



MEMORANDUM

DATE: October 3, 2012

TO: Richard Miranda
City Manager

FROM: Marie Nemerguth
Budget and Internal Audit
Program Director

SUBJECT: Collaborative Auditing – FY 2012 Fourth Quarter Report

Internal Audit has completed an analysis of the Collaborative Auditing (CA) performance measures reported by departments through the fourth quarter (April-June) 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:**

Environmental Services Department: Landfill, Recycling, Brush and Bulky

Current Report: (Attachment B)

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.

Fire Department: First Suppression Average Response Times

Issue Identified in Prior Report: (Third Quarter – January through March Fiscal Year 2012)

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.

Current Report: (Attachment C)

The prior report included the 4th quarter (see above).

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

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: (Third Quarter – January through March Fiscal Year 2012)

- 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 opening of the African Expansion Elephant Exhibit.

Current Report: (Attachment D)

- 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.

Police Department: Response Times

Issues Identified in Prior Report: (Third Quarter – January through March Fiscal Year 2012)

- 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.
- 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.

Current Report: (Attachment E)

- 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. See Note below.

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 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 – Environmental Services Department – Landfill, Recycling, Brush and Bulky
- C - Fire Department - First Suppression Average Response Times
- D - Parks and Recreation Department - Zoo Revenue and Admissions
- E - 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

Albert Elias, Assistant City Manager

Andrew Quigley, Environmental Services Director

Jim Critchley, Fire Chief

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/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)

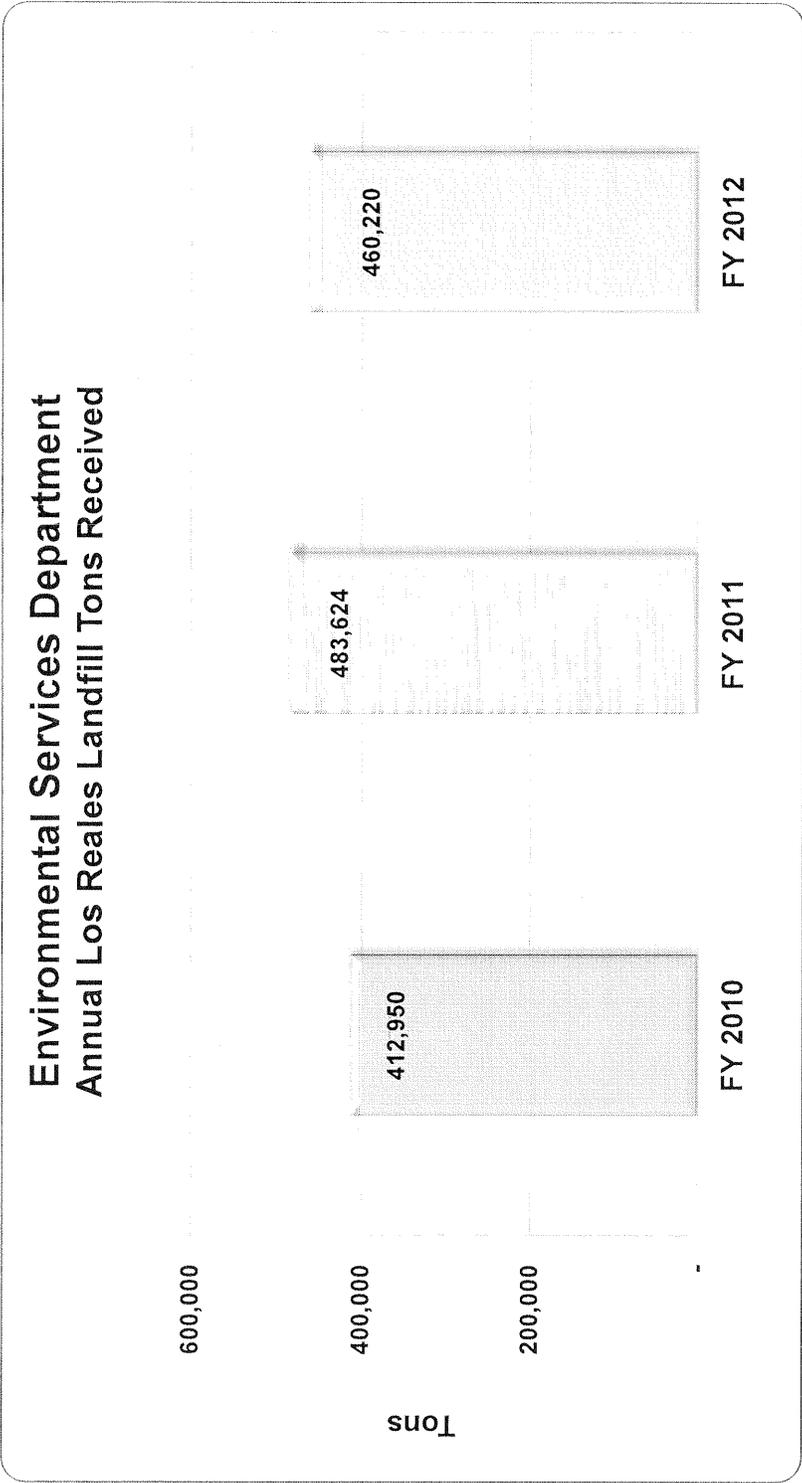
<http://cms3.tucsonaz.gov/sites/default/files/ca/rionuevocharts.pdf>

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

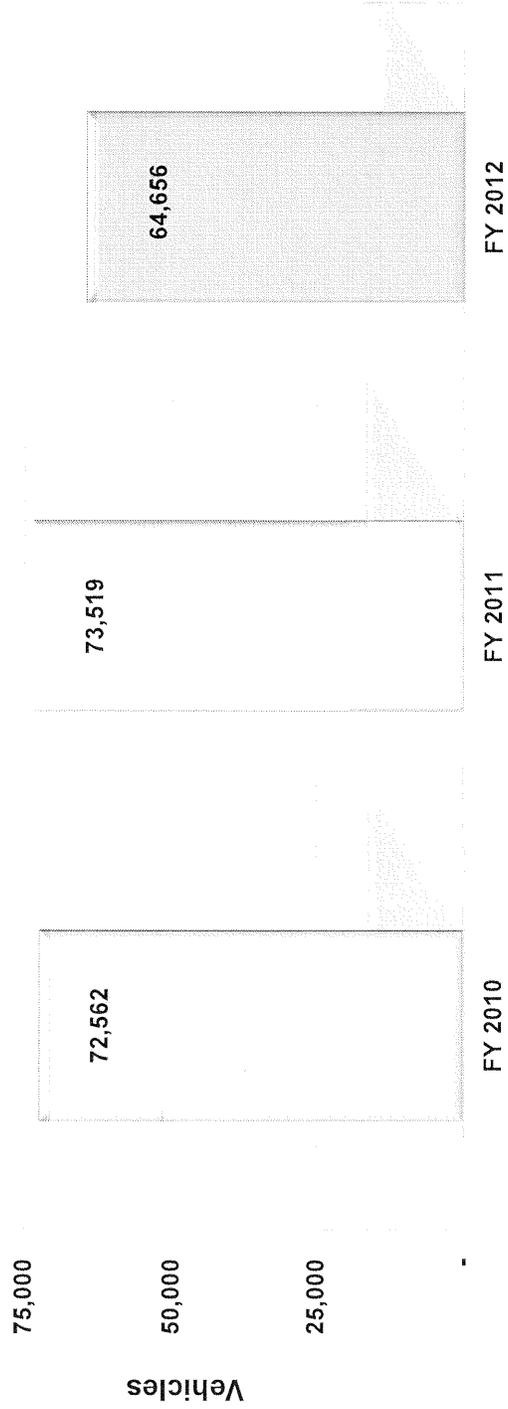
Tucson Supplemental Retirement System (Annual)

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

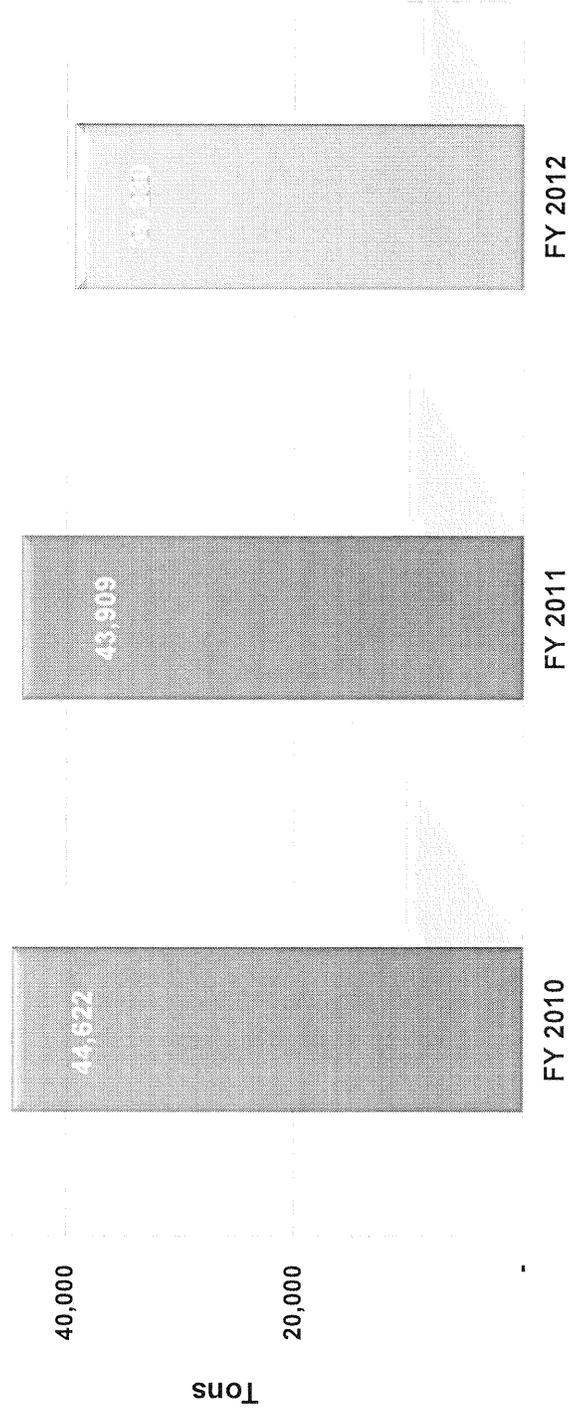
Historical and Projected Funding Results
Demographic History



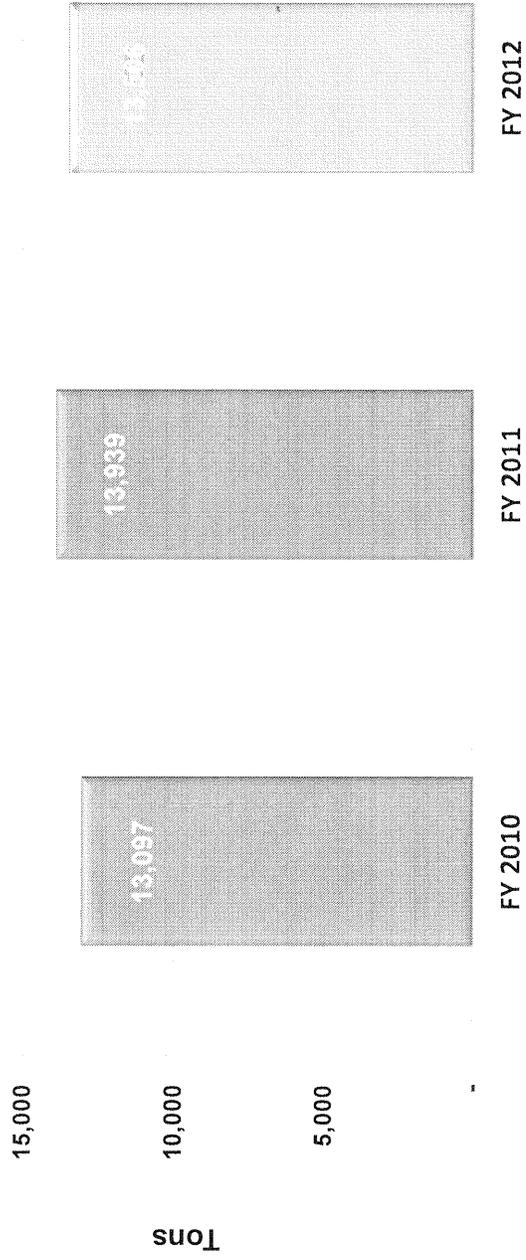
**Environmental Services Department
Annual Residential Self-Haulers Using
Los Reales Landfill**

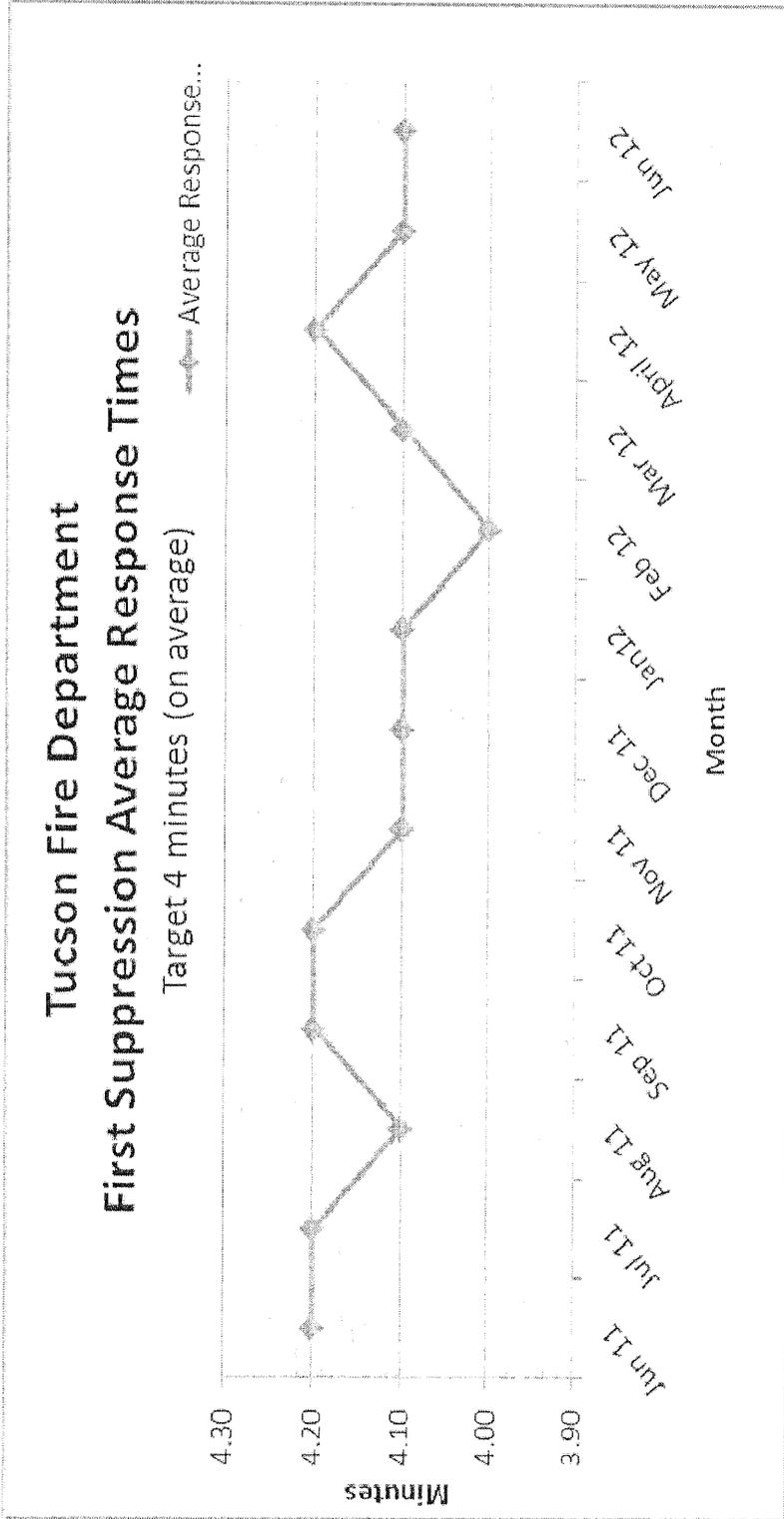


Environmental Services Department Annual Recycling Tons Collected

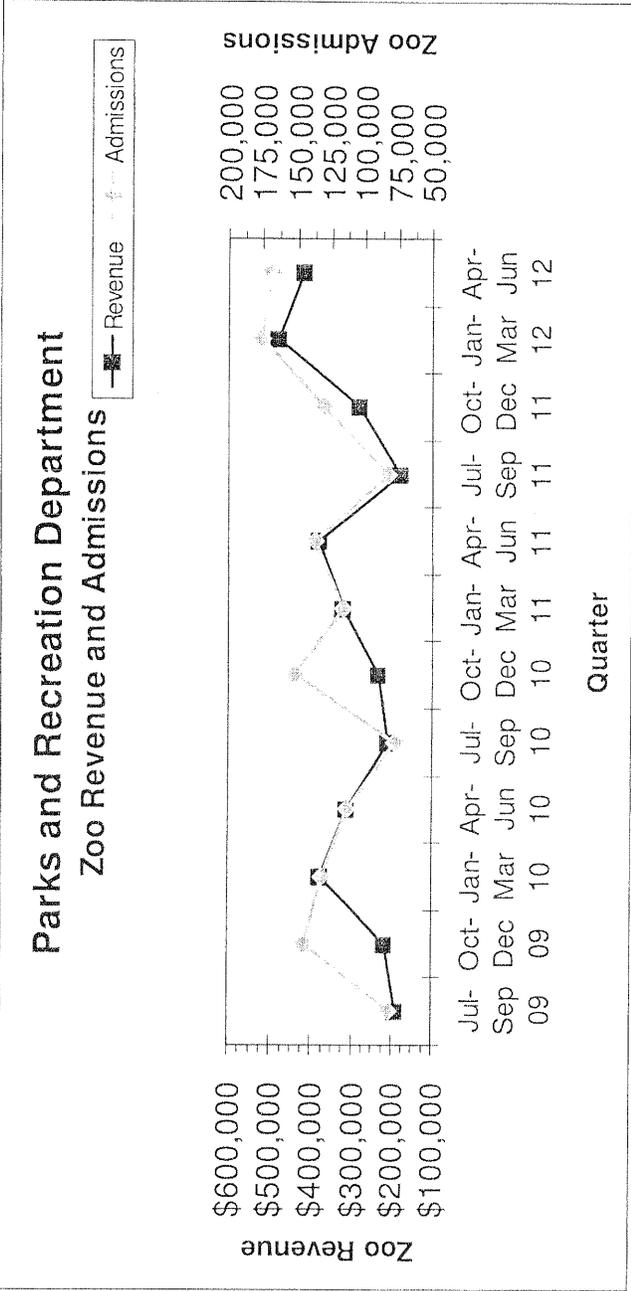


**Environmental Services Department
Annual Brush and Bulky Tons Collected**



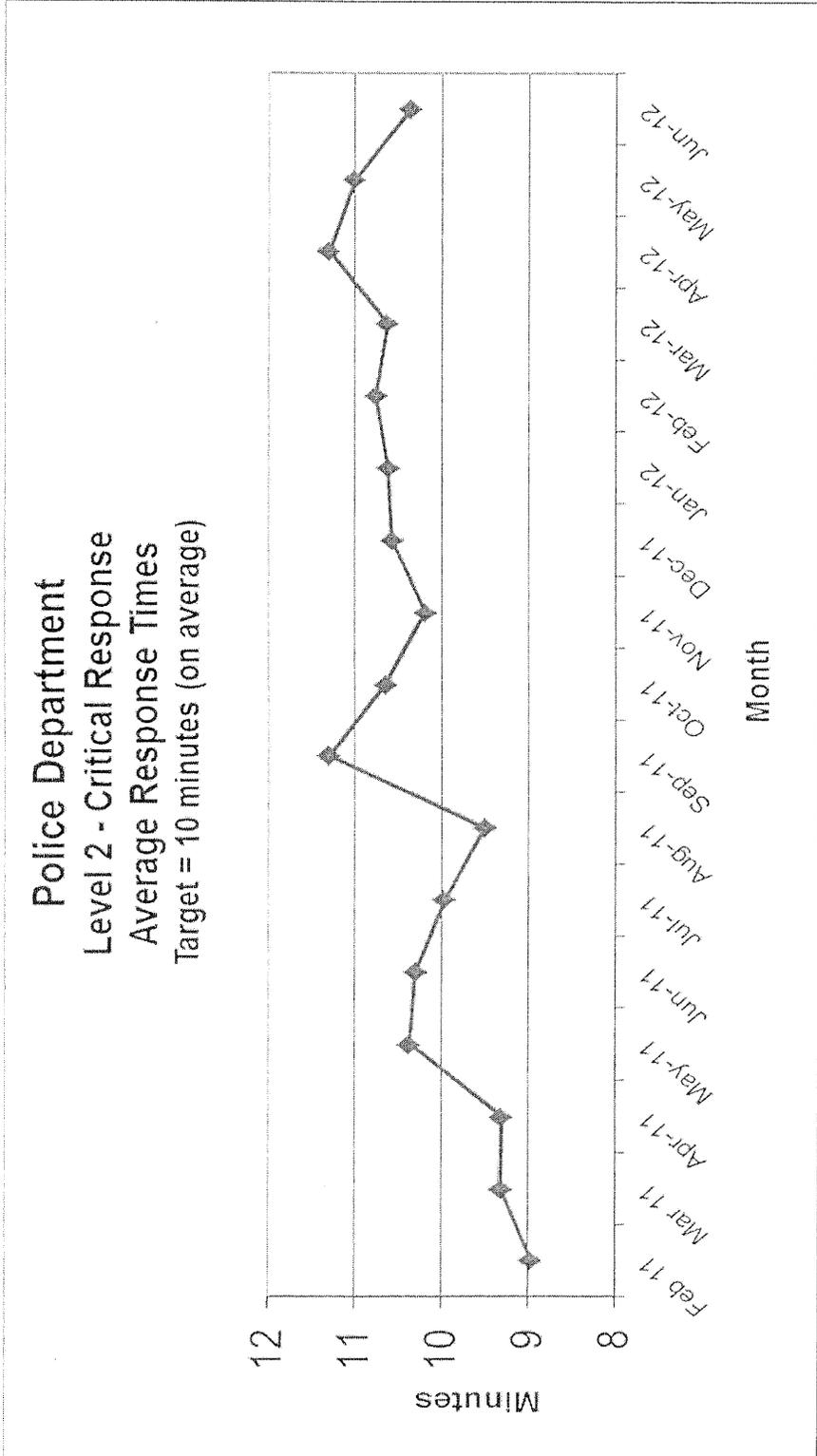


Fire Response Target: The target is based on a response that results in a minimum of twenty firefighters, including command staff, with the first unit arriving within 4 minutes of dispatch. The response time indicated is the average of all fire suppression responses that occurred during the month.



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

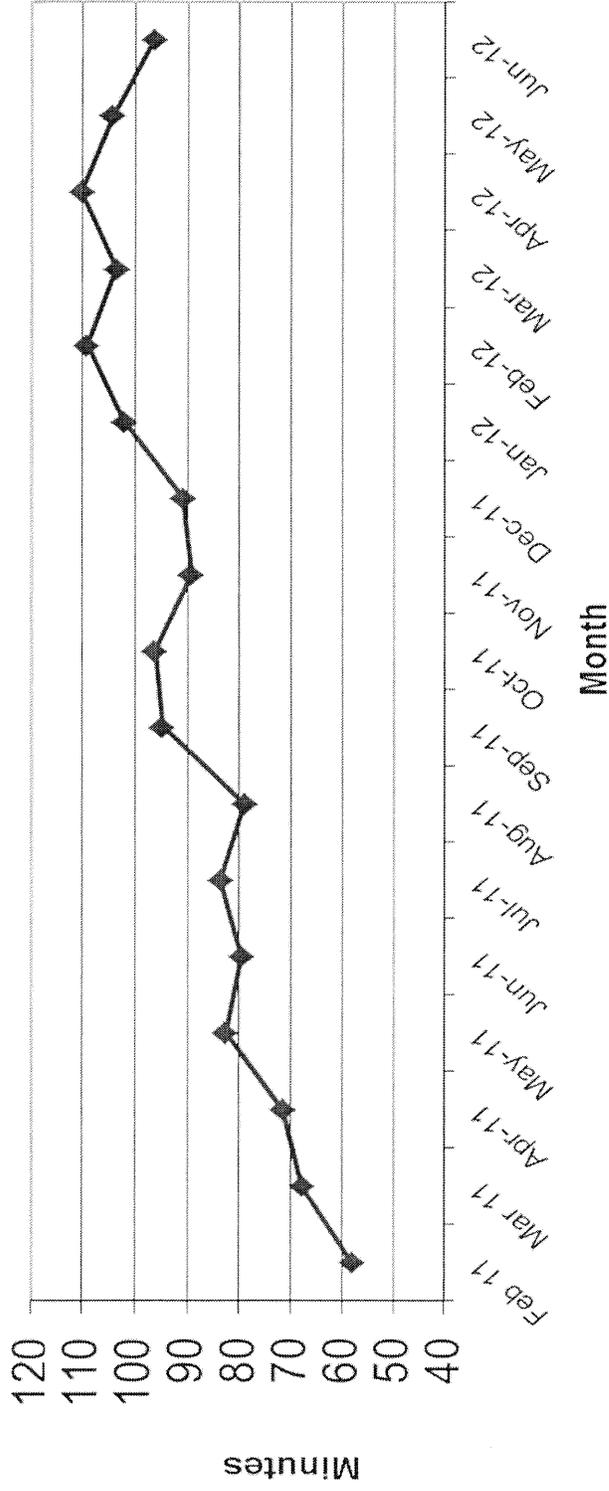
The increase in attendance in the third quarter is due to the grand opening of the African Expansion Elephant Exhibit.



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.

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.