CITY OF ATLANTA
City Auditor's Office
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October 2024

Performance Audit:

ATL311

Why We Did This Audit

The city implemented ATL311 in 2014 to function as the primary phone number for government information and non-emergency services. We undertook this audit to assess the effectiveness of operations, including staffing and scheduling.

What We Recommended

To enhance call center operations and improve the customer experience, the customer service commissioner should:

- at least annually review workload requirements to determine the optimal number of staff
- enforce human resources exit policy and ensure separated staff return equipment within one business day
- implement accessibility methods to ensure employees and the public with differing accessibility needs have equitable access to information
- offer translated communications for various sources including YouTube and the website Frequently Asked Questions

To prevent loss of city-owned equipment, the human resources commissioner should:

- update the city's telework agreement to include language concerning equipment return at termination

For more information regarding this report, please use the "contact" link on our website at www.atlaudit.org

What We Found

ATL311 plans to implement a customer relationship management system by the fourth quarter of 2024. This new system will be integrated with other city department systems to offer a more seamless customer experience. ATL311 staff confirmed that departments with integrated systems will be able to engage and view real-time updates during the life cycle of the case.

We found that staff has met or exceeded most of its metrics from January 2023 to early 2024; however, staff told us that staffing levels were not optimal. In December 2023, ATL311 had 43 vacant positions in Customer Service, and most vacancies were in customer service representative positions. A previous workload analysis, completed in 2021, was based on call volume and did not appear to consider the staffing level needed to meet the department's performance targets.

ATL311 could improve its compliance with the Americans with Disabilities Act (ADA). Staff told us that the call center discontinued teletypewriter (TTY) or telecommunications device for the deaf (TDD) services under the former Customer Service Commissioner because it was rarely used. We also found that not all communications have been translated. ATL311's videos are only offered in English and its frequently asked questions page appears as an image that cannot be interpreted by the Google language feature.

ATL311 did not enforce the city's employee exit policy. Between January 2022 and December 2023, about 74% (54 of 73) of separated employees took two business days and up to 35 business days to return city equipment. In one instance, a separated employee had not returned issued equipment. The city's telework agreement establishes parameters for working remotely; however, the agreement does not include language that addresses equipment return post-employment with the city, which may pose a potential risk to the city's ability to safeguard its assets.

Management Responses to Audit Recommendations

Summary of Management Responses		
Recommendation #1: We recommend that the customer service commissioner at least annually review workload requirements with consideration to calls, cases, and key performance indicator demands to determine the optimal number of staff to meet these requirements without difficulty.		
Auditee Response: Agree	**Status:** Partly Implemented	**Estimated Completion Date (M/Y):** 01/25
Recommendation #2: We recommend that the customer service commissioner enforce human resources exit policy and ensure separated staff return equipment within one business day.		
Auditee Response: Partially Agree	**Status:** Started .	**Estimated Completion Date (M/Y):** 10/24
Recommendation #3: We recommend that the customer service commissioner implement accessibility methods to ensure employees and the public with differing accessibility needs have equitable access to information.		
Auditee Response: Agree	**Status:** Started	**Estimated Completion Date (M/Y):** TBD
Recommendation #4: We recommend that the customer service commissioner offer translated communications for various sources including YouTube and the website Frequently Asked Questions.		
Auditee Response: Agree	**Status:** Started	**Estimated Completion Date (M/Y):** 10/24
Recommendation #5: We recommend that the human resources commissioner update the city's telework agreement to include language concerning equipment return at termination.		
Auditee Response: Disagree	**Status:** Started	**Estimated Completion Date (M/Y):** 10/24