

Office of Internal Audit

Post-Audit Review 22-02: 311 Center

July 2023

City Auditor

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OFFICE OF INTERNAL AUDIT

Stan Sewell, City Auditor

July 10, 2023

To: Mayor Tim Kelly
City Council Members

Subject: Post-Audit Review of 311 Center (Report #22-02)

Dear Mayor Kelly and City Council Members:

Attached is a summary report on the status of audit recommendations in our 2022 311 Center report. The purpose of this report is to confirm whether, and to what degree, management has implemented the recommendations made in the original audit.

The original audit concluded:

1. Written policies need to be organized and updated;
2. The close-out process needs to be enhanced to ensure staff do not close out service requests before they are completed;
3. Public service announcements should be expanded using social media to raise awareness about City services available through 311;
4. The call-back option should continue to be implemented and promoted; and,
5. The incoming call volumes should be continuously monitored to schedule staff.

The audit had five recommendations to improve efficiency and effectiveness of the 311 Center. At the time of this Post-Audit Review, one recommendation was not implemented and four were implemented. Recommendations not implemented are herein reported to the Audit Committee for follow-up, as appropriate.

This Post-Audit Review consisted principally of inquiries of City personnel and examinations of various supporting documentation. It was substantially less in scope than an audit in accordance with generally accepted government auditing standards. The evidence obtained provided a reasonable basis for our conclusions; however, had an audit been performed, other matters might have come to our attention that would have been reported to you and our conclusions may have been modified.

Sincerely,

Stan Sewell, CPA, CGFM, CFE
City Auditor

Attachment

cc: Audit Committee Members
Jermaine Freeman, Chief of Staff
Ryan Ewalt, Chief Operating Officer
Vickie Haley, Chief Financial Officer
Julia Bursch, Deputy Chief Operating Officer
Tim Moreland, Administrator, Department of
Innovation, Delivery and Performance
Derek Frizzell, Director of 311 Operations
Tyson Morris, Chief Information Technology Officer
Jim Arnette, TN Local Government Audit

RECOMMENDATION NOT IMPLEMENTED (1)

Recommendation	Actions Taken
2 We recommended the 311 Center review and enhance their close-out process to ensure incomplete service requests are not closed out before they are fulfilled. The ability to fully implement this recommendation will be contingent on Department of Public Works taking appropriate actions to ensure staff do not close out service requests prematurely.	311 is in the process of a Request for Proposal (RFP) for a new Customer Relationship Management (CRM) system to replace Accela/Public Stuff System. At this time, this is a limitation with the Accela/Public Stuff System. They hope to implement the new CRM early 2024.

RECOMMENDATIONS FULLY IMPLEMENTED (4)

Recommendation	Actions Taken
1 We recommended the 311 Center organize and update written policies. The purpose of the policy is to establish accountability and controls for operating the 311 Center.	The 311 Center utilizes the City’s Employee Information Guide and the 311 Knowledge base “Notebook”. The "Notebook" has been updated and moved into a google document to be more user friendly. This was completed in the first quarter of 2023. The “Notebook” is a working document that is updated sometimes daily. Staff are updated by email and periodic meetings.
3 We recommended the 311 Center expand public service announcements using social media to raise public awareness about City services available through 311.	311 currently uses Facebook for its social media. They promote events, press releases, neighborhood association items and team 311.
4 We recommended the 311 Center continue to implement and promote the call-back option, included in the new phone system, which gives the customer the ability to select a call-back versus waiting on the phone. The auditee fully implemented this recommendation in July 2022 when they installed the new phone system.	The auditee fully implemented this recommendation prior to issuance of our audit report.

5 We recommended the 311 Center continuously review the incoming call volumes and implement staff schedules accordingly. A plan that includes the increased use of part-time staff should be developed. Conversion of some full-time positions to part-time through attrition over time may be beneficial.

Monitoring incoming call volume is a continuous task. This is monitored all day every day and adjustments are made to lunch, PTO, etc. when possible. They currently have two part-time staff and have set up guidelines for support staff to work the phones during higher call volume times and days. They will continue to monitor this going forward.

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