



MEMORANDUM

DATE: January 15, 2013

TO: Richard Miranda
City Manager

FROM: Marie Nemerguth 
Budget and Internal Audit
Program Director

SUBJECT: Collaborative Auditing – FY 2013 First Quarter Report

Internal Audit has completed an analysis of the Collaborative Auditing (CA) performance measures reported by departments through the first quarter (July-September) of Fiscal Year 2013.

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:**

Environmental Services Department: Landfill, Recycling, Brush and Bulky

Issue Identified in Prior Report: (Fourth Quarter – April - June Fiscal Year 2012)

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

- The FY 2012 annual charts for Landfill Tons Received, Annual Residential Self-Haulers Using Los Reales Landfill, Annual Recycling Tons Collected, and Annual Brush and Bulky Tons Collected all show a decrease from FY 2011. Landfill tons received and brush and bulky were relatively minimal decreases. Residential self-haulers and recycling show a larger decrease. However, over the past three years, FY 2010 through FY 2012, all of these areas showed some fluctuation from year to year.

Current Report:

The prior report provided information on annual charts and there is no need to follow-up on that at this time.

Fire Department: First Suppression Average Response Times

Issue Identified in Prior Report: (Fourth Quarter – April - June Fiscal Year 2012)

- First Suppression Average Response Times – In April the average response time peaked at 12 seconds over target. 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.

Current Report: (Attachment B)

- 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.

Housing and Community Development: Code Enforcement Division

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.

Current Report: (Attachment C)

- 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.

Parks and Recreation Department: Zoo Revenue and Admissions

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.

Issue Identified in Prior Report: (Fourth Quarter – April - June Fiscal Year 2012)

- The Zoo Revenue and Admissions 4th quarter chart showed a slight decline in revenue and admissions but they are still at higher levels than in the past several years.

Current Report: (Attachment D)

- 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 2011.

Police Department: Average Response Times

Issues Identified in Prior Report: (Fourth Quarter – April - June Fiscal Year 2012)

- Level 2 - Critical Response - The average response time for April through June continued to exceed the 10 minute target. In April, the average response time was slightly above 11 minutes which decreased to 11 minutes in May and then dropped significantly to slightly above the 10 minute target in June.
- Level 4 - General Response – The average response time for April through June continued to exceed the 60 minute target by up to 50 minutes when it peaked in April at 110 minutes. It steadily decreased to slightly less than 100 minutes in June.

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: (Attachment E)

- 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 3 - Critical Response – The average response time slightly exceeded the 30 minute target in August and increased to 35 minutes in September.

TO: Richard Miranda, City Manager

SUBJECT: Collaborative Auditing – FY 2012 Fourth Quarter Report

Page 3

- 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.

Attachments:

A - List of Collaborative Auditing Charts

B - Fire Department - First Suppression Average Response Times

C - Housing and Community Development Department - Code Enforcement 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

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/pdscharts.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>

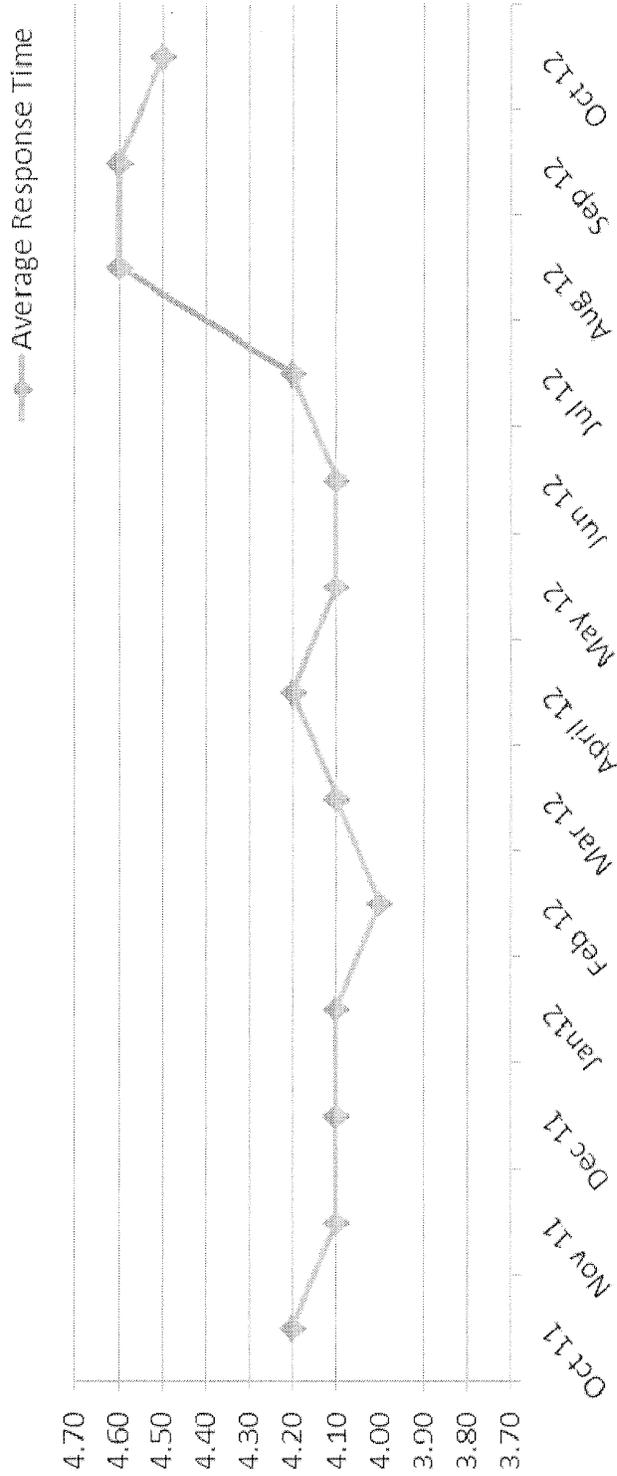
Tax Increment Financing Revenues – Comparison of Fiscal Years 2009 and 2010
Tax Increment Financing Revenues – by Fiscal Year

Tucson Supplemental Retirement System (Annual)

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

Historical and Projected Funding Results
Demographic History

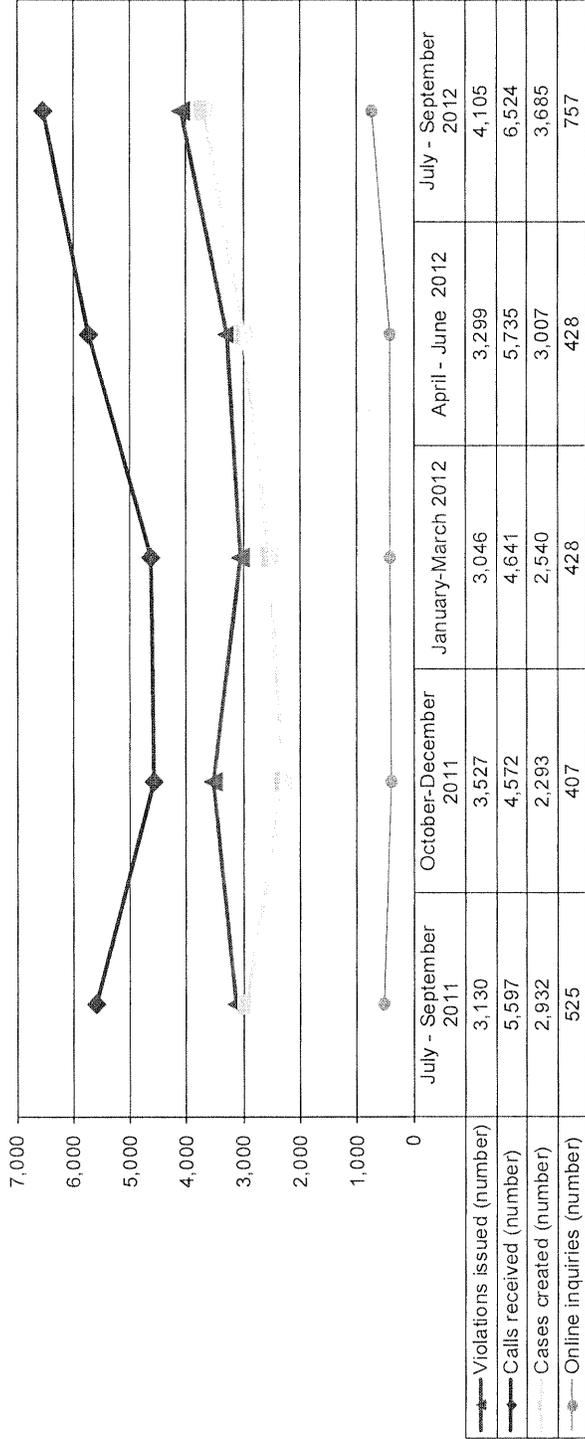
Tucson Fire Department First Suppression Average Response Times Target 4 minutes (on average)



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.

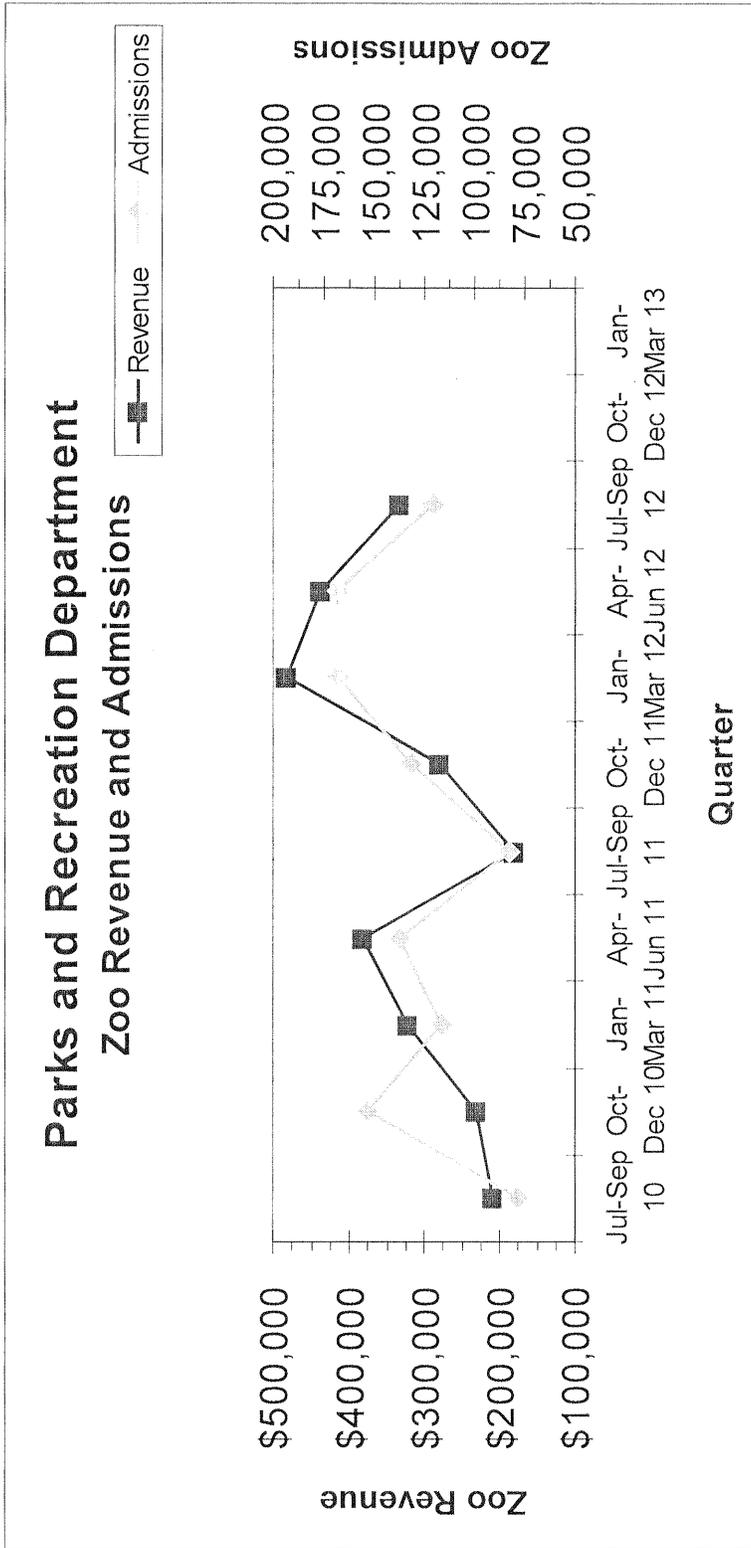
Housing and Community Development Department Code Enforcement Division



This chart shows the code enforcement activity of the Housing and Community Development Department between July 2011 and September 2012. The data displayed includes the total number of calls received by the Code Enforcement Division's call center, the number of code enforcement cases created, and the number of code violations issued.

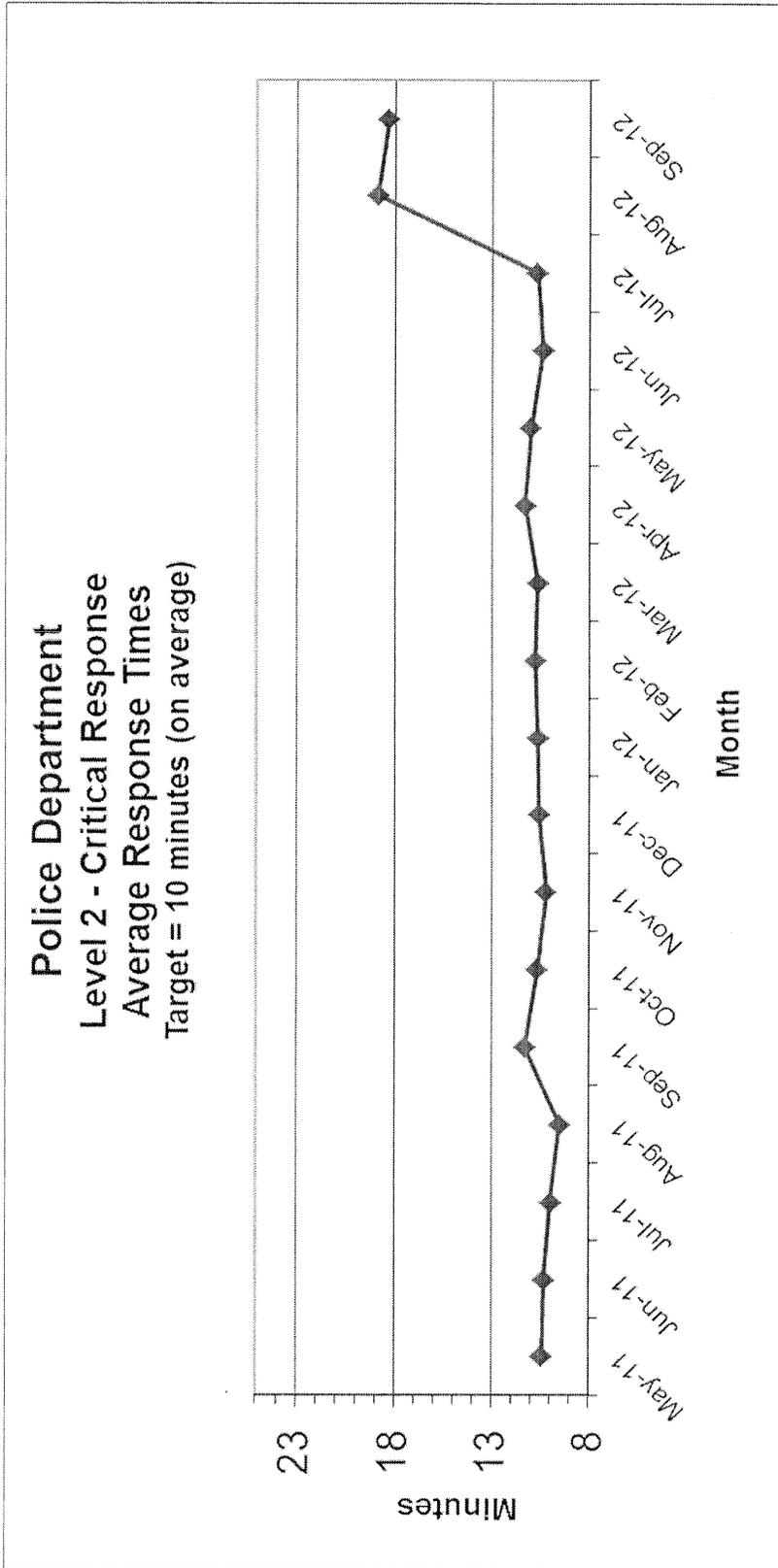
A fairly large gap exists between the number of calls received and the number of cases created. The Code Enforcement Division is often the first point of contact for citizens reporting a complaint. Once a call is received, the Division's call center staff determines the type of complaint being reported. Many calls may actually be the responsibility of other agencies, for example, trash container violations (Environmental Services), permit information (Planning and Development Services), on-street parking violations (ParkWise), green pools/mosquitoes (Pima County Health Department), and tenant/landlord disputes (Southern Arizona Legal Aid). These calls are forwarded by staff to the appropriate agency.

If a call is for enforcement of the code for which the Housing and Community Development Department is responsible, a case is created by staff for an inspector to conduct a field inspection. Generally, the field inspection may result in a violation being issued to the property owner. However, this is not always the case. For instance, the property owner may have corrected the issue prior to the inspection or the complaint that was reported is not actually a violation of the code. When this occurs, the case can be closed without a violation being issued.



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

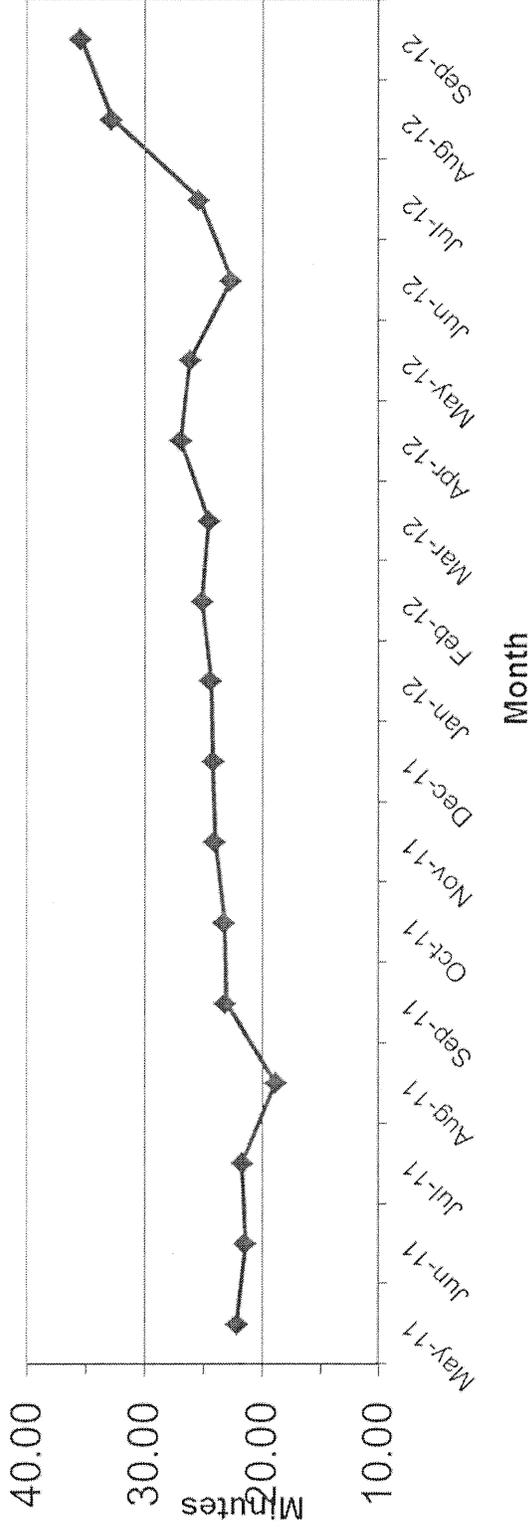
The Increase in attendance in the third quarter is due to the grand opening of the African Expansion Elephant Exhibit.



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.

Average response times increased significantly in the middle of the third quarter of 2012 peaking at slightly over 18 minutes in August before beginning to decline in September. 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.

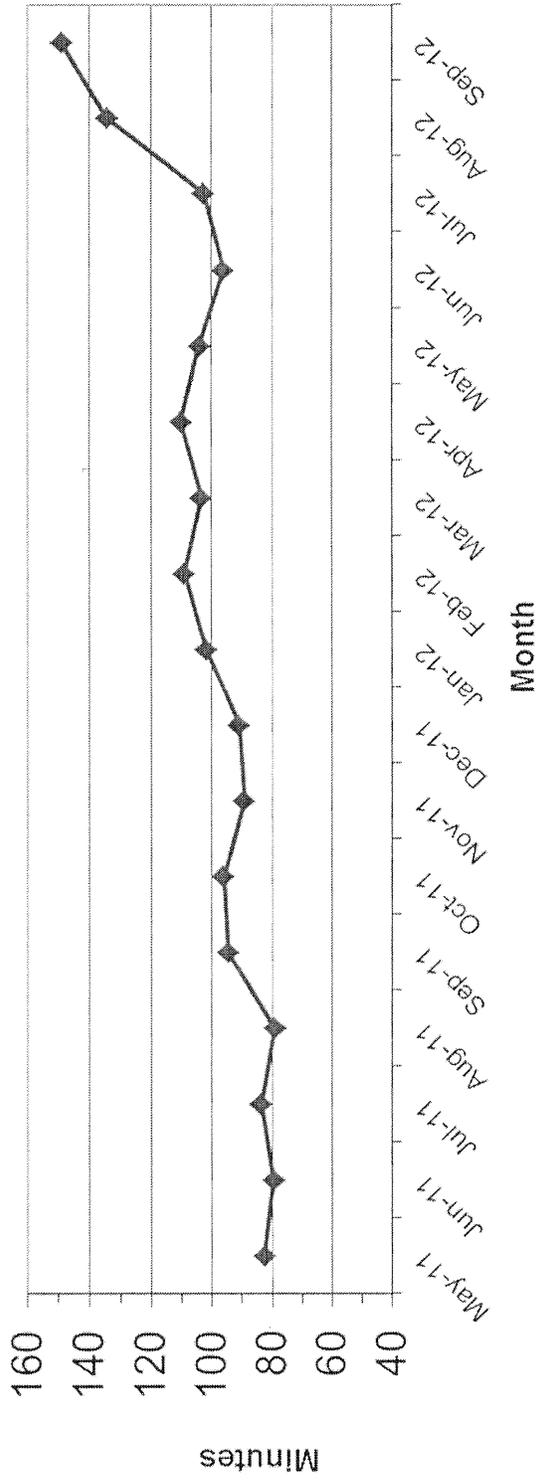
**Police Department
Level 3 - Urgent Response
Average Response Times
Target = 30 Minutes (on average)**



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.

Average response times increased in the middle of the third quarter of 2012 peaking at 35 minutes in September (five minutes over our target response time). 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 = 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.

Average response times increased significantly in the middle of the third quarter of 2012 peaking in September. 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.