



# MEMORANDUM

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**DATE:** September 16, 2009

**TO:** Mike Letcher  
City Manager

**FROM:** Marie Nemerguth   
Budget and Internal Audit  
Program Director

**SUBJECT:** Collaborative Auditing – Quarterly Analysis Report

Internal Audit has completed an analysis of the Collaborative Auditing performance measures reported by departments through the fourth quarter of fiscal year 2009 (April – June). The performance measures were analyzed to identify existing or corrected negative trends and the corrective actions planned or taken. The following measures were identified for reporting and follow-up as necessary:

**Environmental Services Department: Los Reales Landfill (Attachment A)**

The Environmental Services Department experienced a 20 percent decrease in annual tonnage received at the Los Reales Landfill during FY 2009. The reduction is the result of a competing transfer station that opened in November 2008.

**Fire Department: Response Times (Attachment B)**

The Fire Department experienced a slight increase in average fire suppression response times during the fourth quarter, with June's responses exceeding the 4-minute target by 6 seconds, on average. According to the department, variances in response times will always exist and occur for a number of reasons. Some examples cited include: special events such as the rodeo, training months, and snowbird season with its associated increase in call volume. The fourth quarter trend was reversed in July, with average fire suppression response times again meeting the 4-minute target.

**Police Department: Response Times (Attachment C)**

Level 4 average response times remained above the response target during the fourth quarter. This is the lowest priority call category for responding to crimes or matters requiring police response. Levels 1 through 3 call loads take precedence over Level 4 calls. Level 4 average response times were fairly steady during the fourth quarter. However, on average, the times were approximately 15 minutes above the target time of 60 minutes. Statistically, Level 4 average response times have improved by approximately 10 minutes when compared to the same period

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in the prior two fiscal years. Average responses for Levels 1, 2, and 3 remained below their associated target response times during the fourth quarter.

MN:RK

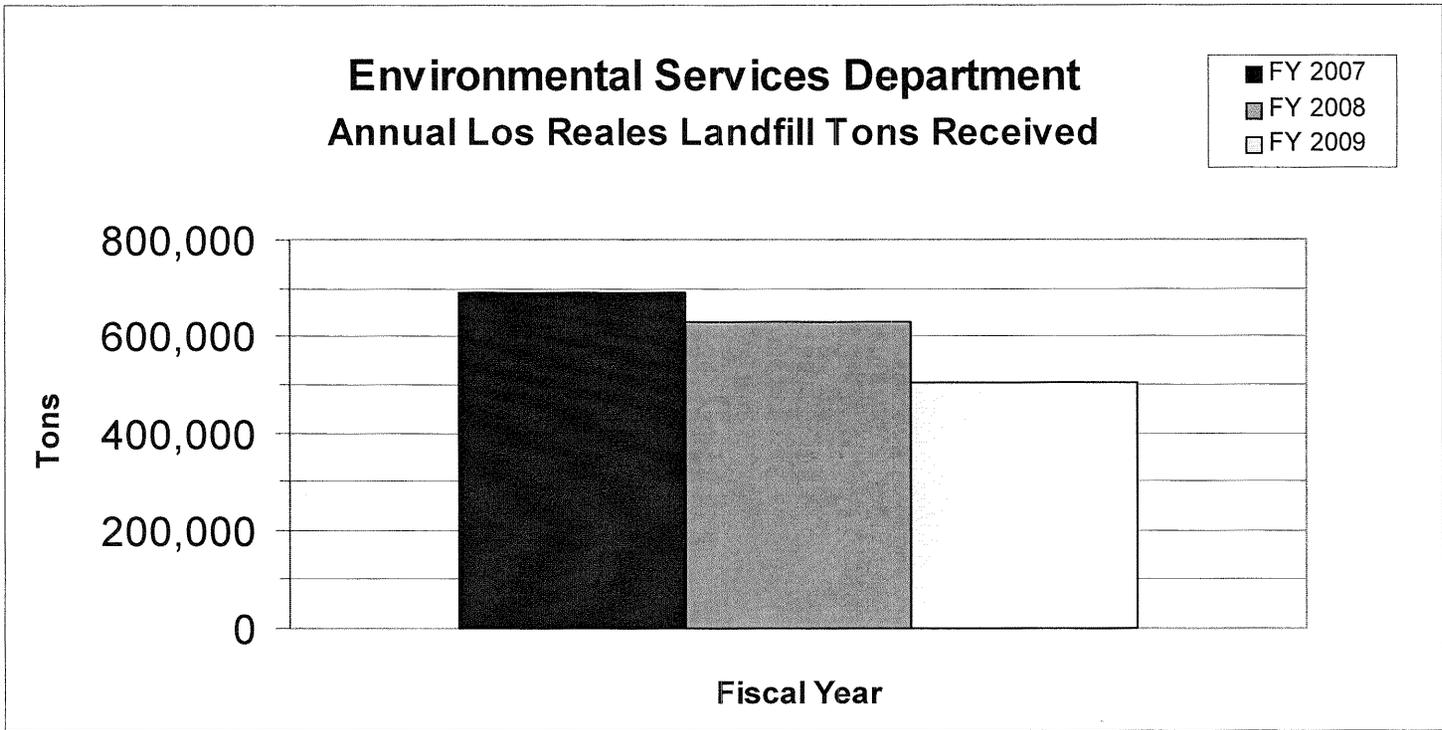
Attachments:

A – Annual Los Reales Landfill Tons Received

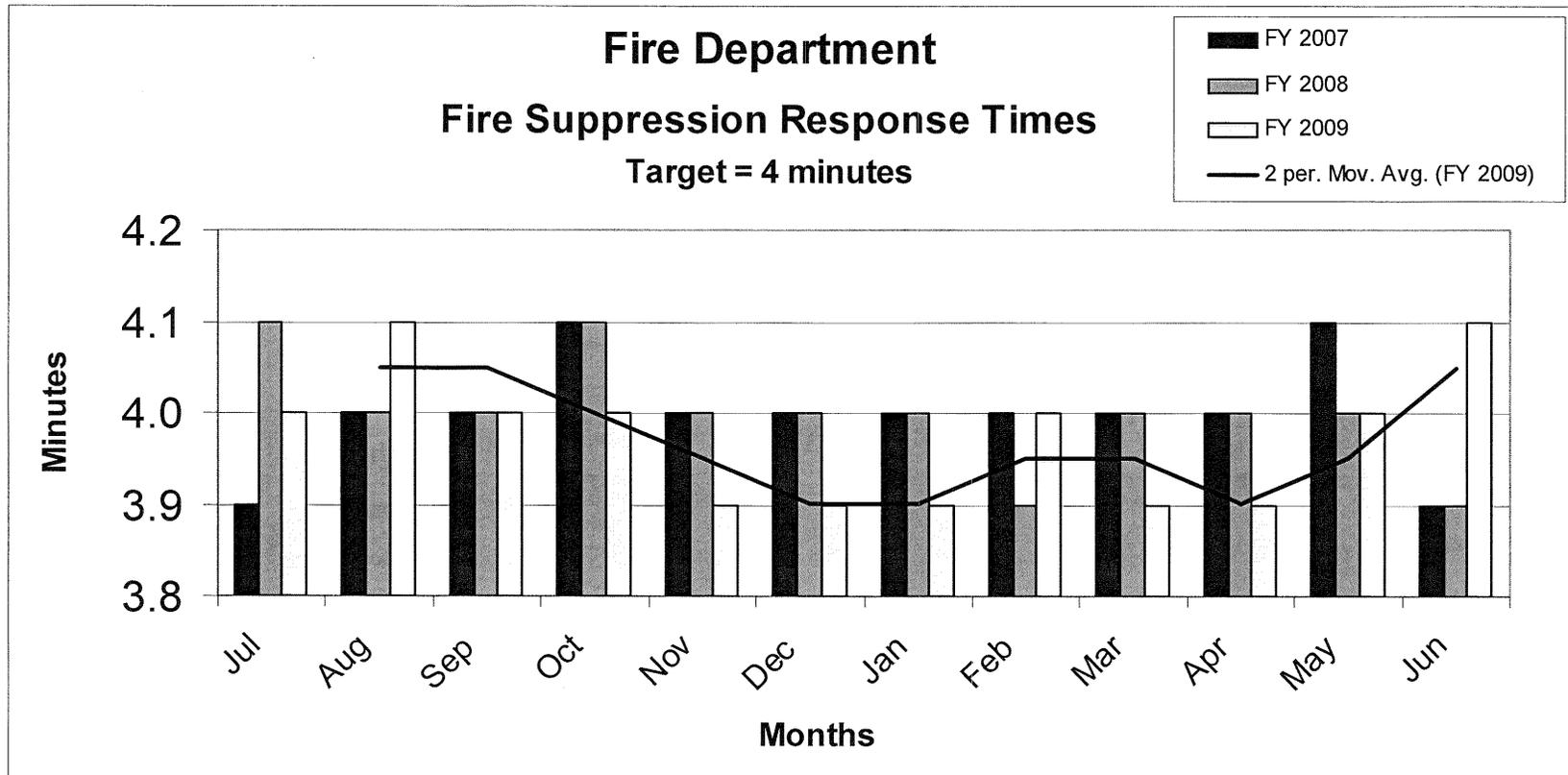
B – Fire Suppression Response Times

C – Level 4 General Response Times

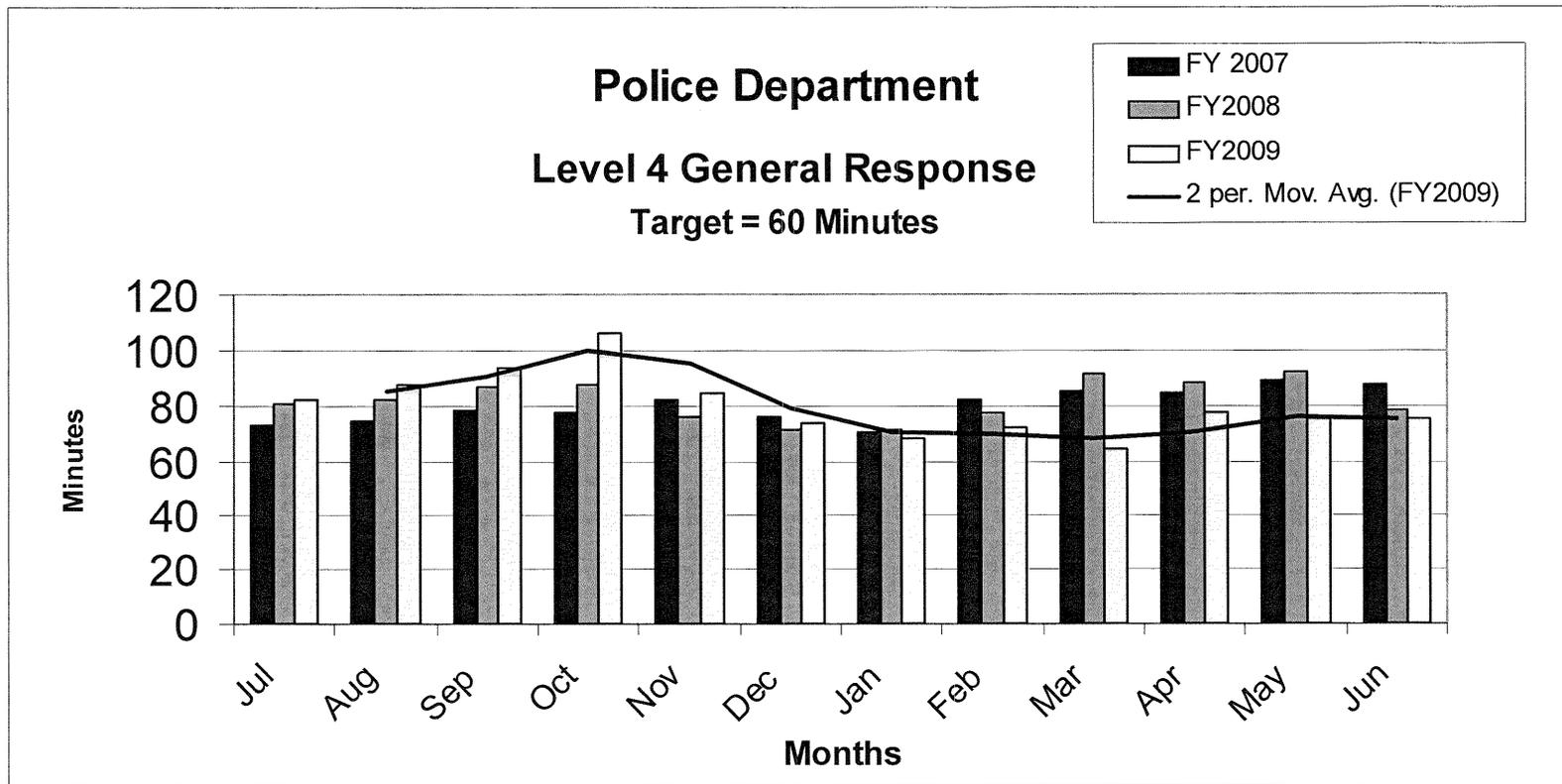
c: Independent Audit and Performance Commission  
Richard Miranda, Deputy City Manager  
Andrew Quigley, Environmental Services Director  
Patrick Kelly, Fire Chief  
Roberto Villaseñor, Chief of Police



Note – The decrease in fiscal year 2009 tonnage was due to the opening of a competing transfer station in November 2008.



*Fire Response Target:* For a structure fire in either the urban/industrialized zone or the suburban demand zone, a response that results in a minimum of twenty firefighters, including an incident commander, with the first unit arriving within 4 minutes of dispatch.



GENERAL RESPONSE – Other crimes or matters requiring police response, generally occurring more than 10 minutes prior to dispatch and having a complainant.