

# **CITY AUDITOR'S OFFICE**



## **AUDIT OF NEIGHBORHOOD SERVICES RAPID RESPONSE TEAM**

**Report No. CAO 1802-0910-03**

**September 04, 2009**

**RADFORD K. SNELDING, CPA, CIA, CFE**

**CITY AUDITOR**

## TABLE OF CONTENTS

<b>BACKGROUND .....</b>	<b>1</b>
<b>OBJECTIVE .....</b>	<b>1</b>
<b>SCOPE AND METHODOLOGY .....</b>	<b>2</b>
<b>CONCLUSIONS, FINDINGS AND RECOMMENDATIONS.....</b>	<b>2</b>
<b>1. Service Request Data Entry Process.....</b>	<b>4</b>
<b>2. Hansen Resolution Codes.....</b>	<b>5</b>
<b>3. Unresolved Service Requests .....</b>	<b>7</b>
<b>4. Service Request Completion Dates .....</b>	<b>8</b>
<b>5. Effectiveness of the Service Request Process .....</b>	<b>9</b>
<b>6. Invoices for Services .....</b>	<b>10</b>
<b>7. Account Receivables .....</b>	<b>11</b>
<b>8. Fixed Assets .....</b>	<b>12</b>
<b>9. Hansen Inquiry-Only Access Groups .....</b>	<b>13</b>
<b>MANAGEMENT RESPONSE .....</b>	<b>15</b>

**AUDIT OF NEIGHBORHOOD SERVICES  
RAPID RESPONSE TEAM  
CAO 1802-0910-03**

**BACKGROUND**

The Neighborhood Services Rapid Response Team (RRT) was created in February 1996 to address citizen complaints relating to immediate life safety issues. Over the years, their responsibilities have been expanded and the team is now responsible for:

- Right-of-way obstruction removals (shopping carts, basketball stands/hoops on public sidewalks, appliances, news racks, trash and debris)
- Graffiti abatement
- Illegal sign removals
- Draining stagnant swimming pools
- Human waste and odor removal
- Nuisance and hazard complaint response
- Mitigating immediate hazards related to vacant lots

Various methods are used to schedule and document work performed by RRT. Work is entered into the customer service request application within the Hansen computer system (Hansen) and assigned unique customer service request (service request) numbers. Service requests are initiated by the following methods:

- Web based citizen inquiries that are automatically assigned a Hansen service request number,
- Telephone based citizen inquiries for which office staff members create new service requests,
- City employee requests initiated by e-mail,
- In-house directed work, and
- RRT staff member self directed work documented on daily work logs.

RRT includes a supervisor, crew leader, six painters and nine maintenance workers. Service requests are assigned to team members based upon geographical areas or staff availability.

**OBJECTIVE**

The audit objectives were to ensure that:

- The service request process is consistent, timely, and provides for accurate information.
- Management controls over invoicing are adequate.
- Management controls over safeguarding assets are adequate.
- Neighborhood Services Hansen Access Groups with the ability to change data include only current City employees and the permission rights for inquiry-only access groups are appropriate.

## SCOPE AND METHODOLOGY

The scope of the audit was limited to the period of July 2008 through January 2009.

The scope of our work on internal control was limited to the controls within the context of the audit objectives and the scope of the audit.

Our audit methodology included:

- Research of applicable guidelines,
- Interviews of City personnel,
- Observations of work processes, and
- Analysis and detail testing of available data.

We conducted this performance audit in accordance with generally accepted government auditing standards except for the requirement for an external peer review every three years. Those 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 exception to full compliance is because the City Auditor's Office has not yet undergone an external peer review. However, this exception has no affect on the audit or the assurances provided.

## CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

We identified the following issues during the completion of the Audit of Neighborhood Services Rapid Response Team, as follows:

- The service request process is not consistent, and timely, and does not provides accurate information:
  - ***Service request data entry process (Finding #1):*** Inconsistent methods are used to enter service request data into Hansen.
  - ***Hansen system resolution codes (Finding #2):*** Correct Hansen resolution codes are not always used.
  - ***Unresolved service requests (Finding #3):*** Procedures are not in place to timely follow-up on open service requests.
  - ***Service request completion dates (Finding #4):*** Procedures are not in place to ensure correct completion dates are entered into Hansen.
  - ***Effectiveness of the service request process (Finding #5):*** The current service request data input process is very time consuming.
- Management controls over the invoicing process are inadequate:

Audit Neighborhood Services  
Rapid Response Team  
CAO 1802-0910-003  
September 04, 2009

- ***Invoices for services (Finding #6):*** Procedures are not in place to ensure all services are invoiced.
- ***Account receivables (Finding #7):*** A high percentage of invoices remain outstanding over 60 days.
- ***Fixed assets (Finding #8):*** A trailer mounted boom purchased in May 2008 was never capitalized, issued a City property tag, or included in the fiscal year 2010 property inventory.
- ***Hansen inquiry only access groups (Finding #9):*** Hansen inquiry-only access groups have permission rights that allow users to change data.

Further information is contained in the sections below.

## 1. Service Request Data Entry Process

### Criteria

Procedures by which data is entered into Hansen must be consistent to ensure that data accurately reflects the work performed by team members.

### Condition

As noted above in the Background section, various methods are used to schedule and document work performed by RRT. Once work has been completed, RRT staff members indicate on paper documentation the date and amount of work completed. The results noted are then entered into Hansen by office staff. Each individual work item is entered as a service request to be included in overall statistics. For example, if RRT staff members indicate on their paperwork that five graffiti tags were painted; a total of five service requests are entered into Hansen.

Paper documentation is destroyed once the results are entered into Hansen. Audit requested that the paper documentation be maintained to complete detail testing procedures. A random sample of the available types of documentation for the period of July 2008 through January 2009 were reviewed and compared to Hansen. This analysis showed that inconsistencies resulted from differences in how data is entered into Hansen, as follows:

- When replicating service requests in Hansen, office staff are inconsistent in which date they use (initial request date versus completion date) for recording the initial call date.
- When work is completed as the result of e-mail requests, office staff is inconsistent in which date they use (e-mail date versus work completion date) for recording the initial call date.
- Service requests often relate to multiple graffiti tags, vagrant camps, signs or shopping carts. Office staff is inconsistent in how they identify these service requests in Hansen (one service request versus multiple services requests).

Additional analysis was completed relating to specific service requests for vagrant camps, signs, and shopping carts to ascertain how the different methods used to enter data into Hansen impacted the overall statistics. Department generated monthly statistical information was reviewed and compared to Hansen. The results of this analysis are as follows:

- ***Vagrant camps:*** Monthly statistics for the period of July 2008 through January 2009 showed 316 vagrant camps were cleaned. Hansen data queries identified 23 service requests that indicated in the comment field that 1,035 vagrant camps were cleaned.

- **Signs:** Monthly statistics for July and December 2008 showed 409 signs were removed. Hansen data queries and review of Hansen data screens indicated 564 signs were removed during these two months.
- **Shopping Carts:** Monthly statistics for the period of July 2008 through January 2009 showed 245 shopping carts were removed. Hansen queries and a review of Hansen data screens indicated 471 shopping carts were removed.

### **Cause**

- A formal written desk procedures manual describing data entry protocol has not been established.
- When replicating service requests, it is easy to be side tracked and forget what was already entered in Hansen.

### **Effect**

Inconsistencies in how service requests are entered into Hansen results in inaccuracies in reported statistics relating to the total number of completed work items.

### **Recommendation**

Neighborhood Services management should create, document, and implement a formal standard protocol for entering service requests into Hansen to ensure consistency and uniformity in data entry. Staff should be provided instruction on the implemented policies and procedures as well as a copy of the protocol.

## **2. Hansen Resolution Codes**

### **Criteria**

Procedures by which data is entered into Hansen must be consistent to ensure the accuracy of the status of the work performed by team members.

### **Condition**

The Hansen service request function includes a field called RESCODE that allows users to document how service requests have been resolved. The codes available for use are as follows:

<u>Code</u>	<u>Description</u>
CNDP	Could not duplicate problem
COMP	Complete
NPF	No problem found
REFER	Referred
UTP	Unable to process
WORKS	Working at this time

Hansen queries for the period of July 2008 through January 2009 were completed and analyzed to ascertain whether the resolution codes were used correctly. The analysis showed the following issues with the use of these codes:

- At times, the CNDP code was used. An office staff member indicated that this is not a valid code for RRT use.
- The NPF code was incorrectly used when the comment field indicated the work had been completed or referred to Code Enforcement. An office staff member indicated that referrals to Code Enforcement should use the REFER code.
- The REFER code was incorrectly used when work was referred to other jurisdictions. An office staff member indicated that the UTP is the correct code to use when referrals are made to other jurisdictions.
- The UTP code was incorrectly used instead of COMP when the comment field indicated that a shopping cart or graffiti was removed.
- The COMP code was incorrectly used when the comment field indicated:
  - nothing was found,
  - the work had previously been completed,
  - the work was referred to Code Enforcement, and
  - the work was referred to another jurisdiction.

### **Cause**

Formal written desk procedures describing data entry protocol have not been established.

### **Effect**

Incorrect RESCODE codes impact:

- the identification of follow-up procedures that need to be completed.
- statistical calculations used for performance measurements.

### **Recommendation**

Neighborhood Services management should create, document, and implement a formal standard protocol for entering service requests into Hansen to ensure consistency and

uniformity in data entry. Staff should be provided instruction of the implemented policies and procedures as well as a copy of the protocol.

### **3. Unresolved Service Requests**

#### **Criteria**

Computer system data entry procedures must be consistent to ensure that data entered into Hansen accurately reflects the status of the work performed by team members. Timely follow-up should be completed when service requests remain open over specified periods of time.

#### **Condition**

On February 20, 2009, we performed a query of Hansen data and identified 417 service requests for the period of July 2008 through January 2009 that did not have a resolution code or a completion date.

We subsequently completed additional analysis and found that for 414 of these service requests, the status had changed to COMP on either February 20 or February 23, 2009. The completion date used was the same date entered as the initial service request date.

Since the current practice is to destroy paper documentation once work is entered into Hansen, it would not have been feasible for the office staff members to ascertain if and when the work requested had been completed or the actual completion date.

#### **Cause**

Procedures are not in place to timely follow-up on open service requests.

#### **Effect**

- Work may have been overlooked and not completed.
- Redundant time may be required when RRT staff members follow-up on open service requests that have not been timely closed in Hansen.
- Monthly statistical reports would not include service requests that are not closed in Hansen.
- Owners of record may not be invoiced for work completed such as draining swimming pools.

## **Recommendation**

Neighborhood Services management should develop and implement procedures to periodically run Hansen queries to identify open service requests, have staff perform timely follow-up, and once it is determined that the work has been completed, close the service requests.

## **4. Service Request Completion Dates**

### **Criteria**

Dates used to represent when work was completed should be correctly entered into Hansen.

### **Condition**

Hansen data queries for the period of July 2008 through January 2009 showed that at times incorrect dates were entered into Hansen as the service request completion date. For example, some of the incorrect dates entered into Hansen were July 1980 instead of July 2008 and December 2009 instead of December 2008.

### **Cause**

Hansen does not have system edits that would prevent users from entering incorrect dates.

### **Effect**

Neighborhood Services Strategic Business Plan includes key results relating to resolving nuisance and graffiti complaints within three business days of receiving the complaint. Incorrectly entered completion dates would cause inaccuracies in the calculation used to determine response times.

### **Recommendation**

Neighborhood Services management should develop and implement procedures to determine whether unreasonable dates were entered into Hansen, research dates that appear to be unreasonable, and correct the dates in Hansen before calculating key statistical results relating to resolving nuisance and graffiti complaints within three business day of receiving the complaint.

## **5. Effectiveness of the Service Request Process**

### **Criteria**

Computer system data entry should provide an effective method to consistently, accurately, and timely enter data using limited employee time.

### **Condition**

Five office staff members were responsible for entering service request information into Hansen. On an annual basis, approximately 2,460 of 9,360 or 26 percent of their available hours were devoted to Hansen service request data entry. This equates to an annual cost of approximately \$83,500 for the salary, benefits, and longevity for these staff members.

An office staff member representation and a review of Hansen data showed that it takes approximately one and one half months from the completion date of the service request before data is entered into Hansen. Since there is a delay between when work is completed and when the results are entered into Hansen, office staff members manually count service request information and add it to queried results to obtain statistical information.

The amount of office staff time dedicated to entering service request information into Hansen is due to the following factors:

- As noted above in finding number one, each individual work item must be entered as a service request in Hansen to be included in overall statistics.
- Data is entered in five different Hansen screens to document the various elements of a service request.
- The original service request can be replicated to document multiple work items. This reduces but does not eliminate the number of Hansen screens required to be updated for each replicated service request.
- For sign removals, the advertiser's name and telephone number are entered into the service request. This information is not currently being used by Neighborhood Services.
- Frequently the comment field is used to provide redundant information such as a listing of the carts that were removed. Staff members also enter this information in another field.
- During calendar year 2008, department calculated statistics showed that 81,416 of the 86,699 (94 percent) service requests completed by the RRT were for graffiti removal. Staff members unnecessarily enter the phrase "graffiti removed" in the comment field.

### **Cause**

- The current structure of Hansen limits the ability to track work completed without generating multiple service requests.
- An evaluation of how data is entered into Hansen has not been completed to determine whether the process can be more efficient.

### **Effect**

The need to create a separate service request for each work item increases the amount of time staff members devote to data entry and reduces available time for other job functions.

### **Recommendation**

Neighborhood Services management should address the inefficiency identified with the data entry process.

## **6. Invoices for Services**

### **Criteria**

Procedures should be in place to ensure that owners are billed for services rendered.

### **Condition**

The owner of record is invoiced for certain services provided by RRT. Audit procedures for the period of July 2008 through January 2009 determined that at times the owner was not billed for these services, as follows:

- RRT drains swimming pools that pose a safety hazard and the registered owner is billed \$350 for the service. Hansen queries identified 100 service requests for draining swimming pools. Procedures were completed to determine whether the owner was billed for these services by verifying that charges were posted in Oracle (the City's financial reporting system). Audit procedures ascertained that the owner of record was not billed for 6 of 100 or 6 percent of the services.
- RRT picks up shopping carts that have been abandoned. The owner is billed either \$4.31 or \$8.63 for each shopping cart removed. The results of Hansen

queries found that the number of shopping carts collected per the service requests was greater than the amounts billed.

### **Cause**

Service requests are not always forwarded to the business specialist for invoicing.

### **Effect**

Owners are not always billed for completed services.

### **Recommendation**

Neighborhood Services management should develop procedures to ensure that all service requests are forwarded to the business specialist and all services are appropriately billed.

## **7. Account Receivables**

### **Criteria**

Procedures should be in place to ensure timely payment of amounts invoiced.

### **Condition**

Owners are billed for certain work performed by RRT. A review of a February 6, 2009 Invoice Summary showed outstanding invoices for work performed, as follows:

- ***Swimming pool draining:*** During the period of July 2008 and January 2009, invoices were processed for 94 swimming pools for a total of \$32,900. \$21,940 or 67% of this amount has been outstanding for more than 60 days.
- ***Abatements performed by RRT:*** During the period of October 22, 2008 and January 7 2009, \$4,930 was billed for abatement services provided by RRT. \$1,360 or 28% of this amount has been outstanding for more than 60 days.

Invoices that remain outstanding for greater than 120 days are turned over to a collection service. The collection service retains a portion of all amounts collected for their services.

### **Cause**

With the current economic conditions, many homes have been abandoned by the resident or foreclosed on by their financial institutions.

## **Effect**

The City is not receiving timely payment for services performed.

## **Recommendation**

Neighborhood Services management should determine whether it would be cost effective to place liens on properties for services performed by the Rapid Response Team.

## **8. Fixed Assets**

### **Criteria**

#### ***Fixed Asset Procedure***

##### ***Procedure***

##### ***Department/Division Representative***

1. *When preparing a Purchase Requisition, code machinery/equipment purchases for capitalized assets to Account Number 810800. Capitalized assets have a value of \$5,000 or more.*

##### ***Fixed Asset Analyst in the Accounting Operations Division***

1. *After the item has been received and payment issued by the Accounts Payable Section, issue a property identification number tag. Send the property tag and a copy of the invoice identifying the fixed asset to the Department/Division Representative.*

##### ***Department/Division Representative***

1. *Affix the tag to the machinery/equipment in a visible location for inventory and auditing purposes. Since tags placed behind or under an item usually are not visible or easily accessible, most tags are placed on the side of the items.*

2. *Complete the Fixed Asset Property form and return the form to the Fixed Asset Analyst within 10 calendar days of receipt of the tag.*

### **Condition**

RRT purchased a trailer mounted boom in May 2008 for approximately \$24,000. This equipment was never capitalized, issued a City property tag, or included in the fiscal year 2010 property inventory.

### **Cause**

The invoice for the trailer mounted boom was incorrectly coded to account number 630300 *Paint Supplies* and not to account number 810800 *Machinery and Equipment*.

### **Effect**

When equipment purchases are not capitalized, appropriate inventory monitoring controls are not implemented and fixed assets are understated.

### **Recommendation**

Neighborhood Services management should coordinate with the Fixed Asset Analyst in the Accounting Operations Division to capitalize the trailer mounted boom and obtain a City property tag. In addition, procedures should be developed to ensure that future capitalized equipment purchases are correctly coded, issued City property tags, and included in annual inventory monitoring procedures.

## **9. Hansen Inquiry-Only Access Groups**

### **Criteria**

#### ***Information Security Procedure IT134a.1***

#### ***Responsibility and Authority***

#### ***The Data Owner is responsible for:***

*Ensuring that only those individuals who have an operational need can access data. Each data owner must work closely with IT to manage systems and applications. The data owner will be responsible for the following:*

- c) Working with IT staff to ensure appropriate access roles and responsibilities are developed prior to the implementation of any application containing their data;*

Hansen gives data owners the ability to custom design user access groups to control user access permissions to ensure that only those individuals who have an operational need can access or change data.

### **Condition**

Neighborhood Services established Hansen user access groups that enable certain individuals to view data without being able to make changes, as represented by the following user access group descriptions:

Audit Neighborhood Services  
Rapid Response Team  
CAO 1802-0910-003  
September 04, 2009

*N-NS INQ ONLY: "Neighborhood Services inquiry only access for other NS department staff."*

*N-NS INQ 2: "Neighborhood Services Response inquiry only access for requesters outside of Department of NS."*

A review of Hansen access rights showed that individuals assigned these user access groups can add and update service requests and service request history logs.

### **Cause**

Lack of proper oversight of computer system access permission rights.

### **Effect**

Hansen access is granted based upon the needs of the users. When access group descriptions do not agree with the access permission rights granted, incorrect user access is granted.

### **Recommendation**

Neighborhood Services management should coordinate with Information Technology to modify the access permission rights for Hansen inquiry-only access groups to ensure that users do not have the ability to change data.

## **MANAGEMENT RESPONSE**

### **1. Service Request Data Entry Process**

#### **Recommendation**

Neighborhood Services management should create, document, and implement a formal standard protocol for entering service requests into Hansen to ensure consistency and uniformity in data entry. Staff should be provided instruction on the implemented policies and procedures as well as a copy of the protocol.

#### **Management Action Plan**

Service Request/Desk Procedures were created by the IT/CMO Program Office in December 2008. Training on the correct steps to create and update service requests was provided to all clerical staff in December 2008. Neighborhood Services has contacted the IT/CMO Program office and requested a complete comprehensive re-training for all clerical staff in areas of data entry procedures, coding and service request resolution. Training is anticipated to begin in mid-July 2009. In addition, management will be trained in order to conduct internal quality control reviews and ensure accuracy and consistency in data entry.

It is anticipated that the Department of Information Technologies (IT) will launch testing for the Rapid Response Team's mobile solution program application in mid to late July 2009 and go live in mid to late August 2009. According to IT, the Rapid Response Team's mobile solution program, Geo Mobile Results, will eliminate most if not all manually entered graffiti related service requests, therefore reducing data entry work load and ongoing inconsistencies in data entry. In the interim, the following measures will be implemented in order to streamline and correct data entry inefficiencies and inconsistencies.

#### **Management Training – September 2009**

Management will receive training from the Department of Information Technologies regarding the data entry process and internal/quality control reviews of work being performed.

#### **Clerical Staff Re-Training – September 2009**

Clerical staff will receive re-training from the Department of Information Technologies regarding desk procedures in order to ensure consistency in data entry.

## **Estimated Date of Completion**

Management Training – September 2009  
Clerical Re-Training – September 2009

## **2. Hansen Resolution Codes**

### **Recommendation**

Neighborhood Services management should create, document, and implement a formal standard protocol for entering service requests into Hansen to ensure consistency and uniformity in data entry. Staff should be provided instruction of the implemented policies and procedures as well as a copy of the protocol.

### **Management Action Plan**

Service Request/Desk Procedures were created by the IT/CMO Program Office in December 2008 which included resolution codes. Resolution Codes are used by the Enterprise and are not specific to solely Neighborhood Services. The Desk Procedures created for Neighborhood Services indicates service requests should be updated upon completion with the following codes only. Management and staff will be trained and re-trained in this area to ensure consistency in coding. During this time, IT will also be exploring eliminating staff access to resolution codes not specific to Neighborhood Services in order to reduce coding errors.

### **Resolution Codes for Rapid Response:**

<b>Resolution Code</b>	<b>Description</b>
<b>COMP</b>	Use when the work is completed
<b>NPF</b>	Use when RRT went out to do the work and no problem was found
<b>REFER</b>	Use for NSRR C.A.R.S. so that Council can review the work that is done.
<b>UTP</b>	Use when unable to process because it is out of NSRR jurisdiction (County, NDOT, NLV, etc).

## **Estimated Date of Completion**

Management and Clerical Training and Retraining- September 2009

### **3. Unresolved Service Requests**

#### **Recommendation**

Neighborhood Services management should develop and implement procedures to periodically run Hansen queries to identify open service requests, have staff perform timely follow-up, and once it is determined that the work has been completed, close the service requests.

#### **Management Action Plan**

Clerical staff will be re-trained in mid July 2009 in order to improve consistency in data entry procedures. In early July 2009, IT began training management to utilize the CLV Hansen Lookup web based application in order to conduct daily reviews and queries. This application will assist management by:

- identifying, addressing and resolving data entry concerns from the onset; and
- facilitating quality control standards for clerical staff; and
- determining if items are being resolved correctly and timely.

#### **Estimated Date of Completion**

Management Training – September 2009  
Clerical Re-Training –September 2009

### **4. Service Request Completion Dates**

#### **Recommendation**

Neighborhood Services management should develop and implement procedures to determine whether unreasonable dates were entered into Hansen, research dates that appear to be unreasonable, and correct the dates in Hansen before calculating key statistical results relating to resolving nuisance and graffiti complaints within three business day of receiving the complaint.

#### **Management Action Plan**

Clerical staff will be re-trained in mid July 2009 in order to improve consistency in data entry procedures. In early July 2009, IT began training management to utilize the CLV Hansen Lookup web based application. This quality control tool will be used to manage and eliminate service request completion date notation problems. In addition, since October 2008, management has utilized an internal review crystal report query to conduct

Audit Neighborhood Services  
Rapid Response Team  
CAO 1802-0910-003  
September 04, 2009

desk reviews of service requests entered with incorrect completion dates. This report is run on a daily basis and errors are corrected within 24 hours of error discovery.

**Estimated Date of Completion**

Clerical and Management Training and Re-Training –September 2009

## **5. Effectiveness of the Service Request Process**

### **Recommendation**

Neighborhood Services management should address the inefficiency identified with the data entry process.

### **Management Action Plan**

Many of the data entry inconsistencies and delay in entering data will be greatly reduced when GEO Results Mobile is implemented in Rapid Response within the next two months. Once implemented, IT has projected that there will be an 80 percent reduction in data entry. The software is currently being tested, although full implementation is contingent upon the vendor resolving software glitches. Rapid Response team members will be able to automatically receive service requests on their mobile devices and create and update service requests in the field.

The software has edit controls that prevent incorrect dates from being entered. The software also has the ability to create multiple service requests in a bulk fashion much quicker than the process in Hansen. The software can also be used by internal staff to create service requests in a more efficient automated fashion. Neighborhood Services will review the existing desk procedures; update them to incorporate the audit findings and schedule staff retraining to reduce these inconsistencies. Neighborhood Services has been meeting with IT/CMO Project staff to determine if other efficiencies can be incorporated into the service request process.

### **Estimated Date of Completion**

September 2009

## **6. Invoices for Service**

### **Recommendation**

Neighborhood Services management should develop procedures to ensure that all service requests are forwarded to the business specialist and all services are appropriately billed.

### **Management Action Plan**

Currently billable services provided by RRT are manually entered. We are working with IT/CMO project staff to automate this function.

Effective July 2009, Neighborhood Services has developed the following procedures to ensure services such as shopping carts, pool pumping and abatements are billed in a timely manner. The Rapid Response supervisor will be responsible for collected all billable service requests. These services requests will be handled by one clerical staff with another clerical staff person serving as a back up. The office staff will work with the business specialist to ensure all services are appropriately billed.

### **Estimated Date of Completion**

September 2009

## **7. Account Receivables**

### **Recommendation**

Neighborhood Services management should determine whether it would be cost effective to place liens on properties for services performed by the Rapid Response Team.

### **Management Action Plan**

Abatement costs are currently manually added on a case when work is performed by RRT. We are working with IT/CMO Project Staff to automate our systems to generate a fee and a bill. We are currently in the test phase and should have this complete shortly. This will ensure that all charges for services are billed. Charges that are billed, for RRT services such as pool pumping are typically billed to the property owner and if not paid are sent to collections. We are investigating the possibility of placing liens on properties that have not paid their bills in 90 days.

Audit Neighborhood Services  
Rapid Response Team  
CAO 1802-0910-003  
September 04, 2009

### **Estimated Date of Completion**

October 2009

## **8. Fixed Assets**

### **Recommendation**

Neighborhood Services management should coordinate with the Fixed Asset Analyst in the Accounting Operations Division to capitalize the trailer mounted boom and obtain a City property tag. In addition, procedures should be developed to ensure that future capitalized equipment purchases are correctly coded, issued City property tags, and included in annual inventory monitoring procedures.

### **Management Action Plan**

Neighborhood Response contacted Fleet and Transportation Services obtained the fixed asset tag. The Business Specialist will also be re-trained on purchasing and fixed asset procedures.

### **Estimated Date of Completion**

Fixed Asset Tag- Completed  
Retraining- September 2009

## **9. Hansen Inquiry-only Access Groups**

### **Recommendation**

Neighborhood Services management should coordinate with Information Technology to modify the access permission rights for Hansen inquiry-only access groups to ensure that users do not have the ability to change data.

### **Management Action Plan**

Staff is working with Joe Santilli to modify the access permission rights for Hansen. Staff is currently reviewing the access group lists to determine the appropriate access levels for employees within NSD and in other departments. Once a final determination has been made, staff will work with Joe Santilli to ensure the permissions are modified accordingly.

Audit Neighborhood Services  
Rapid Response Team  
CAO 1802-0910-003  
September 04, 2009

**Estimated Date of Completion**

August 2009