed many aspects of the School Crossing Guard Program in an effort to gain a better understanding of the current program and to ultimately develop sound recommendations for organization and/or operational changes. The Team reviewed the following areas.

History of the Long Beach School Crossing Guard Program

The Team reviewed the history behind the creation of the school crossing guard program. This review included understanding the initial direction of the Council resolution and the final voter-approved initiative.

Long Beach Municipal Code Chapter 10.68

As established by the municipal code, the Team reviewed the requirements for and responsibilities of the Pedestrian Safety Advisory Committee. The Team also reviewed the requirements for designating a school crossing location as hazardous and thus the process for objectively staffing a school crossing location.

Selection of School Crossing Locations

Given the complexity of the requirements for staffing a school crossing location, David Roseman, City Traffic Engineer, met with the Team to provide further explanation of the process. The Team gained a better understanding of the selection and de-selection of school crossing locations and learned about the varying conditions that impact each location. These conditions include:

- Traffic flow at the school crossing location
- Locations and boundaries of schools
- Number of school children using the crossing location
- Traffic control devices

Policy and Procedures for Developing Staffing Schedules at School Crossing Locations

The municipal code establishes the process by which a school crossing location is deemed hazardous and the Pedestrian Safety Advisory Committee is the group that recommends or does not recommend the approval for staffing such locations. However, once a school crossing location has been deemed hazardous, the Police Department establishes the policies and procedures for developing the staffing schedule at each location. The Team learned that, in addition to the number of children crossing each location, the additional criteria considered when staffing each location includes:

- The School Bell Schedule – The published start and end times of each school as dictated by the school bell.
- The 30/15 Minute Rule – The staffing times before school starts and after school ends.
- The School Bus Times – The published pick up and drop off times for buses at each school.

Crossing Guard Program Budget

The Team reviewed the Police Department School Crossing Guard budget to gain a better understanding of the expenses required to run the program. The Team learned that the program's budget has averaged \$1.4 million over the last six fiscal years with an average staff budget of 52.8 full-time equivalents. Because school crossing guards are permanent part-time positions, the 52.8 full-time equivalents translate to approximately 95 part-time school guards. This budget also includes a Security Officer IV position that supervises the School Crossing Guard Program. Since the \$1.4 million is primarily personnel costs, the Team found it very difficult if not impossible to develop recommendations that could help reduce non-personnel costs, which are budgeted at only \$1,670.

4. Review of Alternative Service Delivery Options

The Team reviewed the Crossing Guard Survey of 27 cities to gain an understanding of other school crossing guard programs. As indicated in the survey, nearly all the surveyed cities were experiencing budget constraints and evaluating different ways to manage and fund their programs. The survey also noted that the management of the program varied and that the City of Long Beach's direction to optimize their program was a step in the right direction. Attached is the completed survey. Please contact the Police Department's Crossing Guard Supervisor for further information.

5. Recommendations for Improved Efficiency and Effectiveness

The School Crossing Guard Optimization Team respectfully submits the following recommendations.

Bus Schedules

- A. The current policy requires 20 or more children to be on a bus before the school bus schedule is used to determine staffing hours for each location. However, there are situations where several buses arrive within the hour to a particular school to drop off children and those buses have less than 20 children each, but the cumulative total exceeds 20 children within the hour.

It is recommended that an independent review of staggered bus schedules, where multiple buses arrive to a crossing location, be conducted to ensure that adequate Crossing Guard coverage exists. It is recommended that Public Works Engineering conduct this review.

Communication

- B. The Crossing Guard Optimization Team expressed concerns about the lack of communication between Police management and crossing guards regarding changes in their work environment. The areas of concern are as follows:
- i) Incorrect posting of signs or lack of Signs (e.g. stop signs, pedestrian crossing signs, or speed limit signs).
 - ii) Traffic concerns that require PD support (e.g. illegal parking, speed violators and traffic violations)
 - iii) Public Works concerns (e.g. construction work, tree trimming, and street repairs)
 - iii) Safety issues in the neighborhood where the crossing location resides
 - iv) Bus or bell schedules that do not coincide with published schedules
 - v) Parent/Teacher issues
 - vi) Children issues

It is recommended that a standardized communication form be established to assist crossing guards communicate concerns that need to be addressed in a timely manner. This form can assist in communicating concerns that need an evaluation and a response. It can increase accountability between the crossing guards and Police Department supervisors.

- C. As employees of the City, crossing guards are often asked for referral numbers for other City services. Having the ability to provide information on other City services is an important component of "Working Together to Serve".

It is recommended that Crossing Guards be given a pocket-sized list of City contacts and phone numbers for City services. In addition, the pocket-sized street guide should also be provided to assist Crossing Guards quickly locate crossing locations.

Development of Crossing Guard Location Schedules

- D. The Police Department has the responsibility of scheduling crossing guard hours for each location. At the start of the school year, normally around the beginning of September, the location schedules used are those from the previous school year. Each school then determines their population for that year and revises their bus times and bell schedules. Once the new times and schedules are made available to PD, it takes approximately three weeks for them to develop the new location schedules using the new bus times and bell schedules, and in accordance with the municipal code. Once each location has been evaluated and adjusted to ensure compliance with the municipal code, the new schedules are made available to all the crossing guards. They are given the opportunity through a seniority system, to bid on new locations for the year, which extends through September of the following Year.

It is recommended that the implementation of the new redeployment schedule not be done until November in order to enable the school district sufficient time adjust their new bus times and bell schedules.

It is also recommended that once the location assignments have been made, each school guard should have the opportunity, on an individual request basis, to re-evaluate their crossing location. This can ensure that the new schedule is in compliance with the new bus time and bell schedule, and that the number of school children crossing is valid. This effort should be done once a crossing guard has been at a specific location at least ten school days and in cooperation with the Police Department Supervisors. Each crossing guard requesting this evaluation should be provided with a copy of the new bus times and bell schedules. A suggested tool for this re-evaluation is the recommended standardized communication form. This will assist to ensure accountability from both the crossing guard and PD.

Schedule Coordination

- E. Police Department Supervisors need to ensure that the schools communicate the new schedules to the parents. Often, the schools publish a crossing guard schedule that does not match the schedule assigned by Police Department supervisors. It can result in confusion among the parents who are following the schedule published by the schools.

It is recommended that once the crossing guard schedules for the new year are developed, that they be distributed to the impacted schools within two weeks. The schedules should be available to the parents from the schools. This can be enhanced by providing each crossing guard with copies of a 4x6 printout of the

guard's new schedule. A copy of the safe route for their school can supplement this printout. These documents can be given to a parent or child by the crossing guard to ensure that they know the crossing guard's new schedule.

Construction Coordination

- F. Often, construction at a crossing location is initiated without prior knowledge by Police Department Supervisors or the crossing guard assigned that location. This creates logistical problems and dangers to children, parents and crossing guards.

It is recommended that Police Department Supervisors establish a procedure that ensures that they, and impacted crossing guards, be contacted before construction work begins at an impacted crossing location. This can ensure that Police Department supervisors, Public Works, and the impacted crossing guard(s) establish a temporary safe route to ensure the safety of the children, parents and crossing guards.

Traffic Coordination

- G. When a traffic signal at a crossing location becomes inoperable, or when a major traffic accident occurs, the assigned crossing guard assumes the additional responsibility for managing the traffic situation to ensure the safety of the school children.

It is recommended that the Police Department provide additional traffic control support when traffic signals become inoperable or a major accident occurs. Support should be provided when available or until the crossing guard's shift is over or the traffic signal is fixed.

Employee Morale

- H. Employee morale is important to any organization in that it promotes a healthy working environment. An employee recognition program supports employee morale by recognizing outstanding employees.

It is recommended that an Employee Recognition Program be established. This program can recognize an outstanding employee each quarter. The following criteria for selection is recommended:

- a) Attendance
- b) Performance – Coordinated by the school principal, use a form to survey parents, school, and the public (form should be in other languages).
- c) Peer Review – Create a Nomination Form for crossing guards to nominate an outstanding employee with explanation.
- d) Management/Supervisor Review of Performance

- I. High sick leave usage diminishes an organization's ability to provide proper staffing levels and impacts those employees that have to support the additional workload requirements. Previous sick leave usage has been unusually high because of exposure to sick children and bad weather.

It is recommended that an Employee Sick Leave Reduction and Recognition Program be established. This program would assist in maintaining staffing levels and reduce sick leave usage. Savings can be used to provide gift certificates (e.g. \$25) to those with no sick leave usage for the quarter.

Training

- J. Continued training is important to ensure high caliber employees. Established practical and complex training locations can provide this level of training.

It is recommended that permanently assigned training locations be established to ensure consistent training of newly hired crossing guards. Training locations should be complex to cover all aspects of crossing guard requirements for locations such as controlled and uncontrolled locations and locations with numerous children crossing. Training locations and training guards should be identified each year to ensure a formal training program is in place. This identification should be done when the new redeployment schedules are distributed.

Examples of these types of locations include:

- Los Coyotes – Diagonal streets
- Del Amo and Orange – numerous children
- 51st and Long Beach Blvd. – No signal lights
- 16th and Long Beach Blvd. – Train Crossings
- Linden and 16th Street – Small Street with four-way stop.

- K. When traffic signals become inoperable and PD traffic support is unavailable due to other priorities, crossing guards have to provide traffic support as necessary. Without proper training, this support can create unsafe situations.

It is recommended that Crossing Guards be trained on basic traffic control procedures to ensure basic pedestrian safety.

- L. As City representatives, crossing guards are consistently interacting with the general public. These interactions are often positive but sometimes require tactful handling of problematic situations.

It is recommended that a "Conduct in the Community" or "Human Relations" class be available for all crossing guards to assist them in better understanding and handling situations with the general public at their crossing locations.

- M. Previously, Crossing Guards were given the opportunity to work in other departments during the summer months. This enabled other City departments to hire crossing guards as additional staff support and provided the crossing guards with supplemental income. It also provided opportunities for Crossing Guards looking to become full-time employees.

It is recommended that the City establish a program to utilize crossing guards in other departments during the summer months or as needed during the school year. This provides additional training to crossing guards and benefits the City by having well trained staff.

Miscellaneous

- N. The Crossing Guard Optimization Team recognizes that most drivers do not adhere to the school crossing laws as it relates to speeding, obeying crossing guard instructions and crossing the street at unmarked locations.

It is recommended that the Police Department consider establishing a Jay Walking Enforcement Program among crossing guard locations with the most traffic enforcement problems. Enforcement should include speed limit violations. The event could be published in the local paper as a reminder and deterrent to violators.

- O. Currently, new crossing guards are provided full uniforms upon being hired. This is a costly expense since each uniform is custom fit.

It is recommended that only a vest, yellow windbreaker and shoes be provided until the crossing guard has passed probation.

- P. Community support exists to continue providing crossing guard services. However, given the current budget situation, general fund support is tenuous.

The Crossing Guard Optimization Team recommends that the City pursue all revenue sources such as grants, donations and sponsorships to supplement general fund support.

- Q. In previous times, the Police Department provided crossing guard staffing for school crossing locations that had after-school programs, breakfast programs, and summer school programs. Due to City budget reductions, staffing for these programs was eliminated.

The Crossing Guard Optimization Team recommends that in the future, the Police Department consider reinstating crossing guard coverage for after-school programs, breakfast programs, and summer school programs.

R. The Crossing Guard Optimization Team recognizes that the Police Department budget for special events would be less impacted if the crossing guards were used for special events and for special projects because of the lower cost of this classification.

It is recommended that the Police Department consider using crossing guards during special events and special projects that require pedestrian traffic control or additional assistance that is within the training of the crossing guard classification. This expense should not be paid out of the crossing guard budget but by the requesting agency or department.

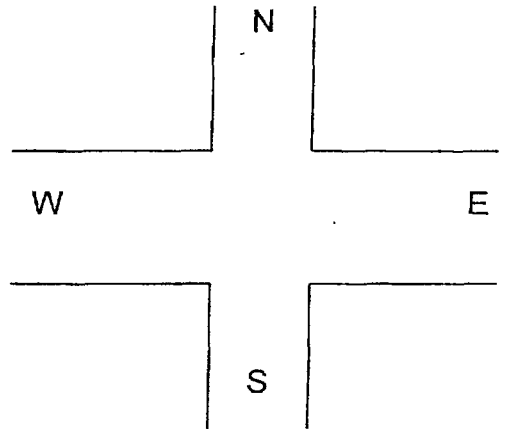
6. POLICE DEPARTMENT MANAGEMENT RESPONSE

See Attached.

CROSSING GUARD PROGRAM COMMUNICATION FORM

Date Submitted: _____

Location: _____



Problem/Suggestion:

- Posting of signs, pedestrian crossing, speed limit, etc.
- Bus/Bell Schedules do not match current schedule
- Traffic Concerns (Speeding, parking, etc.)
- Safety Concerns at crossing location
- Parent/Teacher/Children Concerns
- Other (Please provide description below. Attach additional pages as necessary)

Name of Reporting Person (Print): _____

Contact Information: _____

Signature of Reporting Person: _____

Response from Crossing Guard Supervisor:

Comments/Action Taken: _____

Supervisor (Print): _____

Date

Signature: _____

Response from Public Works/Engineering:

Comments/Action Taken: _____

Name (Print): _____

Date

Signature: _____



Date: December 1, 2004
To: David Gonzalez, Special Assistant to City Manager
From: Jerry Lomeli, Police Investigator N/C, Field Support Division
Subject: **CROSSING GUARD SURVEY SUMMARY**

A crossing guard survey was completed in July 2003 and updated from June to November 2004. Twenty-Seven cities were contacted regarding their crossing guard program and their management of the program.

Overall, the management was quite diverse. The procedures and control showed similarities throughout the state. Most cities followed the mandates recommended for placement of school guards by the State Department of Transportation; however, there were very little similarities in management style or structure of the program. Because of this, it was difficult to obtain information about the program. The major types of crossing guards were:

1. City Employees working out of Police Departments, Public Works, or Parks and Recreation Departments. (or)
2. School District Employees, either individual schools or out of Transportation Department, (or)
3. Students working as "Safety Patrol." (or)
4. Volunteers working for County, City, or School Districts

Budget issues were dependant on previous or long-term agreements with School Districts or County Departments. Some cities gave up the program due to budget reasons only to be publicly forced to re-establish the program. The cities focused on program payments as follows:

1. City paid for entire program from General Funds. (or)
2. School Districts paid for part and City paid for part. (or)
3. School Districts agreed to pay for all the program. (or)
4. County provided funds for countywide program, with staff for employees or volunteers.

In conclusion, it was noted that nearly all the Cities have the same issues of budget constraints. Many of the cities throughout the nation have been forced to eliminate the program from Philadelphia and Chicago to San Jose and then forced to re-instate the program. The public has been very vocal and assisted in seeking funding. The parents of students have attempted to and located grants, subsidies from corporations, and committing funds from City's "Red Light Programs."

Many of the phone calls to supervisors of crossing guard programs went un-answered, as the entire program structure was unfamiliar to the first level supervisor. Many times, the answers were obtained from "Manager level" staff. There appears to be a large "knowledge gap" between first line supervisor's overall knowledge of the program and "Managers" overall knowledge within a City, County, or School District. The survey questions regarding both budget and criteria for placement of guards could not be answered in most cases. Each agency contacted required more than one call to obtain information. The City of Long Beach now appears to be more knowledgeable, overall, than other Cities surveyed as we have worked and learned together.

The similarity between Cities was that many of them were compiling a "Management Review" of the program, same as Long Beach. The City Council of San Jose, for one, recommended each Council District develop a "volunteer program" to provide school guards for their district. San Jose has a "more lenient" criterion for placing school guards than the state recommends. New changes recently recommended by San Jose City Council will increase the number of School Crossing Guards locations within the city, to include Middle Schools.

It is recommended that we continued to collaborate with the Long Beach Unified School District to establish a willingness to assist with financial burden on the City with the program. The City and School District should continue their discussion to review the possibilities of volunteer guards, sharing costs and consolidation of busing and school start and end times to alleviate the extensive staffing times throughout the City.

(Revised 11/20/04)

	Contracted with Outside Vendor	In-House Admin/strating Section	Current Budget	Funded by	BASE Pay Rate	# Hours per day	Benefits	# of corners	# Of Crossing Guards	Wear Uniforms?	Busine ss	Cost Per Location	Alternate Guards	Contact Person	Phone No.
Anaheim **	International Service, Inc 6yrs	PD/Traffic	\$650,000 + \$114,920	General	Contract \$9.63 per hr. Supv \$10.18	4.5 - 6.5	None	60	60	No	Yes	\$12,749	12	Nancy Galicinao	ngalicinao@anaheim.net (714) 765-1862
Bellflower	All City Management	PD/Traffic Officer	\$152,535	General	Contract \$12.12 per hour	3.0	None	22	22	Vest	No	\$8,933		Jennie Johnson	jjohnson@bellflower.gov (562) 925-0124 X 2532
Burbank	No	Police 20 + years	?	Salary Budget	\$10.17	?	None	?	20	?	?	?	3	Nancy Lapraht	(818) 238-3100
Carson	No	Public Safety 20 + yrs	Unknown	General	\$7.00 - \$9.00	5.3-6.0	Pers	?	20	No	?	?	6	Eileen Edgerton	(310) 830-7600 X 1606 (562) 916-1399 FAX (562) 916-1257
Cerritos	No	?	\$333,920	General	?	2.5 - 6.0	?	19	22	Yes	Yes	\$17,575	6	Jeanne Becker	
Cypress	All City Management Co	Police	\$152,000	City Police Funds	Contract \$12.13 per hour	4.0	None	17	17	No	Yes	\$8,941	0	Sgt. Brian Walquist	(714) 229-6624
Fresno **	Handled by County of Fresno	County/Safety Police	NA	General Fund	Volunteer	2.0	None	55	1000	Vest	No	?	?	Kara Enos	(559) 237-3101
Fullerton	All City Mangement Co	Police/Traffic	?	?	?	?	?	15	?	?	?	?	?	Jim Ren Sgt Pierce	Nancy Purchard (714) 738-6533 (6739)
Hawthorne	No	School District since 1998	Unknown	School District General	\$10.70	2.0 - 3.8	None	?	78	No		?	18	Glinda Medina	(310) 676-2276
Inglewood	No	Police	Unknown	CIP	\$9.76	?	None	?	23			?	5	Ofc Tayna Alleyne	(310) 412-5136
Lakewood	No	City Manager 10 + yrs	Unknown	\$230,000	\$10.36 - \$12.02	3.5 - 4.0	Pers	23	23	Yes	Yes	\$10,000	7	Carol Jacoby	(562) 866-9771 X 2115
Long Beach **	No	Public Works/ Police Dept	\$1.4 Million	County Fines & Forfeitures	\$9.00-\$9.64	3.0-7.0	Yes	79	97	Yes	Yes	\$14,433	0	Cathy Medina	(562) 570-7240
Los Angeles **	No	Public Safety	\$7.2 Million	Fines & Forfeitures	\$10.88-\$13.15	4-6 hrs	None	435	427		Yes	\$18,552	0	Patricia Cunningham	(213) 485-4783
Montebello	All City Management 1st yr. No RFP - Sole Source Vendor	Comm. Serv. Div	\$65,000	General Fund	\$10.00	?	None	?	9	?	?	?	0	Lynda Carter	(232) 887-1281
Oakland **	No	PD Traffic	?	General Fund	\$12.89 - \$15.81	4.0	None	66	57	Vest	?	?	?	Ofc Allen Yu	(510) 238-3155/3828
Orange	Orange PD - Traffic	PD	\$283,000	General Fund	\$8.40 - \$9.28	4.0	401K	41	39	Yes		\$7,256	0	Jim Kelley or Ray Baxter	(714) 744-7474
Paramount	All City Management	Paramount USD	\$200,000	City	\$11.82	?	?	?	?	?	?	?	?	Baron Farwell	(310) 202-8284
Pasadena	Intemational - County All City - Pasadena	School District vs City	Unknown	School District or City	?	?	?	?	?	?	?	?	?	?	(818) 744-6470
Redlands	All City Management	PD Budget/ Admin	\$135,000	1/2 General 1/2 School	\$12.59 per hr	3.5	None	13	13	vest		\$10,385	0	Brenda Sutton	(909) 798-7681 X 4751 (916) 277-6064 rperez@cityofsacramento.org
Sacramento **	No / Use 5th Graders	Parks and Rec	?	General and Grant funding	\$7.67	4.5	?	31	41	vest	?	?	?	Rich Perez	
San Diego **		School Dis/ PD	?	School/City Traffic Fund	?	?	?	?	?	?	?	?	?	Each School	(619) 531-2000
San Francisco **	No	MTA/Traffic Dept	\$890,000	City and Partial by School Dist	\$12.61 per hr	2 - 3.75	Vac	134	136 + 1500 Students	vest		\$6,642	0	Martha Gamble	(415) 503-2050
San Jose **	No /Also Middle Schools	PD/School	?	City General Fund	\$14.35 - \$17.45	?	?	?	?	?	?	?	?	Sgt Hip Delgado	(408) 277-4304
Santa Ana **	No	Police	\$750,000	City Funds	\$8.21 - \$9.98	4.5 - 5.0	Limited/ Pers	68	75	No		\$11,029	10	Linda Flores	(714) 245-8228
Santa Clarita	No	Comm. Serv Div.	(\$307,375) \$245,900	80% City General 20% School	\$8.00	4.5 - 5.5	None	25	27	?	?	\$12,295	3	Susana Campbell	(661) 286-4165
Signal Hill	No	Police	\$82,000	City & Police Dept	\$8.34 - \$10.14	7.0	None		5	Yes	Yes	\$16,400	2	Bobby Burnett	(562) 989-7213
Tucson, AZ	No	Parks and Rec	?	General Fund	?	?	?	138	200	No	No	?	?	Cruz Jones	(520) 275-4804

* Strategic Cities



Date: February 16, 2005

To: David Gonzalez, Assistant to the City Manager

From: *AWB*
Anthony W. Batts, Chief of Police

Subject: OPTIMIZATION TEAM RECOMMENDATIONS – MANAGEMENT RESPONSE

The Police Department appreciates the many hours and weeks the optimization team has spent discussing, evaluating and developing recommendations for the Crossing Guard program. Overall the recommendations have merit for implementation and some are in affect already. Some recommendations do not appear to meet one of the goals, reducing cost to the City. Due to existing budget constraints they may have to be delayed until the financial situation improves.

We reviewed and evaluated each one independently. Our responses to the optimization team's recommendations are listed below in italic:

- (A) Bus Schedules: It is recommended that an independent review of staggered bus schedules, where multiple buses arrive to a crossing location, be conducted to ensure that adequate Crossing Guard coverage exists. It is recommended that Public Works Engineering conduct this review.

This is a good recommendation. The current method is subjective as the schedules are determined by bell schedules and bus schedules and a calculated estimate of how many students proceed through a given location based on the projected number of students using a certain route or collective number of projected students on the buses. The traffic engineer can physically count using an objective method of all students using a specific location resulting is exact times a guard is needed. The Traffic Engineer may have difficulty providing a "survey" for each corner during the first month of the school year. This may result in additional cost for the additional surveys and be cost prohibitive. This process will eliminate idle time and most likely will result in reduction of hours, and must be re-done each year. We will work with City Traffic Engineer. As instructed, and has been the practice for years, any guard who feels their hours are not appropriate need only notify the Crossing Guard supervisor and a study done to ensure the children's safety.

- (B) Communications Form: It is recommended that a standardized communication form be established to assist crossing guards communicate concerns that need to be addressed in a timely manner. This form can assist in communicating concerns that need an evaluation and a response. It can increase accountability between the crossing guards and Police Department supervisors.

The optimization team has agreed to submit a recommended "report form" to address communication. The forms will be forwarded to the appropriate division for correction. Guards can complete the form and it will be forwarded to the appropriate area. Specific problems identified by the guards will be handled in the following manner:

- *Incorrect posting of signs or lack of signs (stop signs, pedestrian crossing signs, speed limit signs, etc.) will be forwarded to the Traffic Engineer who has responsibility.*
- *Traffic concerns requiring Police Department support (illegal parking, speed violators, etc.). It has been the practice of the Traffic Section to work around schools as much as possible. Complaints from citizens and Crossing Guards have been taken and forwarded to motor officers and parking control officers who have worked these for more than 10 years. We will continue and will conduct special pedestrian enforcement operations at problem locations identified by the guards.*
- *Construction work and street repair interference. This is a Public Works issue. Private contracts cannot be issued without prior written alternatives for traffic during construction. We have talked with the Traffic Engineer and he will attempt to notify the Police Department and Crossing Guard supervisor of construction that may interfere with a crossing location. He does not have control over CalTrans projects such as on Pacific Coast Highway and Freeway on and off ramps.*

In the past, these issues were handled via the telephone from each guard to their supervisor, who forwarded to the appropriate entity to ensure completion.

- (C) Reference Guide: It is recommended that Crossing Guards be given a pocket-sized list of City contacts and phone numbers for City services. In addition, the pocket-sized street guide should also be provided to assist Crossing Guards quickly locate crossing locations.

The existing City's "Facts at a Glance" pamphlet will be distributed to the guards. Any modification such as size reduction or format will be made based on cost and availability of funds.

- (D) Development of Crossing Guard Location Schedules: It is recommended that the implementation of the new redeployment schedule not be done until November in order to enable the school district sufficient time to adjust their new bus times and bell schedules.

This will not best serve the schools. As a result of a 1999 "Meet and Confer" it was recommended by the union to wait until the schools establish an accurate bell schedule in September and then allow time for the guards to review and bid on corners to reduce the number of changes. This results in approximately three weeks of making the schools wait for schedule changes. Any change in

schedule should be implemented as soon as possible to assure the safety of the children. Due to school enrollment changes, the work hour schedules will change more, as number of buses and students continue to decline.

It is also recommended that once the location assignments have been made, each school guard should have the opportunity, on an individual request basis, to re-evaluate their crossing location. This can ensure that the new schedule is in compliance with the new bus time and bell schedule, and that the number of school children crossing is valid. This effort should be done once a crossing guard has been at a specific location at least ten school days and in cooperation with the Police Department Supervisors. Each crossing guard requesting this evaluation should be provided with a copy of the new bus times and bell schedules. A suggested tool for this re-evaluation is the recommended standardized communication form. This will assist to ensure accountability from both the crossing guard and PD.

For more than five years, if a guard questions whether the assigned schedule meets the needs of the school, the guard is required to submit the current school schedule they receive from the school office and discuss it with their supervisor. If changes are necessary, they are made immediately. Most information from schools comes via the guard who is instructed to provide a liaison between the school office and the school crossing guard supervisor.

- (E) Schedule Coordination: It is recommended that once the crossing guard schedules for the new-year are developed, that they be distributed to the impacted schools within two weeks. The schedules should be available to the parents from the schools. This can be enhanced by providing each crossing guard with copies of a 4x6 printout of the guard's new schedule. A copy of the safe route for their school can supplement this printout. These documents can be given to a parent or child by the crossing guard to ensure that they know the crossing guard's new schedule.

The Crossing Guard supervisor discusses the schedule hours with the Principal or Vice Principal from each school who approves them prior to being submitted for bid to the guards. Each school has the responsibility to notify parents of new crossing guard hours and should have them available to the parents. This has been done for more than five years. We will work the guards to develop the recommended cards and forms taking into consideration cost.

- (F) Construction Coordination: It is recommended that Police Department Supervisors establish a procedure that ensures that they, and impacted crossing guards, be contacted before construction work begins at an impacted crossing location. This can ensure that Police Department supervisors, Public Works, and the impacted crossing guard(s) establish a temporary safe route to ensure the safety of the children, parents and crossing guards.

This is a good recommendation. This is a Public Works contract permit issue. All traffic/street contracts must have included a traffic plan to handle the traffic and pedestrians prior to contract award. We have discussed this with the City's Traffic Engineer. He is going to make an attempt to notify the Police Department and School Guard supervisor prior to the beginning of street repairs. Parking enforcement is notified nearly one month prior as contracts are issued for parking enforcement assignments. The Traffic Engineer will attempt to notify the School Guard supervisor in order to schedule an additional guard or request a motor officer to assist during construction. The Traffic Engineer will attempt to obtain a preliminary report from CalTrans regarding projects that affect crossing guards. CalTrans construction will only affect two crossing guard locations on Pacific Coast Highway.

- (G) Traffic Coordination: It is recommended that the Police Department provide additional traffic control support when traffic signals become inoperable or a major accident occurs. Support should be provided when available or until the crossing guard's shift is over or the traffic signal is fixed.

Recommendation to have the department provide additional traffic control support when traffic signals become inoperable or major accident occurs is already in effect. Motor units and/or patrol officers respond to large traffic accidents to take a report and handle traffic. Traffic control assistance is normally provided.

- (H) Employee Morale: It is recommended that an Employee Recognition Program be established. This program can recognize an outstanding employee each quarter. The following criteria for selection is recommended:
- a) Attendance
 - b) Performance – Coordinated by the school principal, use a form to survey parents, school, and the public (form should be in other languages).
 - c) Peer Review – Create a Nomination Form for crossing guards to nominate an outstanding employee with explanation.
 - d) Management/Supervisor Review of Performance

This is always very important. The team recommended a recognition program. This has been in effect for more than 15 years. We have had guards recognized for outstanding acts and two have been given awards by the Department. Whenever witness statements and other reports can document an act, the supervisor or any other Department employee may submit a recommendation for an award. We will consider development of a Crossing Guard specific quarterly award.

The School Crossing Guards could be recognized with seniority pins based on "years of service" instead of "PERS" requirement of annual hours. Many guards work 35 years and are only recognized for 25 years of service because they do not work a full 40-hour workweek. This would help improve employee morale and we will pursue this option.

- (I) Sick Leave Incentive: It is recommended that an Employee Sick Leave Reduction and Recognition Program be established. This program would assist in maintaining staffing levels and reduce sick leave usage. Savings can be used to provide gift certificates (e.g. \$25) to those with no sick leave usage for the quarter.

The City eliminated the "Sick Leave Reduction Program" due to budget restrictions. This program may be reconsidered by Human Resources Department when the budget allows it and would be supported by the Police Department.

- (J) New Guard Training: It is recommended that permanently assigned training locations be established to ensure consistent training of newly hired crossing guards. Training locations should be complex to cover all aspects of crossing guard requirements for locations such as controlled and uncontrolled locations and locations with numerous children crossing. Training locations and training guards should be identified each year to ensure a formal training program is in place. This identification should be done when the new redeployment schedules are distributed.

This has been in affect for some time. Training locations will be considered but not specifically identified, as the trainer is the most important component of training. We will identify the best trainers and locations to ensure a well rounded training experience. Training has been in compliance with State laws and we are in the process of updating the training

- (K) Traffic Control Techniques: It is recommended that Crossing Guards be trained on basic traffic control procedures to ensure basic pedestrian safety.

The training has been given and documented. Traffic direction techniques were provided during Y2K in service training and Training Bulletin 101 was provided to all crossing guards. Guards retrained and tested on February 9, 2005.

- (L) Human Relations Training: It is recommended that a "Conduct in the Community" or "Human Relations" class be available for all crossing guards to assist them in better understanding and handling situations with the general public at their crossing locations.

Conduct in the Community or Human Relations lesson plans are being developed along with child abuse and elderly abuse. Training will be conducted based on availability of funds and the time does not impact the guards' part time status.

- (M) City Collateral Work: It is recommended that the City establish a program to utilize crossing guards in other departments during the summer months or as needed during the school year. This provides additional training to crossing guards and benefits the City by having well trained staff.

This is costly to the Crossing Guard Program. Guards have been allowed to work in other departments, but were limited. Benefits were being earned against the Crossing Guard program account while the employees worked throughout the City. Employees were earning holidays, sick leave, and in lieu of health insurance of \$400.00 while working non-guard jobs and using those benefits against the guard program, requiring additional guard staff and increased costs. The department, or other division within the Police Department providing work, paid the hourly rate. However the benefits were charged to the Crossing Guard program as the guards retained the "Crossing Guard" status in HR. After the summer months, some guards continued working in other non-guard areas on week-ends, working seven days a week. Some got injured at the secondary job, preventing them from working as Crossing Guards. This practice has not been resolved to date. The Police Department recommends the Machinists Union reach an agreement with the City whereby these additional jobs do not affect the Crossing Guard program staffing/cost.

- (N) Jay Walking Enforcement Program: It is recommended that the Police Department consider establishing a Jay Walking Enforcement Program among crossing guard locations with the most traffic enforcement problems. Enforcement should include speed limit violations. The event could be published in the local paper as a reminder and deterrent to violators.

This has been done for more than six years. When Crossing Guards notify their supervisor, motor unit officers work the location. We will do enforcement operations at problem locations through a Pedestrian Safety Grant.

- (O) Issuance of Uniforms: It is recommended that only a vest, yellow windbreaker and shoes be provided until the crossing guard has passed probation.

This has been in effect since the permanent employees hiring freeze. We provide only vest, jacket, and stop sign until successful completion of their training.

- (P) Pursue Revenue Resources: The Crossing Guard Optimization Team recommends that the City pursue all revenue sources such as grants, donations and sponsorships to supplement general fund support.

We actively work at this and have for three years. Sponsorships must be approved by City Council and grants are limited, as are sponsorships. The guards have been and are asked to refer any interest to their supervisor. It may be difficult to obtain grants when the State provides crossing guard funding through fines and forfeiture money.

- (Q) Summer School/Before And After School Programs: The Crossing Guard Optimization Team recommends that in the future, the Police Department consider reinstating crossing guard coverage for after-school programs, breakfast programs, and summer school programs.

The recommendation implies the City previously scheduled hours to include before school breakfast and after school recreational programs, to include summer school. The hours have not been scheduled to accommodate these programs. Quite frequently, before school breakfast appears covered only because of early bus requirements. The same is true for after school programs. We do not cover summer school because it is not required attendance. The Long Beach Municipal Code adopted recommendations from the State of California Traffic Manual, which recommends the requirement for crossing children "when children are required to go to school." To cover non-required school attendance would require significant cost increases to the Crossing Guard program.

- (R) Special Events Opportunity: It is recommended that the Police Department consider using crossing guards during special events and special projects that require pedestrian traffic control or additional assistance that is within the training of the crossing guard classification. This expense should not be paid out of the crossing guard budget but by the requesting agency or department.

The Police Department has been exploring this option already. City Attorney opinion, Human Resources issues pertaining to hours and benefits, and potential opposition by the Long Beach Police Officers Association are being addressed at this time. .


In appropriate areas we will attempt to solicit the media's help in educating the public on the School Crossing Guard program to ensure the safety of our children.

CONCLUSION: - Many of the recommendations have been implemented as early as 1998. The Police Department is aware increased education and communication is necessary to better inform the crossing guards. We have always promoted and encouraged suggestions and input.

With the additional duties the optimization team recommends, and the necessity to better communicate, it is only appropriate to address the issue of additional supervision. One supervisor for more than 100 employees is not acceptable. We recommend an enhancement of two Security Officer IIs to the program in order to provide adequate supervision. This will promote a better relationship with the employees to evaluate and help with problems encountered in the field. The Civil Service Salary Resolution authorizes a Security Officer II to provide supervision to the Crossing Guards. It enhances a career path for security officers to become supervisors

We will implement recommendations the current budget allows for and work with the guards to improve our service to the community.



Date: April 5, 2005
To: Gerald R. Miller, City Manager
From: Gwendolyn Douthett, Chairperson Pedestrian Safety Advisory Committee 
Subject: **ADULT CROSSING GUARD ASSIGNMENTS AT INTERSECTIONS NO LONGER DEEMED HAZARDOUS**

The May 3, 2004, City Council memorandum outlining the results of management's review of the adult crossing guard program recommended that the City set a goal of reviewing or re-evaluating twenty-five percent (25%) of the approved adult crossing guard locations every two-years to ensure that its resources are being appropriately allocated. As a result of a bi-annual re-evaluation, adult crossing guards assigned to intersections found to no longer meet the Municipal Code criteria as hazardous would be considered for redeployment or elimination.

At the time of the management review, the Pedestrian Safety Advisory Committee, here-in-after referred to as Committee, was in the process of conducting a limited number of adult crossing guard assignment re-evaluations that had been recommended by the Police Department. By May of 2004, the Committee had already taken action to deem the following intersections as no longer hazardous, as defined by Section 10.68 of the Long Beach Municipal Code, and thus no longer required the assignment of an adult crossing guard:

Magnolia Avenue and Willow Street
Nieto Avenue and Vista Street
7th Street and Cerritos Avenue
Palo Verde Avenue and Willow Street
7th Street and Olive Avenue

In response, to management's recommendation to conduct a more comprehensive review of adult crossing guard assignments, the Committee directed the City Traffic Engineer to consult with the Long Beach Police Department and the Long Beach Unified School District in order to recommend a more comprehensive adult crossing guard assignment review plan for the 2004-2005 school year. At the Committee's September 30, 2004, meeting, the City Traffic Engineer recommended that thirteen adult crossing guard assignments representing 16% of all assignments be re-evaluated during the current school year. The list of thirteen locations was based on a goal of re-evaluating locations throughout the City that either had significant traffic control changes, such as new traffic signals, or did not have a current adult crossing guard warrant study on file with the City Traffic Engineer. After reviewing the rationale for choosing each adult crossing guard assignment for re-evaluation, the Committee moved to

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direct the City Traffic Engineer to expeditiously conduct the re-evaluation studies and to return to the Committee with the results as quickly as possible.

The Committee's meetings in November of 2004 and February of 2005 were consumed with the task of reviewing the re-evaluation studies conducted by City staff. The Committee carefully considered each location taking into account the re-evaluation study results, accident rates, proposed or implemented traffic safety enhancements, and their personal knowledge of the area. As a result the Committee voted to retain adult crossing guards at six locations by continuing to deem the intersections as hazardous, while voting unanimously that seven locations were no longer hazardous, as defined by the Long Beach Municipal Code, and thus no longer required the assignment of an adult crossing guard.

The Committee respectfully requests that the City Manager forward the following twelve intersections, listed in order of Committee action, to the City Council for their consideration of no longer staffing the intersections with adult crossing guards beginning at the start of the 2005-2006 school year:

- 1. Magnolia Avenue & Willow Street** – This signalized intersection is located two blocks northwest of Lafayette Elementary School. Current public school service area boundaries no longer require elementary school students to cross Willow Street at the intersection. A re-evaluation study conducted in the winter of 1999 revealed that the intersection did not meet the Municipal Code warrants for the deployment of an adult crossing guard. In reviewing the study, the Committee also concluded that the construction of Robinson Academy and the expansion of classroom facilities at Lafayette Elementary School resulted in a marked decrease in the number of students crossing at the intersection. On May 13, 1999, the Committee voted unanimously to have the adult crossing guard removed from the intersection. On February 13, 2003, the Committee voted unanimously to reaffirm its earlier vote; thereby, deeming the intersection as no longer hazardous permitting the re-deployment of the adult crossing guard as necessary.

- 2. Nieto Avenue and Vista Street** – This all-way stop intersection is located immediately adjacent to Rogers Middle School and Lowell Elementary School. A re-evaluation study conducted in the winter of 1999 revealed that the intersection did not meet the Municipal Code warrants for the deployment of an adult crossing guard. In reviewing the study, the Committee also considered the fact that there is no entrance to Lowell Elementary School at the intersection and that students should be directed to continue to the intersection of Broadway and Nieto Avenue to cross where an adult crossing guard is stationed. On May 13, 1999, the Committee voted unanimously to have the adult crossing guard removed from

the intersection. On February 13, 2003, the Committee voted unanimously to reaffirm its earlier vote; thereby, deeming the intersection no longer hazardous permitting the re-deployment of the adult crossing guard as necessary.

3. 7th Street and Cerritos – This intersection is located one block north of Franklin Middle School. There are no public elementary schools within a quarter mile of the intersection. An adult crossing guard was initially deployed at the intersection to assist students in crossing 7th Street at an uncontrolled pedestrian crossing. A traffic signal was subsequently installed at the intersection in October of 1997 to improve circulation around Franklin Middle School and to enhance pedestrian safety for students and others crossing 7th Street. A re-evaluation study conducted in the winter of 2003 revealed that the intersection does not meet the Municipal Code warrants for the deployment of an adult crossing guard. On February 13, 2003, the Committee voted unanimously to deem this intersection as no longer hazardous permitting the re-deployment of the adult crossing guard as necessary.

4. Palo Verde Avenue and Willow Street – This signalized intersection is located at the southwest corner of Emerson Parkside Academy campus and in the general vicinity of a number of private schools. A re-evaluation study conducted in the Spring of 2003 discovered only light elementary school student crossings at the intersection both before and after school. The study ultimately revealed that the intersection does not meet the Municipal Code warrants for the deployment of an adult crossing guard. On May 15, 2003, the Committee voted unanimously to deem this intersection as no longer hazardous permitting the re-deployment of the adult crossing guard as necessary.

5. 7th Street and Olive Avenue – This intersection is located in the vicinity of St. Anthony Elementary School, a private school, and Stevenson Elementary School, a public school. An adult crossing guard was initially deployed at the intersection to assist students in crossing 7th Street at an uncontrolled pedestrian crossing. A traffic signal was subsequently installed at the intersection in June of 2000. A re-evaluation study conducted in the fall of 2003 revealed that the intersection no longer met the Municipal Code warrants for the deployment of an adult crossing guard. On October 16, 2003, the Committee voted unanimously to deem this intersection as no longer hazardous permitting the re-deployment of the adult crossing guard as necessary.

6. Bellflower Boulevard and Arbor Road – This signalized intersection is located on the boundary between the City of Long Beach and the City of Lakewood. There are a number of private schools located on Arbor Road west of the intersection; however, current public school service area boundaries no

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longer require elementary school students to cross Bellflower Boulevard in the vicinity of the intersection. A re-evaluation study conducted in the fall of 2004 revealed that the intersection does not meet the Municipal Code warrants for the deployment of an adult crossing guard. On November 16, 2004, the Committee voted unanimously to deem this intersection as no longer hazardous permitting the re-deployment of the adult crossing guard as necessary.

7. Lakewood Boulevard and 23rd Street – This signalized intersection is located two blocks from Buffum Elementary School. A re-evaluation study was conducted in the fall of 2004. During the study period not a single student was observed crossing Lakewood Boulevard during the hours the adult crossing guard was on duty. The re-evaluation study ultimately revealed that the intersection does not meet the Municipal Code warrants for the deployment of an adult crossing guard. On November 16, 2004, the Committee voted unanimously to deem this intersection as no longer hazardous permitting the re-deployment of the adult crossing guard as necessary.

8. 6th Street and Daisy Avenue – This signalized intersection is located at the southeast corner of the Edison Elementary School campus. A pedestrian bridge over 6th Street is provided west of the intersection for students approaching the school from the neighborhoods to the south. Recent school service boundary changes, resulting from the opening of Chavez Elementary School, no longer require students to cross 6th Street to attend their home school. A re-evaluation study conducted in the fall of 2004 revealed that the majority of the students crossing at the intersection do so in the western crosswalk, which is protected from vehicle conflicts by the one-way street and the traffic signal. The re-evaluation study ultimately revealed that the intersection does not meet the Municipal Code warrants for the deployment of an adult crossing guard. In reviewing the study the Committee also concluded that the service boundary change would also result in a marked decrease in the number of students crossing at the intersection in subsequent school years. On November 16, 2004, the Committee voted unanimously to deem this intersection as no longer hazardous permitting the re-deployment of the adult crossing guard beginning with the 2005-2006 school year.

9. Orange Avenue and 60th Street – This uncontrolled pedestrian crosswalk is located immediately adjacent to Gethsemane Baptist Christian School. This intersection was re-evaluated twice, once in October of 2004 and again in December of 2004. On both occasions only light student crossings were observed at the intersection. The re-evaluation studies ultimately revealed that the intersection does not meet the Municipal Code warrants for the deployment of an adult crossing guard. On February 10, 2005, the Committee voted

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unanimously to deem this intersection as no longer hazardous permitting the re-deployment of the adult crossing guard as necessary.

10. Bellflower Boulevard and Spring Street – This signalized intersection has fully controlled left-turn movements and is located two blocks southeast of Carver Elementary School. During a re-evaluation study conducted in January of this year only three students were observed crossing at the intersection during the times the adult crossing guard was on duty. The re-evaluation study ultimately revealed that the intersection does not meet the Municipal Code warrants for the deployment of an adult crossing guard. On February 10, 2005, the Committee voted unanimously to deem this intersection as no longer hazardous permitting the re-deployment of the adult crossing guard as necessary.

11. Bellflower Boulevard and Wardlow Road – This signalized intersection is located west of Burcham Elementary School and Marshall Middle School and is in the vicinity of a number of private schools and daycare facilities. The traffic signal at the intersection has been recently renovated. During a re-evaluation study conducted in January of this year, less than twenty elementary school students were observed crossing at the intersection during the times the adult crossing guard was on duty. The re-evaluation study ultimately revealed that the intersection does not meet the Municipal Code warrants for the deployment of an adult crossing guard. On February 10, 2005, the Committee voted unanimously to deem this intersection as no longer hazardous permitting the re-deployment of the adult crossing guard as necessary.

12. Studebaker Road and Keynote Street – This uncontrolled pedestrian crosswalk located two blocks southwest of Keller Elementary has been re-evaluated three times in five years. Only light pedestrian crossings were observed during all three evaluations. The pedestrian crossing has not met Municipal Code warrants for the deployment of an adult crossing guard for more than five years. On February 10, 2005, the Committee voted unanimously to deem this intersection as no longer hazardous permitting the re-deployment of the adult crossing guard as necessary.

It is the Committee's expectation that the effected schools and Councilmembers would be notified of the intention to no longer staff the above noted intersections with an adult crossing guard before the end of May so that parent notifications can occur before the end of this school year.

DR:LT:mm
359-3