



MEMORANDUM

DATE: August 2, 2012

TO: Richard Miranda
City Manager

FROM: Marie Nemerguth
Budget and Internal Audit
Program Director

SUBJECT: Collaborative Auditing – FY 2012 Third Quarter Report

Internal Audit has completed an analysis of the Collaborative Auditing (CA) performance measures reported by departments through the third quarter (January-March) of fiscal year 2012.

Departments participating in the CA process include Environmental Services, Fire, Housing and Community Development, Parks and Recreation, Planning and Development Services, Police, and Transportation – Sun Tran. Other information provided through CA includes General Fund Financial Indicators, Golf Financial Trends, and Tucson Supplemental Retirement System charts for Historical and Projected Funding Results and Demographic History. Data may be reported on a monthly, quarterly, seasonal or annual basis and the updates are posted quarterly on the CA website <http://cms3.tucsonaz.gov/content/collaborative-auditing>. Attachment A contains a list of all the charts.

The performance measures were analyzed to identify existing or corrected negative trends and the corrective actions planned or taken, as applicable. **The following measures were identified for reporting and follow-up as necessary:**

Fire Department: First Suppression Average Response Times

Issue Identified in Prior Report: (First and Second Quarter – July through December Fiscal Year 2012)

Note: The Fire charts include January 2012.

- Fire Suppression Average Response Times – In August and September 2011 the average response time dropped from 12 to 6 seconds over the 4 minute target. In October and November the 4 minute target was met. There was a small spike back to 6 seconds over target in December then a return to the target in January. According to the Fire staff, the fluctuation in response times may be a result of budgetary effects such as longer wait times at an understaffed and “furloughed” maintenance and supply section and a reduction in response force: January 2011 – Paramedic 21 and Alpha trucks 4 and 10 were decommissioned; June 2011 – Paramedic 20, Alpha 16 and Water Tender 4 were decommissioned.

Current Report: (Attachment B)

Note: The Fire charts include April, May, and June 2012.

- First Suppression Average Response Times – In January the response time was 6 seconds over the 4 minute target. The February response time was on target then it began increasing in March and peaked at 12 seconds over target in April. Response time was 6 seconds over target for May and June. Per the current chart which includes June 2011 through June 2012, the 4 minute target was achieved only once during that 13 month period. Also, the response times fluctuated between 6 and 12 seconds over the target but did not exceed 12 seconds during that 13 month period.

Parks and Recreation Department: Registrations, Memberships, Zoo Attendance and Revenue

Note: There are no targets for the Parks and Recreation Department Charts; therefore, only significant changes will be reported.

Issue Identified in Prior Report: (First and Second Quarter – July through December Fiscal Year 2012) Note: The Parks and Recreation charts include spring 2012.

- Number of Registrants – The number of registrants for fall 2011 was slightly below fall 2010. Registrants for spring 2012 were fewer than spring 2011. Except for spikes in summer 2010 and 2011 there has been a downward trend since spring 2010. This downward trend in participation can be related to the implementation of the Parks and Recreation Revenue and Pricing policy (January 2010) calling for specific cost recovery for programs and subsequent increase in fees (30-60%) and the restructuring of the Discount Program to offer a single 25% discount in lieu of a sliding scale up to 90%.
- Number of Courses Offered and Completed – There was a decrease in the number of courses offered in fall 2011 but the number was comparable to courses offered in fall 2009. Courses offered in spring 2012 have increased to near the level of courses in summer 2011. Courses completed significantly decreased in fall 2011. However, courses completed in spring 2012 increased almost back to the number of courses completed in summer 2011. The Parks and Recreation Department noted that cancellations occurred due to low enrollment, lack of instructors, and facility space issues.
- Zoo Revenue and Admissions – Zoo admissions significantly decreased in July through September with a corresponding decrease in revenue. However, there was a similar decrease for this period in 2010. Admissions and revenue increased in October through December and revenue was higher than the same time period in 2010.

Current Report: (Attachment C)

- The Zoo Revenue and Admissions chart includes October 2009 through March 2012. Revenue during the 3rd quarter of FY 2012 was significantly higher than any other reporting period since October 2009 due to the grand opening of the African Expansion Elephant Exhibit.

Police Department: Response Times

Issues Identified in Prior Report: (First and Second Quarters – July through December Fiscal Year 2012)

- Level 2 - Critical Response - The average response time decreased to at or below the 10 minute target for July and August then increased to approximately 11 minutes in September which exceeded the target by approximately 1 minute. From October through December the response time was between 10 and 11 minutes. This may be attributed to increases in travel time due to a shortage in sworn personnel.
- Level 4 - General Response – The average response time has been above the 60 minute target for the past six months and has ranged from approximately 80-95 minutes which exceeded the target by 20-35 minutes. In December the average response time was 90 minutes. There has been a relatively steady increase in response time since February 2011 when it was slightly below the 60 minute target. See the explanation stated above.

Current Report: (Attachment D)

- Level 2 - Critical Response - The average response time for January through March continued to exceed the 10 minute target but was never over 11 minutes for that period. The Level 2 chart includes January 2011 through March 2012. The average response time was at or below the target for 6 of those 15 months and peaked at slightly over 11 minutes one month during that period. This may be attributed to increases in travel time due to a shortage in sworn personnel.

TO: Richard Miranda, City Manager
SUBJECT: Collaborative Auditing – FY 2012 Third Quarter Report
Page 3

- Level 4 - General Response – The average response time for January through March continued to exceed the 60 minute target by up to 50 minutes when it peaked in February at 110 minutes. In March the average response time decreased to 100 minutes which is 40 minutes over the target. See the explanation stated above.

Attachments:

- A – List of Collaborative Auditing Charts
- B – Fire Department First Suppression Average Response Times
- C - Parks and Recreation Department Zoo Revenue and Admissions
- D - Police Department Average Response Times Level 2 and Level 4

c: Independent Audit and Performance Commission

Liz Miller, Deputy City Manager
Kelly Gottschalk, Assistant City Manager/CFO
Andrew Quigley, Assistant City Manager
James Critchley, Fire Chief
Fred Gray, Parks and Recreation Department Director
Roberto Villaseñor, Police Chief

COLLABORATIVE AUDITING CHARTS

Environmental Services Department <http://cms3.tucsonaz.gov/sites/default/files/ca/escharts.pdf>

Missed Pick-ups (Monthly)
Landfill (Annual)
Brush & Bulky (Annual)
Recycling (Annual)

Fire Department

<http://cms3.tucsonaz.gov/sites/default/files/ca/firecharts.pdf>

First Suppression Average Response Times (Monthly)
EMS Transport Capable Medic Trucks and Paramedic Assessment Units (Monthly)
EMS Transport Capable Trucks (Monthly)

Housing and Community Development Department

<http://cms3.tucsonaz.gov/sites/default/files/ca/hcdcharts.pdf>

Funding Sources (Annual)
Code Enforcement Division (Quarterly)
Housing Management Division (Quarterly)
Housing Assistance Division (Annual)
Human Services Contracts (Annual)
Human Services Funding Sources (Annual)
Affordable Housing Units Produced (Annual)
Units Rehabilitated (Annual)

Parks and Recreation Department

<http://cms3.tucsonaz.gov/sites/default/files/ca/parksandreccharts.pdf>

Course Status - Number of Courses Offered and Completed (Seasonal)
Programs - Number of Registrants (Seasonal)
Recreation Center Memberships - Number of Pass Holders (Quarterly)
Zoo Revenue and Admissions (Quarterly)

Planning and Development Services Department

<http://cms3.tucsonaz.gov/sites/default/files/ca/pdsdcharts.pdf>

Plan Revisions Average Days to Review (Monthly)
Plan Resubmittals Average Days to Review (Monthly)
Initial Plan Submittals Average Days to Review (Monthly)

Police Department

<http://cms3.tucsonaz.gov/sites/default/files/ca/policecharts.pdf>

Level 1 - Emergency Response - Average Response Times (Monthly)
Level 2 - Critical Response - Average Response Times (Monthly)
Level 3 - Urgent Response - Average Response (Monthly)
Level 4 - General Response - Average Response Times (Monthly)
Motor Vehicle Accident Responses Per 1,000 Residents (Monthly)

Transportation Department

<http://cms3.tucsonaz.gov/sites/default/files/ca/suntrancharts.pdf>

SunTran Cost/Revenue per Total Mile (Monthly)
SunTran Cost/Revenue per Passenger (Monthly)

OTHER:

General Fund Financial Indicators (Annual)

http://cms3.tucsonaz.gov/sites/default/files/ca/GF_Financial_Indicators.pdf

Tax Revenues to Operating Revenues
Unassigned Fund Balance to Operating Revenues
State-Shared Revenues to Operating Revenues
Surplus (Deficit) to Operating Revenues
Current Liabilities to Operating Revenues
Debt Service to Operating Revenues
Full Time Equivalent (FTE) per 1,000 Population

Golf Financial Trends (Annual)

<http://cms3.tucsonaz.gov/sites/default/files/financialtrends.pdf>

Operating Revenues vs. Operating Expenses
Unrestricted Cash to Operating Revenues
Percentage of Debt Service to Operating Revenues

Rio Nuevo Revenues (Annual)

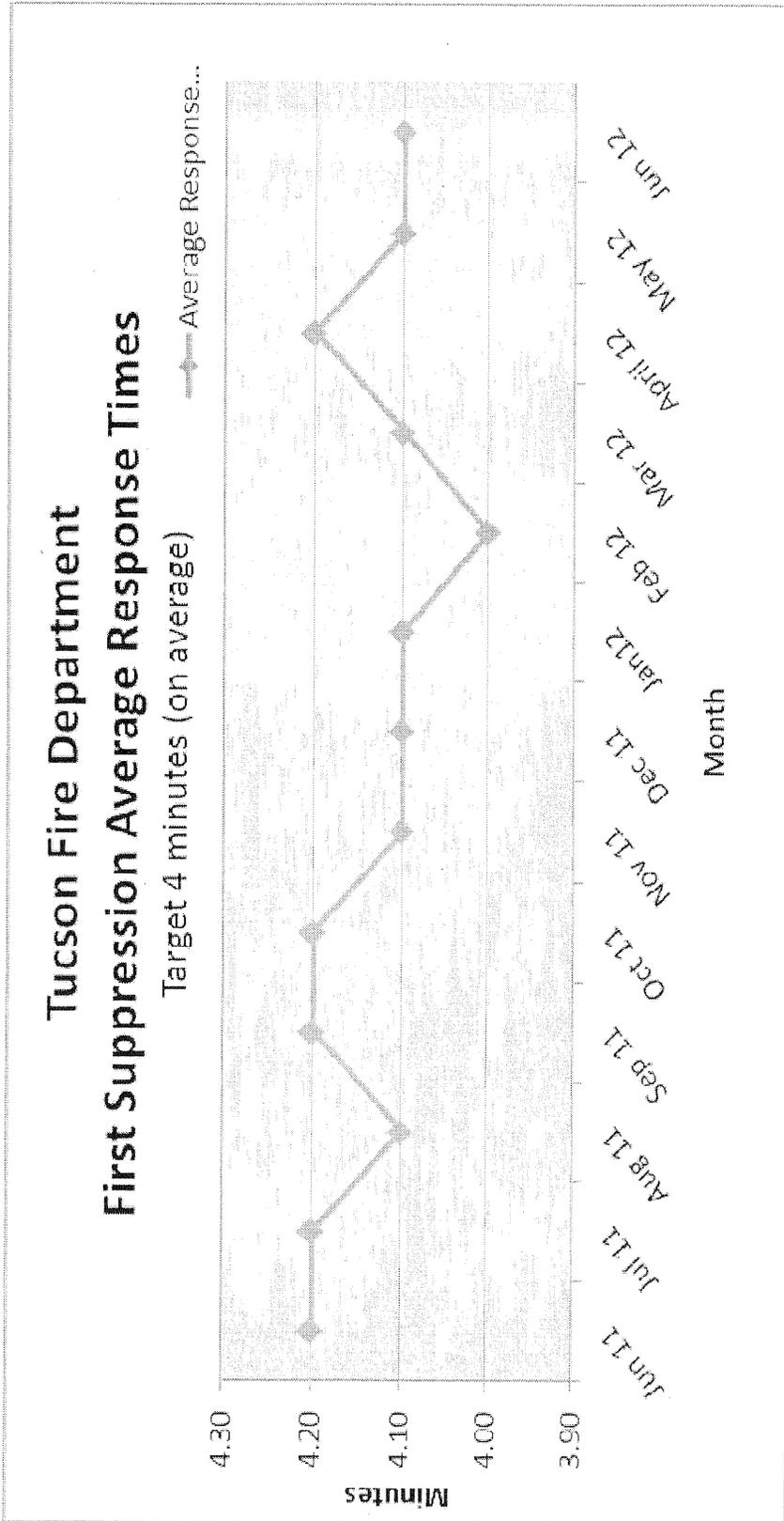
<http://cms3.tucsonaz.gov/sites/default/files/ca/rionuevocharts.pdf>

Tax Increment Financing Revenues – Comparison of Fiscal Years 2009 and 2010
Tax Increment Financing Revenues – by Fiscal Year

Tucson Supplemental Retirement System (Annual)

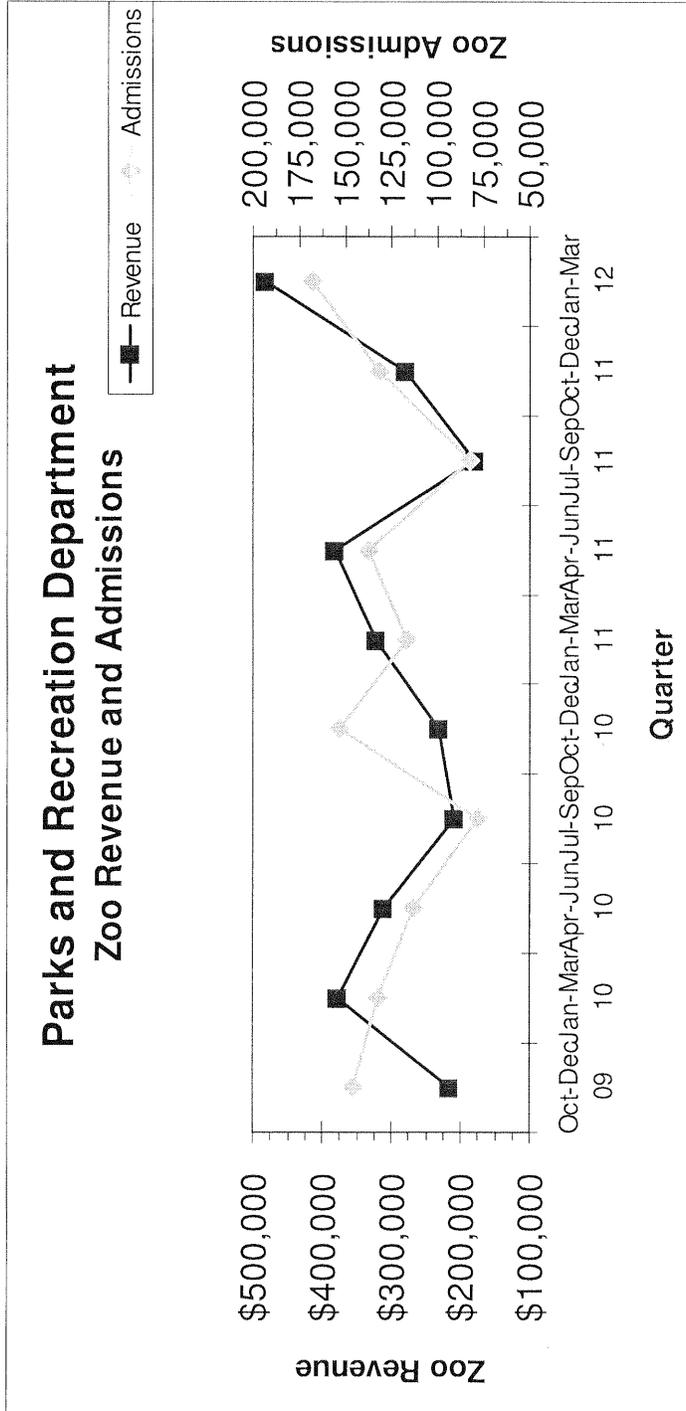
<http://cms3.tucsonaz.gov/sites/default/files/ca/tsrs.pdf>

Historical and Projected Funding Results
Demographic History



Fire Response Target: The target is based on a response that results in a minimum of twenty firefighters, including command staff, with the first unit arriving within 4 minutes of dispatch. The response time indicated is the average of all fire suppression responses that occurred during the month.

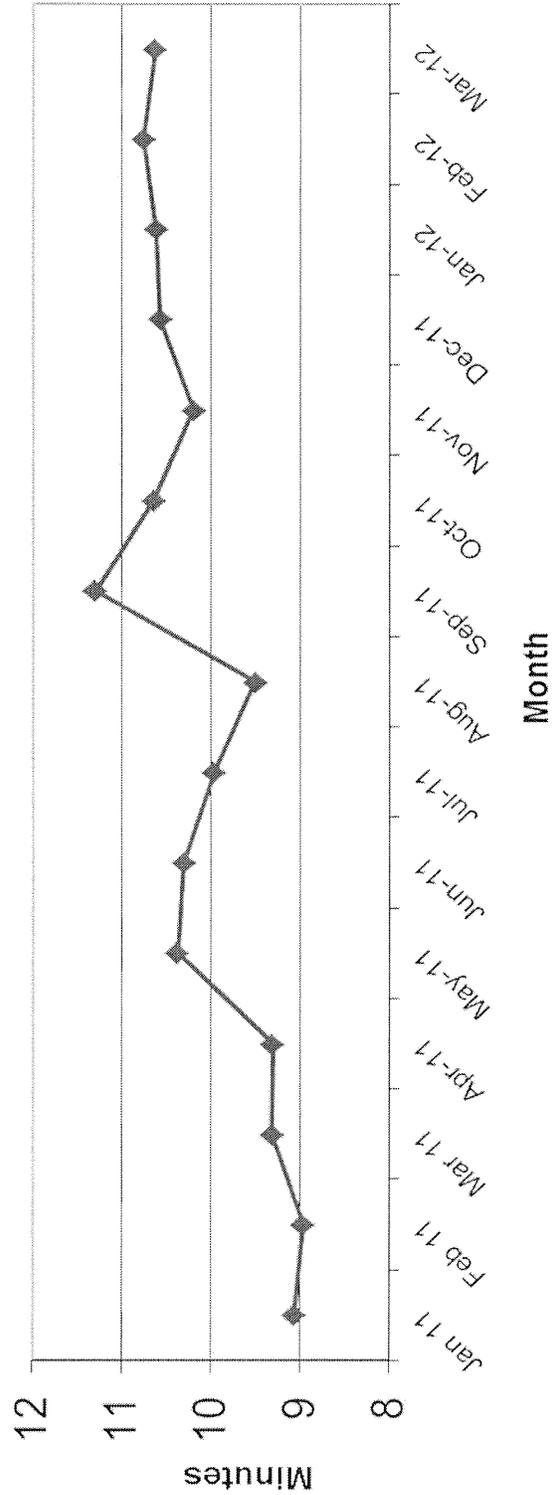
The fluctuation in response times may be a result of budgetary effects such as longer wait times at an understaffed and "furloughed" maintenance & supply section and a reduction in response force: January 2011 – Paramedic 21 and Alpha trucks 4 & 10 were decommissioned; June 2011 – Paramedic 20, Alpha 16 and Water tender 4 were decommissioned.



Note – The number admitted includes membership entries, complimentary entries, and four free-day entries per year.

The increase in attendance in the third quarter is due to the grand opening of the African Expansion Elephant Exhibit.

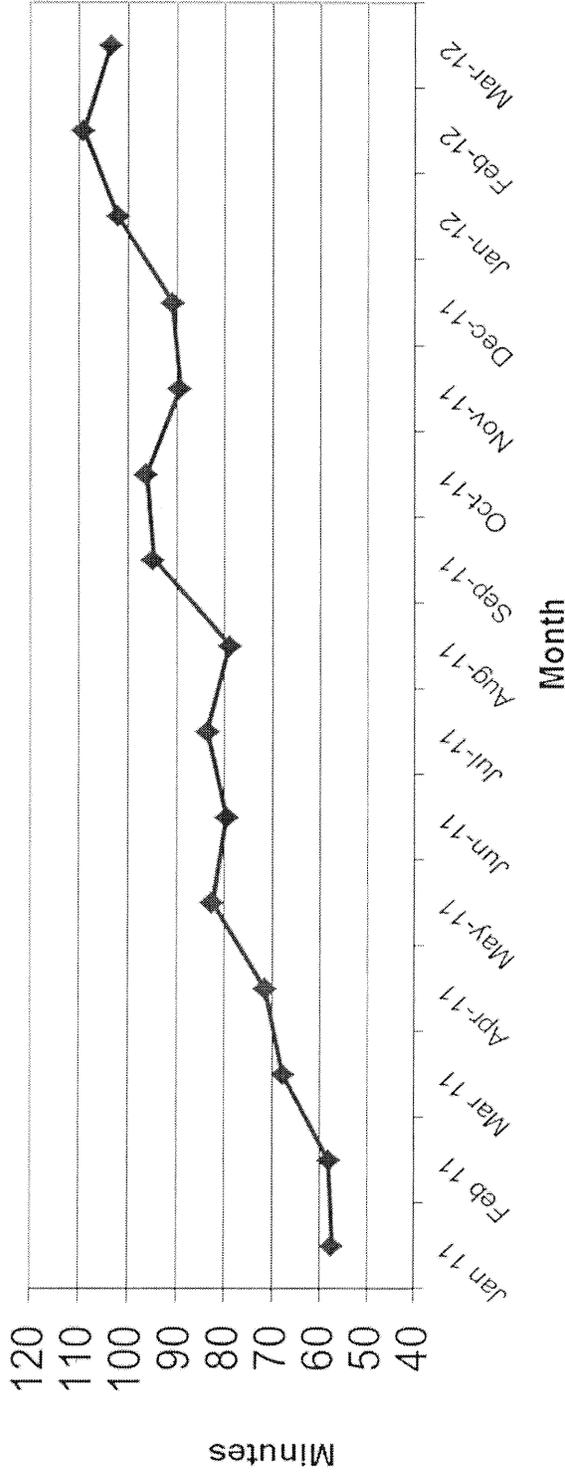
**Police Department
Level 2 - Critical Response
Average Response Times
Target = 10 minutes (on average)**



CRITICAL RESPONSE – An incident involving a situation of imminent danger to life or a high potential for a threat to life to develop or escalate. This incident must be in progress or have occurred within the past 5 minutes.

As a result of the continued shortage in sworn personnel, travel time to calls has increased as officers are now having to travel farther distances between calls.

Police Department
Level 4 - General Response
Average Response Times
Target = 60 Minutes (on average)



GENERAL RESPONSE – Other crimes or matters requiring police response, generally occurring more than 10 minutes prior to dispatch and having a complainant. As a result of the continued shortage in sworn personnel, travel time to calls has increased as officers are now having to travel farther distances between calls.