

13-C-5019

First Reading

Committee _____
 Date _____
 Chair _____
 Referred To _____

FINAL COUNCIL ACTION
 2nd 1st & 2nd 3rd
Readings
 Consent V Vote RC Vote

A COMMUNICATION BY CITY AUDITOR
 LESLIE WARD SUBMITTING AN AUDIT
 REPORT REGARDING THE
 IMPLEMENTATION OF AUDIT
 RECOMMENDATIONS.

*Filed by full
 Council
 9/3/13*

Fin. / Executive
 Committee
 Date *8-29-13*
 Chair *Yelena A. Moore*
 Action
 Fav, Adv, Hold (see rev. side)
File
 Other
 Members
[Signature]

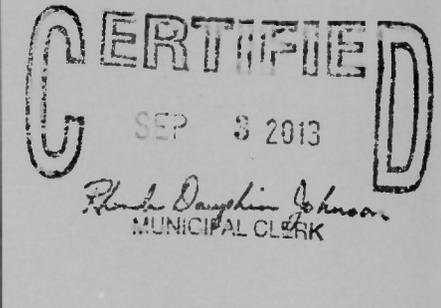
Committee
 Date
 Chair
 Action
 Fav, Adv, Hold (see rev. side)
 Other
 Members
 Refer To

Committee
 Date
 Chair
 Action
 Fav, Adv, Hold (see rev. side)
 Other
 Members
 Refer To

Committee
 Date
 Chair
 Action
 Fav, Adv, Hold (see rev. side)
 Other
 Members
 Refer To

- CONSENT REFER
- REGULAR REPORT REFER
- ADVERTISE & REFER
- 1ST ADOPT 2ND READ & REFER
- Communication* PERSONAL PAPER REFER

Date Referred: *August 19, 2013*
 Referred To: *Finance / Exec Committee*
 Date Referred:
 Referred To:
 Date Referred:
 Referred To:



MAYOR'S ACTION

RCS# 2986
9/03/13
2:14 PM

Atlanta City Council

13-C-5019

CITY AUDITOR SUBMITTING AUDIT REPORT
IMPLEMENTATION OF AUDIT RECOMMENDATIONS
FILE

YEAS: 12
NAYS: 0
ABSTENTIONS: 0
NOT VOTING: 3
EXCUSED: 0
ABSENT 1

Y Smith	Y Archibong	Y Moore	B Bond
NV Hall	Y Wan	Y Martin	NV Watson
Y Young	Y Shook	Y Bottoms	Y Willis
Y Winslow	Y Adrean	Y Sheperd	NV Mitchell



13-C-5019

CITY OF ATLANTA

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Ex-Officio: Mayor Kasim Reed

TO: Honorable Mayor and Members of the City Council
FROM: Leslie Ward 
DATE: July 23, 2013

SUBJECT: Implementation of Audit Recommendations

We undertook this audit to assess the extent to which city officials have taken timely, appropriate corrective action in response to audit findings and recommendations. The city charter requires my office to report on completed audits, major findings, management's corrective actions, and significant findings that have not been fully addressed.

We followed up on 28 recommendations made to the Atlanta Police Department, the Department of Public Works, Atlanta Municipal Court, the Department of Planning & Community Development, and the Department of Procurement in 12 audits:

- *Oracle Implementation: ERP Target Process Blueprint* (September 2005)
- *Payroll Tax Compliance* (April 2006)
- *Oracle Implementation: HRMS, Financial and Procurement Applications Round 3* (July 2006)
- *Hartsfield-Jackson Development Program* (June 2007)
- *Police Computer Aided Dispatch Data Reliability* (April 2008)
- *Police Department Sworn Staffing* (July 2008)
- *Office of Fleet Services* (December 2008)
- *Police Patrol Officer Availability* (April 2009)
- *Aviation Grants Management - Federal Recovery Act* (June 2010)
- *Office of Code Compliance* (June 2010)
- *Municipal Court Operations* (March 2011)
- *Department of Public Works Regulation of Utility Street Cuts* (April 2011)

The recommendations range from two to eight years old. Management agreed with 22 of the recommendations, partially agreed with one, and disagreed with one. Management provided no response for the remaining four recommendations.

We conducted this audit in accordance with generally accepted government auditing standards. Our audit methods included:

- obtaining management’s assessment of whether each recommendation has been implemented, partially implemented, or not implemented
- reviewing managements’ responses and data submissions to understand how management addressed each audit recommendation
- reviewing prior audit work relevant to particular recommendations
- reviewing city code and contractual documents

City staff implemented 14 and partially implemented 7 of the 28 recommendations we followed up in this report. City staff has not implemented the remaining seven recommendations. We are closing one unimplemented recommendation and two partially implemented recommendations made to the police department because the combination of different efforts addresses staffing concerns. We are issuing a new recommendation to the Department of Watershed Management related to utility street cuts.

Exhibit 1. Summary of Followed-up Recommendations

	Open	Close	Total
Implemented	0	14	14
Partially Implemented	5	2	7
Not Implemented	6	1	7
Total	11	17	28

Generally accepted government auditing standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The Audit Committee has reviewed this report and is releasing it in accordance with Article 2, Chapter 6 of the City Charter. We appreciate the courtesy and cooperation of city staff throughout the audit. The team for this project was Damien Berahzer and Christopher Armstead.

Cc:

Atlanta Police Department Recommendations

Police staff has implemented seven and partially implemented two of the ten recommendations we followed up in this report, including four recommendations we originally made to the commissioner of Planning & Community Development. Since we released the *Office of Code Compliance* audit, the function shifted from the Department of Planning & Community Development to the Atlanta Police Department's Community Service Division. We are closing the one unimplemented and two partially implemented recommendations because the department performs a different type of workload analysis to support deployment decisions.

Report Title and Date	Recommendation	City Auditor Analysis	Implementation Status
<p>1</p> <p>Police Computer Aided Dispatch Data Reliability</p> <p>April 2008</p> <p>Management Agreed</p> <p>Expected Implementation Date: Immediately</p>	<p>The chief of police and chief information officer should work together to strengthen in-house expertise on their systems.</p>	<p>During the audit, we found the police department's expertise on the Computer Aided Dispatch (CAD) system was limited and the department over relied on the contractor, Northrop Grumman, to provide information about the system.</p> <p>Since the audit, the Department of Information Technology staffed the police communications center with four full-time employees. Two of those employees rotate at the center to learn from Northrop Grumman.</p>	<p>Implemented</p>
<p>2</p> <p>Police Department Sworn Staffing</p> <p>July 2008</p> <p>No response</p> <p>Expected Implementation Date: June 2008</p>	<p>The chief of police should use the workload analysis to make staffing decisions as required by police standard operating procedures.</p>	<p>In the audit, we found the police department did not use the staffing model developed by its planning and research unit. The department's standard operating procedures required use of the staffing model.</p> <p>During follow-up, we found the police department analyzes workload to aid in staffing decisions. The analysis includes calls for service, two-officer calls, traffic accidents, proportion of calls, proportion of crimes, and current staffing levels within the zones to determine appropriate levels of staffing.</p>	<p>Implemented</p>

	Report Title and Date	Recommendation	City Auditor Analysis	Implementation Status
3	<p>Police Department Sworn Staffing</p> <p>July 2008</p> <p>No Response</p> <p>Expected Implementation Date: June 2008</p>	<p>The chief of police should update the personnel database on a regular basis to reflect actual officer locations, including officers on temporary assignments.</p>	<p>During the audit, we identified inconsistencies within the police department's personnel database, which made it difficult to track officer deployment.</p> <p>During follow-up, we compared the officers' schedules for each shift in two zones to the personnel lists provided by the department's police operations division. We noted no inconsistencies.</p>	<p>Implemented</p>
4	<p>Police Department Sworn Staffing</p> <p>July 2008</p> <p>No Response</p> <p>Expected Implementation Date: Fiscal Year 2009</p>	<p>The chief of police should link budgeted cost centers to actual activities to identify where vacancies are and what areas may be underserved.</p>	<p>In the audit, we recommended that budgeted personnel strength be tied to organizational units. This action would allow the department to know where its vacancies exist and assess underserved functions.</p> <p>The police department still does not budget officers by zones. Department staff told us doing so would be cumbersome and hinder the department's ability to transfer officers from zone to zone on an as needed basis. Instead the department tracks officer vacancies by position. The department also analyzes workload and reassigns officers to zones based on need.</p>	<p>Not Implemented</p> <p>Closed</p> <p>The department tracks officer vacancies by position and reassigns officers to zones based on workload analysis.</p>
5	<p>Police Patrol Officer Availability</p> <p>April 2009</p> <p>Management Agreed</p> <p>Expected Implementation Date: None Provided</p>	<p>The police department should regularly measure and report on blackout and uncommitted time, in each zone and for the department as a whole, and use these measures as tools to strategically deploy patrol resources.</p>	<p>In the audit, we introduced blackout and uncommitted times as measurements useful for supporting the deployment of resources.</p> <p>Since the audit the department measures and reports blackout time on a weekly basis for each zone and citywide. Zone commanders receive the reports and adjust resources accordingly. The police department does not measure uncommitted time.</p>	<p>Partially Implemented</p> <p>Closed</p> <p>Even though the department does not measure uncommitted times, they use blackout time along with workload analysis to support deployment decisions.</p>

	Report Title and Date	Recommendation	City Auditor Analysis	Implementation Status
6	<p>Police Patrol Officer Availability</p> <p>April 2009</p> <p>Management Agreed</p> <p>Expected Implementation Date: None Provided</p>	<p>The police department should set a goal for the percentage of uncommitted time in each zone and consider uncommitted time as well as blackout in assigning resources.</p>	<p>In the audit, the police department lacked goals for the amount of time officers spend uncommitted. Our analysis showed uncommitted time varied from zone to zone.</p> <p>Currently, the department does not measure uncommitted time, but uses workload and blackout analysis to assign resources.</p>	<p>Partially Implemented</p> <p>Closed</p> <p>Even though the department does not measure uncommitted times, it measures blackout time analyzes workload to support deployment decisions.</p>
7	<p>Office of Code Compliance</p> <p>June 2010</p> <p>Management Agreed</p> <p>Expected Implementation Date: : 1st Quarter 2011</p>	<p>The commissioner should develop procedures on data collection and quality assurance to ensure data for assigning, prioritizing, tracking, and reporting on new complaints is complete and accurate.</p>	<p>During the audit, we found that the office lacked quality control measures leading to it publicly reporting data that overstated performance and misrepresented the makeup of complaints. Reports underestimated the time it took to complete first inspections, over counted the number of highly hazardous complaints, and over counted the number of complaints generated externally.</p> <p>Since the audit, the city has moved the office from the Department of Planning & Community Development to the Atlanta Police Department. The police department has standard operating procedures applicable to all staff members addressing quality assurance for recordkeeping, reporting and data entry. The department also evaluates inspectors and supervisors on their adherence to quality policies and procedures.</p>	<p>Implemented</p>
8	<p>Office of Code Compliance</p> <p>June 2010</p> <p>Management Agreed</p>	<p>The commissioner should develop measures and workload data that can be captured electronically in its normal work flows.</p>	<p>In the audit, we determined the Office of Code Compliance lacked workload and performance data to accurately assess its staffing needs.</p> <p>The Code Enforcement Section uses the</p>	<p>Implemented</p>

	Report Title and Date	Recommendation	City Auditor Analysis	Implementation Status
	Expected Implementation Date: 1 st Quarter 2011		Accela software to support its permitting function. The office identified 17 workload and performance metrics to include as part of the city's 311 implementation; the data exists in the system for 12 of metrics.	
9	<p>Office of Code Compliance</p> <p>June 2010</p> <p>Management Agreed</p> <p>Expected Implementation Date: 1st Quarter 2011</p>	The commissioner should organize the file room for historical cases and any paper files created for new cases.	<p>In the audit, the Office of Code Compliance had misplaced 21 of 35 files we requested. In addition, we noted the file room for historical cases was in disarray.</p> <p>Since the audit, the city has moved the office from the Department of Planning and Community Development to the Atlanta Police Department. During this follow-up, the office provided documentation for the six cases we selected. In addition, we examined the files room and noted historical cases were filed in order of street name.</p>	Implemented
10	<p>Office of Code Compliance</p> <p>June 2010</p> <p>Management Agreed</p> <p>Expected Implementation Date: 1st Quarter 2011</p>	The commissioner should develop job expectations for inspectors and supervisors that require inspectors to enter inspection results promptly and accurately.	<p>During the audit, we discovered inspectors omitted or delayed the entry of inspection data into Accela, which impaired data reliability.</p> <p>Since the audit, the city has moved the office from the Department of Planning and Community Development to the Atlanta Police Department. The police department has standard operating procedures applicable to all staff members addressing quality assurance for recordkeeping, reporting and data entry. Additionally, the department developed performance evaluations for inspectors and supervisors.</p>	Implemented

Department of Public Works Recommendations

The Department of Public Works staff implemented three and partially implemented three of the seven recommendations we followed up in this report. The Department of Public Works is unable to fully implement one recommendation without the cooperation of the Department of Watershed Management. We are issuing a new recommendation to watershed management to properly distribute accountability. Public Works staff acknowledged not implementing one of the recommendations.

	Report Title and Date	Recommendation	City Auditor Analysis	Implementation Status
1	<p>Department of Public Works Regulation of Utility Street Cuts</p> <p>April 2011</p> <p>Management Agreed</p> <p>Expected Implementation Date: January 2012</p>	<p>The commissioner of public works should consolidate the permitting function to help coordinate regulatory activity.</p>	<p>In the audit, we found a fragmented permitting structure and inspection responsibilities complicated tracking and record-keeping. In addition, separate permit application processes for franchised utilities and other qualified contractors resulted in the department keeping records in different locations and in different formats. Two sections within the department issued permits for utility street cuts.</p> <p>Public Works consolidated all aspects of the permitting function for franchise utility companies and qualified contractors under the Transportation Engineering Section.</p>	<p>Implemented</p>
2	<p>Department of Public Works Regulation of Utility Street Cuts</p> <p>April 2011</p> <p>Management Agreed</p> <p>Expected Implementation Date: May 2011</p>	<p>The commissioner of public works should develop detailed policies and procedures that explain the permitting, inspection and recordkeeping requirements for excavation in the public right-of-way. The procedures should:</p> <ul style="list-style-type: none"> -clarify employees' responsibilities for processing permits -clarify permit requirements to ensure that street cut activity is permitted -provide standard guidelines for conducting preliminary, interim, post-closure and warranty inspections -describe a process for complete and easily 	<p>During the audit, we determined a lack of written policies and procedures contributed to difficulties with tracking and recordkeeping of utility streets cuts.</p> <p>The department developed policies and procedures, which address:</p> <ul style="list-style-type: none"> -permit requirements to ensure that street cut activity is permitted -standard guidelines for conducting preliminary, interim, post-closure and warranty inspections -a process for complete and easily accessible recordkeeping 	<p>Partially Implemented</p>

	Report Title and Date	Recommendation	City Auditor Analysis	Implementation Status
		accessible recordkeeping, including copies of permit applications, permits, inspection results, and the location of metal plates	The policies and procedures lack clarity when describing employees' responsibilities for processing permits.	
3	<p>Department of Public Works Regulation of Utility Street Cuts</p> <p>April 2011</p> <p>Management Agreed</p> <p>Expected Implementation Date: Immediately</p>	The commissioner of public works should re-prioritize the inspectors' workloads to ensure that they are able to complete all required inspections.	<p>In the audit, inspectors completed few, if any, interim inspections for permits issued because the department prioritized requests for service over inspections of permitted utility work.</p> <p>During this follow-up, we performed an unannounced on-site review of five closed cases we haphazardly selected. All cases contained preliminary, interim and closeout inspections.</p>	Implemented
4	<p>Department of Public Works Regulation of Utility Street Cuts</p> <p>April 2011</p> <p>Management Agreed</p> <p>Expected Implementation Date: October 2011</p>	The commissioner of public works should use all available options, including requiring insurance and bonding, to enforce the right-of-way ordinance.	<p>In the audit, the department failed to provide insurance and bonding documents for many of the franchise utility companies performing work within the public right-of-way as required by city code.</p> <p>During this follow-up, we requested insurance and bonding documentation for 11 telecom and 1 utility company. The Department of Public Works and risk management supplied insurance and bonding documents for the 11 telecom companies selected. However neither public works nor risk management could locate bond documents for Georgia Power, the fourth highest in street cut permits issued during the original audit.</p>	Partially Implemented

	Report Title and Date	Recommendation	City Auditor Analysis	Implementation Status
5	<p>Department of Public Works Regulation of Utility Street Cuts</p> <p>April 2011</p> <p>Management Agreed</p> <p>Expected Implementation Date: October 2011</p>	<p>The commissioner of public works should ensure all utility street cuts made by the Department of Watershed Management are permitted and inspected as required by city code.</p>	<p>In the audit, we found that the Department of Watershed Management and its contractors performed excavation work in the right-of-way without requesting permits from the Department of Public Works.</p> <p>Currently, the Department of Public Works receives applications and issues permits and inspects excavation work performed by watershed management's contractors. For in-house or emergency repairs, public works monitors watershed management's Hansen work order database and issues permits for metal plates laid by watershed management. Watershed management still does not apply for permits for all of its street cuts and public works cannot verify the completeness of records in the Hansen system. City code requires everyone to apply for permits even in the case of emergency repairs.</p>	<p>Partially Implemented</p> <p>As public works has taken measures to permit watershed management's work and has no controlling authority over the department, we issued a new recommendation to the Department of Watershed Management. See recommendation section below.</p>
6	<p>Office of Fleet Services</p> <p>December 2008</p> <p>Management Agreed</p> <p>Expected Implementation Date: January 30, 2009</p>	<p>The director of fleet services should enter into formal service level agreements with each department it serves to promote service accountability. The agreements should outline the responsibilities of each party, cost and service expectations, and how performance will be measured. The agreements should stipulate that the department receive receipts of work performed, and have an opportunity to review charges before being posted to their accounts. The agreements should be understood and acknowledged by the appropriate personnel in order to be effective.</p>	<p>In the audit, public works executed a service level agreement with only the Department of Parks and Recreation.</p> <p>The department acknowledged it has yet to implement this recommendation, but states that it is in the process of developing a service level agreement between the Office of Fleet Services and the other units of Department of Public Works.</p>	<p>Not Implemented</p>