City of Tucson Independent Audit and Performance Commission

January 9, 2013

Subject: Report to City Manager – Collaborative Auditing

City Manager Richard Miranda:

It is the understanding of the IAPC that you recently assigned Ron Lewis to oversee the improvement of the City's project management systems and capabilities, including an evaluation of the Collaborative Auditing process. We look forward to working with Ron on this assessment, as from our previous interactions with him, we have the utmost respect for Ron's abilities.

Prior to the assessment being conducted, though, we wanted to be upfront with you, from our community volunteer perspective in having reviewed the Collaborative Auditing information over the course of the past several years, in asserting some of the benefits to the community and to City management from the Collaborative Auditing process:

- Key departmental performance metrics guide departmental management practice to achieve desired outcomes, and can therefore provide the City's upper management with a "dashboard" of performance indicators for ongoing monitoring;
- The monitored and managed metrics support greater transparency and accountability, which enhances public trust and goodwill towards the City;
- When such metrics are sufficiently communicated (or even marketed), they either provide opportunities for the City and the public to celebrate performance successes, or to identify areas for continued improvement or investment of additional resources to achieve the desired outcomes

Clearly, any performance management or outcome measurement system is only as effective or as useful to internal or external stakeholders as it is actively used and integrated into robust communication, decision-making, and performance-improvement practice and process (whether at the management level or at the governance level of the City). Consequently, while the IAPC acknowledges that the current Collaborative Auditing process may be perceived to have limited value, efficacy, or usefulness among internal or external (i.e. public) stakeholders, this is arguably due to City management's uneven utilization of and commitment to the full performance-management, decision-making, and stakeholder-communication potential presented by the process. Unless a more compelling alternative is provided that would address the performance-management benefits outlined in this memorandum, the IAPC recommends at this time not only continued use of the Collaborative Auditing process but even a deeper or renewed commitment by City management to fully tap into the potential of a process that offers great benefit to the management and governance of the City of Tucson.

Respectfully Submitted,

Michael McDonald
IAPC Chair

c: Liz Miller, Deputy City Manager
Kelly Gottschalk, Assistant City Manager
Albert Elias, Assistant City Manager
Ron Lewis, General Services Department Director