



# MEMORANDUM

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**DATE:** March 8, 2012

**TO:** Richard Miranda  
City Manager

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

**SUBJECT:** Collaborative Auditing – FY 2012 First and Second Quarter Reports

Internal Audit has completed an analysis of the Collaborative Auditing (CA) performance measures reported by departments through the first and second quarters (July - December) 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, Rio Nuevo Revenues, 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:

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

**Issue Identified in Prior Report:** (Fourth Quarter – April through June Fiscal Year 2011)

- Fire Suppression Average Response Times - In May, June and July the average response time was 12 seconds over the 4 minute target. This decreased to 6 seconds over the target in August. According to the Fire staff, the fluctuation in response times may be a result of budgetary effects such as longer wait times at an understaffed and “furloughed” maintenance and supply section and a reduction in response force: January 2011 – Paramedic 21 and Alpha trucks 4 and 10 were decommissioned; June 2011 – Paramedic 20, Alpha 16 and Water Tender 4 were decommissioned.
- Advanced Life Support Average Response Times – Response times increased by up to 18 seconds for May through August for transport capable trucks (5 minutes and 30 seconds) and for transport capable medic trucks and paramedic assessment units combined (5 minutes and 18 seconds). However, these average response times are still well below the 8 minutes 59 second targets for each.

**Current Report:** (First and Second Quarter – July through December Fiscal Year 2012)

Note: The Fire charts include January 2012.

- Fire Suppression Average Response Times – In August and September 2011 the average response time dropped from 12 to 6 seconds over the 4 minute target. In October and November the 4 minute target was met. There was a small spike back to 6 seconds over target in December then a return to the target in January. According to the Fire staff, the fluctuation in response times may be a result of budgetary effects such as longer wait times at an understaffed and “furloughed” maintenance and supply section and a reduction in response force: January 2011 – Paramedic 21 and Alpha trucks 4 and 10 were decommissioned; June 2011 – Paramedic 20, Alpha 16 and Water Tender 4 were decommissioned.

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

**Issue Identified in Prior Report:** (Fourth Quarter – April through June Fiscal Year 2011)

- Number of Registrants – Participation increased in the summer which is in line with summer increases for 2009 and 2010. However, the increase was moderately less than last year and significantly less than in 2010. Despite the normal summer increase, the general 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 and 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 90%.
- Recreation Center Memberships Number of Pass Holders – There was an increase of approximately 500 recreation center pass holders. However, the current total of approximately 2,000 pass holders is about half of the pass holders for this time period in 2009. There has been a steady decline in pass holders over the last past two years due, at least in part, to the implementation of the Parks and Recreation Revenue and Pricing Policy (see above). Additionally, reduced budget funding has resulted in a reduction in Recreation Center operational hours.
- Number of Courses Offered and Completed – There was a decrease in the number of courses offered this quarter and fewer courses were offered than in the summer of 2010. However, the number of courses was comparable with the summer of 2009 and 2008. The number of courses completed was slightly higher than last quarter and was comparable to the past three summers.
- Zoo Revenue and Admissions – Zoo admissions increased in the fourth quarter and there was a corresponding increase in revenue.

**Current Report:** (First and Second Quarter – July through December Fiscal Year 2012)

Note: The Parks and Recreation charts include spring 2012.

- Number of Registrants – The number of registrants for fall 2011 was slightly below fall 2010. Registrants for spring 2012 were fewer than spring 2011. Except for spikes in summer 2010 and 2011 there has been a downward trend since spring 2010. This 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 and 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 90%.

- Number of Courses Offered and Completed – There was a decrease in the number of courses offered in fall 2011 but the number was comparable to courses offered in fall 2009. Courses offered in spring 2012 have increased to near the level of courses in summer 2011. Courses completed significantly decreased in fall 2011. However, courses completed in spring 2012 increased almost back to the number of courses completed in summer 2011. The Parks and Recreation Department noted that cancellations occurred due to low enrollment, lack of instructors, and facility space issues.
- Zoo Revenue and Admissions – Zoo admissions significantly decreased in July through September with a corresponding decrease in revenue. However, there was a similar decrease for this period in 2010. Admissions and revenue increased in October through December and revenue was higher than the same time period in 2010.

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

**Issues Identified in Prior Report:** (Fourth Quarter – April through June Fiscal Year 2011)

- Level 2 - Critical Response – The average response time for the fourth quarter increased in May and June to between 10 and 11 minutes which is above the 10 minute target. This may be attributed to increases in travel time due to a shortage in sworn personnel.
- Level 4 - General Response – The average response time in May and June was approximately 80 minutes which exceeded the 60 minute target by 20 minutes. See the explanation stated above. September 2010 was the last time the average reached 80 minutes.

**Current Report:** (First and Second Quarters – July through December Fiscal Year 2012)

- Level 2 - Critical Response - The average response time decreased to at or below the 10 minute target for July and August then increased to approximately 11 minutes in September which exceeded the target by approximately 1 minute. From October through December the response time was between 10 and 11 minutes. This may be attributed to increases in travel time due to a shortage in sworn personnel.
- Level 4 - General Response – The average response time has been above the 60 minute target for the past six months and has ranged from approximately 80-95 minutes which exceeded the target by 20-35 minutes. In December the average response time was 90 minutes. There has been a relatively steady increase in response time since February 2011 when it was slightly below the 60 minute target. See the explanation stated above.

**Transportation Department: SunTran** (Attachment E)

**Issues Identified in Prior Report:** (Fourth Quarter – April through June Fiscal Year 2011)

Note: The Sun Tran charts include July and August.

- Cost/Revenue per Total Mile – The cost decreased in May and has continued to decline slightly through August.
- Cost/Revenue per Passenger - The cost decreased in May, increased slightly in June and July then decreased in August.

**Current Report:** (First Quarter – July through September Fiscal Year 2012)

- Cost/Revenue per Total Mile – The cost has remained relatively stable at approximately \$6.00 except for a spike to approximately \$7.00 in September.
- Cost/Revenue per Passenger - The cost fluctuated slightly between approximately \$2.50 and \$3.00 over the past six months and has been in this range for the past 15 months.

TO: Richard Miranda, City Manager  
SUBJECT: Collaborative Auditing - Quarterly Analysis Report  
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Attachments:

- A – List of Collaborative Auditing Charts
- B – Fire Department Fire Suppression Average Response Times
- C - Parks and Recreation Department Registrations, Courses, Zoo Revenue and Admissions
- D - Police Department Average Response Times Level 2 and Level 4
- E - Transportation Department – SunTran Cost/Revenue Per Total Mile and Per Passenger

- c: Independent Audit and Performance Commission
  - Kelly Gottschalk, Assistant City Manager/CFO
  - Andrew Quigley, Assistant City Manager
  - Liz Miller, Assistant City Manager
  - James Critchley, Fire Chief
  - Fred H. Gray, Jr., Parks and Recreation Department Director
  - Roberto A. Villaseñor, Chief of Police
  - Tony Paez, Interim Transportation Director – Sun Tran

## 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>

Fire 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](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)

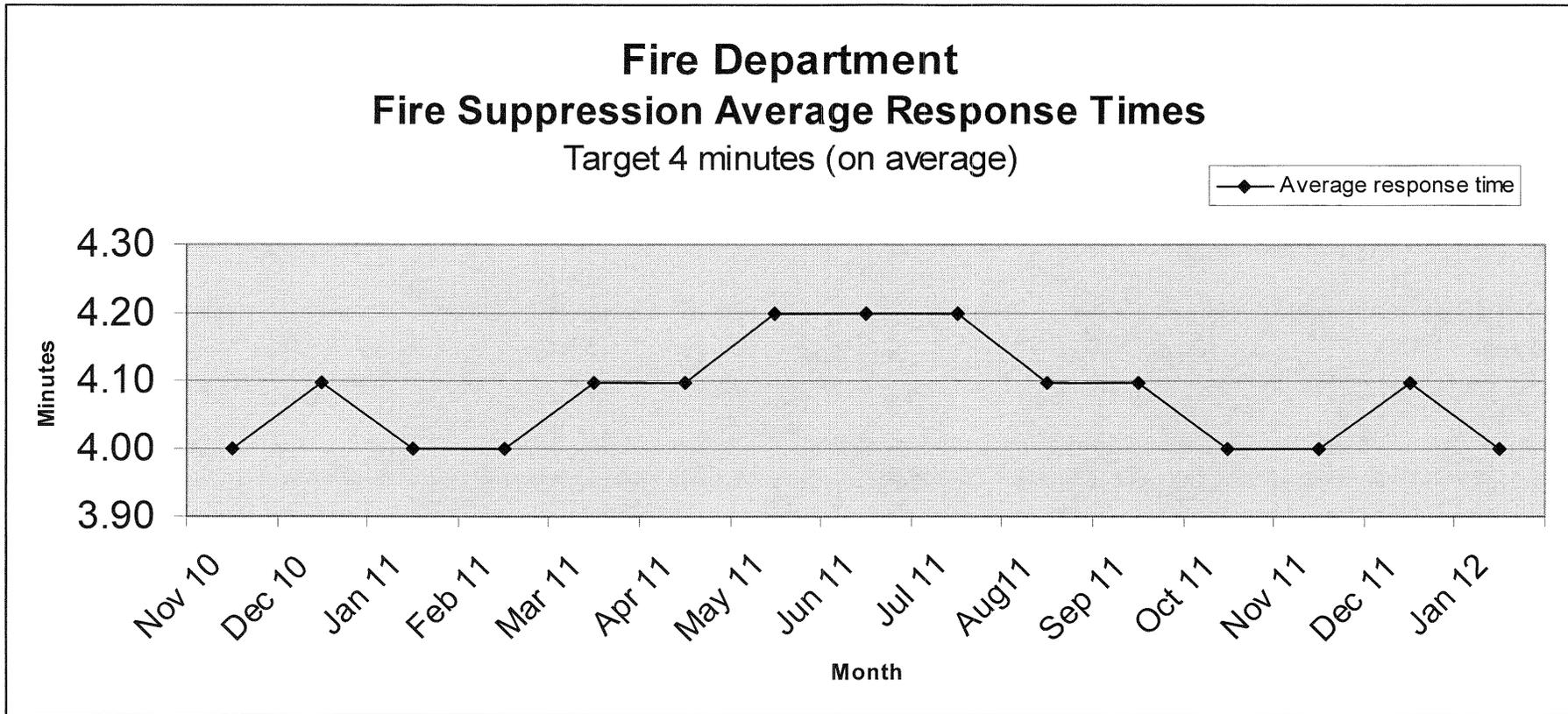
<http://cms3.tucsonaz.gov/sites/default/files/ca/tsrs.pdf>

Historical and Projected Funding Results

Demographic History

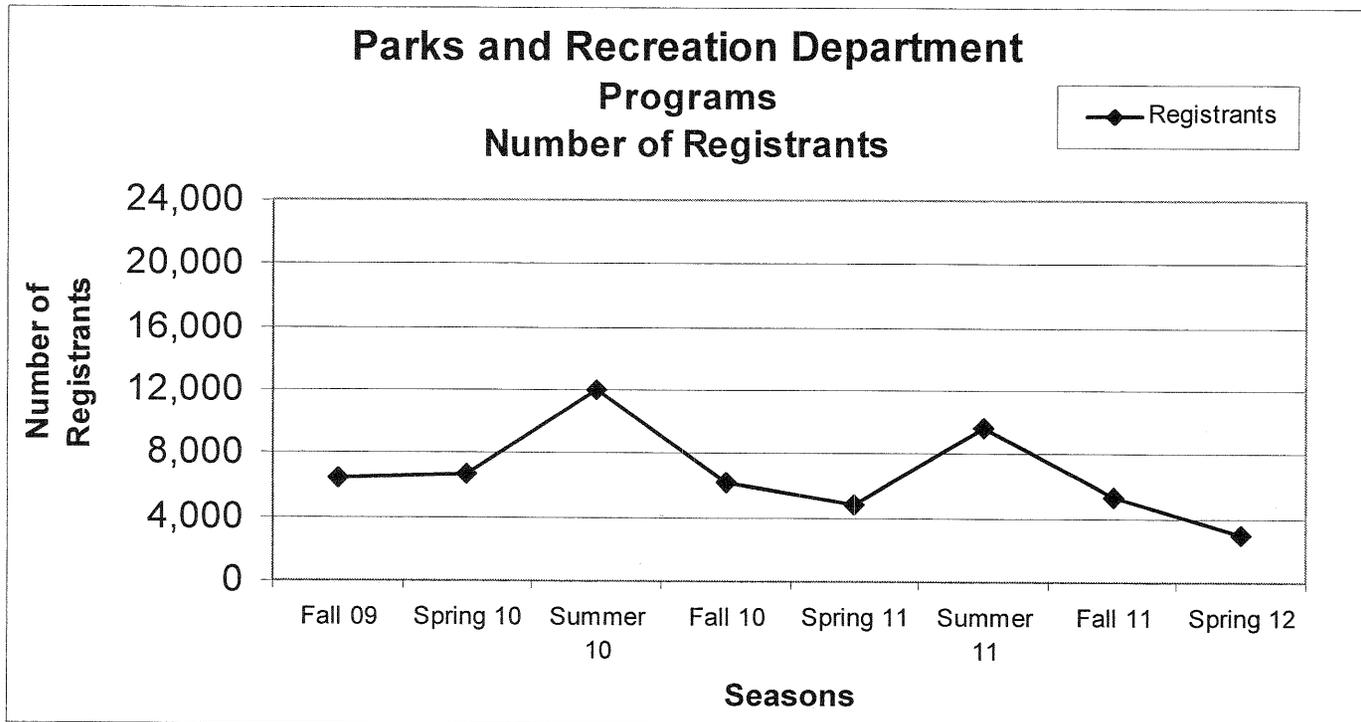
## Fire Department Fire Suppression Average Response Times

Target 4 minutes (on average)



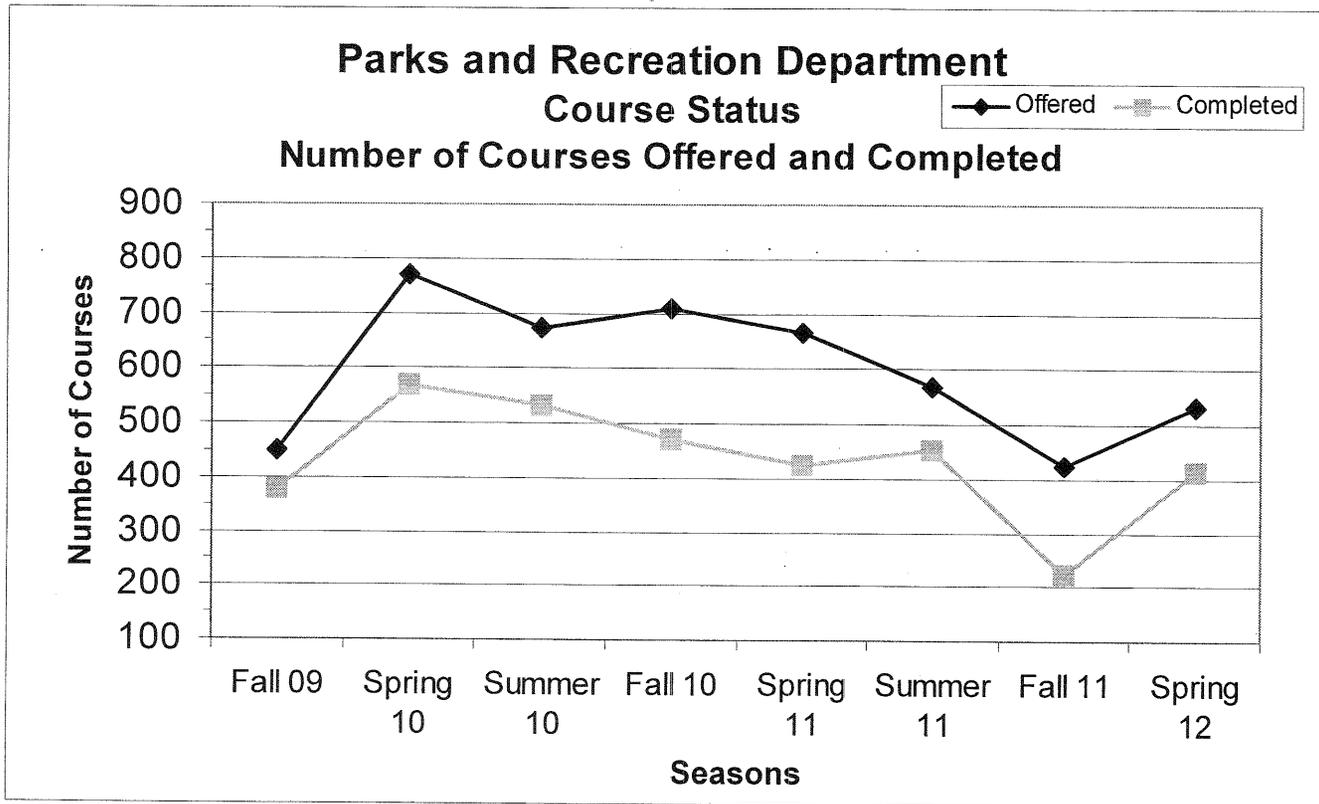
*Fire Response Target:* The target is based on a response that results in a minimum of twenty firefighters, including command staff, with the first unit arriving within 4 minutes of dispatch. The response time indicated is the average of all fire suppression responses that occurred during the month.

The fluctuation in response times may be a result of budgetary effects such as longer wait times at an understaffed and “furloughed” maintenance & supply section and a reduction in response force: January 2011 – Paramedic 21 and Alpha trucks 4 & 10 were decommissioned; June 2011 – Paramedic 20, Alpha 16 and Water tender 4 were decommissioned.

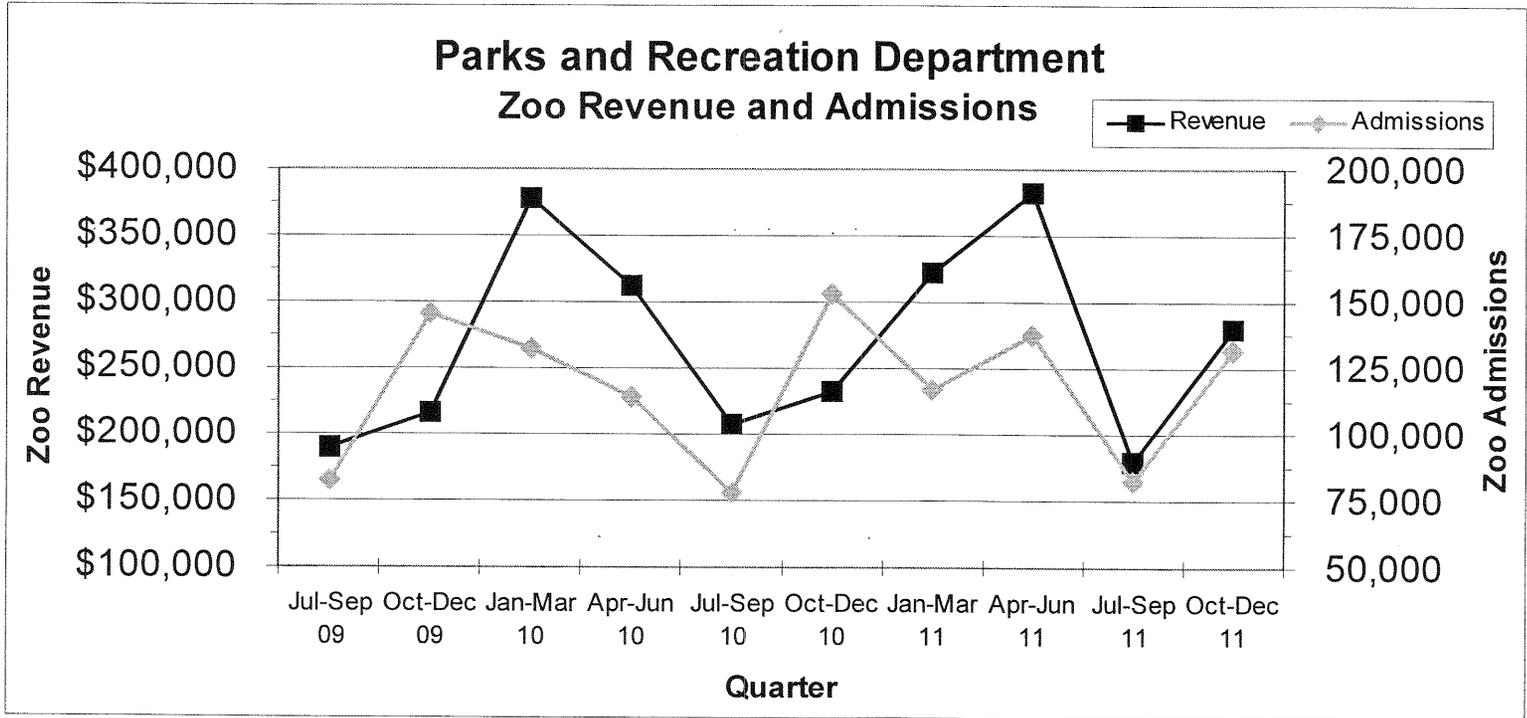


Note – “Programs” includes: Leisure Classes, Therapeutics, Adaptive Classes, Aquatics, Adaptive Aquatics, KIDCO, and Summer Swim Lessons. Registration sessions were combined from four sessions per year (Fall, Winter, Spring, Summer) into three sessions per year (Fall, Spring, Summer) in fiscal year 2009.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

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 and 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 90%.

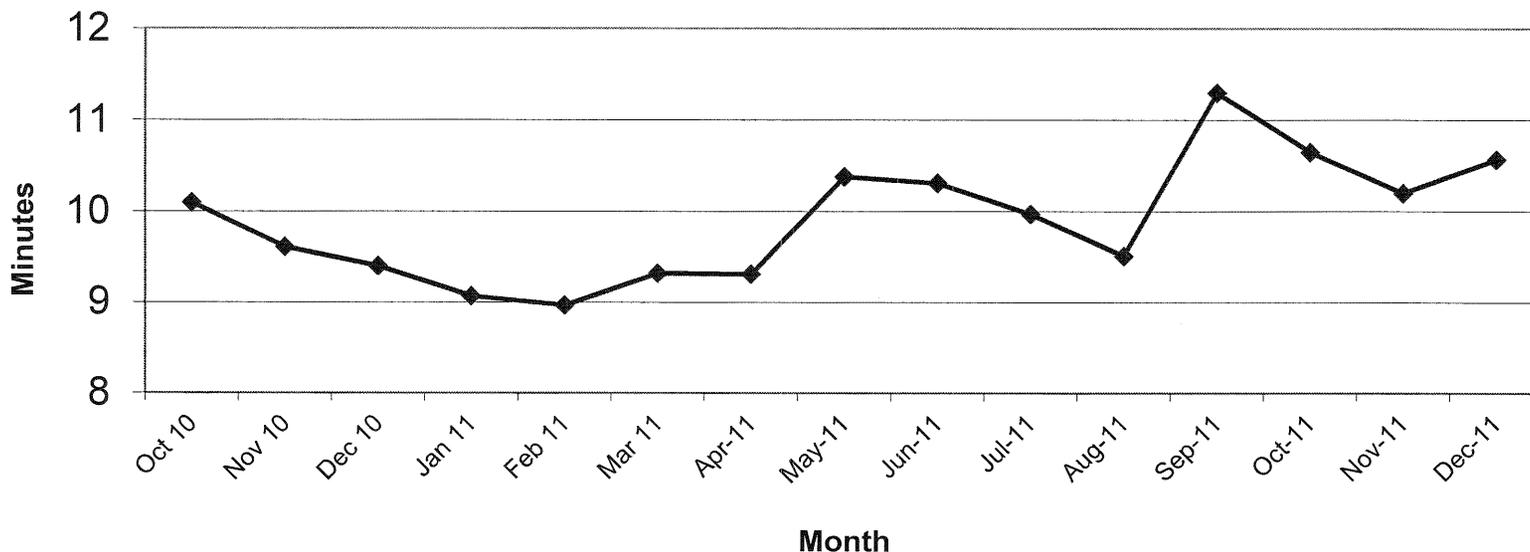


Note – Cancellations occurred due to low enrollment, lack of instructor, facility space issues, etc. Registration sessions were combined from four sessions per year (Fall, Winter, Spring, Summer) into three sessions per year (Fall, Spring, Summer) in fiscal year 2009. Therefore, there is no entry for Winter 09.



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

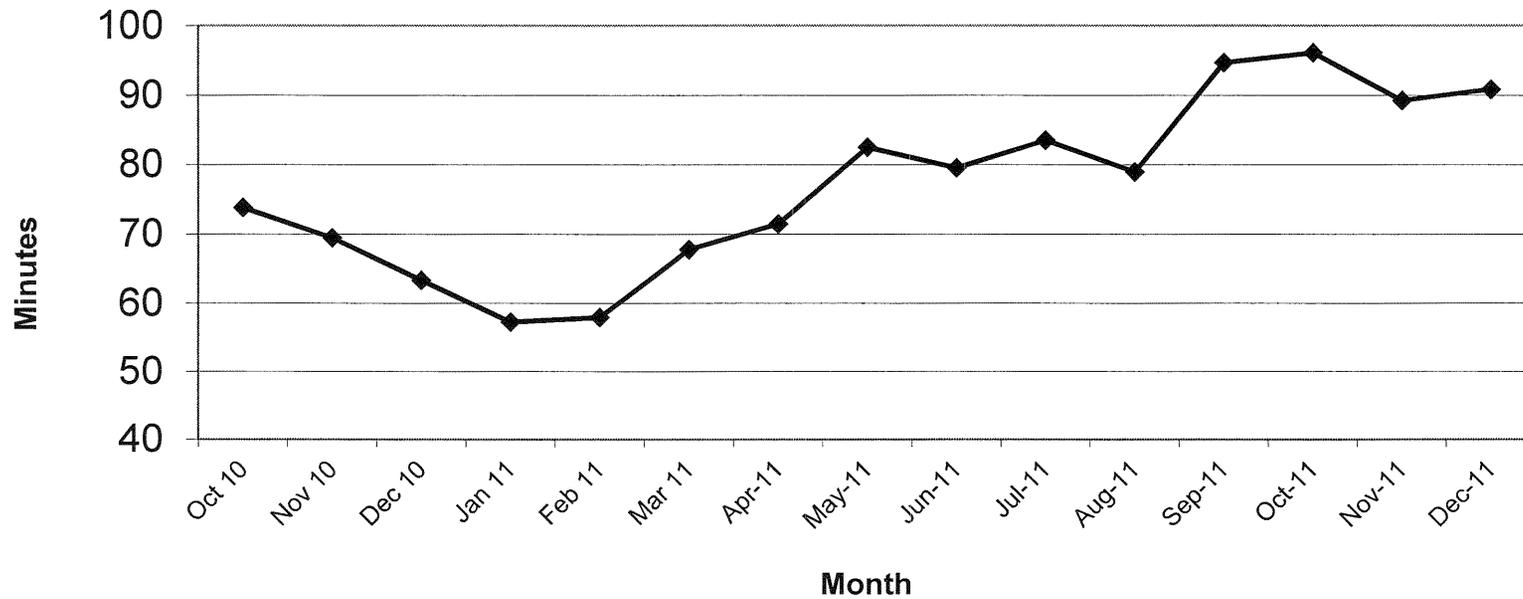
**Police Department  
Level 2 - Critical Response  
Average Response Times  
Target = 10 minutes (on average)**



**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.

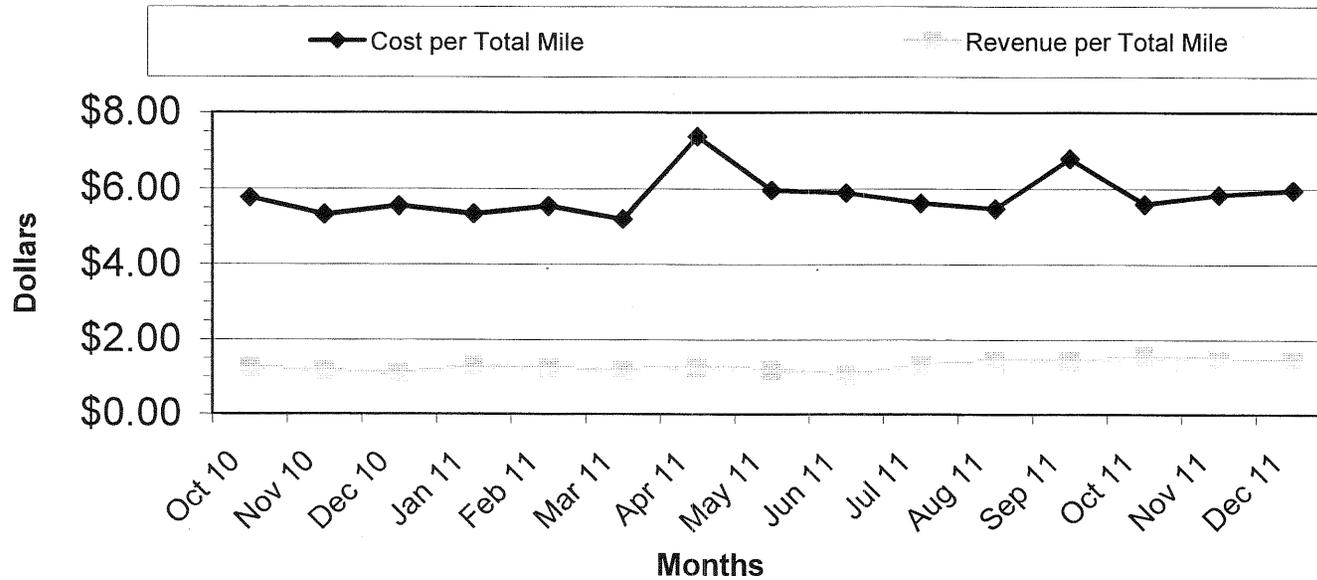
**Police Department  
Level 4 - General Response  
Average Response Times  
Target = 60 Minutes (on average)**



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

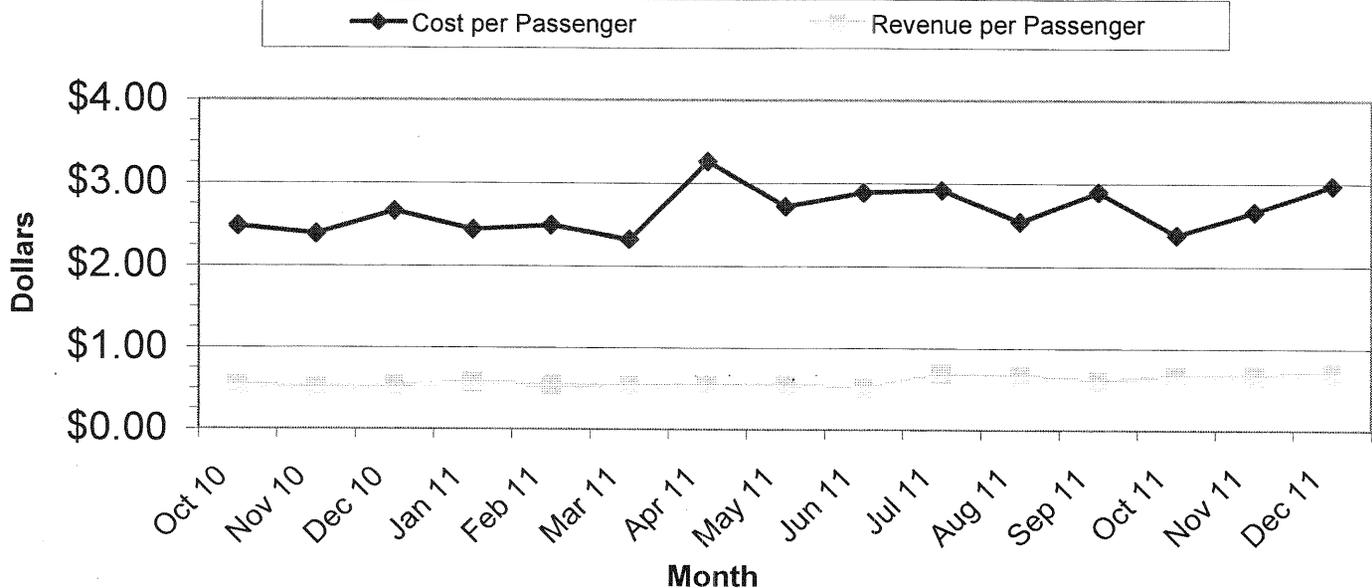
As a result of the continued shortage in sworn personnel, travel time to calls has increased as officers are now having to travel farther distances between calls.

### Transportation Department SunTran Cost/Revenue Per Total Mile



The increased cost per mile in April 2011 is attributed to the increase in chargeable liability claims.

### Transportation Department SunTran Cost/Revenue Per Passenger



The increased cost per passenger in April 2011 is attributed to the increase in chargeable liability claims.