



MEMORANDUM

DATE: March 6, 2013

TO: Richard Miranda
City Manager

FROM: Marie Nemerguth 
Budget and Internal Audit
Program Director

SUBJECT: Collaborative Auditing – Fiscal Year 2013 Second Quarter (October-December) Report

Internal Audit has completed an analysis of the Collaborative Auditing (CA) performance measures reported by departments through the second quarter (October-December) of Fiscal Year 2013. Department directors selected performance measures based on key services to citizens. Some performance measures have targets and others do not, depending on the nature of the service.

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.

Environmental Services Department Charts

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

Note: There are no targets for the Environmental Services Department's charts. With the exception of missed pick-ups, usage is controlled by the public for landfill, brush and bulky and recycling; therefore, these comments are only for informational purposes.

Prior Report: (First Quarter – July - September Fiscal Year 2013)

- Missed pick-ups remained stable at less than one per one thousand collections (combined refuse and recycle).

Current Report: (Second Quarter – October – December Fiscal Year 2013)

- Missed pick-ups remained stable at less than one per one thousand collections (combined refuse and recycle).

Note: The annual charts will only be reported in the first quarter of each fiscal year. All charts can be viewed on the CA website.

Fire Department Charts

- First Suppression Average Response Times (Monthly)
Target – Within 4 minutes of dispatch
- EMS Advanced Life Support Average Response Times Transport Capable Trucks (Monthly)
Target – Within 8 minutes and 59 seconds, 90 % of the time
- EMS Advanced Life Support Average Response Times Transport Capable Medic Trucks and Paramedic Assessment Units (Monthly)
Target – Within 8 minutes and 59 seconds, 90% of the time

Prior Report: (First Quarter – July - September Fiscal Year 2013)

- First Suppression Average Response Times (Note: This chart includes July through October.) – In July the average response time was 12 seconds over the 4 minute target. The response time increased to 36 seconds over the target in August and September then declined slightly to 30 seconds over the target in October. The fluctuation may be the result of changing to a new dispatch system in August which included new programs to measure response time data.

Current Report: (Second Quarter – October – December Fiscal Year 2013 Note: These charts also show January 2013.)

- EMS Advanced Life Support Average Response Times Transport Capable Trucks - The response times for the period of October through January FY 2013 were well within the target of 8 minutes and 59 seconds, 90% of the time.
- EMS Advanced Life Support Average Response Times Transport Capable Medic Trucks and Paramedic Assessment Units - The response times for the period of October through January FY 2013 were well within the target of 8 minutes and 59 seconds, 90% of the time.
- First Suppression Average Response Times - Note: Chart information reported for the 1st quarter for August, September, and October was incorrect. Due to a change in the dispatch system that was implemented in August 2012, new programs were formulated to measure response time and the first formula used was incorrect. Therefore, the corrected average response time was 4 minutes and 6 seconds for August, September, and October. In November the average response time increased 12 seconds to 18 seconds over the 4 minute target. The average response time decreased to 4 minutes and 12 seconds in December and continued to decrease back to 4 minutes and 6 seconds in January 2013. **(Attachment B)**

Housing and Community Development Charts

- 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)

Note: There are no targets for the Housing and Community Development charts since usage is controlled by the public; therefore, these comments are only for informational purposes.

Prior Report: (First Quarter – July - September Fiscal Year 2013)

- The Code Enforcement Division chart showed an increase in enforcement activity during the first quarter. There has been a significant increase in the number of calls received during the past nine months from 4,641 calls in January through March 2012 to 6,524 calls for this reporting period. There have also been increases in the number of violations issued and the number of cases created.

Current Report: (Second Quarter – October – December Fiscal Year 2013)

- The Code Enforcement Division chart showed a decrease in activity during the second quarter.
- The Housing Management Division chart shows the occupancy rate of the City's Public Housing Program which decreased from approximately 95% occupancy to 92% during the second quarter. The decrease was due to an unexpected number of households moving from the Public Housing Program to the Section 8 Housing Choice Voucher Program at the same time and to a change in the procedure for rehabbing vacant units. The Department recognized that the rehabbing change was not successful and is making further changes. The Department anticipates that the occupancy rate will be increasing and will continue to strive to attain 97% or greater occupancy. Please see the chart for additional information. (**Attachment C**)

Note: The annual charts will only be reported in the first quarter of each fiscal year. All charts can be viewed on the CA website.

Parks and Recreation Department Charts

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

Note: There are no targets for the Parks and Recreation Department Charts since usage is controlled by the public; therefore, these comments are only for informational purposes.

Prior Report: (First Quarter – July - September Fiscal Year 2013)

- The Zoo Revenue and Admissions 1st quarter chart showed a continuing decline in revenue and admissions but they remain significantly higher than this same time period in FY 2012.

Current Report: (Second Quarter – October – December Fiscal Year 2013)

- The Course Status - Number of Courses Offered and Completed chart is seasonal. Spring will be the next update.
- The Programs - Number of Registrants chart is seasonal. Spring will be the next update.
- The Recreation Center Memberships - Number of Pass Holders chart showed a steady trend of approximately 2,000 pass holders for the past 12 months.
- The Zoo Revenue and Admissions chart showed an increase in revenue and admissions during the 2nd quarter. (**Attachment D**)

Planning and Development Services Department Charts

- Plan Revisions Average Days to Review (Monthly)
Target – 20 days
- Plan Resubmittals Average Days to Review (Monthly)
Target – 20 days
- Initial Plan Submittals Average Days to Review (Monthly)
Target – 20 days

Current Report: (Second Quarter – October – December Fiscal Year 2013 Note: These charts also show January 2013.)

- The Plan Revisions Average Days to Review and the Plan Resubmittals Average Days to Review charts were below the 20 day target for the period of October through January FY 2013.
- The Initial Plan Submittals Average Days to Review chart was below the 20 day target for October, November, and January and reached the target in December.

Police Department Charts

- Level 1 - Emergency Response - Average Response Times (Monthly)
Target – 5 minutes (on average)
- Level 2 - Critical Response - Average Response Times (Monthly)
Target – 10 minutes (on average)
- Level 3 - Urgent Response - Average Response (Monthly)
Target – 30 minutes (on average)
- Level 4 - General Response - Average Response Times (Monthly)
Target – 60 minutes (on average) Changed to 120 minutes this quarter.
- Motor Vehicle Accident Responses Per 1,000 Residents (Monthly)
No Target

Prior Report: (First Quarter – July - September Fiscal Year 2013)

- Level 2 - Critical Response - The average response time slightly exceeded the 10 minute target for July then increased significantly to approximately 18 minutes in August and September.
Note: This spike and the increases for Levels 3 and 4 coincided with the Police Departments transition to a new dispatch system that became operational on July 31, 2012.
- Level 4 - General Response - The average response time for July was approximately 100 minutes which exceeded the 60 minute target by approximately 40 minutes. The average response time continued to increase until it reached approximately 150 minutes in September.
Note: At the request of the Budget and Internal Audit Program Director on August 3, 2012, the Police Department is considering adjusting the target response time for Level 4 since it appears that the current target may not be realistic based upon authorized commissioned staffing levels. The current target was set by the department and is not a national standard.

Current Report: (Second Quarter – October – December Fiscal Year 2013)

- Level 1 – Emergency Response – The average response time remained below the 5 minute target during the 2nd quarter.
Note: Increases for Levels 2 and 3 coincided with the Police Departments transition to a new dispatch system that became operational on July 31, 2012.
- Level 2 - Critical Response - The average response time for October and November was approximately 19 minutes which exceeded the 10 minute target by 9 minutes. The average response time decreased to 18 minutes in December. (**Attachment E**)
- Level 3 – Urgent Response – The average response time for October was approximately 43 minutes which exceeded the 30 minute target by approximately 13 minutes. The average response time increased to approximately 44 minutes in November and then decreased to approximately 41 minutes in December. (**Attachment E**)
- Level 4 – General Response – The Police Department has revised the target from 60 to 120 minutes which was retroactively effective as of July 1, 2012. (See the Note for Level 4 in the Prior Report above for additional information.) The average response time was approximately 140 minutes in October and November which exceeded the target by 20 minutes. The average response time decreased to approximately 137 minutes in December which exceeded the target by approximately 17 minutes. (**Attachment E**)
- Motor Vehicle Accident Responses Per 1,000 Residents has remained below one for the past 17 months.

Transportation Department – Sun Tran Charts

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

Note: There are no targets for Sun Tran charts since revenue is controlled by public usage; therefore, these comments are only for informational purposes.

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Current Report: (Second Quarter – October – December Fiscal Year 2013)

- The SunTran Cost/Revenue per Total Mile chart showed that cost during the quarter was approximately \$6.00 per mile and revenue was approximately \$1.75 per mile.
- The SunTran Cost/Revenue per Passenger chart showed that the cost per passenger was approximately \$2.50 to \$2.75 during the 2nd quarter and revenue per passenger was approximately 75 cents.

Attachments:

- A - List of Collaborative Auditing Charts
- B - Fire Department - First Suppression Average Response Times
- C - Housing and Community Development Department – Housing Management Division
- D - Parks and Recreation Department - Zoo Revenue and Admissions
- E - Police Department - Average Response Times Levels 2, 3 and 4

c: Independent Audit and Performance Commission

Liz Miller, Deputy City Manager
Kelly Gottschalk, Assistant City Manager/CFO
Albert Elias, Assistant City Manager
Andrew Quigley, Environmental Services Director
Jim Critchley, Fire Chief
Andrea Ibanez, Interim Housing and Community Development Director
Fred Gray, Parks and Recreation Director
Ernie Duarte, Planning and Development Services Director
Roberto Villaseñor, Police Chief
Daryl Cole, Transportation Director

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 Advanced Life Support Average Response Times Transport Capable Trucks (Monthly)

EMS Advanced Life Support Average Response Times Transport Capable Medic Trucks and Paramedic Assessment Units (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 Equivalents (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)

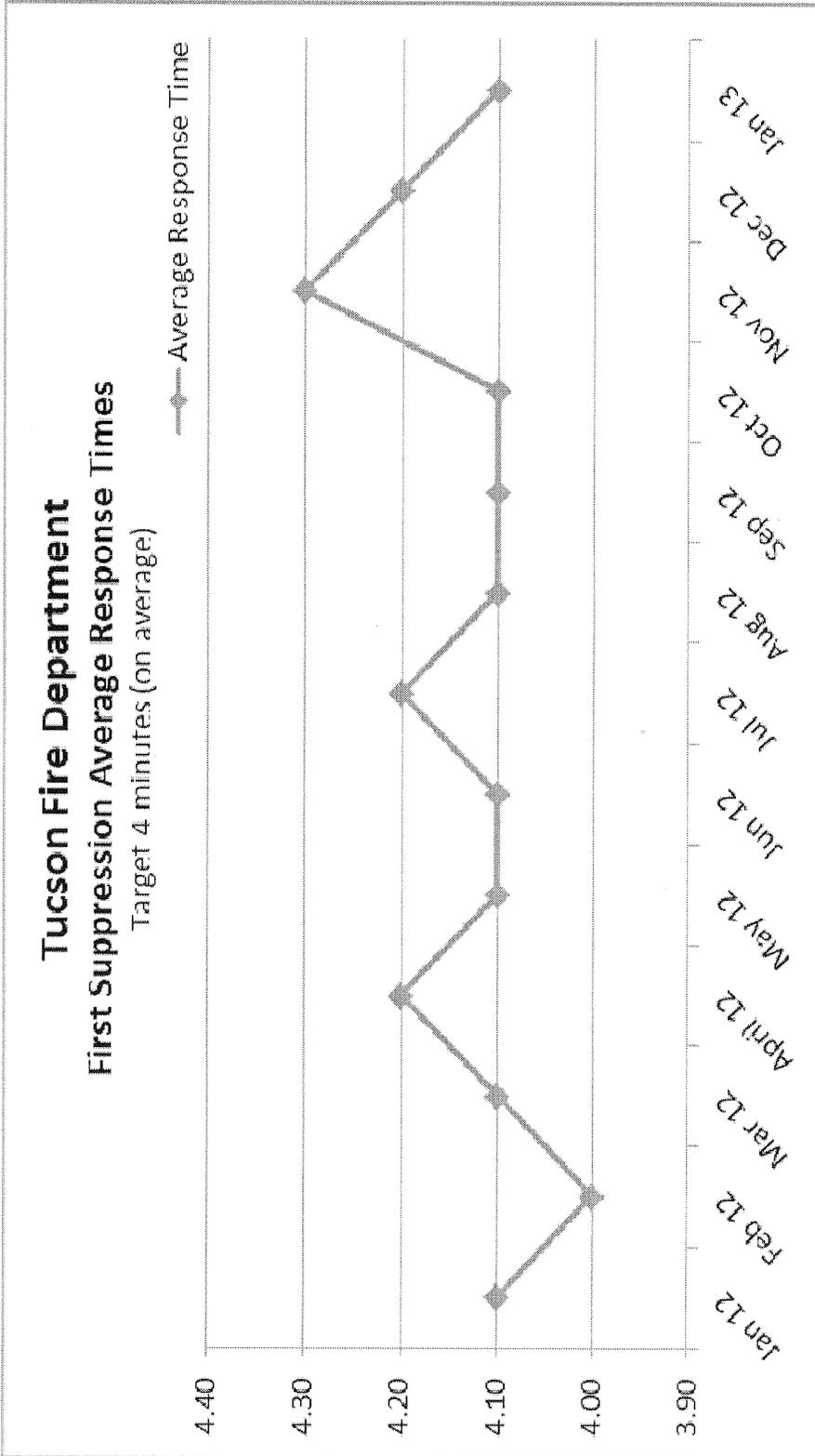
<http://cms3.tucsonaz.gov/sites/default/files/ca/rionuevocharts.pdf>

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>

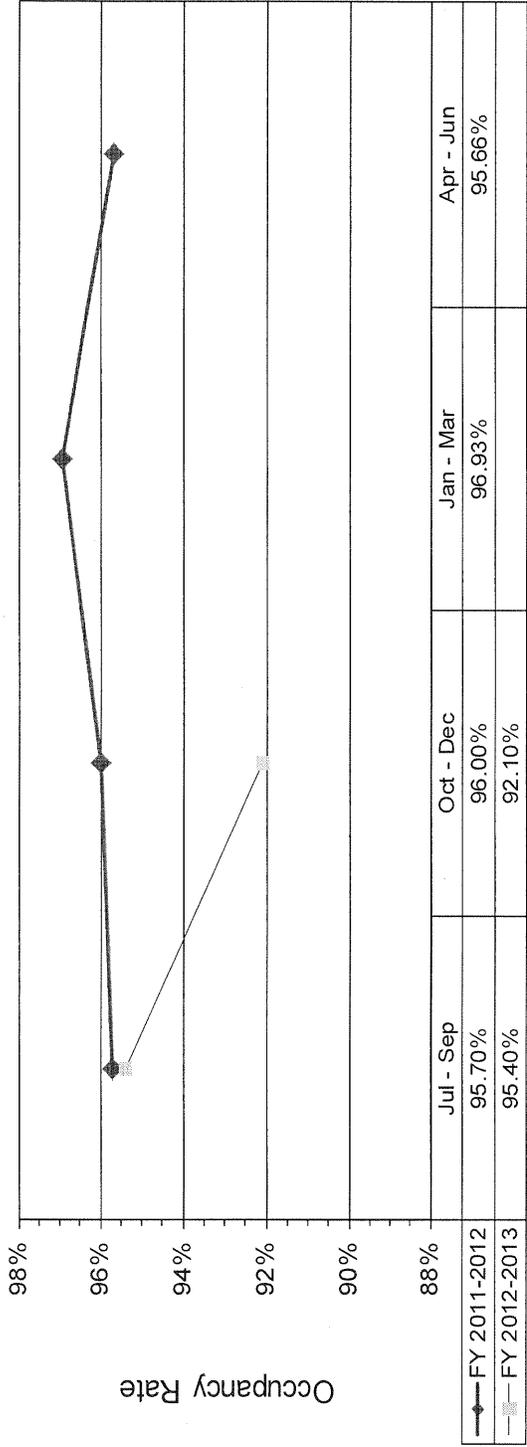
Historical and Projected Funding Results
Demographic History



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 changes made in dispatch systems in August.

Housing and Community Development Department Housing Management Division

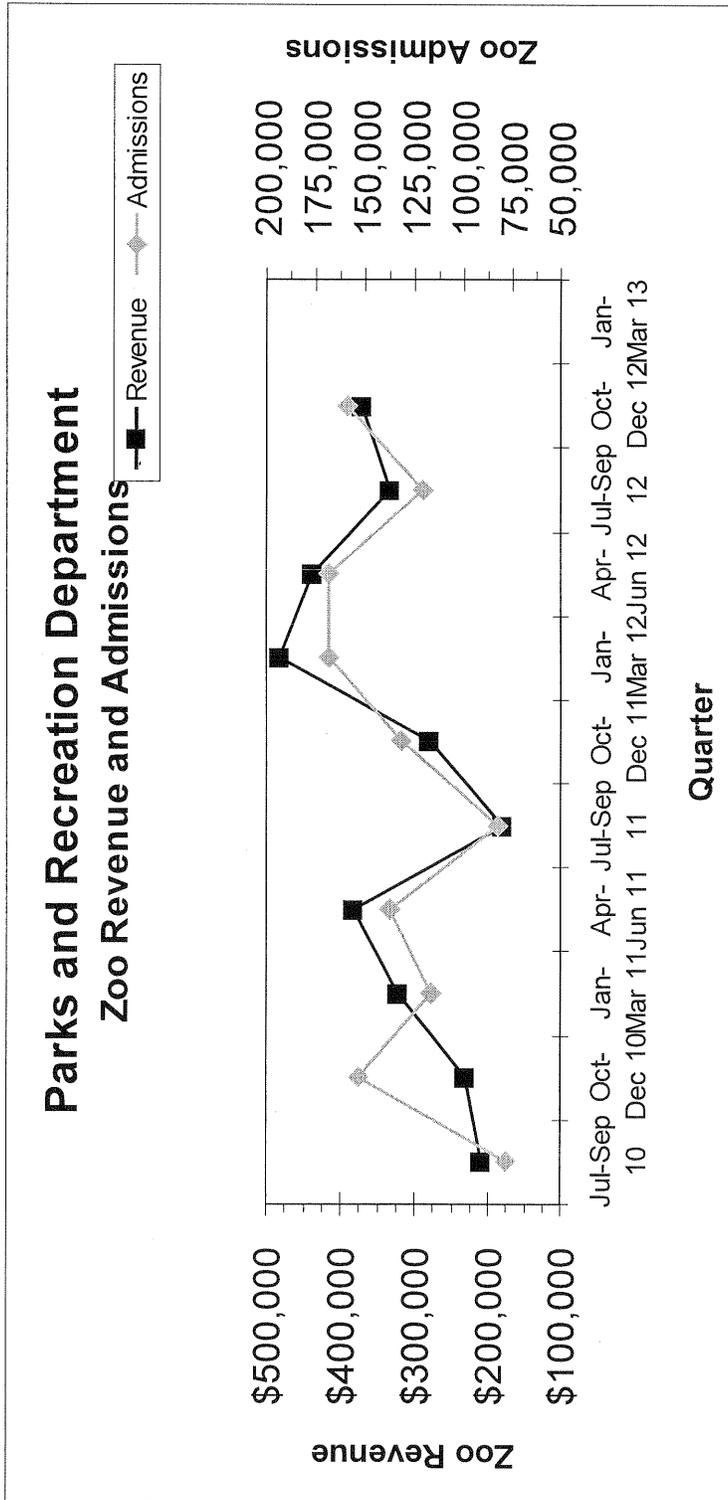


This chart shows the occupancy rate of the City's Public Housing Program during fiscal years 2011-2012 and 2012-2013. The City's portfolio of 1,505 units includes high-rise and multi-unit housing complexes for the elderly and disabled, family multi-unit housing complexes, and single-family homes. The portfolio also includes 60 family Low Income Housing Tax Credit units.

The Public Housing Program occupancy rate is graded yearly by the federal Department of Housing and Urban Development (HUD). An occupancy rate of 98% or greater receives a score of "A." A rate of 96% - 98% is a "B;" 94% - 96% is a "C;" 90% - 94% is a "D." The Public Housing Program fails if the score falls below 90%. The City's Housing Management Division is mandated to maintain a high occupancy rate or face the possibility of losing funding for the Public Housing Program.

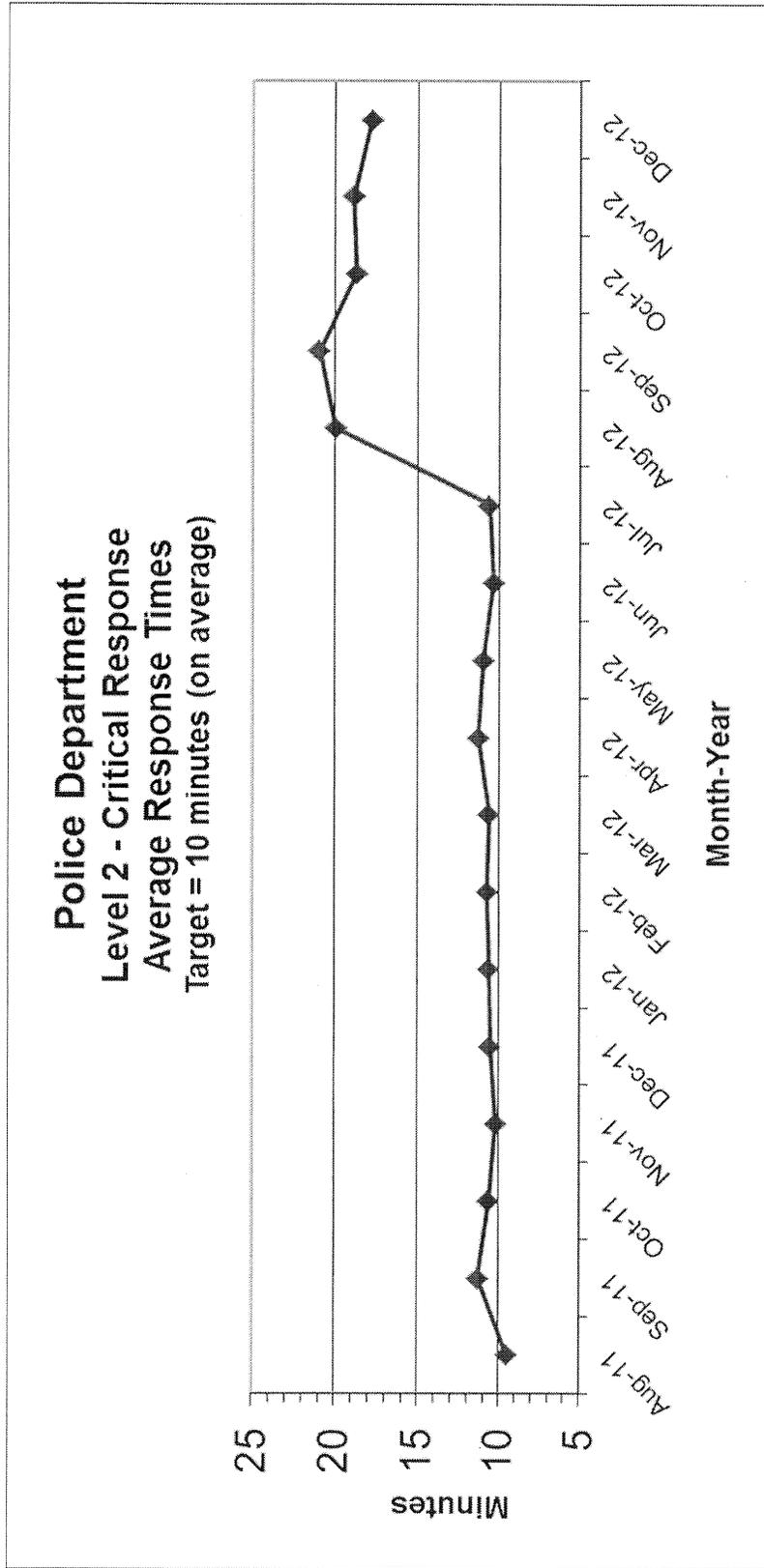
The City maintained a grade of "B" or higher during fiscal years 2011-2012 and 2012-2013. A rate change may occur for various reasons; however, occupancy is generally affected by changing economic conditions and the availability of other affordable housing options. During fiscal year 2011-2012 the occupancy rate was down due to an unexpected number of households moving from the Public Housing Program to the Section 8 Housing Choice Voucher Program, all at the same time. The Housing Management Division also changed the method of rehabilitating vacant units from having the different property management offices performing the work to using a centralized field operations fee-for-service approach. This change proved not to be effective and a re-organization of staff and tasks is being evaluated.

Emphasis on reasonable accommodation transfers has slowed occupancy. We are in the middle of converting to site-based waiting lists.



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

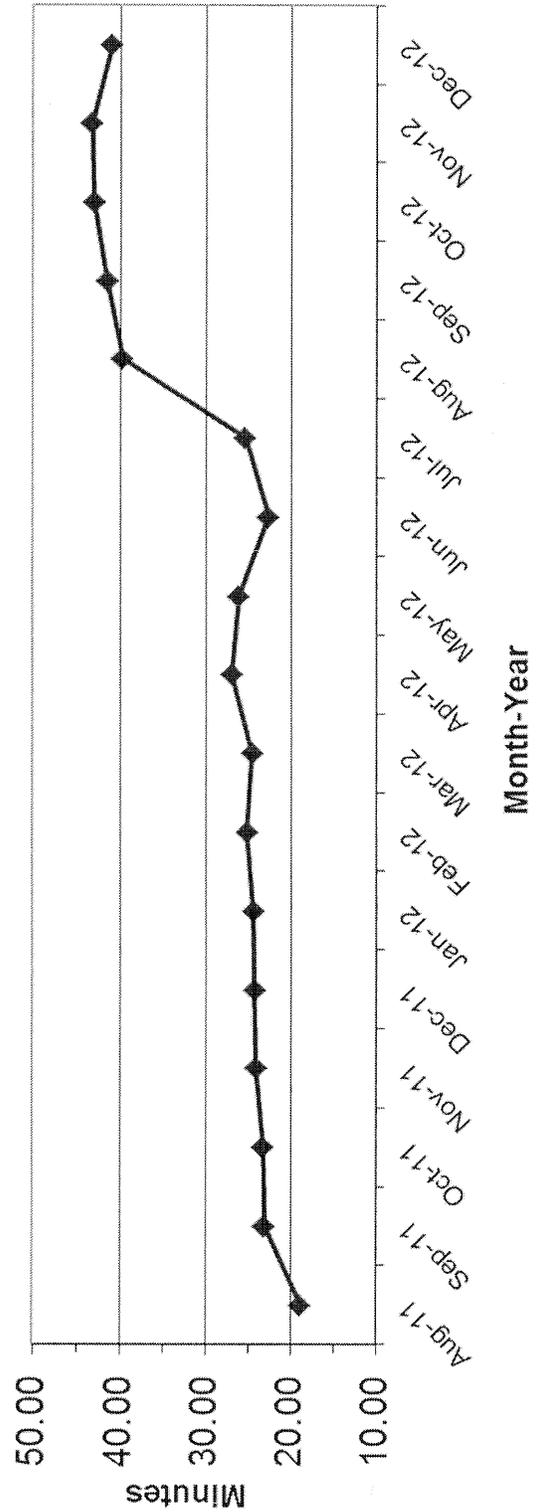
The Increase in attendance in the 2012 third quarter is due to the grand opening of the African Expansion Elephant Exhibit.



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.

While average response times increased significantly during the first quarter, they have begun declining in the second quarter. The time period for this spike coincides with the Department's transition to a completely new computer-aided dispatch agency-wide system that began on July 31, 2012.

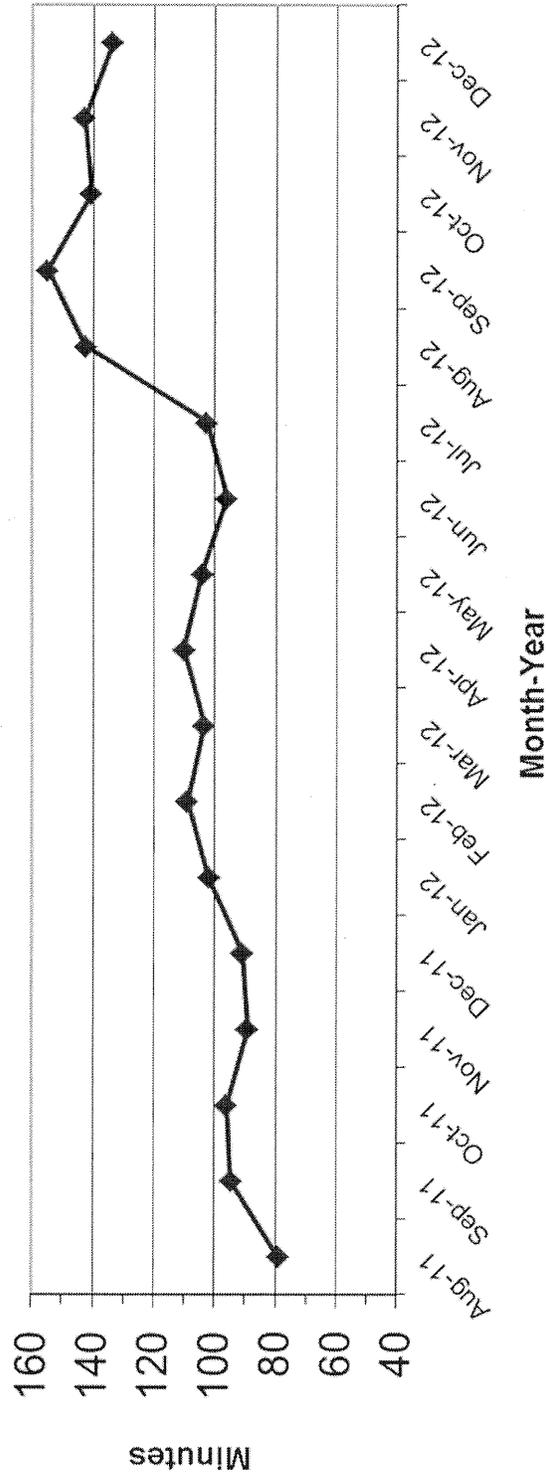
**Police Department
Level 3 - Urgent Response
Average Response Times
Target = 30 Minutes (on average)**



URGENT RESPONSE – Crimes against persons or significant property crimes where a rapid response is needed and the incident is in progress, has occurred within the past 10 minutes or is about to escalate to a more serious situation.

While average response times increased significantly during the first quarter, they have begun declining in the second quarter. The time period for this spike coincides with the Department's transition to a completely new computer-aided dispatch agency-wide system that began on July 31, 2012.

**Police Department
Level 4 - General Response
Average Response Times
Target = 120 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.

While average response times increased significantly during the first quarter, they have begun declining in the second quarter. The time period for this spike coincides with the Department's transition to a completely new computer-aided dispatch agency-wide system that began on July 31, 2012.