



MEMORANDUM

DATE: September 1, 2010

TO: Mike Letcher
City Manager

FROM: Marie Nemerguth 
Budget and Internal Audit
Program Director

SUBJECT: Collaborative Auditing – Quarterly Analysis Report (April – June, FY 2010)

Internal Audit has completed an analysis of the Collaborative Auditing performance measures reported by departments through the fourth quarter (April - June) of fiscal year 2010. The departments participating in the Collaborative Auditing process with measures reported on the Collaborative Auditing website (<http://cms3.tucsonaz.gov/content/collaborative-auditing>) are: Environmental Services, Finance, Fire, Housing and Community Development, Parks and Recreation, Planning and Development Services, Police, and Transportation.

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: Landfill, Brush & Bulky, and Missed Pick-ups (Attachment A)

A downward trend was noted in Landfill and Brush & Bulky tonnage and the number of Landfill self-haulers when compared to the prior two fiscal years. The Landfill is still trending down due to a combination of the slower economy, which results in less waste being produced, and a nearby commercial transfer station still pulling tons away. In regards to Brush & Bulky, the lower tons are also reflective of the slower economy.

Missed pick-ups were reduced and maintained at a steady rate during the past year. However, an isolated increase in the missed pick-up rate occurred in June. This increase will be monitored in the first quarter of fiscal year 2011 (July – September) to ensure an increasing trend is not developing.

Fire Department: Fire Suppression Response Times (Attachment B)

The Fire Department experienced a slight increase in average fire suppression response times at the end of the fourth quarter, with June's responses exceeding the 4-minute target by 6 seconds, on average. This slight increase was reversed in July, with average fire suppression response times again meeting the 4-minute target. A similar increase occurred in June 2009, which may indicate a seasonal anomaly. These are the only two instances of above-target fire suppression average response times to occur in the past year.

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Parks and Recreation Department: Registrations and Memberships (Attachment C)

A downward trend was noted in program registrations and recreation center memberships when compared to the same period in the prior two fiscal years. This trend can be related to the implementation of the Parks and Recreation Revenue and Pricing Policy (January 2010), calling for specific cost recovery for programs, the 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 of up to a 90% discount. Additionally, reduced budget capacity has resulted in a reduction in recreation center operational hours.

Police Department: Response Times (Attachment D)

Level 4 average response times increased slightly during the fourth quarter. However, average response times returned to near the 60 minute target in June. Although still above target, Level 4 response times are, on average, approximately 13% lower than for the same period last year.

The Police Department continued to ensure that average response times remained below the target time for response levels 1, 2, and 3. A slight increase in Level 2 average response times that occurred during the third quarter was reversed during the fourth quarter.

Additional Information

General Fund and Golf Financial Indicators: These charts are monitored and updated on a fiscal year basis. However, fiscal year 2010 data will not be available until the audited financial statements are issued later in fiscal year 2011. Analysis and reporting of these charts will be completed at that time.

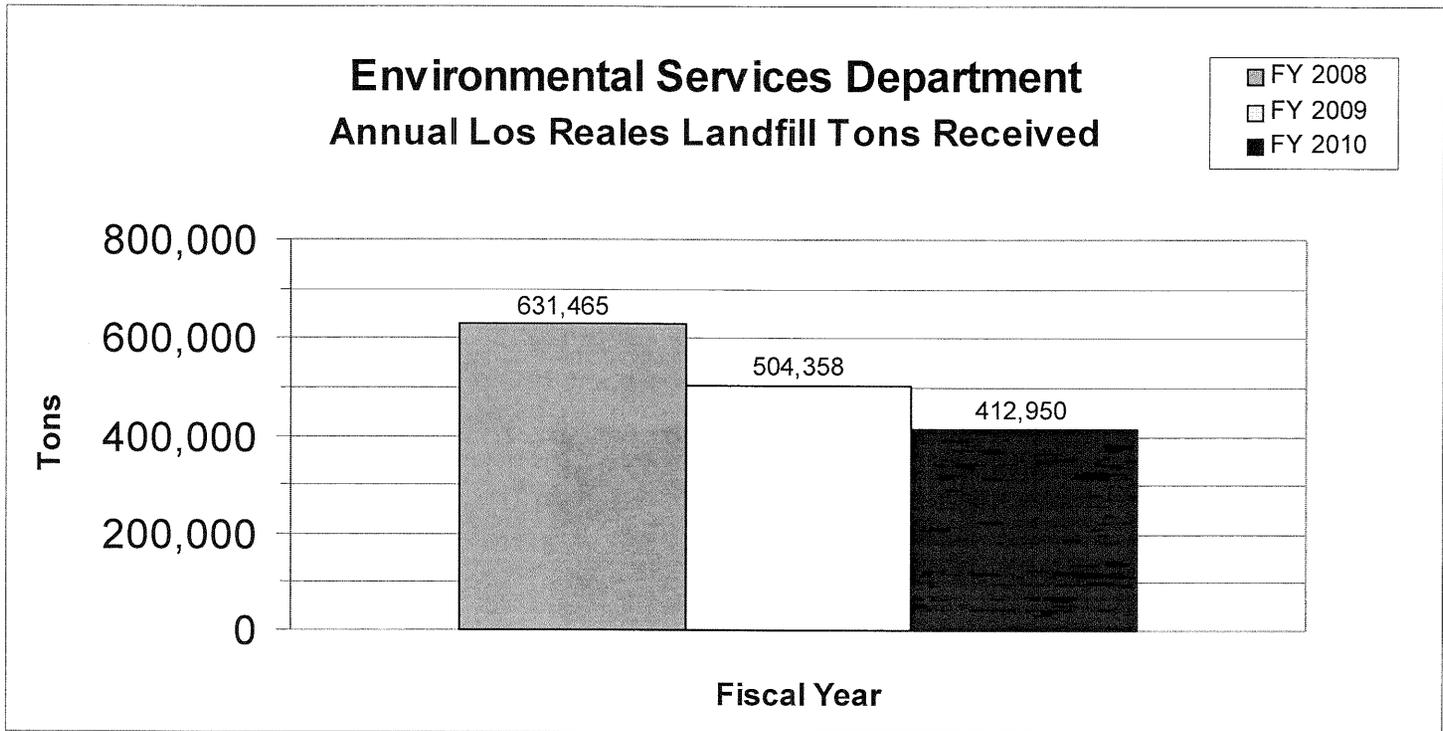
Housing and Community Development: Data updates are still being compiled for some of these newly developed charts. They will be updated and analyzed within the next month as data becomes available and a supplemental trend analysis report will be issued.

MN:RK

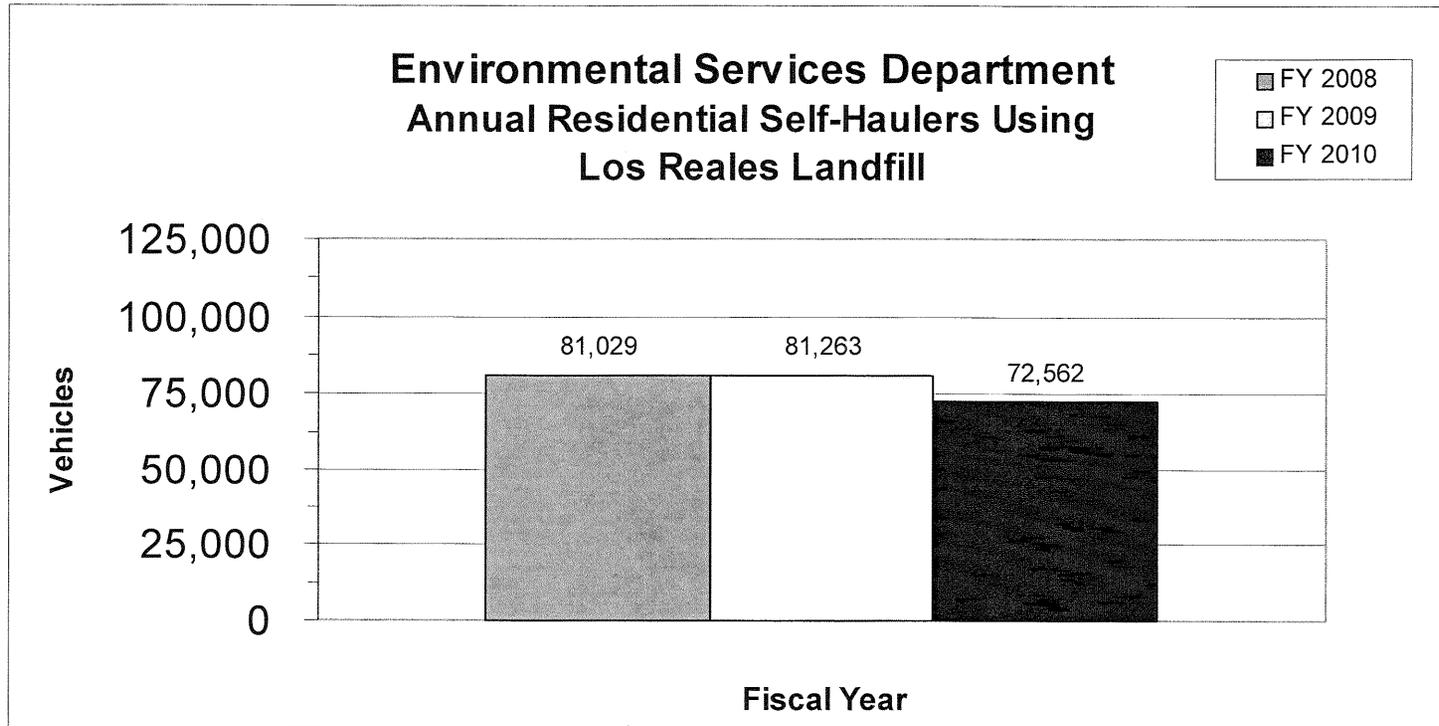
Attachments:

- A – Environmental Services Department Landfill, Brush & Bulky, and Missed Pick-ups
- B – Fire Department Fire Suppression Average Response Times
- C – Parks and Recreation Department Registrations and Memberships
- D – Police Department Average Response Times

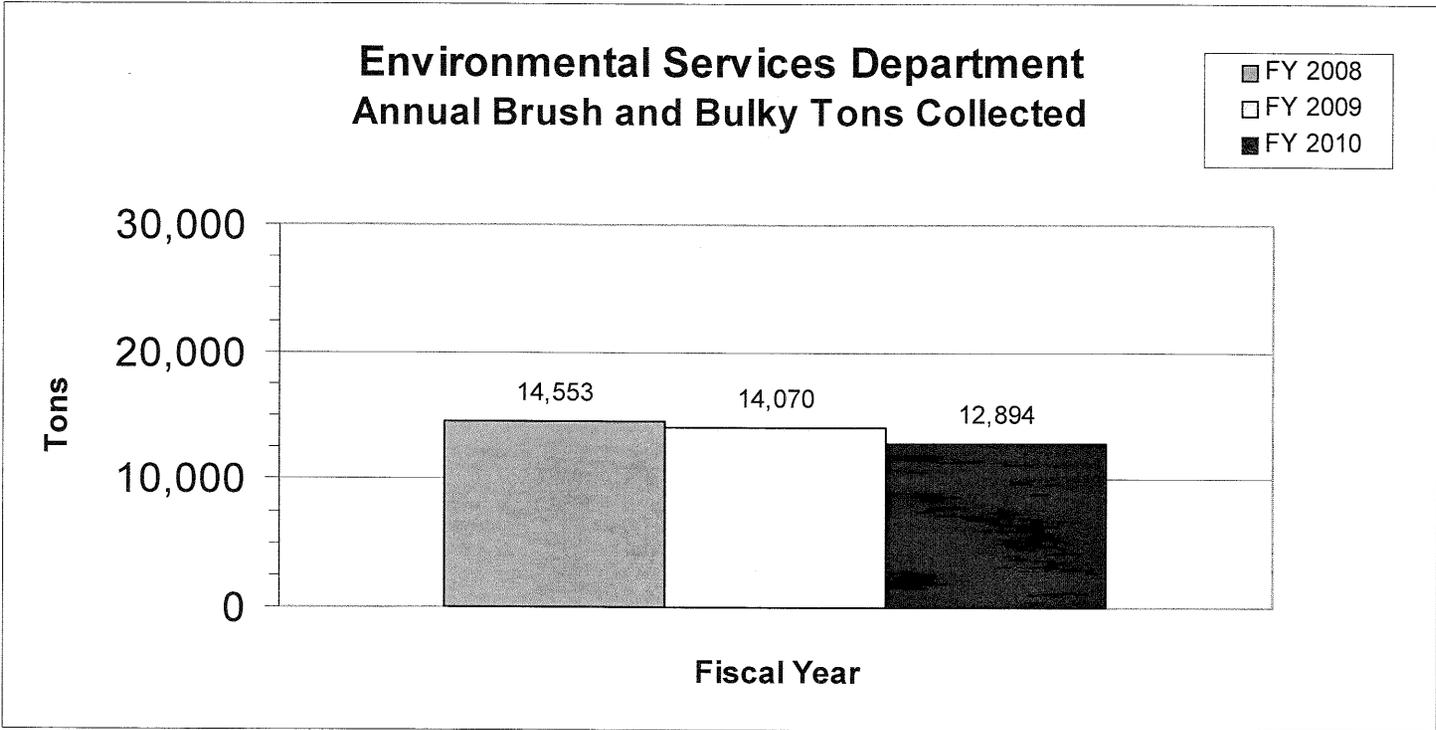
- c: Independent Audit and Performance Commission
Richard Miranda, Deputy City Manager
Sean McBride, Assistant City Manager
Andrew Quigley, Environmental Services Department Director
Patrick T. Kelly, Fire Chief
Albert Elias, Housing and Community Development Director
Fred H. Gray, Jr., Parks and Recreation Department Director
Roberto A. Villaseñor, Chief of Police



The decrease in fiscal year 2009 tonnage was due to the opening of a competing transfer station in November 2008. The landfill is still trending down in fiscal year 2010 due to a combination of the competing transfer station and the slower economy, which results in less waste being produced.

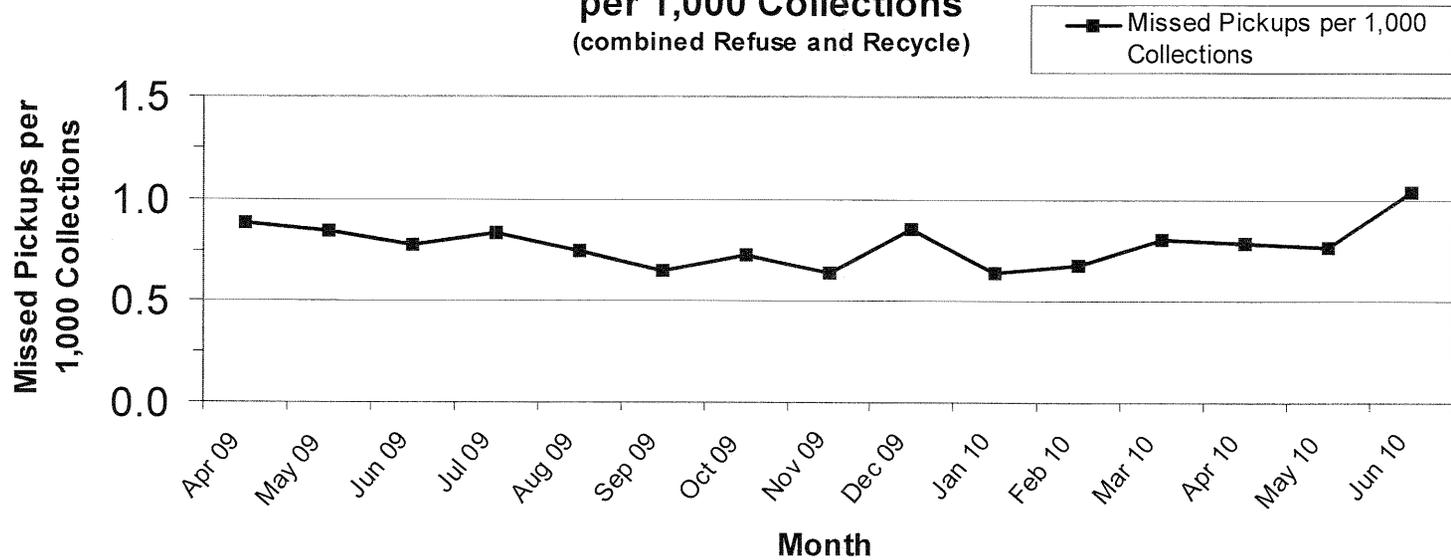


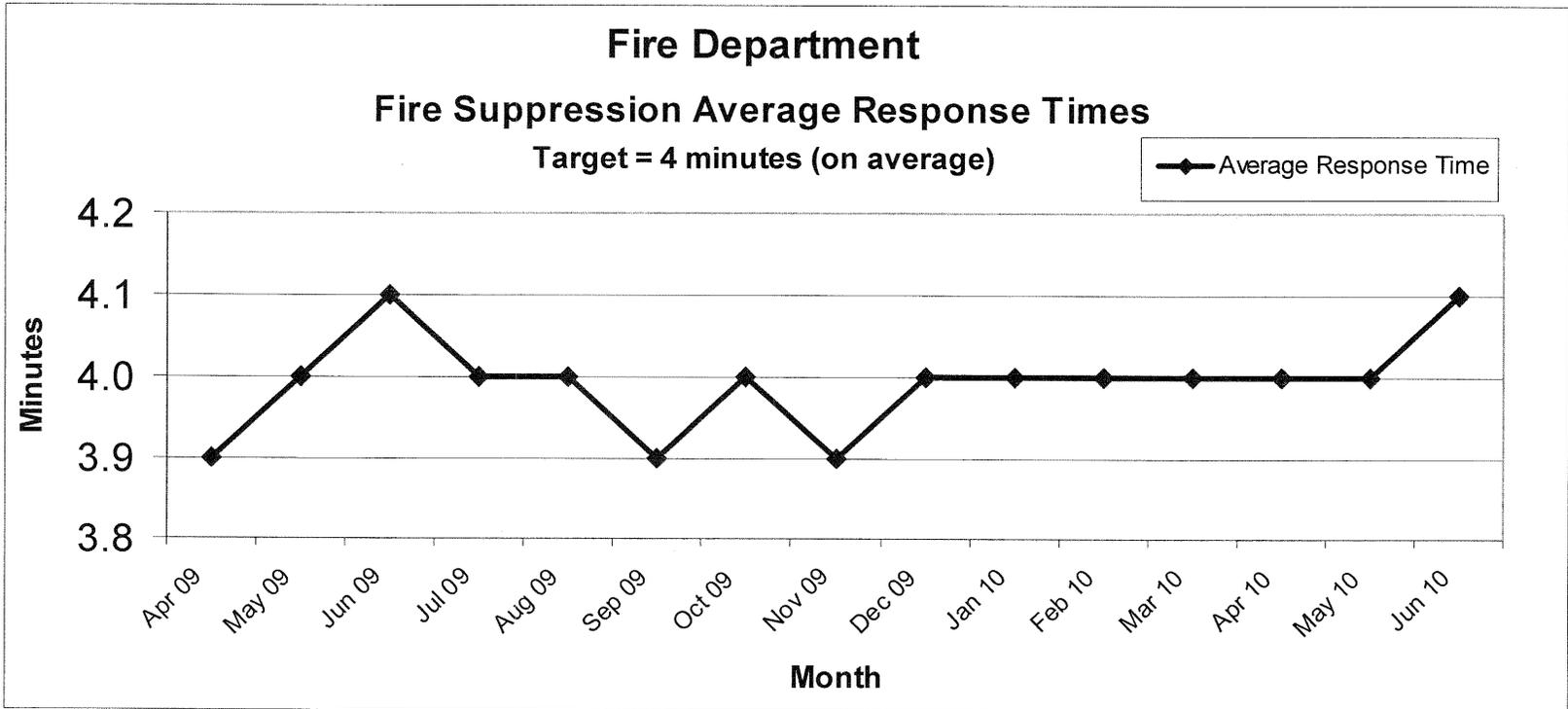
The decrease in the number of self-haulers utilizing the landfill in fiscal year 2010 is reflective of the slower economy, which results in less waste being produced.



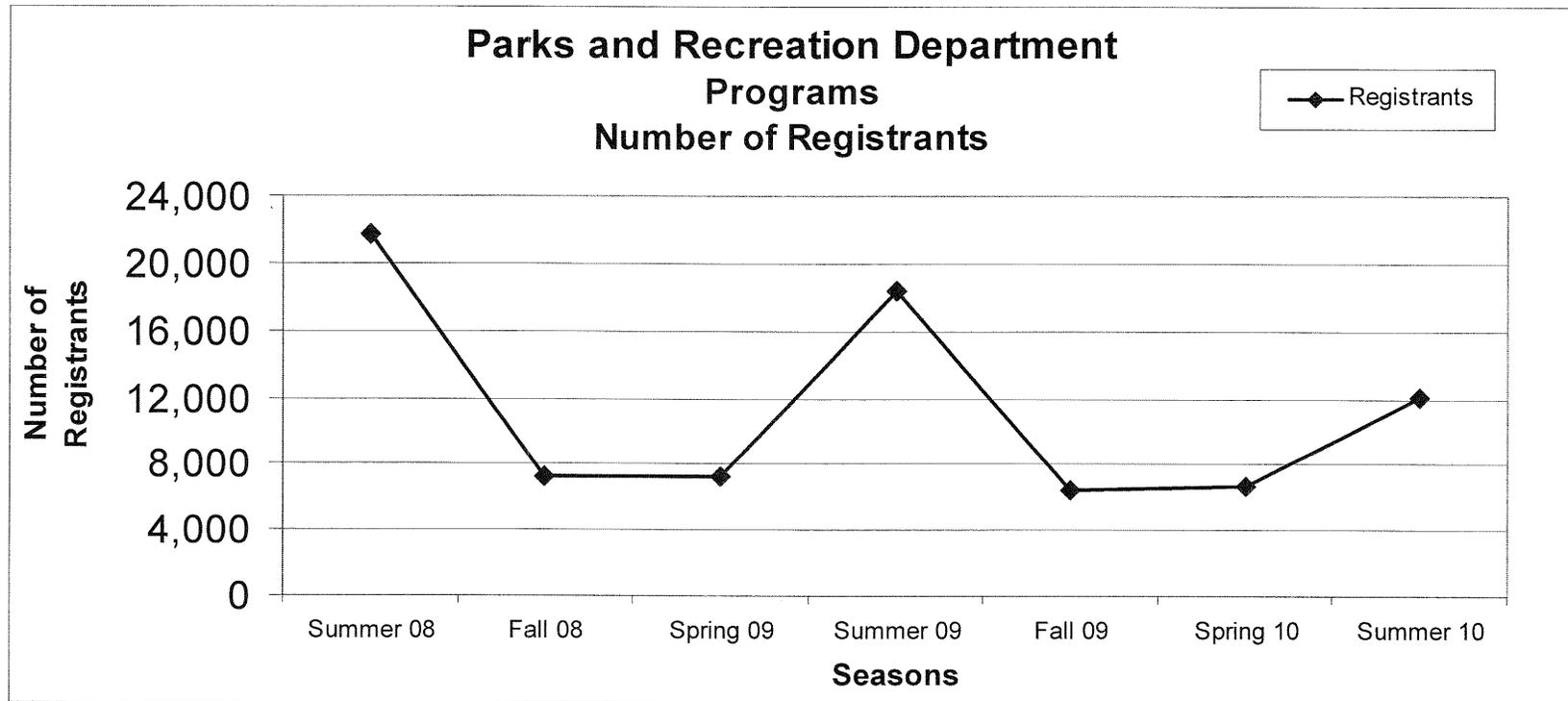
The decrease in fiscal year 2010 of the tons of Brush & Bulky collected is reflective of the slower economy, which results in less waste being produced.

**Environmental Services Department
Plastic Container Missed Pickups
per 1,000 Collections
(combined Refuse and Recycle)**





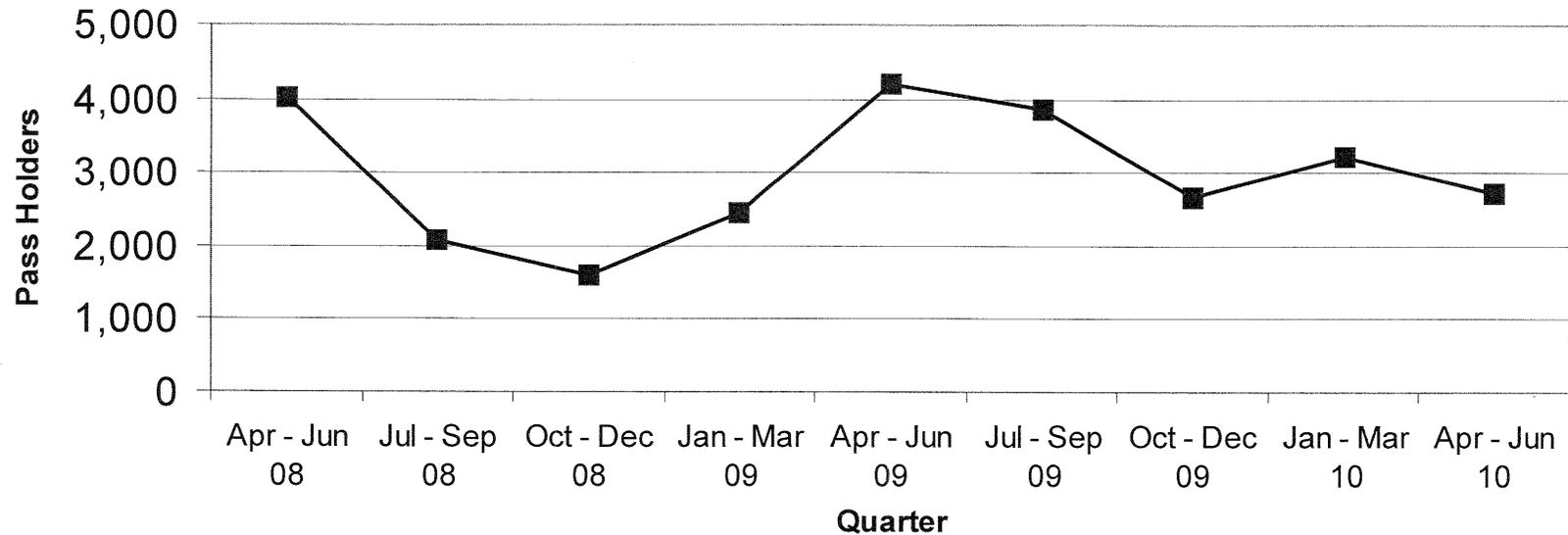
Fire Response Target: The target is based on a response that results in a minimum of twenty firefighters, including an incident commander, with the first unit arriving within 4 minutes of dispatch. The response time indicated is the **average** of all fire suppression responses that occurred during the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



Note – “Programs” includes: Leisure Classes, Therapeutics, Adaptive Classes, Aquatics, Adaptive Aquatics, KIDCO, and Summer Swim Lessons. Registration sessions were combined from four sessions per year (Fall, Winter, Spring, Summer) into three sessions per year (Fall, Spring, Summer) in fiscal year 2009. Therefore, there is no data for Winter 2008 or 2009.

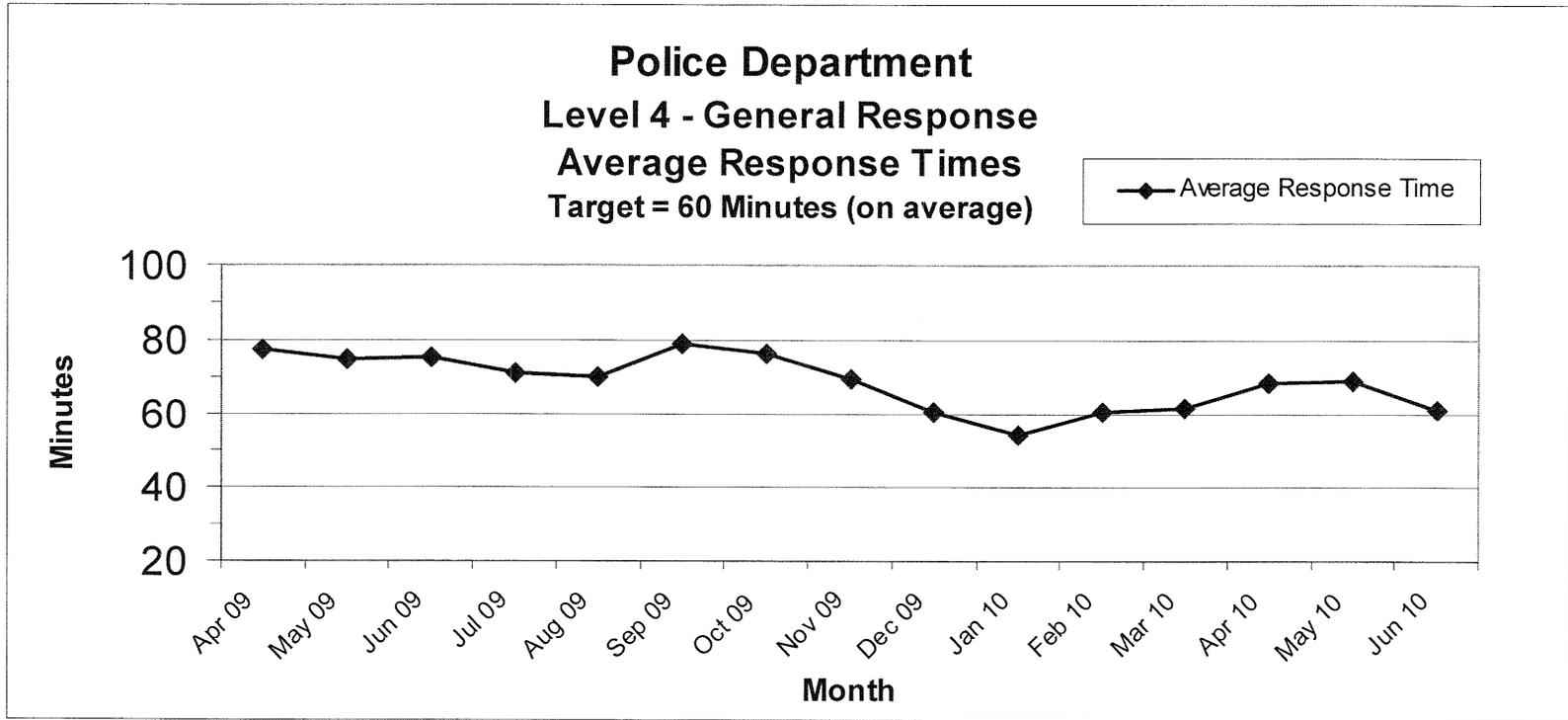
The downward trend in participation can be related to the implementation of the Parks and Recreation Revenue and Pricing Policy (January 2010) calling for specific cost recovery for programs, the subsequent increase in fees (30-60%), and the restructuring of the Discount Program to offer a single 25% discount in lieu of a sliding scale up to a 90% discount.

Parks and Recreation Department Recreation Center Memberships Number of Pass Holders

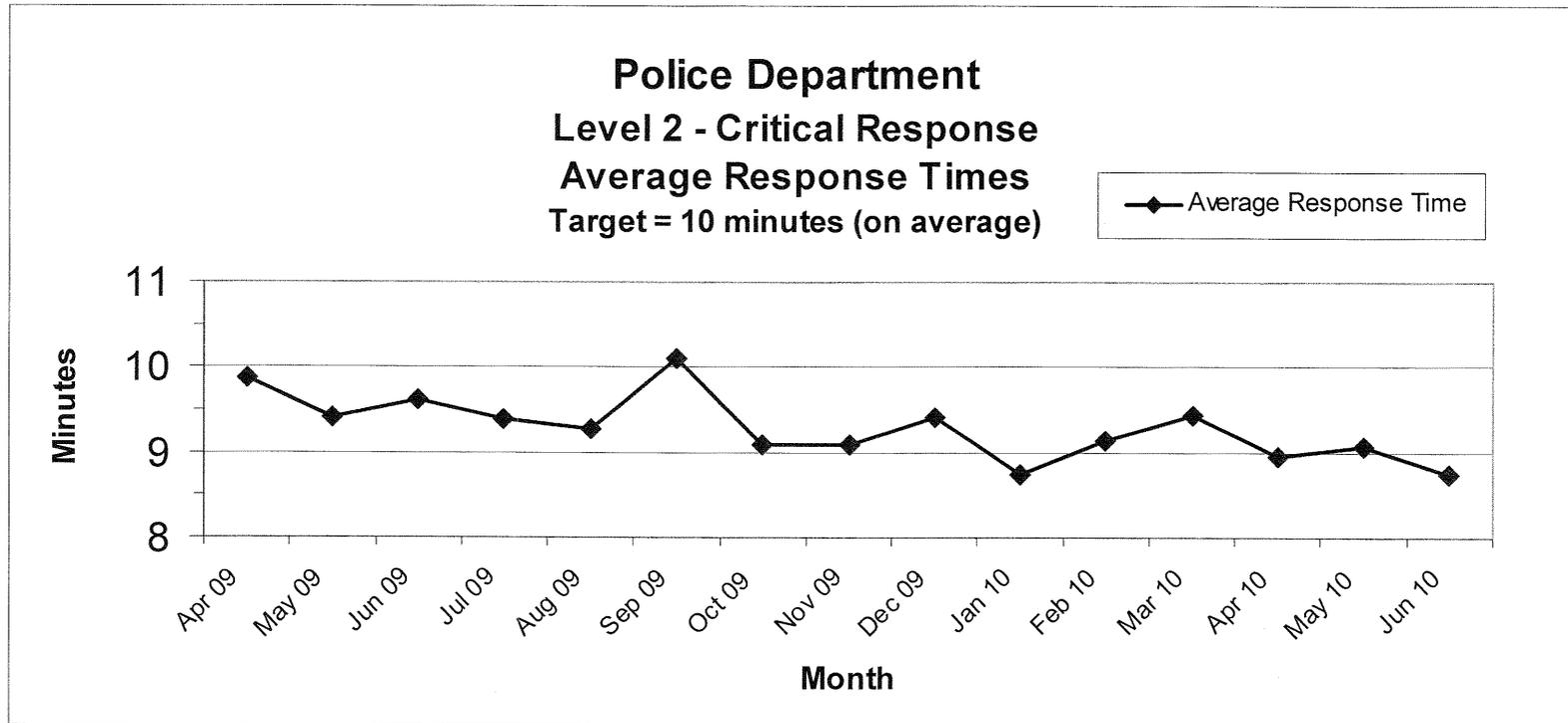


Note – The data reflects the number of pass holders only and does not include daily admissions. Recreation center facilities vary, but may include: weight room, walking track, gymnasium, game room.

The downward trend in memberships sold can be related to the implementation of the Parks and Recreation Revenue and Pricing Policy (January 2010) calling for specific cost recovery for programs, the 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 a 90% discount. Additionally, reduced budget capacity has resulted in a reduction in Recreation Center operational hours.



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



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.



MEMORANDUM

DATE: October 5, 2010

TO: Mike Letcher
City Manager

FROM: Marie Nemerguth
Budget and Internal Audit
Program Director

SUBJECT: Collaborative Auditing – Supplemental Quarterly Analysis Report (April – June, FY 2010)

Internal Audit has completed an analysis of the Collaborative Auditing performance measures reported by the Housing and Community Development Department through the fourth quarter (April - June) of fiscal year 2010. As reported in our quarterly trend analysis dated September 1, 2010, data updates were still being compiled for some of the newly developed Housing and Community Development charts and were not able to be included in that report.

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

Affordable Housing Units Produced (Attachment)

A significant decline in the production of affordable housing units was noted during fiscal year 2010. The decline was attributed to the economic downturn, which has negatively affected new home sales and the availability of rental units.

An eventual increase in homeownership is projected as the economy begins to recover. Several large rental projects were underway during fiscal year 2010, which will add more than 200 new affordable rental units in fiscal year 2011.

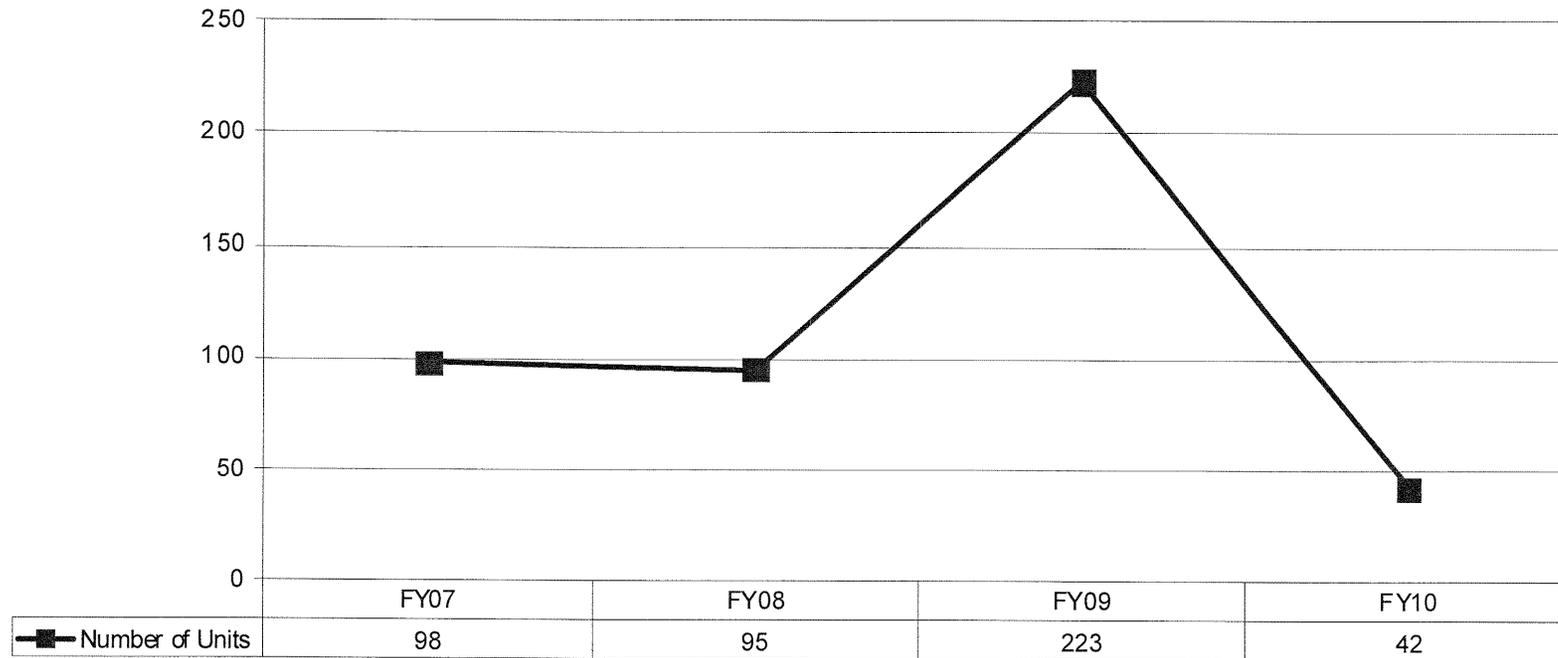
MN:RK

Attachment:

Housing and Community Development Department - Affordable Housing Units Produced

c: Independent Audit and Performance Commission
Richard Miranda, Deputy City Manager
Sean McBride, Assistant City Manager
Albert Elias, Housing and Community Development Director

Housing and Community Development Department Affordable Housing Units Produced



This chart shows the number of housing units (single family and multi-family homes) that are either newly built structures purchased by the City, where the cost to own or rent is set below market rates, or structures purchased by low income persons using down-payment assistance from the City using federal HOME and Community Development Block Grant dollars. All of these housing units are for low income persons.

The negative trend is due to low appraisals from the downturn in the economy, which is affecting new home sales. As the economy inches back up, we should see an increase in homeownership. Rental production was also down in FY10.

Corrective Action: Several large rental projects were in the works in FY10, which will produce more than 200 new affordable rental units in FY11.